



BR+E

Growing the Villages
of Almaguin



Business Retention + Expansion 2015 - 2016

Building momentum and moving forward!



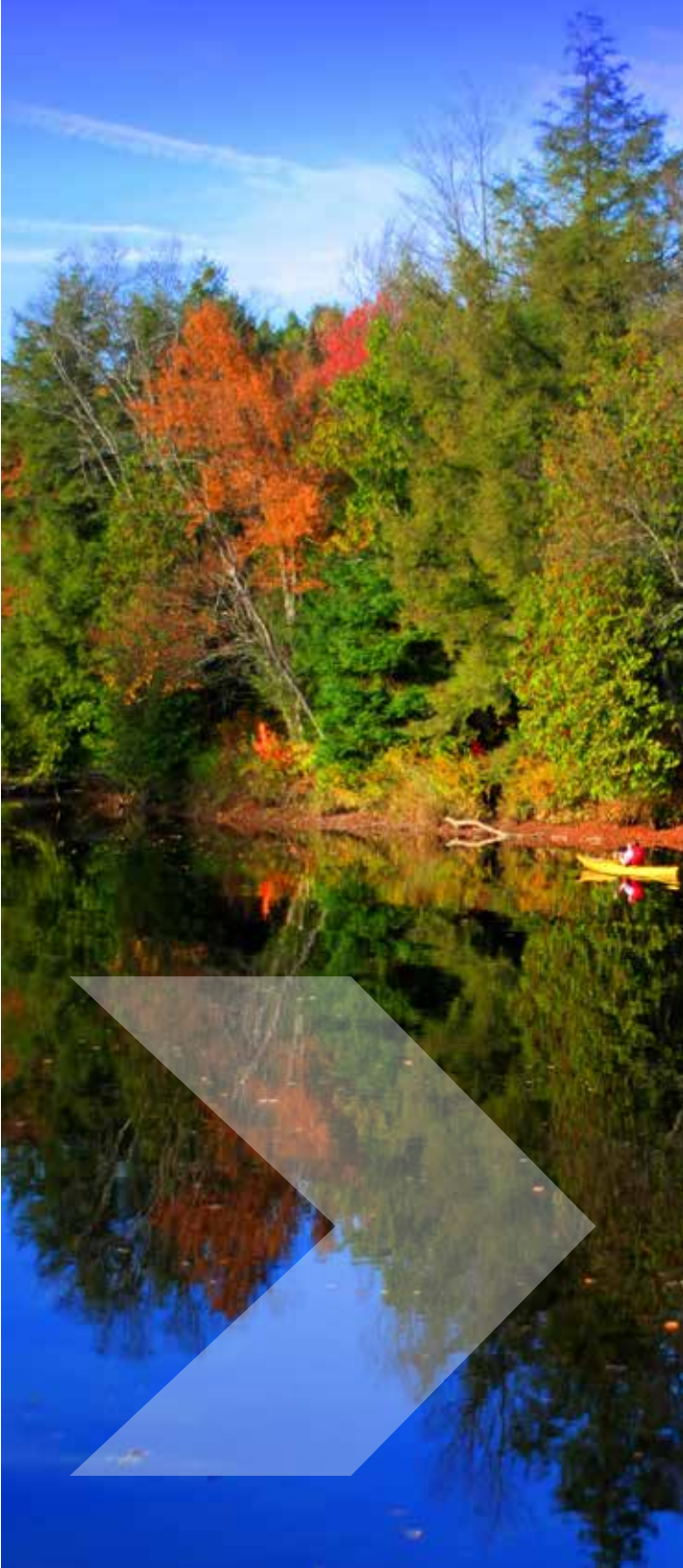


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Executive Summary

In June 2015, the Almaguin Chamber of Commerce (AHCC) launched a regional Business Retention and Expansion (BR+E) program, in an attempt to help grow existing firms, identify investment attraction opportunities and gauge the health of the local business community. To ensure a regional approach, 13 communities in the Almaguin Region supported the Business Retention + Expansion initiative.

The 13 communities included:

- Chisholm
- Powassan
- Sundridge
- Strong
- Machar
- South River
- McMurrich/Monteith
- Kearney
- Magnetawan
- Perry
- Armour
- Burk's Falls
- Ryerson

The BR+E process provided an opportunity for AHCC and its partner communities to take on a grassroots approach to building trust and fostering relationships with area businesses. Engagement with businesses, volunteers, stakeholders, and organizations was integral to identifying key issues, opportunities, challenges and priorities. This program focused on each economic sector within the region and included a series of targeted questions to capture key information about the area's business climate. The information collected provides local intelligence and identifies priorities and action items for both the region and each community.

The AHCC BR+E project was implemented in four phases, beginning in June 2015 and concluding in July 2016. The phases included building the Leadership Team, conducting business visits and surveys, analyzing survey results, developing the final report and presenting the findings to local community representatives.

The survey process identified key trends and issues based upon responses received from the private sector. Once analyzed, this information formed the basis for priority areas. The four identified priority areas include regional collaboration, expansion opportunities, succession/exit planning and workforce development. The identified priorities will provide the AHCC and its partner communities with the opportunity to develop innovative solutions to address these needs.

Five key areas of growth within the next five years expressed by local businesses pertaining to specific community needs include:

- 1 Strategic regional effort to attract residents, businesses and tourists through increased promotion and the development of enhanced products and services;
- 2 Formal downtown revitalization efforts;
- 3 Improved region wide access, dependability and affordability of infrastructure services such as internet, electricity, water and sewer;
- 4 Transparency and streamlined services and support of businesses from municipal staff and councils; and
- 5 Increased collaboration among communities and businesses.

The survey results highlighted the following key strengths within the Almaguin Region:

- 1 Demonstrated interest from area businesses in expanding operations;
- 2 Many businesses are owned by local people who are invested in the area and its success;
- 3 Business are well supported by other local businesses and residents;
- 4 Quality of Life is favourable (cost of living, landscape, community feel);
- 5 Proximity to regional centres and larger markets, quality roads, access to major highway system;
- 6 Access to quality services such as parks, roads, libraries, fire, police;
- 7 Increased willingness for 13 communities to work together as a region; and
- 8 Demonstrated commitment to partnering on initiatives such as the BR+E study, which was collaborated among, and partly funded by communities throughout the region.

The BR+E Final Report provides an in-depth look into the survey results from a regional level, along with individual snapshots of each community that took part in the initiative. Each key priority area has been broken down to include the issues, recommendations and key partners that should be involved in addressing the problems identified by local businesses.





Introduction

In an attempt to help grow existing firms, identify investment attraction opportunities and gauge the health of the local business community, the Almaguin Chamber of Commerce (AHCC) launched a regional Business Retention and Expansion (BR+E) program. The results of this program provide insight into a number of opportunities as well as issues faced by local businesses.

The BR+E process provided an opportunity for AHCC and its partner communities to take on a grassroots approach to building trust and fostering relationships with area businesses in the economic development process. Engagement with businesses, volunteers, stakeholders, and organizations was integral to identifying key issues, opportunities, challenges and priorities. This program focused on each economic sector within the region and included a series of targeted questions to capture key information about the area's business climate. The information collected provides local intelligence and identifies priorities and action items for both the region and each of the partner communities.

REPORT CONTENT

The BR+E Report consists of a compilation of the business survey results for the region along with a summary of key findings for each partner community. The feedback provided through the survey process and its subsequent analysis forms the basis for each of the recommendations outlined herein. The Report also includes detailed survey results for the region which can be found in Appendix O (page 322). In addition, each participating community has been provided with the detailed survey results for their respective area.

GLOSSARY OF ORGANIZATIONS

- AHCC** - Almaguin Highlands Chamber of Commerce
- NECO** - NECO Community Futures Development Corporation
- CB&DC** - Community Business & Development Centre
- CFDC** - Community Futures Development Corporation
- EDCs** - Economic Development Committees
- EDOs** - Economic Development Officers
- LMG** - The Labour Market Group
- TBC** - The Business Centre Nipissing Parry Sound Inc.
- SBEC** - Small Business Enterprise Centre
- NCIR** - Northern Communities Investment Readiness Initiative

Acknowledgments



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Thank You!

The work of the Project Team was enhanced by the participation of the Almaguin BR+E Leadership Team made up of representatives from the AHCC, each of the partner communities and government organizations whose insight and contributions were essential to the success of the overall project.

The contributions made by the AHCC, the Leadership Team members, the project volunteers and businesses who agreed to be interviewed, were instrumental to the development of this report. While assembled by the Consulting Team, the document is a true reflection of the input provided by the businesses along with the wide-ranging and insightful recommendations from the Leadership Team who are actively engaged in the various facets of community and economic development.



Report prepared by:



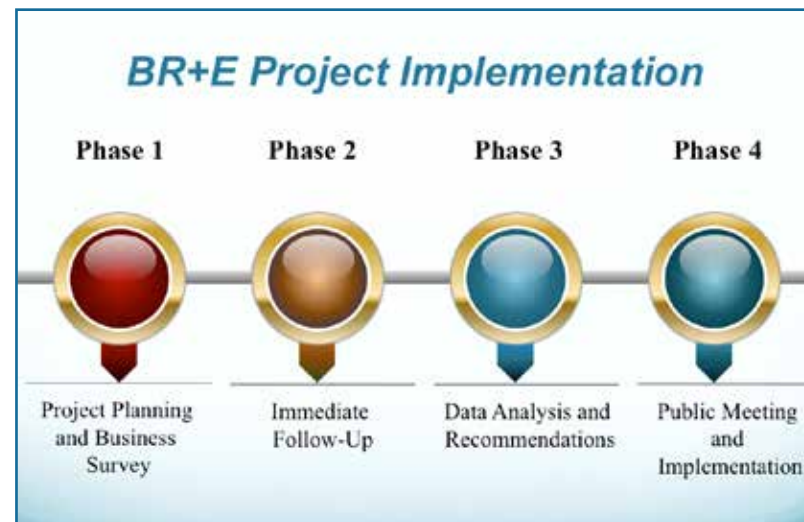
Karen Jones Consulting Inc.
Markey Consulting



BR+E Overview

Definition:

BR+E is an ongoing cooperative effort between business, local government, agencies, other organizations and people in the community with the purpose of identifying opportunities and actions to assist local businesses in expansion, the retention and creation of jobs and the diversification of the local economic base, as well as the implementation of defined actions to improve the local business climate.



A standardized, internationally recognized process, the BR+E is used to gauge the local business climate, and to help identify common issues, concerns and potential opportunities in the business community that can be used to help develop community based, economic development strategies. In undertaking this economic development focused approach for industry and business

engagement, the AHCC sought to identify community and regional needs and priorities. Along with its partner communities, AHCC successfully accomplished the following key objectives over the short and long-term:

- Build relationships with the businesses, stakeholders, and key organizations;
- Identify urgent “red flag” and “green flag” issues;
- Identify opportunities and key areas for growth;
- Improve understanding about needs and requirements to retain businesses, jobs and support expansions;
- Identify gaps;
- Identify short and long term priorities;
- Identify common threads to provide basis to support advocacy and regional development;
- Develop and implement effective priority based strategies as they relate to each sector;
- Develop and implement programs and partnerships; and
- Communicate the role of the AHCC to area business.

The results of the survey process identified key trends and issues based upon responses received from the private sector. Once analyzed, this information formed the basis for key priority areas. The identified priorities will provide the AHCC and its partner communities with the opportunity to develop innovative solutions to address these needs. This process includes the development of key recommendations and the identification of industry partners to address the identified priorities.

The survey includes questions related to the following components:

- Business Climate
- Future Plans
- Company Information
- Business Development
- Financial
- Workforce Development
- Local Community





Methodology

The AHCC BR+E project was implemented in four phases. The project was formally launched in June 2015 and concluded in July 2016. The purpose of the initiative was to determine the needs of regional businesses, identify opportunities and address challenges. To accomplish this, interviews were set up to conduct surveys with 267 businesses in Chisholm, Powassan, Sundridge, Strong, Machar, South River, McMurrich/Monteith, Kearney, Magnetawan, Perry, Armour, Burk's Falls and Ryerson. Following the survey process, the results were reviewed and summarized for the final report. The project was conducted over four phases, which are described below.

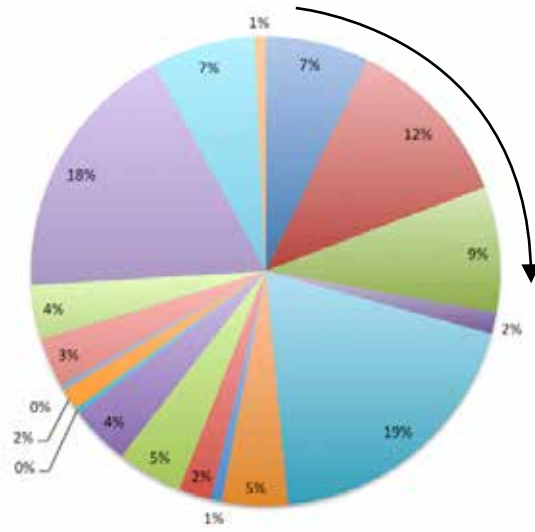
Phase 1: July 2015 – November 2015



Dedicated to establishing the project Leadership Team, increasing awareness and interest among potential businesses, analyzing the region's business makeup and developing sector based survey targets for each community, hosting various launch events, developing interview surveys and recruiting and training volunteers.

Phase 2: November 2015 – April 2016

Devoted to conducting interviews with area businesses, a total of 267 businesses representing all sectors of the regional economy were randomly selected and then interviewed by members of the BR+E Leadership Team and volunteers. Due to the significant amount of data acquired through the interview process, survey results were entered into the BR+E Executive Pulse database on an ongoing basis in order to avoid a back log in Phase 3.



Phase 3: May 2016

This phase was dedicated to reviewing the percentages (quantitative data) and anecdotal comments (qualitative data), derived from the surveys. The data was presented by survey question with the responses by percentage in one document and a collection of the anecdotal comments in another document. The information was presented at the Task Force Retreat for the Leadership Team to review and consider the findings and identify possible action items to address key concerns. The Leadership Team used the survey data, qualitative responses, local knowledge and expertise to collectively develop the SWOT analysis located on pages 15 & 16 and identified recommendations to mitigate challenges and

capitalize on opportunities. Using the information and insight gathered during this session, the results were further refined by the Consulting Team and developed into the recommendations embedded within this report. To identify key issues and areas that best fit recommendations, the following process was taken:

1. Consolidated all regional data and extracted from the Executive Pulse System.
2. Reviewed all survey responses and highlighted questions with the highest response rate for challenges businesses face.
3. Reviewed highlighted questions and identified key findings and priorities the Almaguin region faces collectively.
4. Concentrated on developing recommendations that could be realistically implemented at the grassroots level to foster local change.
5. Developed recommendations that the Leadership Team could implement to address the key priorities and stimulate growth within the region.

Red and Green Flag issues are defined through the Business Retention + Expansion program as

Red Flag: Urgent issues that require immediate action (ex. business closing)

Green Flag: Opportunities that require immediate action (ex. business expanding)

Red and Green Flags were brought to the Leadership Team on a regular basis throughout the BR+E project. Potential solutions, resources, programs and services to assist with the identified issues were discussed. Members of the Leadership Team would provide updates regarding Red and Green Flags occurring in their respected areas. As part of the Leadership Team process, feedback and suggestions would be shared amongst the group to mitigate issues and assist in identified opportunities. This process proved to successfully build and improve working relationships between local businesses, AHCC representatives and Economic Development Officers.

Phase 4: July 2016

This phase involved the synthesis and promotion of the findings and presentation of a final report to the region, its communities and stakeholders. To be used to develop community-based economic development strategies.



Profile of the Region

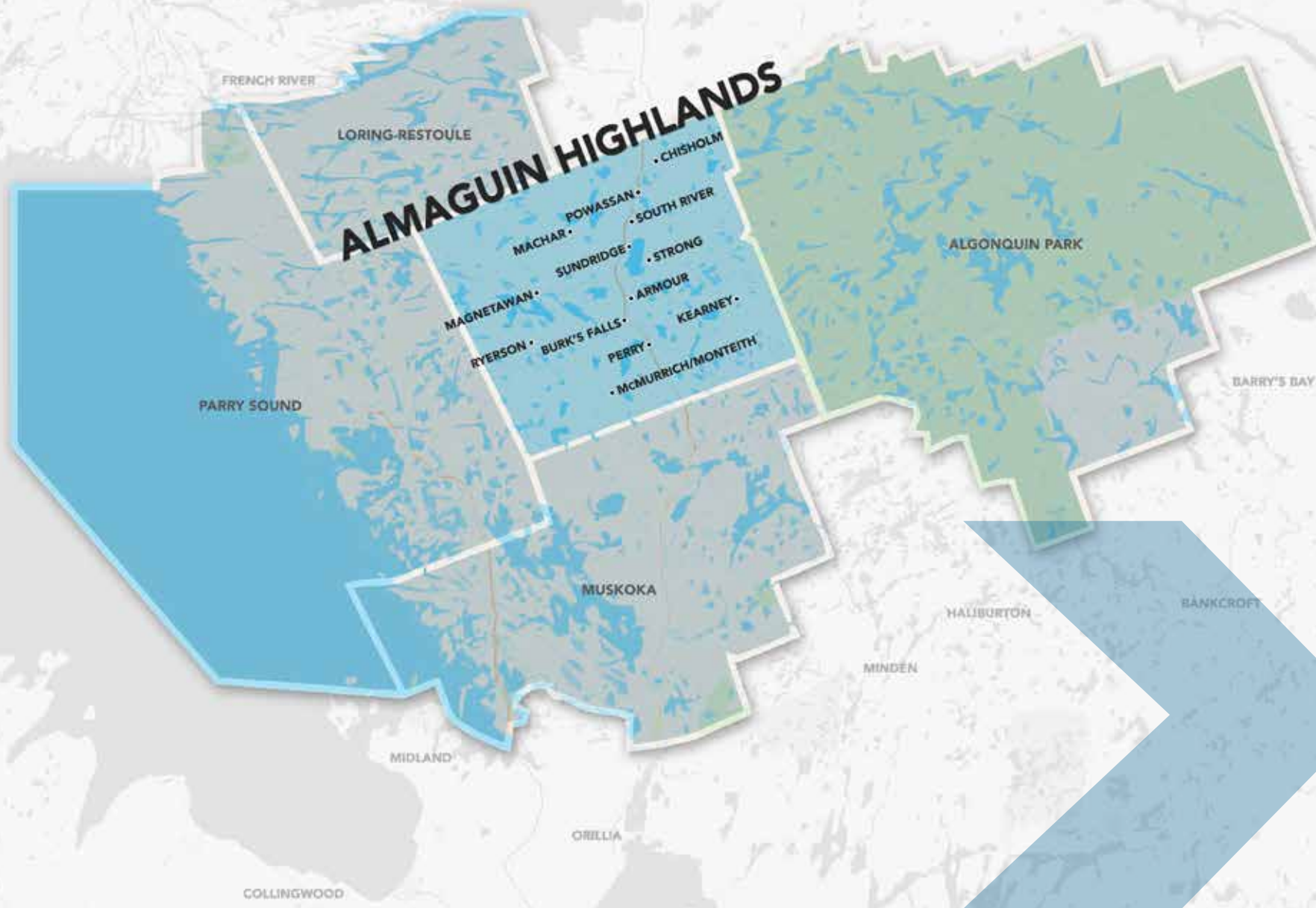
The Almaguin Region (colloquially known as Almaguin) covers approximately 8,000 km² and stretches north from Muskoka to Lake Nipissing. Comprising the eastern half of Parry Sound District, the eastern edge abuts the western boundary of Algonquin Provincial Park, Ontario's oldest and largest Provincial Park, to the west is the Parry Sound district and Georgian Bay. Originally derived from the words, Algonquin and Magnetawan, Almaguin is now used to describe the marketing region of East Parry Sound.

With a population of 23,570, based on the 2011 census, Almaguin benefits from being within close proximity to the most significant rail and highway transportation corridors in Northeastern Ontario, making it easily accessible from all four geographic corners. The Almaguin Region is made up of 18 distinctive Municipalities that encompass many small towns, villages and hamlets. This region of Northern Ontario presents to the visitor, the majestic landscape of the Canadian Shield, enhanced by the history and the charm of its many rural communities. With its wide open spaces of mixed woodlands, rolling hills and rocky crags, with hundreds of unspoiled lakes and rivers, the Almaguin Highlands is a paradise to be explored and enjoyed.



Regional Area

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Participating Communities

To ensure a regional approach, 13 communities in the Almaguin Region supported the Business Retention + Expansion initiative. Their collective involvement provides rich insight into business needs, challenges and opportunities at a local level and on a regional basis.

- Chisholm
- Powassan
- Sundridge
- Strong
- Machar
- South River
- McMurrich/Monteith
- Kearney
- Magnetawan
- Perry
- Armour
- Burk's Falls
- Ryerson

ACCOMPLISHMENTS

267 Businesses
Interviewed



47
Volunteers
Trained



Volunteer
Training Sessions


14 Members on
Leadership Team



Regional
Collaboration with
13 Communities

3
Project
Launches

Leadership Team



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The work of the Project Team was enhanced by the participation of the BR+E Leadership Team made up of representatives from the AHCC, partnering communities and government representatives whose insight and contributions were essential to the success of the overall project.

The Leadership Team members include:

- Anthony Rizzo, Almaguin Chamber of Commerce
- William Hollett, Almaguin Chamber of Commerce
- Emilio Foffano, Almaguin Chamber of Commerce
- Ron Begin / Gerry Spooner, FedNor
- Kimberly Bester, Municipality of Powassan
- Susan Phillips, Municipality of Powassan
- Melinda Torrence, Township of Perry
- Pat Aspin-Lecour, NECO
- John Santarossa, Central Almaguin Economic Development Association (Municipalities of Sundridge, South River, Strong, Machar and Joly)
- Courtney Rizzo, (Municipalities of Kearney, Perry, McMurrich/Monteith) and Magnetawan Economic Development Committee
- Dave Gray, Burk's Falls and Area Committee for Economic Development (Municipalities of Burks Falls, Ryerson and Armour)
- Stacie Fiddler, The Labour Market Group (Local Workforce Planning Board)
- Carole Mantha, Ministry of Northern Development and Mines



➤ Almaguin Highlands Chamber of Commerce

VISION STATEMENT:

Almaguin Highlands is a premiere destination for residential and commercial development.



MISSION STATEMENT:

To be the voice for prosperous business community that fosters pride in our area; and to develop economic growth on behalf of its members and the communities it represents.

WHAT IS THE PURPOSE OF A CHAMBER OF COMMERCE?

A Chamber of Commerce is an organization that acts on behalf of its members to develop business contacts, promote economic development and the community it represents. It works to promote civic, commercial, industrial and agricultural progress in the community.

It also strives for legislation that is beneficial to its members and community.

HOW DOES A CHAMBER OF COMMERCE OPERATE?

The Almaguin Highland's Chamber of Commerce consists of the entire Almaguin Highlands district.

The decision making body, known as the Council, elected by the members at the annual general meeting, will include a president, treasurer, secretary and eight other members.

A member of the Chamber can be any reputable person, association or indirectly engaged or interested in trade commerce or the economic and social welfare of the district.

Regional





Regional Summary

When looking at both the regional and local results from the BR+E Survey, there are four clear key issues present.



WORKFORCE

The region's labour market poses a number of challenges which include the potential labour force as either inexperienced or needs preparation for the workplace, a lack of awareness about the career opportunities in the region and the need for relevant training.



EXPANSION OPPORTUNITIES

While several respondents of the survey intend to expand their operations within the next 18 months, many of them indicated that they are facing challenges with respect to real estate including the ability to find readily available information about land and buildings for sale/lease within the region as well as appropriate and affordable options to meet their expansion needs. In addition, several respondents indicated a lack of knowledge regarding funding programs available to support their expansions. Furthermore, many businesses throughout the region expressed challenges related to over-regulation (i.e. red tape) associated with all government levels and the lack of municipal support for various business start-up and expansion opportunities.



SUCCESSION / EXIT PLANNING

A large percentage of survey respondents indicated that they have no succession or exit plan. This may result in the loss of businesses and consequentially, a loss of jobs, services and tax base within the region.



REGIONAL COLLABORATION

Survey respondents were unaware about or had no contact with organizations that are available to assist with business development, research, programs, networking opportunities and workshops, events, seminars. Awareness, understanding and cooperation among municipalities and organizations within the region must be improved to ensure clear communication among stakeholders, regional unity, efficiency and to avoid unnecessary redundancy.

The following provides an overview of the regional results during the interview process. 267 businesses and 18 sectors surveyed

83% locally owned and operate with one location, **8.9%** locally owned with more than one location, **3.9%** were a franchise, and **3.9%** were a part of a branch or division of a regional, national or international company.

63.4% of businesses have 1-4 employees.

18.9% of businesses have 5-9 employees.

8.7% of businesses have 10-19 employees.

3.1% of businesses have 20-29 employees.

4.3 % of businesses have 30-49employees.

1.2 % of businesses have 50-99employees.

0.4 % of businesses have 100-299employees.

95% of businesses have owners who are involved in day-to-day operations of the business.

81% of businesses own their facility.

42% of businesses are planning to expand their operations in the next 18 months.

53% of those businesses are currently experiencing troubles with their expansion plans.

67% of those businesses asked for assistance from the community to support their expansion plans.

51% of businesses expressed a good general impression of their community as a place to do business, and 16% rated it as excellent.

35% of businesses stated their general impression of their community has become more positive, **20%** more negative and **45%** stated no change.

89% of businesses rated quality of life in their community as good or excellent.

16% of businesses experience barriers with Internet costs.

22% of businesses experience barriers with Internet speed.

15% of businesses experience barriers with Internet access.

12% of businesses experience barriers with knowledge and training regarding I.T.

7% of businesses experience barriers with hardware/software support.

25% of businesses experience no barriers.

34% of businesses rated availability of qualified workers as poor.

41% of businesses are currently experience difficulties hiring and 52% of the businesses feel that hiring challenges are related to the community.

29% of businesses are currently participating in co-ops, internships and apprenticeship programs, however, 48% expressed interest for more information.

62% indicated an increase in number of employees in the past 3 years.

Graphical representations of the regional survey results can be found on page 29.



Regional SWOT

Strengths

- Demonstrated interest from area businesses in expanding operations (Fig. 57)
- Many businesses are owned by local people who are invested in the area and its success (Fig. 3)
- Many long standing businesses (35 years +) (Fig. 6)
- Business are well supported by other local businesses and residents (Fig. 25-27)
- Quality of Life is favourable (cost of living, landscape, community feel) (Fig. 23)
- Land costs are reasonable (Fig. 14)
- Proximity to regional centres and larger markets, quality roads, access to major highway system (Fig. 19 & 20)
- Employee retention for small businesses is high (Fig. 86)
- Access to quality services such as parks, roads, libraries, fire, police (Fig. 47, 48, 51-53)
- Businesses have demonstrated an interest in working collaboratively on regional marketing initiatives (Fig. 78 & 103)
- Increased willingness for 13 communities to work together as a region
- Demonstrated commitment to partnering on initiatives such as the BR+E study which was a collaboration among, and partly funding by communities throughout the region
- Some services are shared thus increasing coverage while reducing costs (i.e. fire services)
- Open communication with partnering organizations such as provincial and federal governments and agencies

Weaknesses

- Current inventory of commercial buildings / property is limited making it challenging to attract new businesses (Fig. 13 & 15)
- The seasonal nature of many businesses poses challenges for recruitment, retention and overall profitability (Fig. 92)
- Skilled/qualified workers hard to find/attract (Fig. 83, 87-89)
- Many new graduates are entering the workforce without the basic essential skills required by employers (Fig. 88)
- Cost of electricity & outages are high (Fig. 32 & 33)
- Availability and costs associated with broadband in rural areas (downloading speed, capacity) (Fig 29, 76 & 77)
- Lack of succession planning by many businesses and organizations (Fig. 63)
- Different views on employee expectations by Millennial generation (lack of workforce stability and potential source of issue) (Fig. 84 & 89)
- Recent shift by area secondary school away from trades
- Schools lacking resources – declining student intake, after school programs

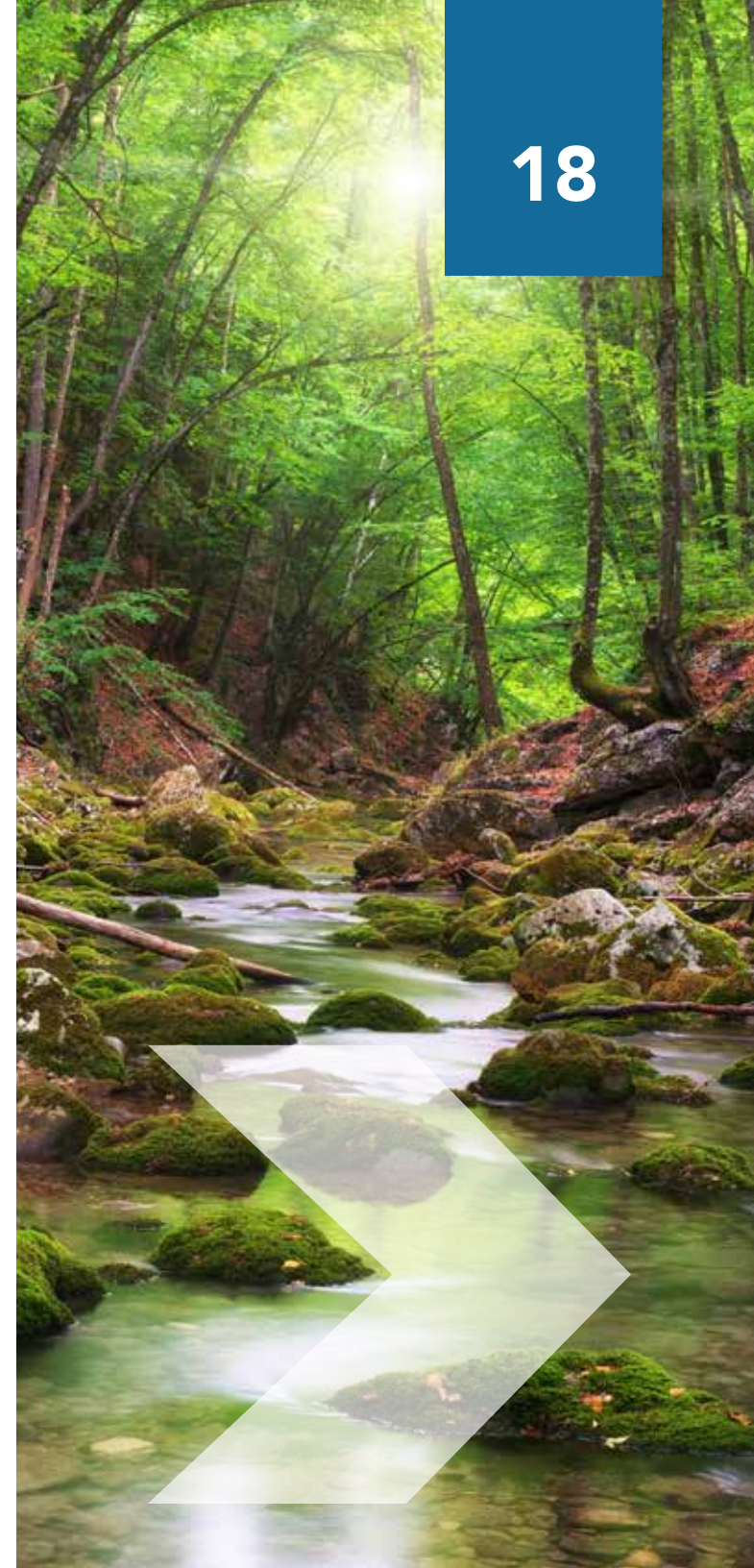
- Lack of recreation to support families and young adults serves as barrier for attraction/retention (Fig 22, 24, 28 & 50)
- Insufficient and/or aging infrastructure and/or buildings
- Businesses unaware of services, programs, funding and resources available to support growth/expansion (Fig. 57-72)
- “Red tape” from all levels of government limiting growth and expansion opportunities
- Building, planning, permitting challenges at municipal level (Fig. 44)
- Lack of medical and health services in certain geographic locations (Fig. 22)
- Very limited knowledge of services/organizations (Chamber, SBEC, CFDC, etc.) (Fig. 39-43 & 45)
- No unique value proposition or competitive advantage – businesses can find high quality of life with equal or more potential for profitability in many other regions

Opportunities

- Business support services to attract new entrepreneurs to the region and work with existing residents with start-up
- Attraction of new residents- families, new comers, young professionals
- More business offerings, social connection and services to support senior market
- Increased communication with groups (schools, municipalities, businesses)
- Shared marketing initiatives/programs with businesses
- Increased awareness about organizations (Chamber, SBEC, CFDC) through Ec.Dev/ Municipalities, Business Community
- Continue to work with businesses through direct contact and one on one communication
- Downtown revitalization, incentives for investment
- Communities investing in EDO positions
- Roundtable discussion for Ec.Dev orgs, municipalities, etc. to discuss and implement solutions
- Further develop and position Almaguin identity to resonate outside regional borders

Threats

- Unreliability of some services (e.g. hydro outages, internet, cellular)
- Aging population
- Semi-retirement community – must have strategy in place to ensure adequate services exist to support community as they age
- Low-cost programs with low-cost programming hinders attraction and retention of families seeking high quality art, sport, recreation opportunities
- Addition of development charges
- Government red-tape prevents expansion (licensing, regulations, building codes, studies) slow processes, barriers that impact businesses expansion/start-up plans
- The process to acquire land presently owned by the Ministry of Transportation declared as surplus is challenging
- Ministry of Transportation owned land is difficult to acquire thus hindering potentially significant growth opportunities along transportation routes
- Working with Ministries – unrefined process makes it difficult for progress
- Cost of doing business due to government imposed requirements and “red tape” creates significant barriers to business growth and attraction.





Recommendations

Fundamental Factors: Local Economic Development (LED) is acting to ensure that the economy of your community grows faster than your population so you have the extra resources in the future to finance improvement. This is achieved when public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. LED is thus about communities continually improving their investment climate and business enabling environment to enhance their competitiveness, retain jobs and improve income. Inefficient or weak business environments impede businesses from starting up, expanding, modernizing or surviving. In order to ensure that communities and regions are well positioned to encourage and accommodate growth several fundamental factors must be considered and addressed.

Issue	Recommendation	Partners
Limited community programs and services such as recreation, sport, arts and music compared to what is offered in other areas hinders the attraction and retention of families and young professionals to the area. Residential attraction and retention is essential to creating a critical mass of local people to utilize business services and products and to provide a workforce. (Fig. 22, 24, 29, 48 & 50)	<p>Develop a regional facilities master plan to include strategies that align with available services/programs in the areas of recreation, sport, arts and music. This strategy should include an asset inventory, existing human resources and initiatives within all communities.</p> <p>Develop a needs analysis to explore and understand citizen needs, current gaps and potential opportunities to retain and attract young professionals, families and retirees.</p> <p>Collaborate at the regional level to provide programs and services, share resources and assets to reduce costs and improve quality.</p>	<p>AHCC</p> <p>Local EDCs</p> <p>Municipalities</p>
Businesses lack awareness regarding available programs, services and opportunities to them. (Fig. 39-43, 59, 61, 65, 68-70, 72 & 103)	<p>Partner with complementary organizations to fund a speaker series as part of Chamber of Commerce social events where various service providers can share information about their services and programs with the business community.</p> <p>EDOs to collaborate to increase the number of half day/full day regional workshops and seminars to address the needs of businesses.</p>	<p>AHCC</p> <p>Local EDCs</p> <p>The Labour Market Group (LMG)</p>

Issue	Recommendation	Partners
<p>The lack of appropriate regional public transportation reduces the potential pool of individuals who could be recruited for jobs and limits the opportunity for students seeking co-op and apprenticeship placements (Fig. 56)</p>	<p>Investigate various shared transportation options and best practices such as:</p> <ul style="list-style-type: none"> • Fixed-route services; • Demand-response services; • Van-pooling; • Guaranteed ride home programs (some parents feel they must take a car to work in case they need to get home unexpectedly, usually because of something related to their children); • Partnering with transit providers to design options that best help employees (flexible routes, shuttles, express buses); • Shared-ride programs. 	<p>AHCC</p> <p>Local EDCs</p> <p>Municipalities</p>
<p>Lack of Regional Promotion and lack of opportunities for businesses to participate in joint-marketing and networking on a regional scale (Fig. 78 and 103).</p>	<p>Develop and implement regional marketing strategy/committee to identify target markets, partnerships and actions. Support existing businesses and provide more networking and joint-marketing opportunities across the region.</p>	<p>Municipalities</p> <p>EDOs</p> <p>AHCC</p>



Recommendations



Workforce: The region's labour market poses a number of challenges: it's current potential labour force lacks the experience and training required to enter local jobs and employers are having difficulties finding qualified workers. In order to find solutions to these challenges, local employment and training agencies need to be engaged in order to implement local solutions.

Issue	Recommendation	Partners
<p>Businesses are faced with recruitment and retention challenges due to limited HR capacity, awareness regarding tools and resources available to them, and employment related trends.</p> <p>Recruitment - (Fig. 85, 87-89)</p> <p>Retention - (Fig. 86, 91 & 92)</p>	<p>Engage employers to consider alternative attraction and retention approaches by introducing them to a range of considerations over a period of time through a variety of methods including electronic or in-person, webcasts, newsletters or a series of interactive workshops and/or speakers. Topics could include:</p> <ul style="list-style-type: none"> • The relevance and application of employee engagement strategies • The value of training • Resources available to employers to help address their HR needs • Career advancement and career ladders • Engagement with high schools • Managing the Millennium Generation • The value of work placements and how to get the most out of them • How to develop recruitment packages to promote employment opportunities including creating documents such as a company overview, job descriptions, benefit information, company website, etc. • Interview processes • Retention strategies • Available funding programs for internships/ co-ops, apprenticeships, training • Concrete tools / practices / approaches (sector based panel of best practices and success stories) 	<p>AHCC</p> <p>Local EDCs</p> <p>The Labour Market Group</p>

Issue	Recommendation	Partners
<p>Businesses are faced with recruitment and retention challenges due to limited HR capacity, lack of awareness regarding tools and resources available to them, and employment related trends.</p>	<p>Provide awareness of local programs and services to employers using a variety of methods in order that they become more aware of programs and services offered to them in their communities. These methods include:</p> <p>Develop, promote and distribute employer resources related to job descriptions, wages, employment trends, etc... (e.g. Generation x+y= Employer Guide; LMG Tools for the Trade)</p> <p>Support business in accessing funding for training and recruitment including the development of applications</p> <p>Host breakfast session for seasonal employers to encourage collaboration and the development of creative solutions to address recruitment and retention issues tied to seasonal work.</p> <p>Establish regular roundtable discussion among employment related organizations and program delivery agents.</p> <p>Work with middle schools, high schools, colleges and universities to promote regional career opportunities and develop relevant educational curriculum.</p> <p>Develop immigration attraction friendly strategies.</p>	<p>AHCC</p> <p>Near North District School Board</p> <p>Almaguin Highlands Secondary School</p> <p>NECO</p> <p>Community Business Development Centre (CB&DC)</p> <p>Local EDC's</p> <p>LMG</p> <p>Employment Centres</p> <p>Area Businesses</p> <p>North Bay Multicultural Centre</p>



Workforce (CONT.)

Issue	Recommendation	Partners
Lack of awareness regarding local career opportunities that are available within the region such as skilled trades, entrepreneurship and tourism.	<p>Develop a series of social media based communications highlighting area employers and potential career opportunities targeting young professionals regarding employment and lifestyle (e.g. Youtube; Snapchat; Instagram)</p> <p>Create videos and/or other tools to post to Facebook targeting parents, educators and community at large. Videos could include interviews, testimonials and success stories from participants in skill trades, tourism and entrepreneurial training programs.</p> <p>Invest in social media advertising such as Facebook ads to promote created tools.</p> <p>Utilize all tools during regional and community events.</p>	<p>AHCC</p> <p>Local EDCs</p> <p>LMG</p> <p>Explorers' Edge</p> <p>Local schools, colleges and universities</p>
Training opportunities are limited and uncoordinated throughout the region.	<p>Identify training needs throughout the region.</p> <p>Collaborate regionally to organize more relevant, effective and efficient training opportunities.</p>	<p>AHCC</p> <p>EDOs</p> <p>Municipalities</p> <p>Private sector</p>



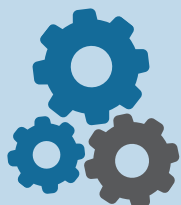
Expansion Opportunities: While several respondents of the survey intend to expand their operations in the relatively short term, many of them indicated that they are facing challenges with respect to real estate including the ability to find readily available information about land and buildings for sale/lease within the region as well as appropriate and affordable options to meet their expansion needs. In addition, several respondents indicated a lack of knowledge regarding funding programs available to support their expansions. When

business owners speak of how “business friendly” a community is, often times they are referring to how easy or difficult it is to start up or expand a business. Creating and maintaining an efficient, simple, and streamlined system that makes it easier to start, expand, and operate businesses should be a short term priority for the Almaguin region.

Issue	Recommendation	Partners
<p>Businesses seeking space or land for lease/ purchase within the region are faced with challenges with respect to finding information and finding affordable and appropriate options to meet their needs. (Fig. 13-15 & 18)</p>	<p>Develop a consistent and integrated regional system including a property database, relevant forms, information on permitting requirements and procedures to save costs and time and allow developing businesses to focus on substantive matters rather than dealing with challenges associated to locating the real estate and/or other support they require.</p> <p>Identify a single point of contact to deal with all inquiries.</p> <p>Work with realtors, landlords and private land / property owners to develop database and encourage regional promotion.</p> <p>Undertake a comparative analysis of similar sized communities and markets to determine average rental costs; educate area landlords about competitive pricing and assist them with promotion of their properties to fill vacancies</p>	<p>EDOs</p> <p>Municipal Councils</p> <p>Municipal Staff (planning; building)</p> <p>Realtors</p> <p>Landlords / Landowners</p>
<p>Lack of collaboration and sharing of information/ resources between communities is limiting the region's competitiveness.</p>	<p>Educate municipal councils and staff about the competitive advantages to cross promoting community assets on a regional level; encourage collaboration as opposed to competition. (e.g. better to help a business expand in a neighbouring community if it meets their needs then to have them relocate to another region entirely)</p> <p>Undertake a regional investment readiness assessment (assessing availability of key considerations for investors) to identify assets (advantages) and work together to address gaps (challenges). This could include a community profile, industrial & commercial land inventory, investment marketing, land use planning, economic development, site selection process and monitoring investment inquiries. For more details, review the investment readiness test through Northern Communities Investment Readiness Initiative (NCIR).</p> <p>Host a regional investment readiness workshop to assist communities with increasing their investment readiness.</p>	<p>EDOs</p> <p>Municipal Council</p> <p>Municipal Staff</p> <p>NCIR</p>



Recommendations



Regional Collaboration: Survey respondents were either unaware of, or had no contact with organizations that are available to assist with business development, research, programs, networking opportunities and workshops, events, seminars. Awareness and understanding about existing organizations is required to ensure efforts are not duplicated and the region is perceived as united. Awareness and increased communication by a region-wide coordinating body, such as the AHCC, is necessary in order to equally represent the needs and address the challenges of businesses within each community in Almaguin.

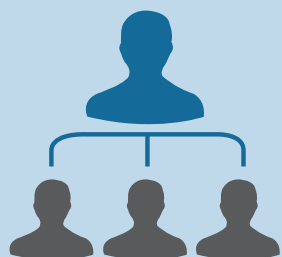
Issue	Recommendation	Partners
<p>There is a disconnect among existing regional organizations and municipalities with respect to roles, expectations, deliverables, events and resources resulting in duplication of efforts, a lack of cohesiveness and consequentially limited impact. (Fig. 39-43 & 45)</p>	<p>Facilitate discussion with regional Economic Development Officers and the AHCC to strategize ways to unite the region, work together on local economic development related priorities and create relevant resources/tools to help foster collaboration.</p> <p>Host an event featuring best practices focused on how to effectively forge local partnerships, understand community dynamics, find solutions and work together on regional economic development initiatives.</p> <p>Further explore and understand role of existing economic development committees (e.g. Almaguin Regional Economic Alliance, Almaguin Highlands Economic Development, Municipal Economic Development, etc.) to align efforts and recognize assets. Ensure partnership opportunities for regional initiatives are maximized, silos barriers are removed and duplication is avoided.</p> <p>Build a visual and information package that can be shared with Councils, Municipal staff, committees and organizations about regional collaboration opportunities, key players, deliverables, programs, roles, expectations and resources that can benefit the region as a whole.</p> <p>Increase education by developing a presentation that can be delivered by EDO's, AHCC and other key players that limits the disconnect and encourages collaboration. Focus of presentation should be geared towards regional opportunities and "Pro-Almaguin" mindset.</p> <p>Host business roundtable meetings to showcase success stories, investment opportunities and information about available programs/resources to assist with retention and expansion. Use a variety of traditional and digital marketing tools to promote the session to the business community.</p>	<p>AHCC</p> <p>Local EDCs</p> <p>Municipalities</p> <p>LMG</p> <p>NECO</p> <p>CB&DC</p> <p>The Business Centre (TBC)</p>

Regional Collaboration (CONT.)

Issue	Recommendation	Partners
<p>Lack of formalized process to advocate for economic development and business expansion opportunities within region. (FIG. 25, 44, 45, 57, 67-70)</p>	<p>Work with Economic Development Officers to develop an Ambassador Program that relies on local community champions to encourage a unified grassroots approach for business investment attraction.</p> <p>Build capacity throughout the region to ensure Economic Development professionals, Chamber of Commerce Board Members, Council, Municipal staff and committee members are aware of tools, programs and resources for businesses development.</p>	<p>AHCC</p> <p>Local EDCs</p> <p>Municipalities</p> <p>Business Champions</p>
<p>Lack of collaboration and sharing of information/ resources between communities is limiting the region's competitiveness. (Fig. 39-43)</p>	<p>Develop a formal communication plan to identify target audiences, communication objectives, key players, key messages, tactics, timelines and budgets. Chamber and EDOs to investigate additional opportunities to encourage joint marketing and networking/ information sharing. Implement the plan to increase awareness about key players, programs, resources and tools to assist businesses and organizations alike.</p> <p>Work together as a region to fund, develop and implement a regional marketing partnership. Develop a business community identity/brand and use the marketing efforts as a tool to increase awareness about economic development initiatives in the region.</p> <p>Increase awareness of programs and services to the business community by hosting workshops, presentations and seminars on a consistent and regular basis.</p> <p>Use existing resources from partners to create relevant information packages for businesses available online through Almaguin Highlands Chamber of Commerce website and through hard copy distribution. Develop internal tools and resources for the Economic Development Officer's and organizations, and external tools for the community-at-large.</p> <p>Host relevant business support related links and available resources on the Almaguin Highlands Chamber of Commerce website. Use the website as a portal of information that can assist businesses and ensure they are directed to the organizations that can assist with program delivery and access to information.</p>	<p>AHCC</p> <p>Local EDCs</p> <p>Municipalities</p>



Recommendations



Exit Planning* & Succession Planning*: A large percentage of survey respondents indicated that they have no succession or exit plan. In order to ensure that said businesses continue to operate within the region once their current owners have retired thus retaining jobs, services and the associated tax base, assisting with succession and exit planning should be a short term priority for all partner communities.

*Refer to the right side of the page for definitions.

Issue	Recommendation	Partners
Business owners do not have an organized or formal plan on how they will exit their business upon retirement which could result in closures and job losses. (Fig. 57, 63-65)	<p>Host lunch and learn sessions to educate business owners on alternatives and how to determine what is the best fit for them. (e.g. succession vs. exit)</p> <p>Work with lawyer, accountant and real estate agent to develop and distribute a one page resource on key steps to take for both succession and exit planning. (e.g. assessing and ensuring value; legal responsibilities; long term planning)</p> <p>Contact those businesses which indicated that they intend to retire and work with them one on one to support them with their exit / succession process.</p> <p>Promote businesses whose owners are looking to retire but are willing to stay on as mentors to potential young entrepreneurs.</p> <p>Develop immigration attraction strategies to recruit new potential buyers.</p>	<p>AHCC</p> <p>EDOs</p> <p>Businesses</p> <p>Professional Resources (accounting firms, legal firms, realtors)</p>
Cost of meeting new legislative and government regulations (required upgrades to meet standards) poses a significant challenge to buyers looking to purchase grandfathered businesses. (Fig. 16, 25, 45, 63-65 and 72)	Almaguin Chamber to work with other local Chambers of Commerce and Boards of Trade throughout the province to identify key legislative issues and approach Ontario and Canadian Chamber of Commerce for lobbying support.	AHCC

Critical Success Factors

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To ensure the successful implementation of the recommendations identified, several critical factors should be considered.

- 1 Continue with the operations of the Business Retention + Expansion Leadership Team to ensure continued momentum and strategic direction during the implementation of the identified recommendations. Consideration should be given to what member organizations make-up this group.
- 2 As the project lead, the Almaguin Highlands Chamber of Commerce should invest in capacity building and succession planning to ensure the long-term sustainability of the organization. This may include the development and distribution of internal strategic plans to foster partnership and collaboration with partners.
- 3 A dedicated position should be established to facilitate the implementation of the recommendations. Regular communication with the Leadership Team, Economic Development Officers, partnering organizations, businesses and community stakeholders is critical.
- 4 Municipal interest and support from the 13 participating communities is essential to developing the foundation required to successfully implement the initiatives.
- 5 Discussion among local communities to agree and identify the primary economic development coordinating body is required to ensure streamlined services, reduced duplication, improve productivity and avoid confusion to the business community.
- 6 The continuation of the Business Retention + Expansion Program is essential to maintain open communication and understanding about the business challenges needs.

* Exit Planning:

The comprehensive analysis of all of the factors that impact a business owner. Exit Planning addresses a wide variety of issues that are important to business owners, including their current and future planning with respect to their business (its value, its employees, its position in the market), their family and their community. Exit Planning starts from the perspective of the business owner's goals and objectives in each of these critical areas, along with his or her current and projected resources (business value, personal and business financial resources), to identify the specific strategies and steps that are most likely to allow the business owner to reach his or her goals.

* Succession Planning:

The process of identifying successors within a business and providing them with an opportunity to develop their skills and experience in order to replace the existing leaders of the business at a future date. Succession Planning primarily focuses on the transfer of leadership and/or management from one generation to the next within the business. Succession Planning is essentially a business continuity approach, which is one of the critical components of Exit Planning.



SECTION OVERVIEW

Business Overview

FIGURE 1: Which of the following best describes your business?

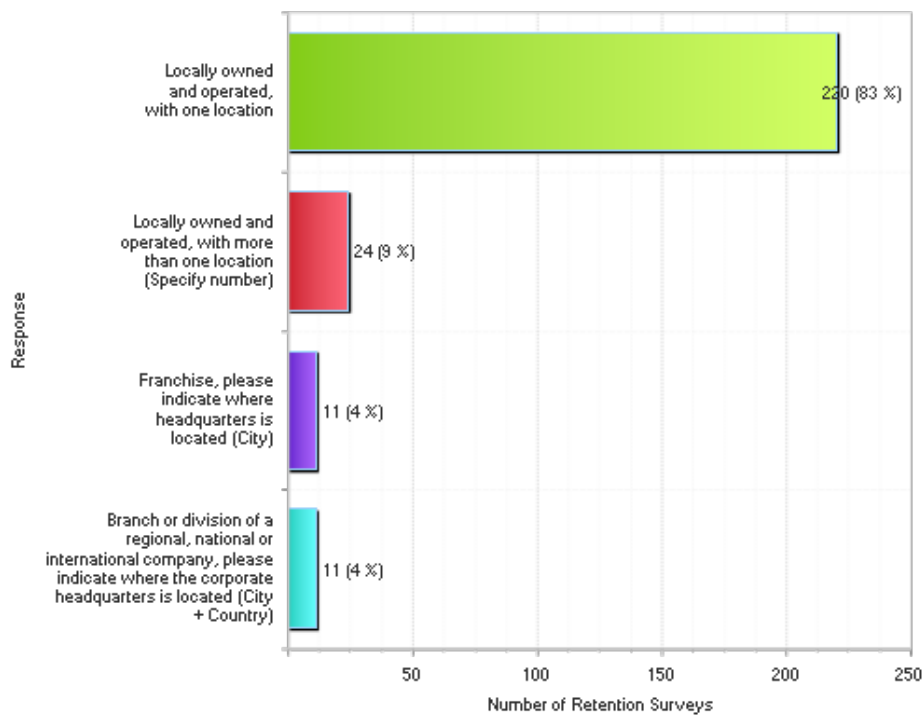


FIGURE 2: Is at least one of the owners involved in the day-to-day operation of the business?

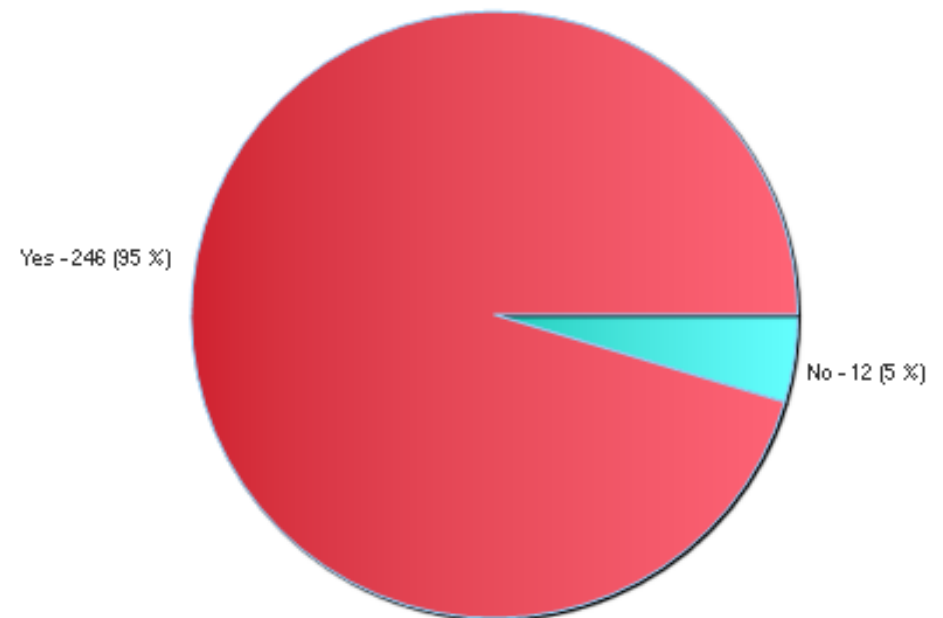


FIGURE 3: Is at least one of the owners a resident of the community?

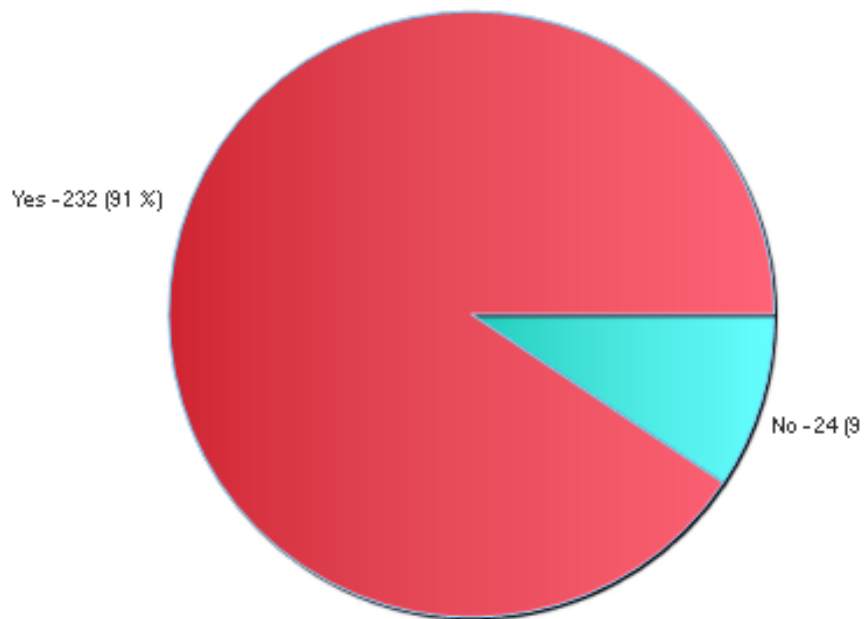


FIGURE 4: Does your business have a business plan?

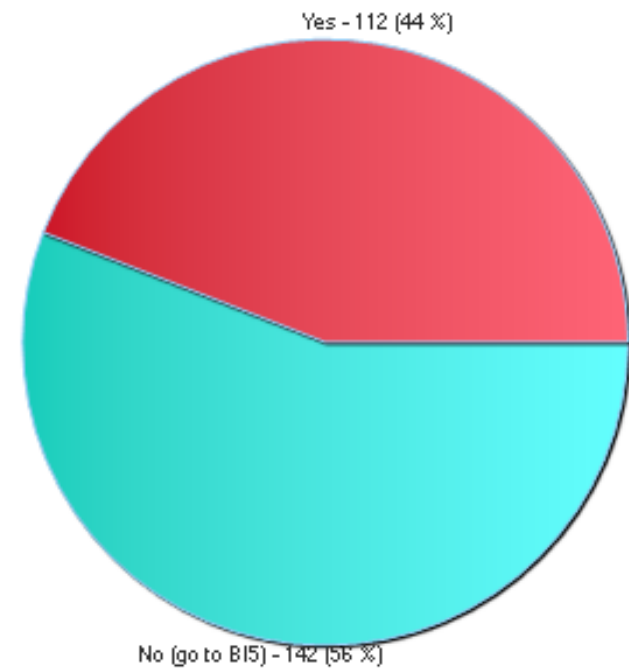




FIGURE 5: When was it last updated?

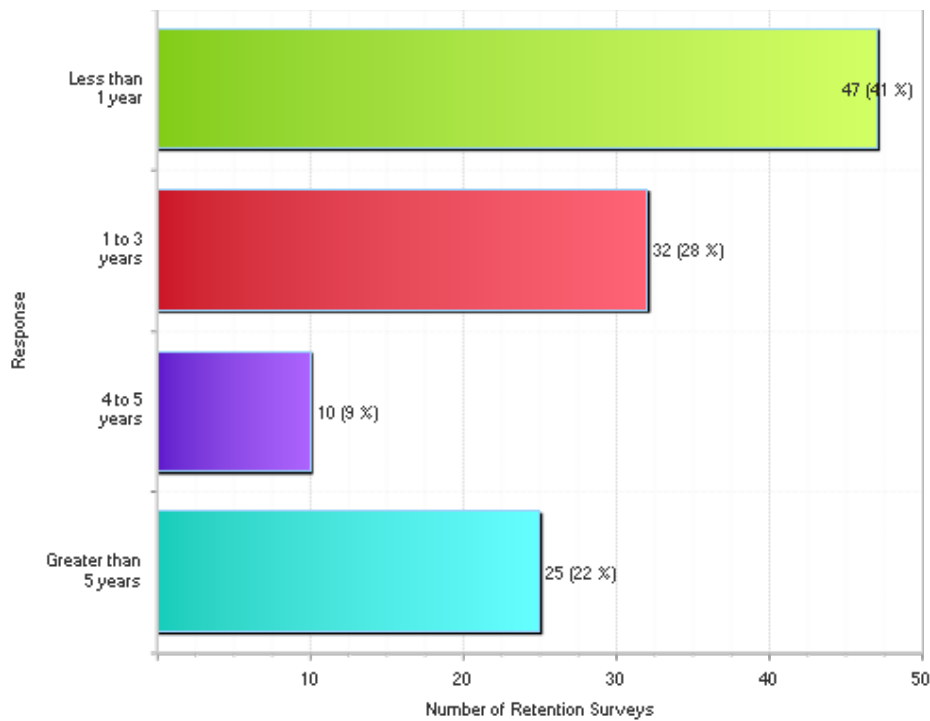
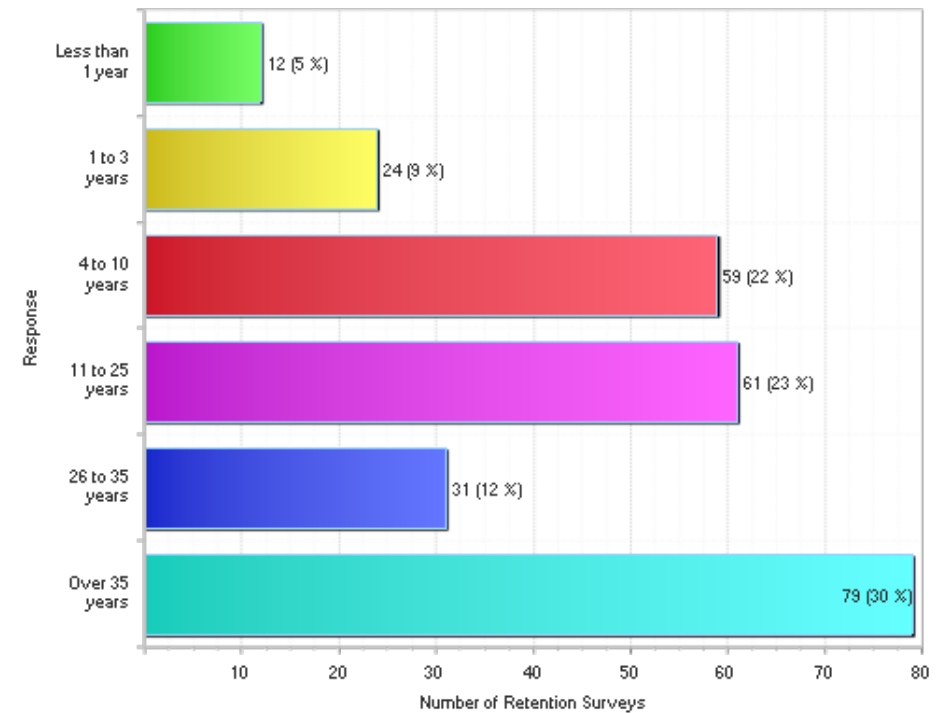


FIGURE 6: How many years has your business been in operation in this community?



Regional Snapshot



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FIGURE 7: How many years have the current owner/owners been operating this business?

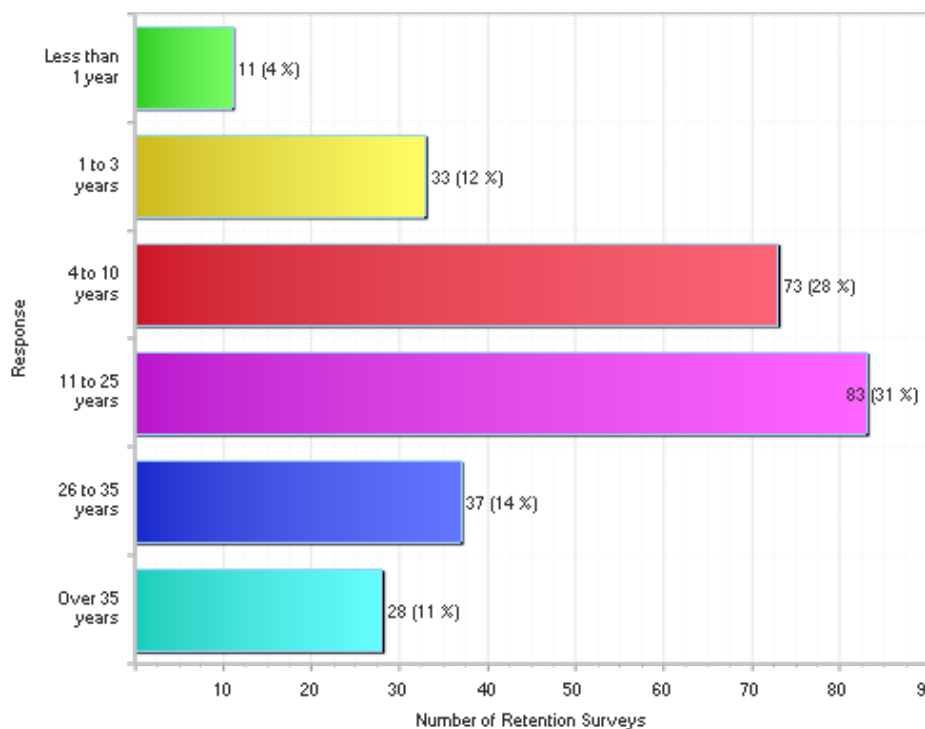
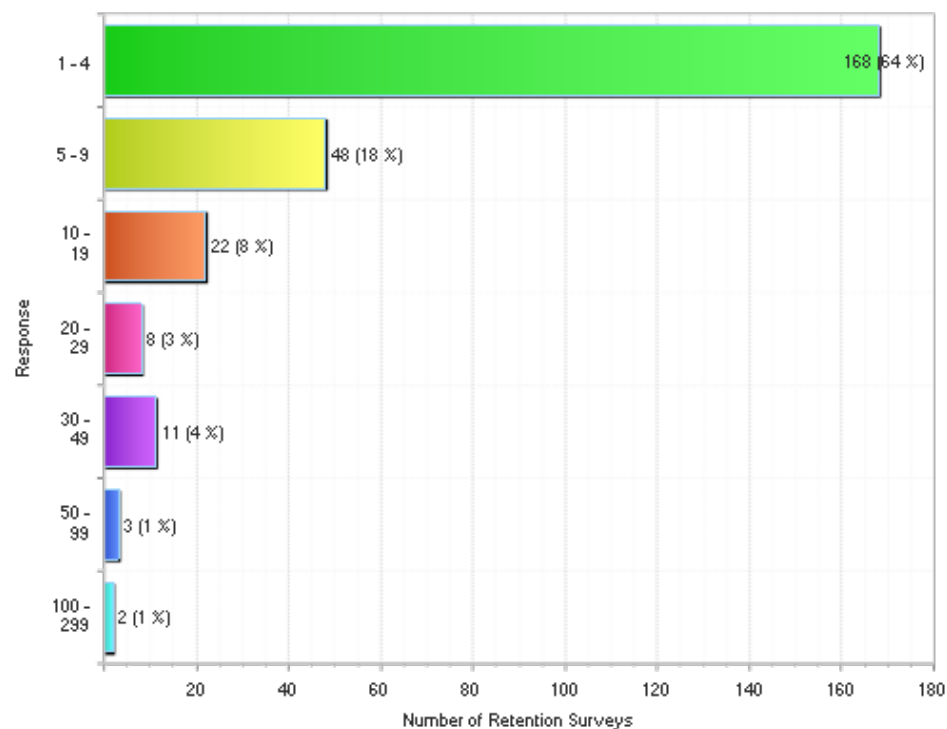


FIGURE 8: Including owner/owners, how many employees work at this location?





SECTION OVERVIEW

Business Climate

FIGURE 9: The primary market of your business is:

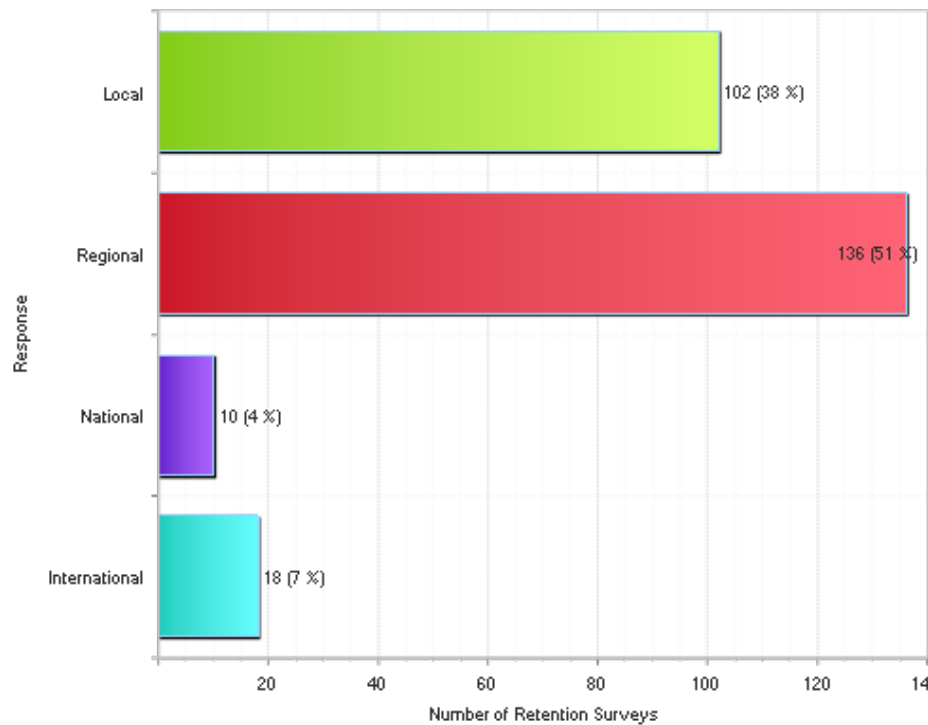
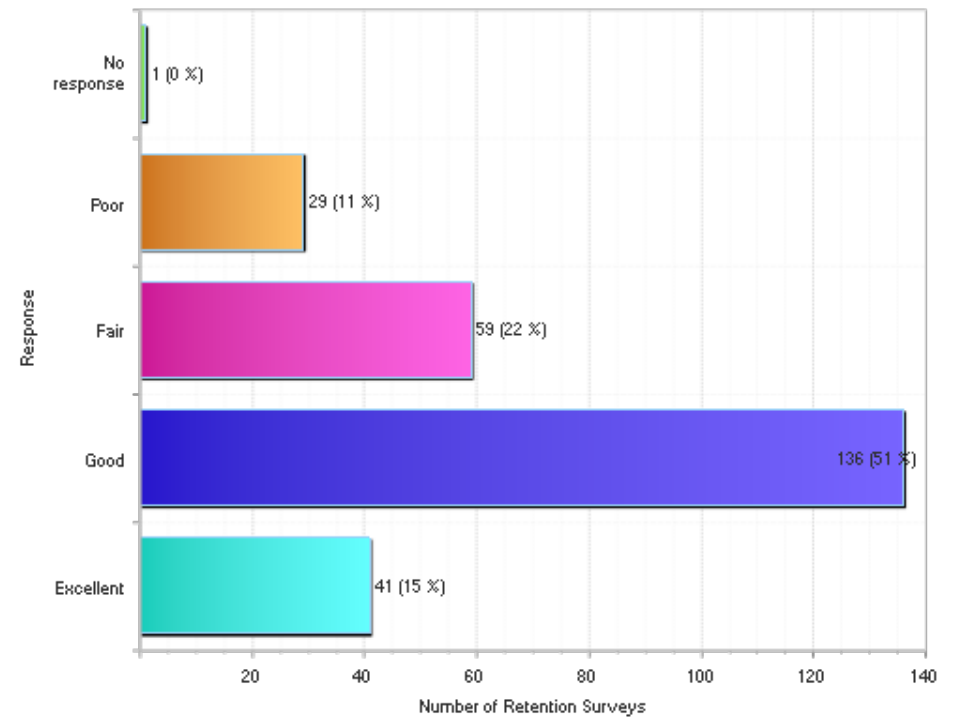


FIGURE 10: What is your general impression of this community as a place to do business?

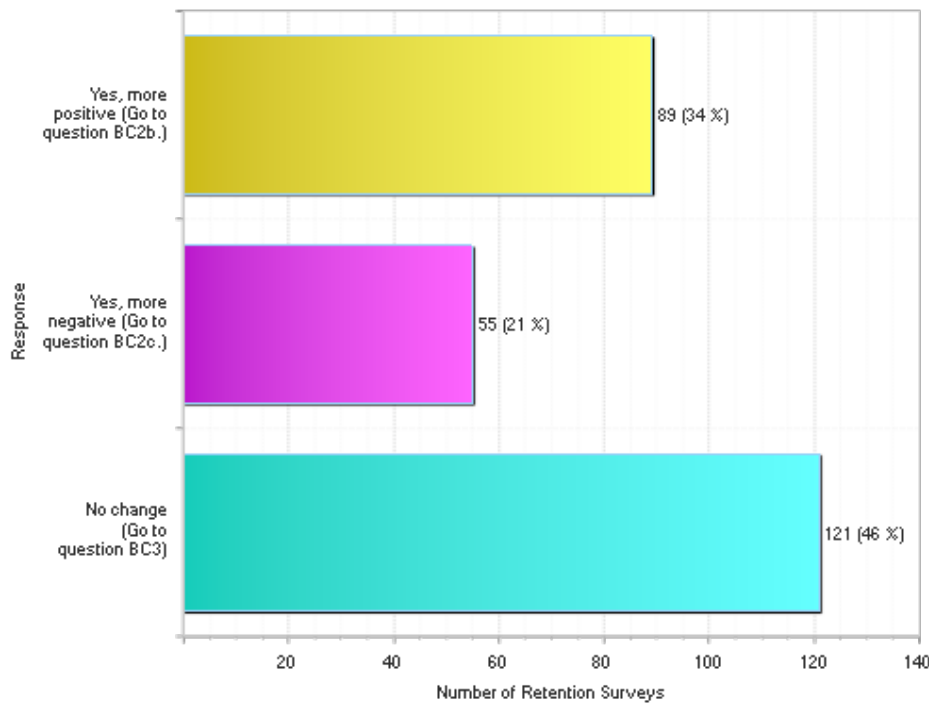


Regional Snapshot



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FIGURE 11: In the past 3 years has your attitude about doing business in this community changed?



How would you rate the following factors of doing business in this community?

FIGURE 12: Workforce

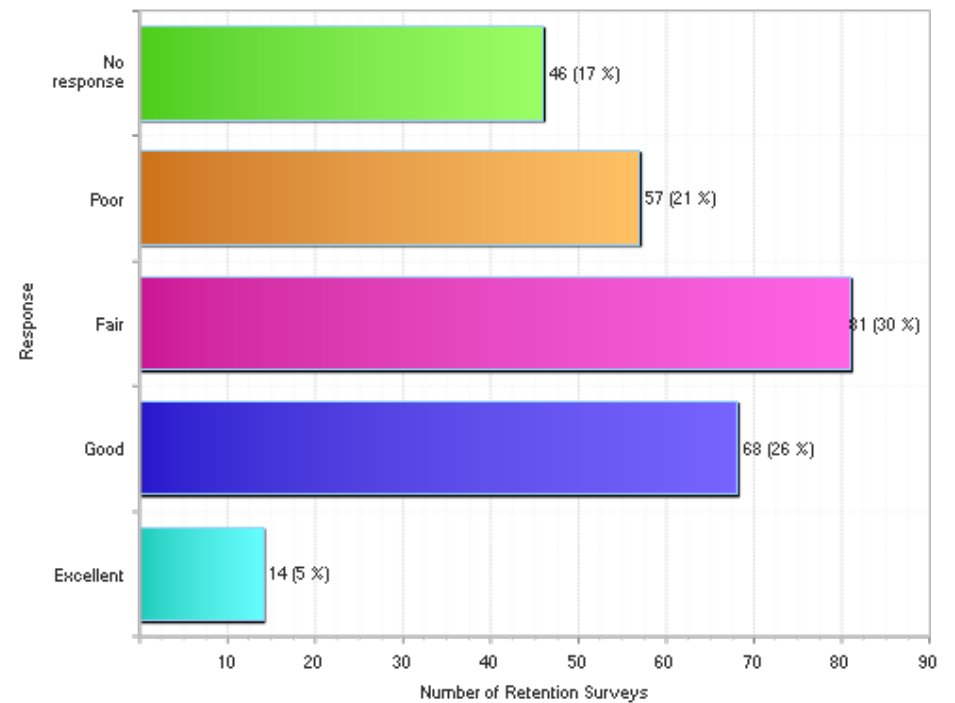




FIGURE 13: Availability of serviced land

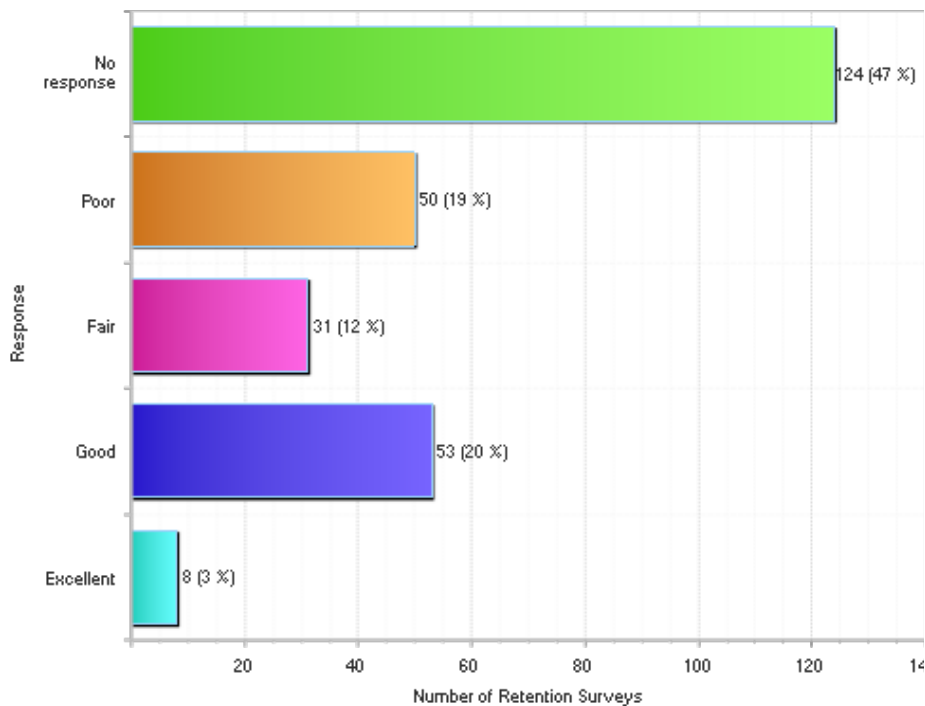
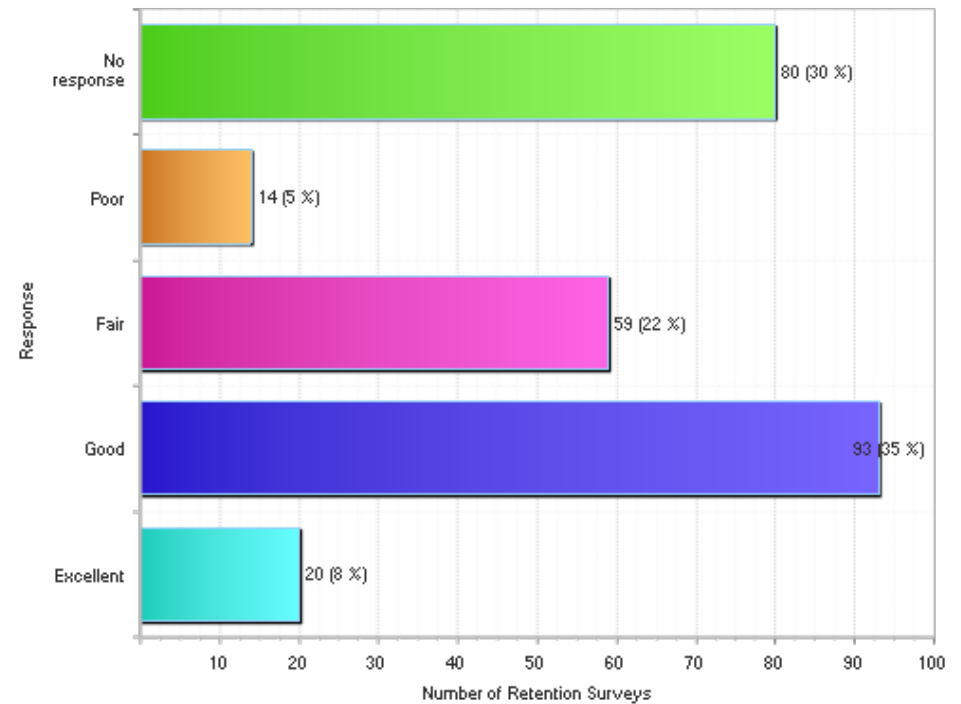


FIGURE 14: Land costs



Regional Snapshot



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FIGURE 15: Availability of space for rent or lease

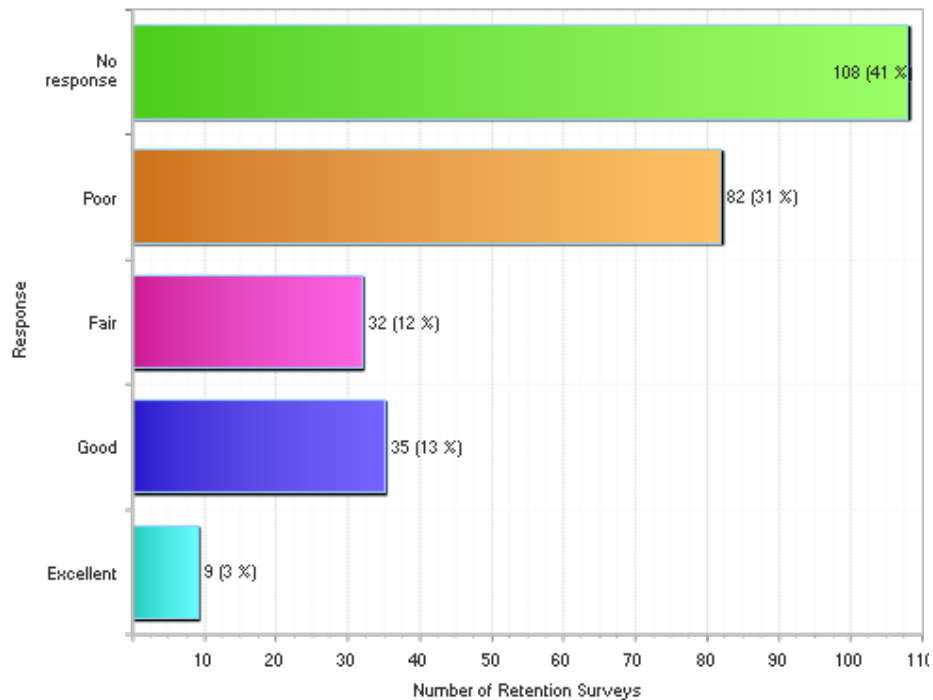


FIGURE 16: Development/building permit process

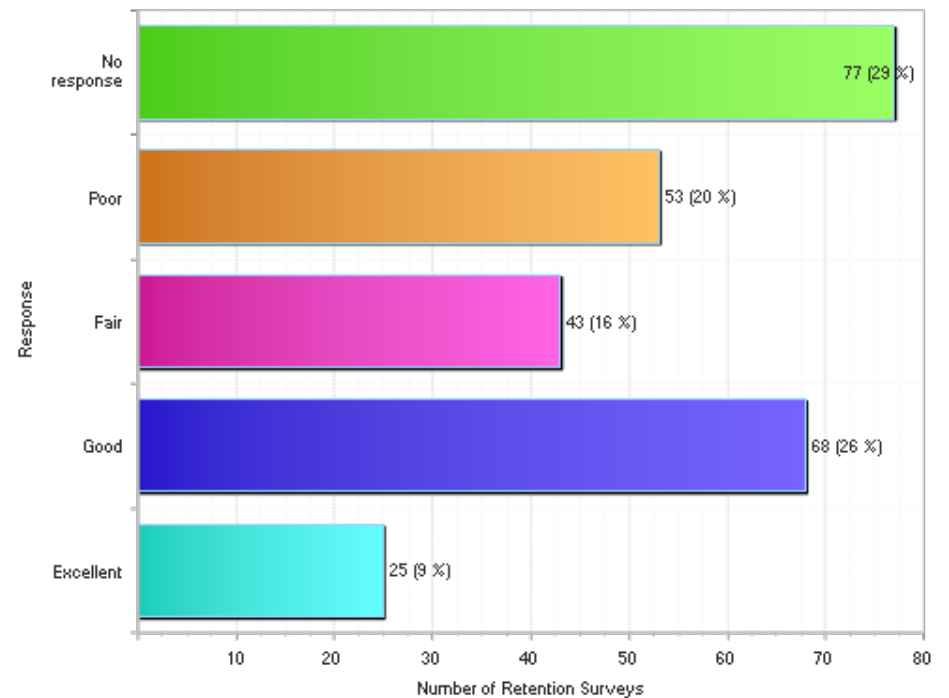




FIGURE 17: Development charges

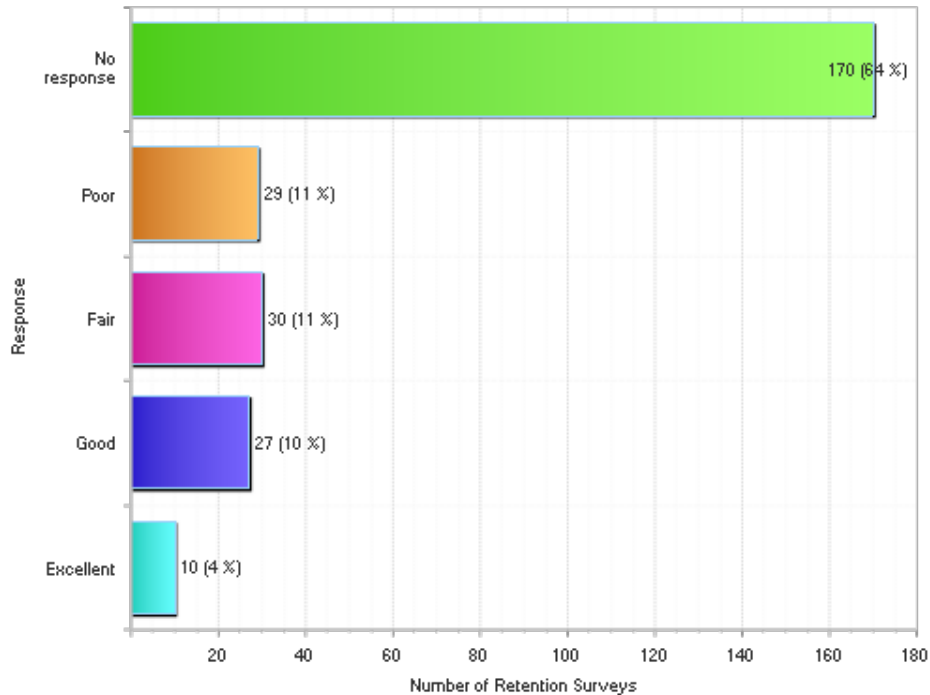


FIGURE 18: Municipal property taxes

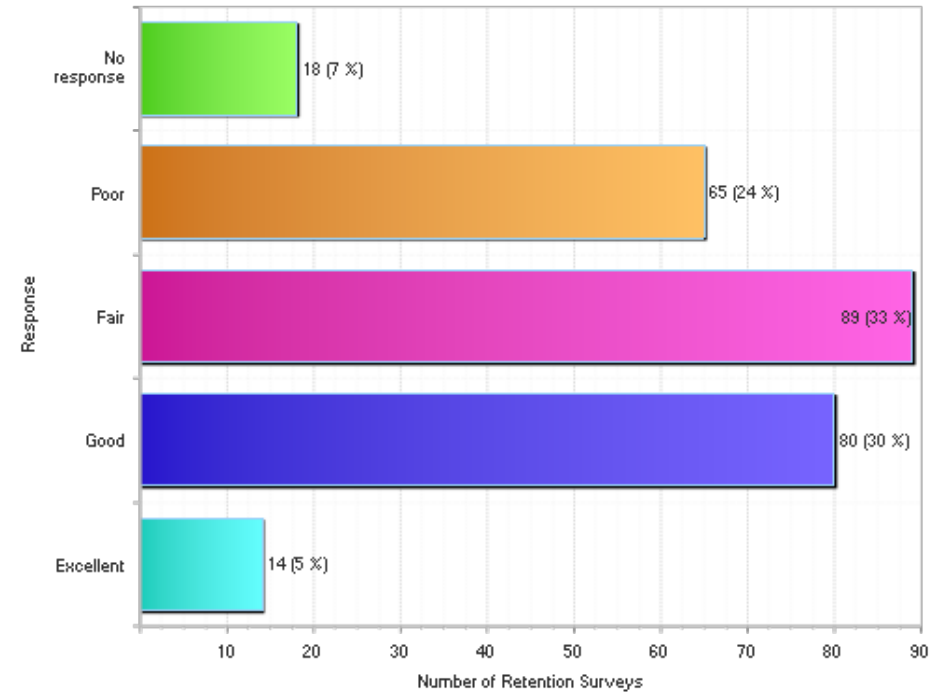




FIGURE 19: Local roads and streets

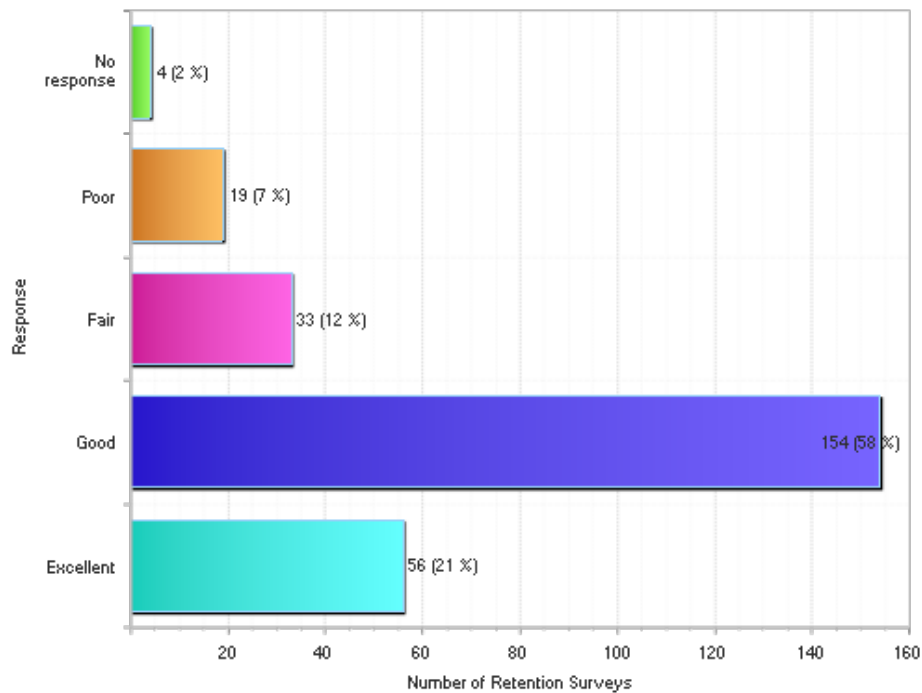


FIGURE 20: Regional/Provincial roads and highways

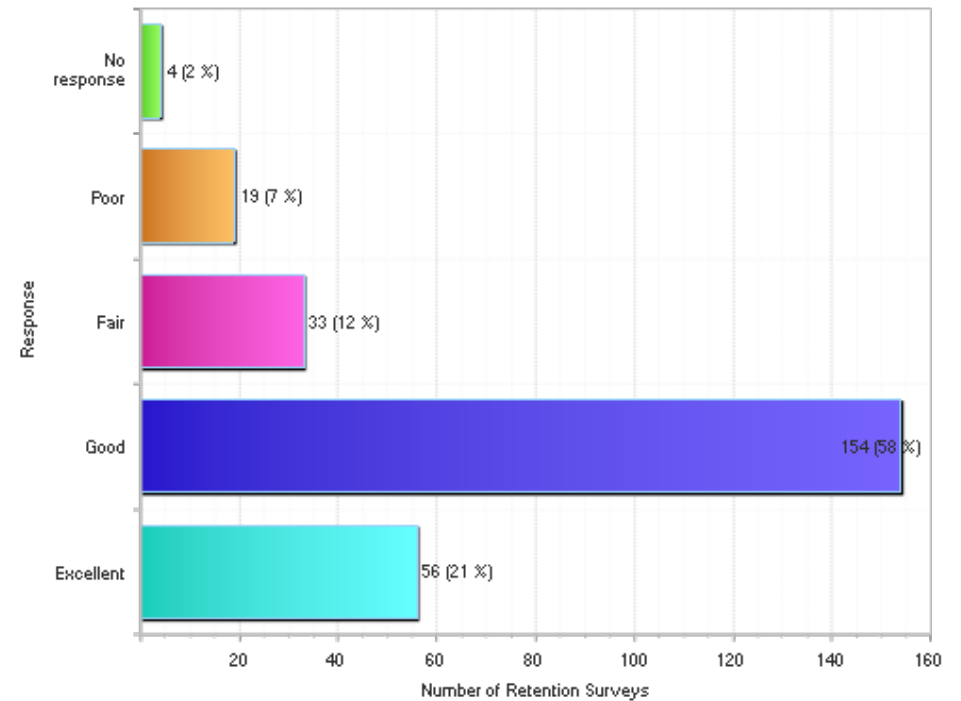




FIGURE 21: Proximity to rail and airports

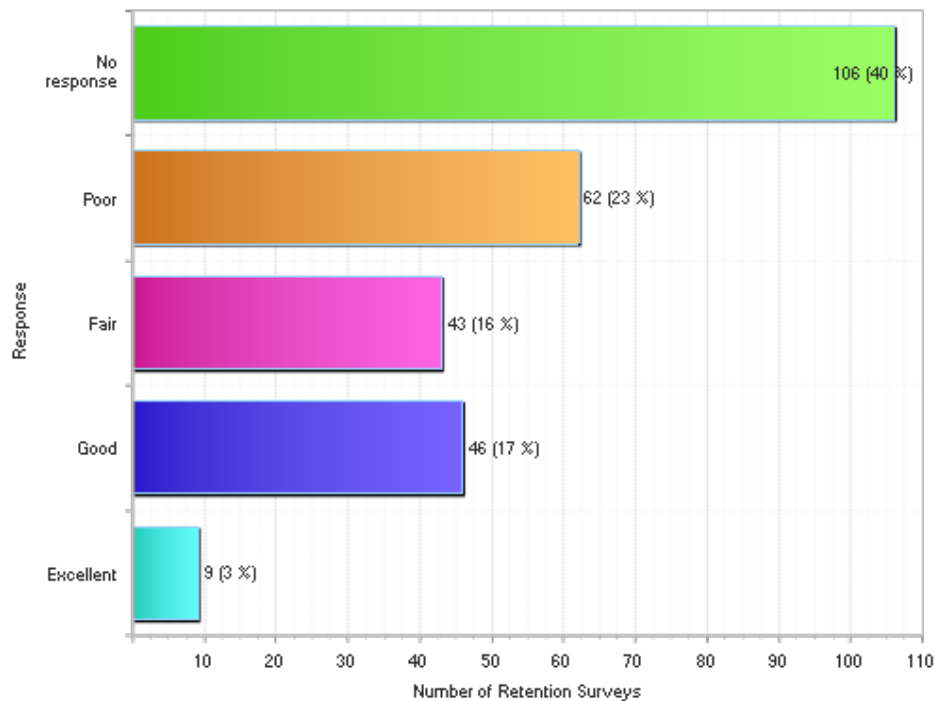
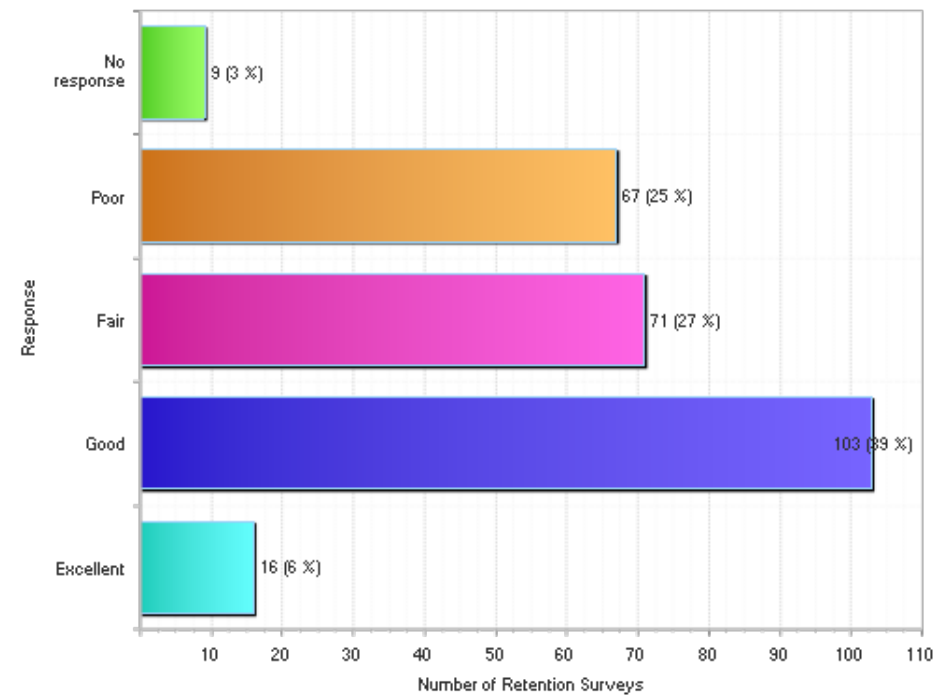


FIGURE 22: Availability of health and medical services



Regional Snapshot



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FIGURE 23: Quality of life

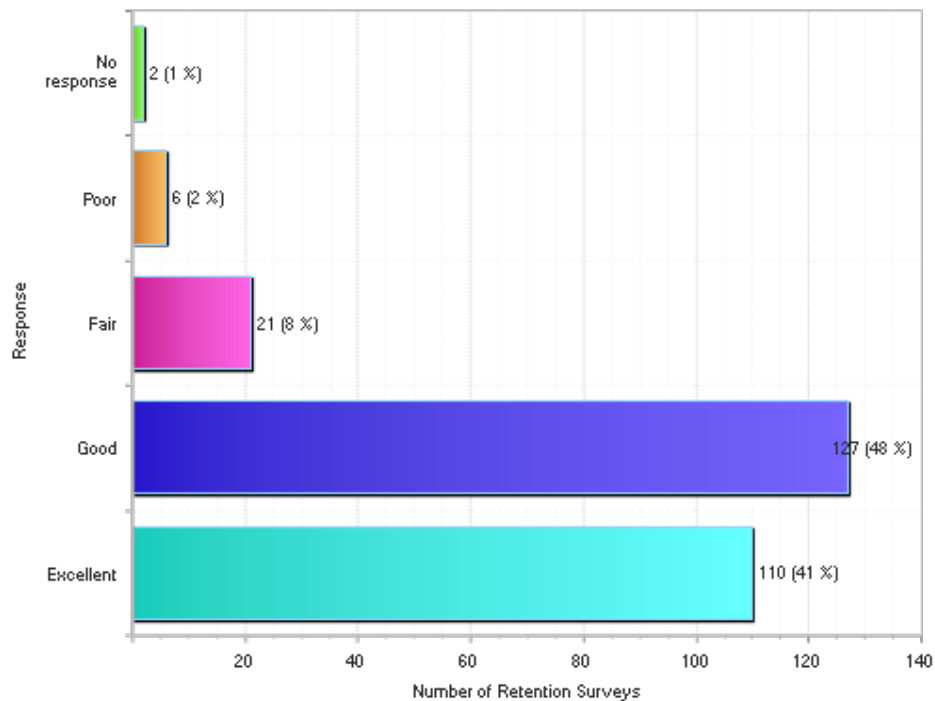


FIGURE 24: Availability of adequate housing

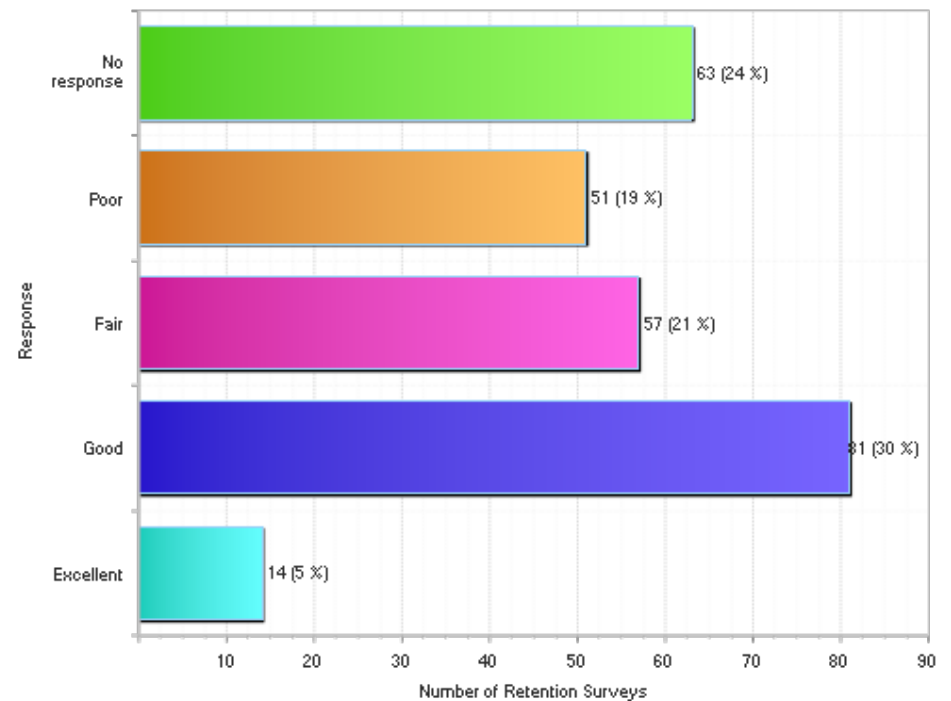




FIGURE 25: Support from municipality

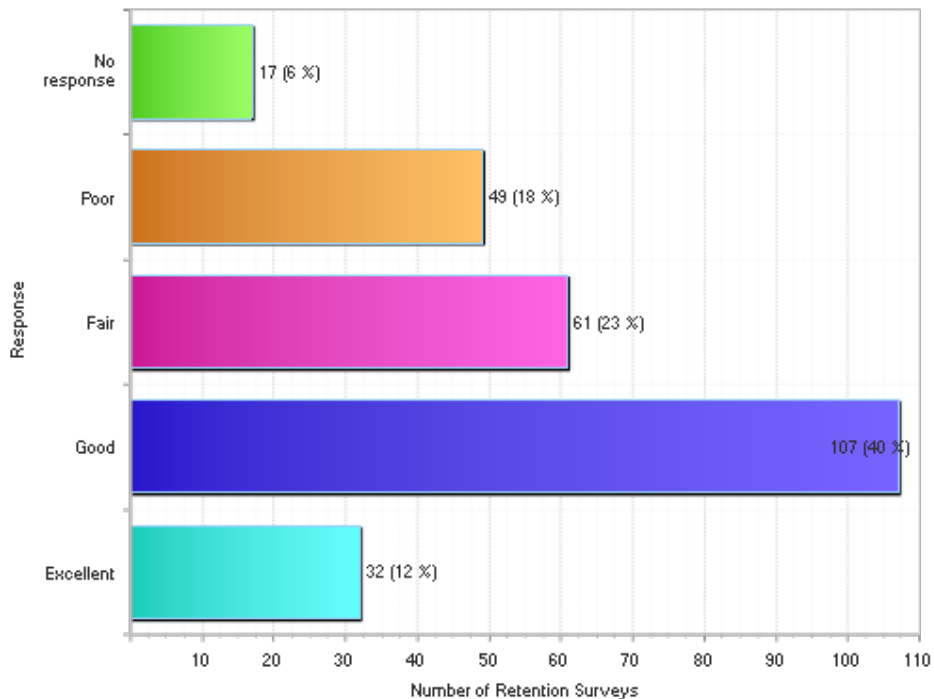
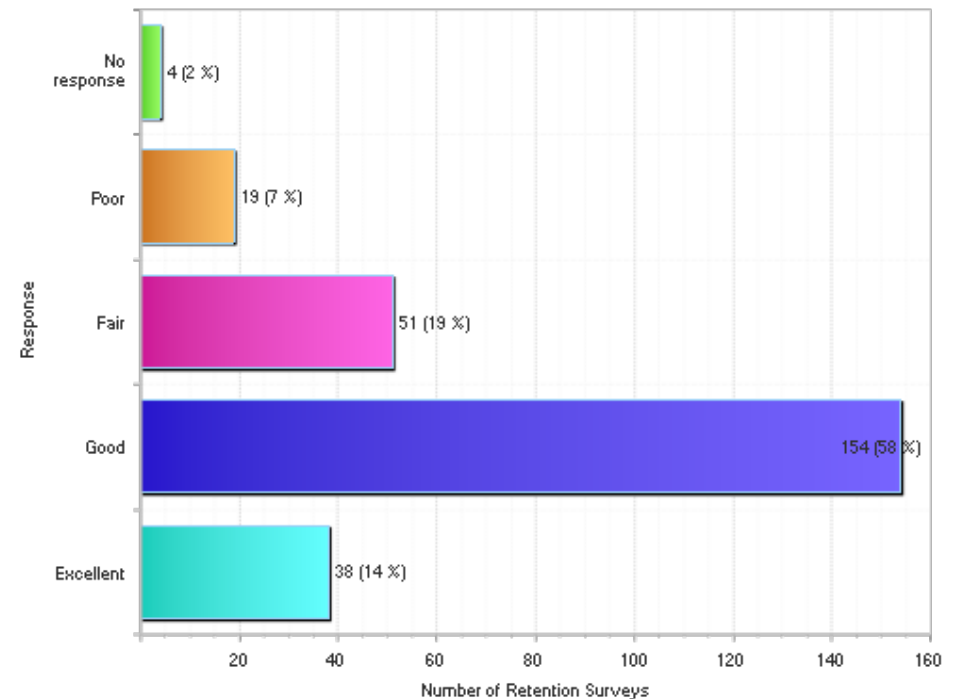


FIGURE 26: Support from other businesses



Regional Snapshot



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FIGURE 27: Support from local residents

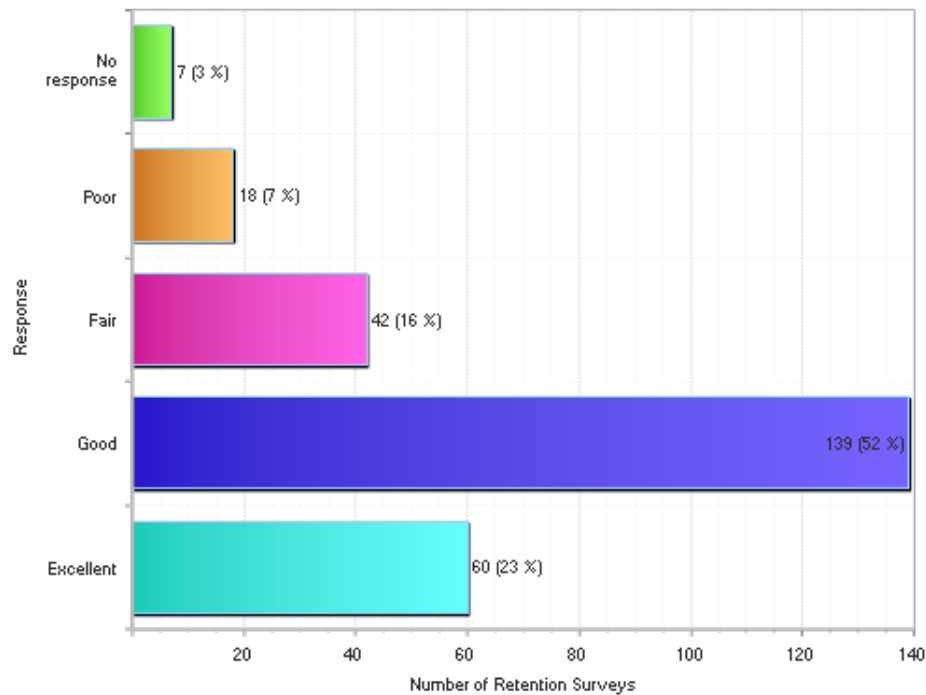


FIGURE 28: Cellular phone service

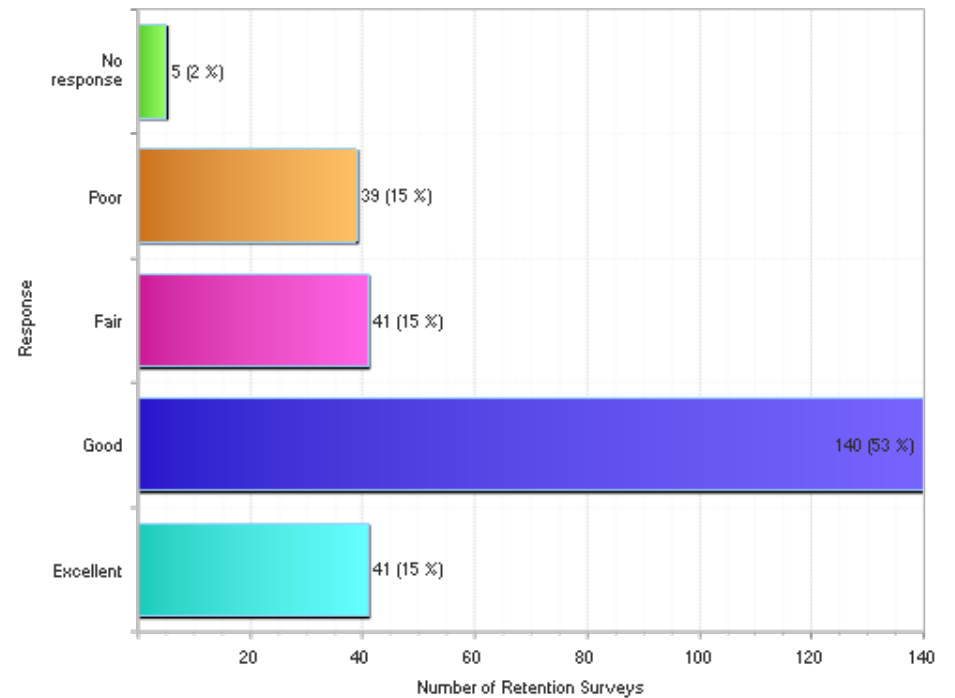




FIGURE 29: Internet service

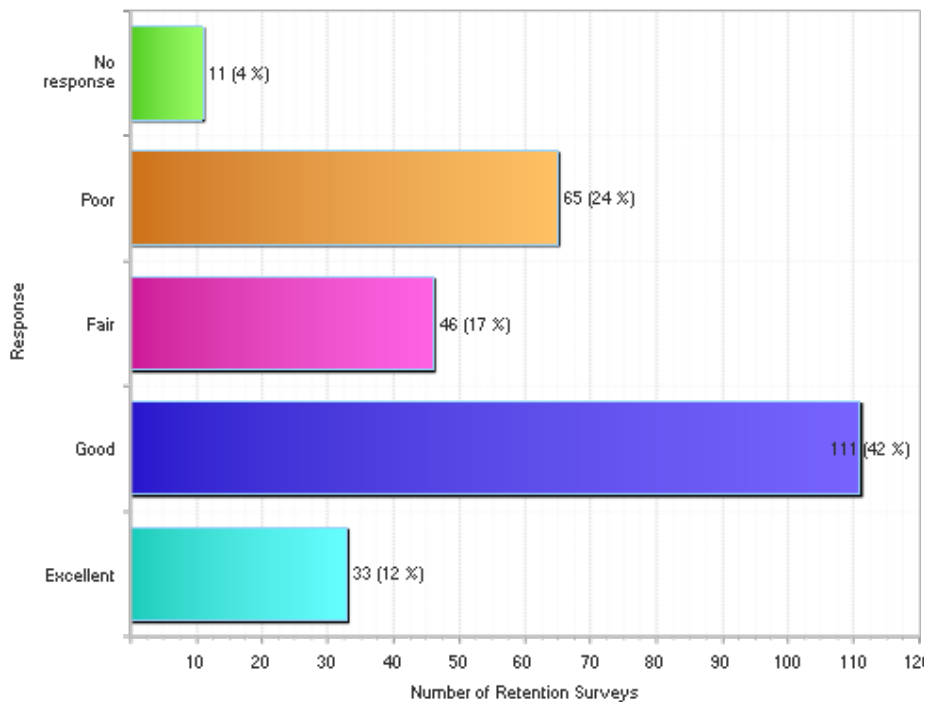
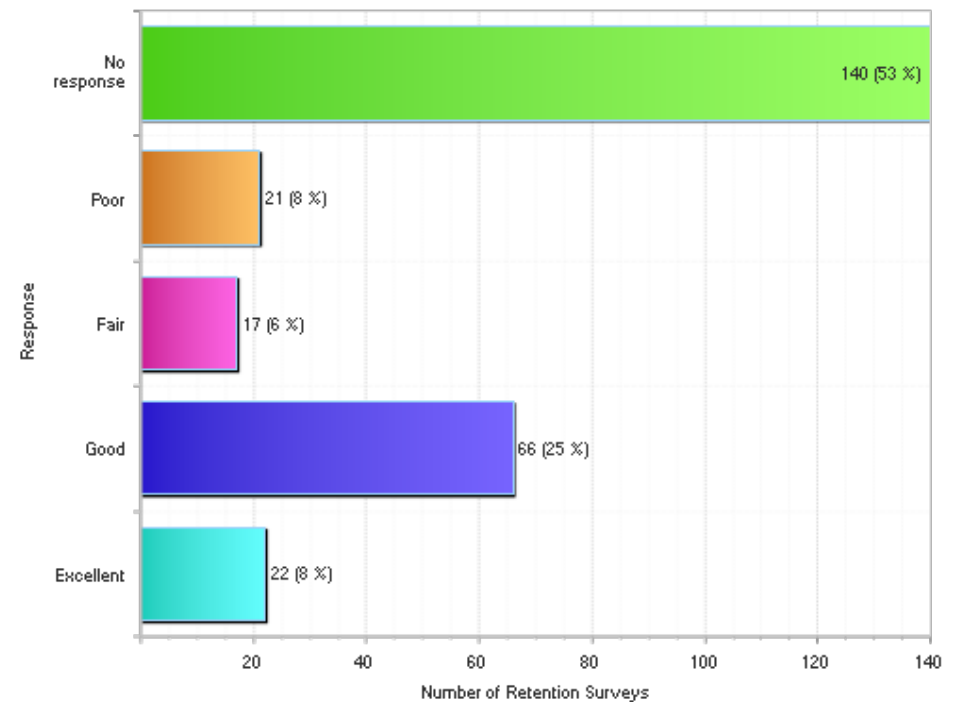


FIGURE 30: Water/wastewater capacity



Regional Snapshot >

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FIGURE 31: Water/wastewater fees

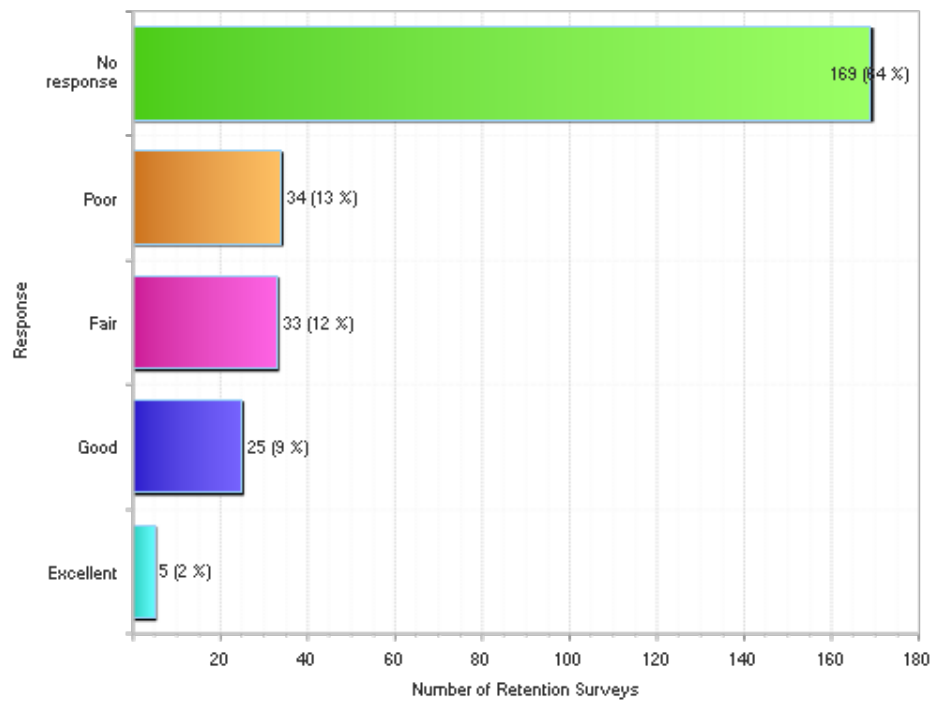


FIGURE 32: Availability of adequate electricity

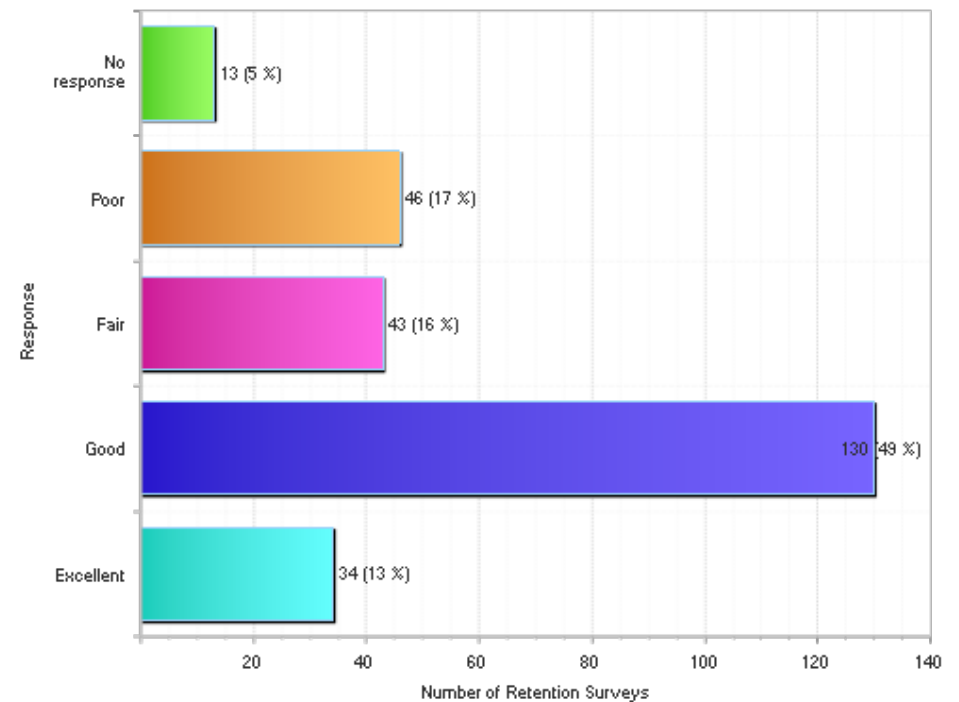




FIGURE 33: Cost of electricity

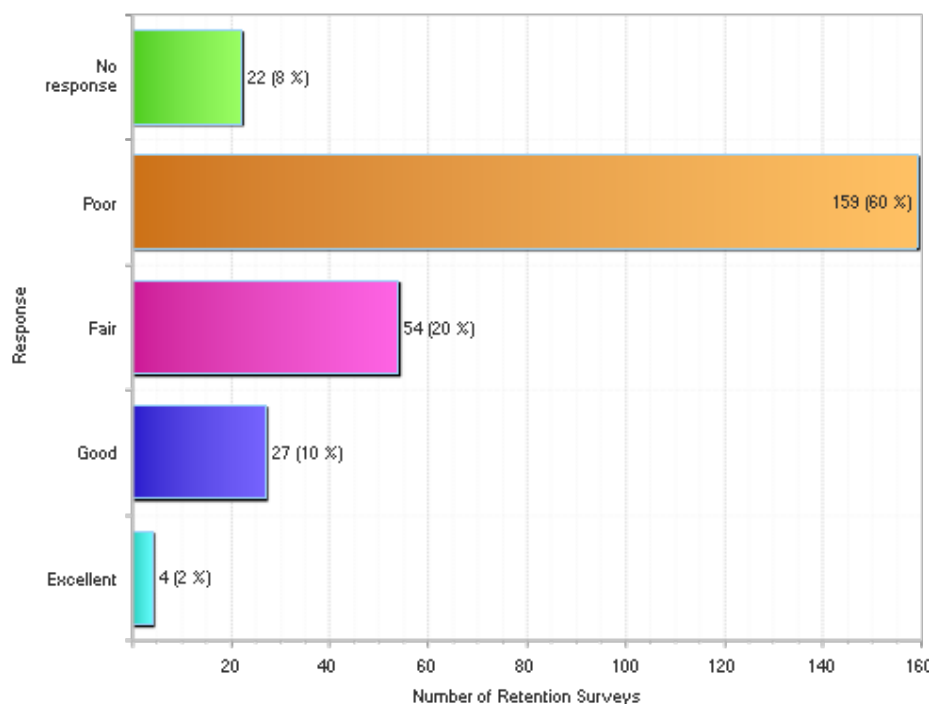
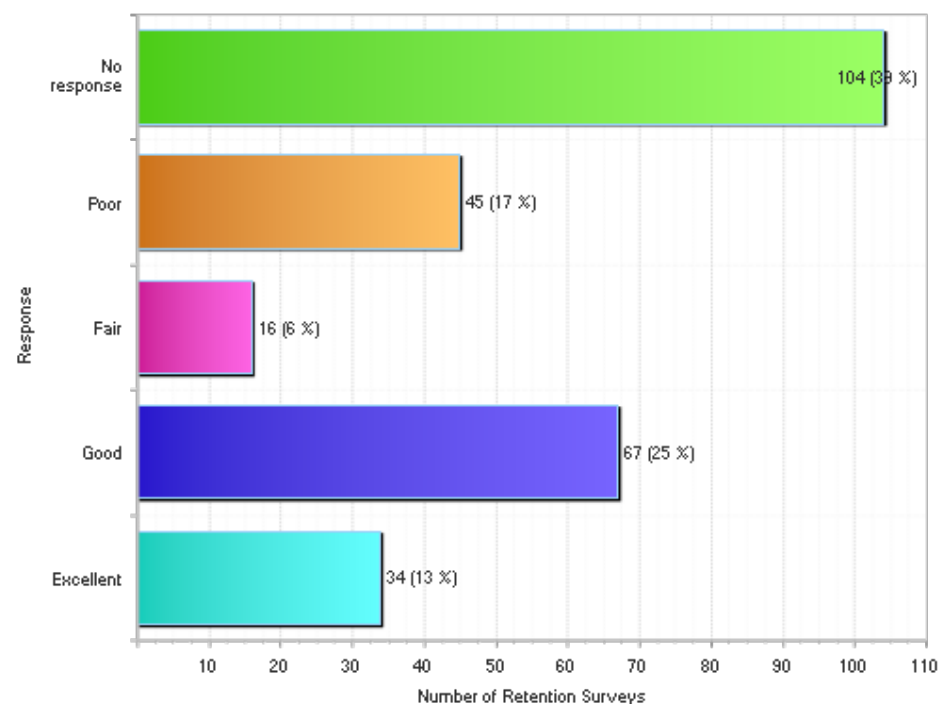


FIGURE 34: Availability of natural gas



Regional Snapshot



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From the perspective of your business, rate your level of satisfaction with each of the following community services.

FIGURE 35: Cost of natural gas

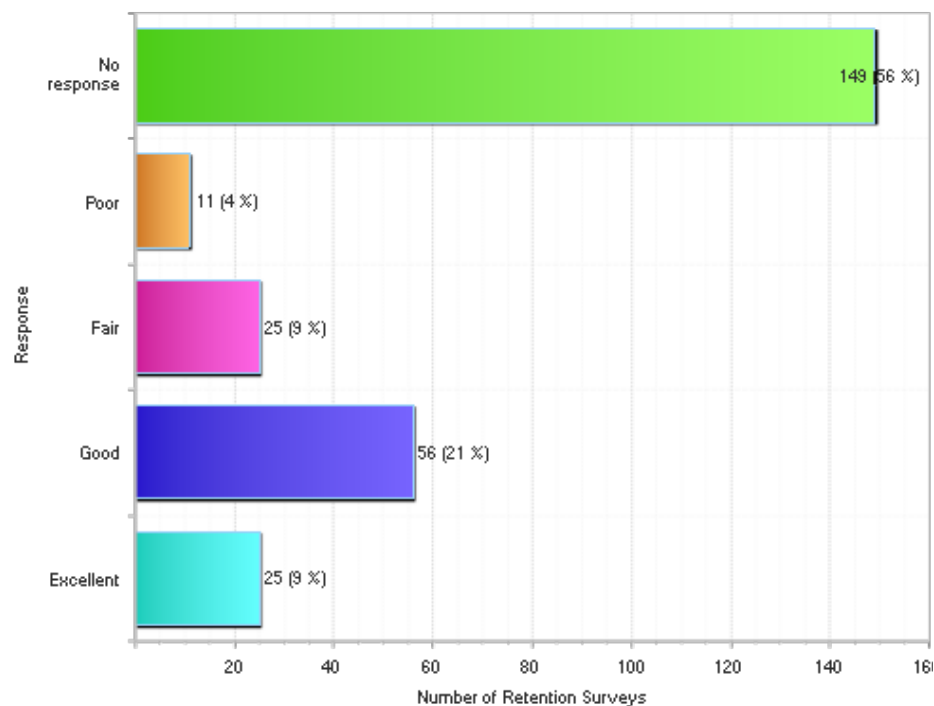


FIGURE 36: Child care services

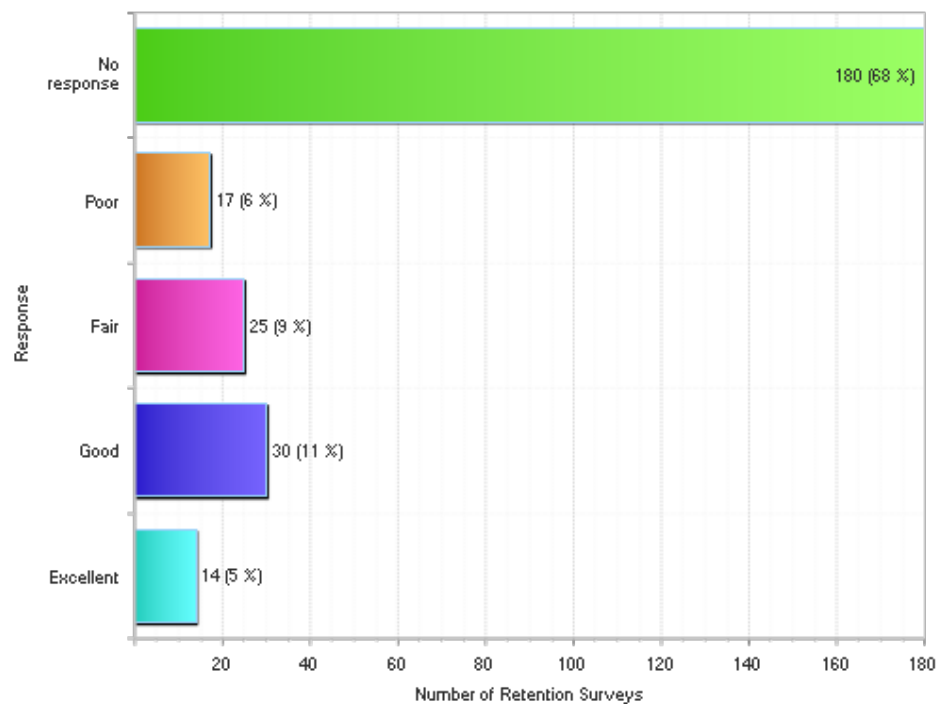




FIGURE 37: Schools (elementary and secondary)

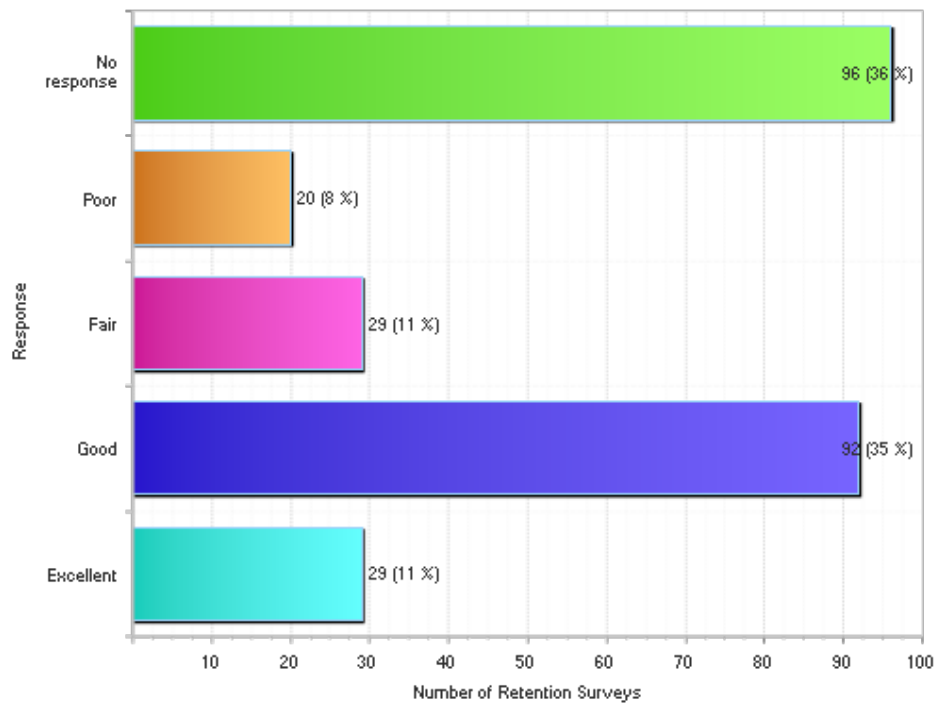
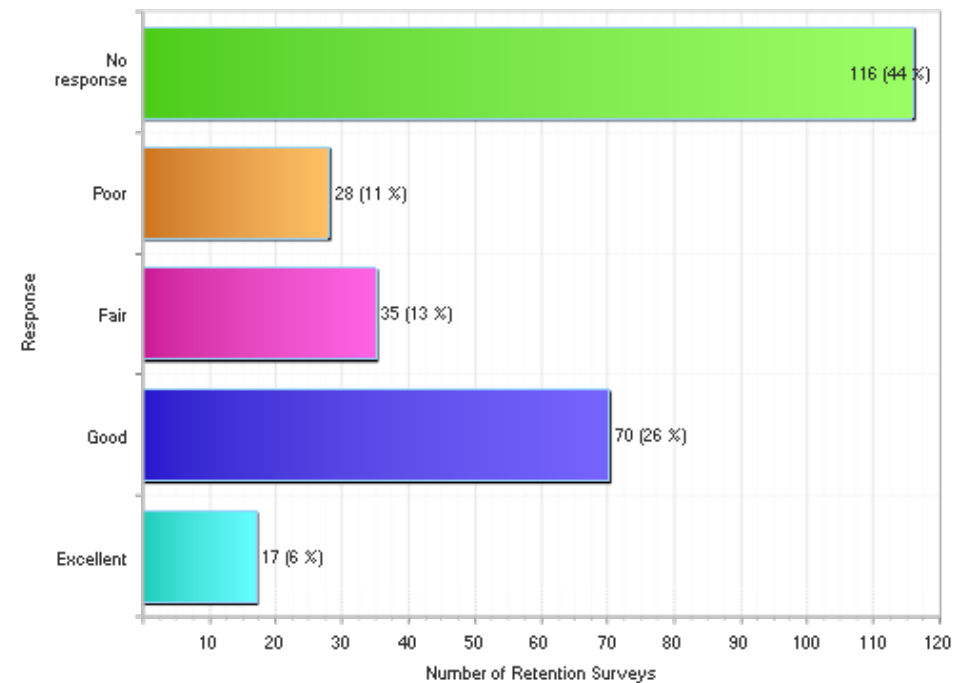


FIGURE 38: Post-secondary education (college, university, and private college)



Regional Snapshot



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FIGURE 39: Workforce planning/development board

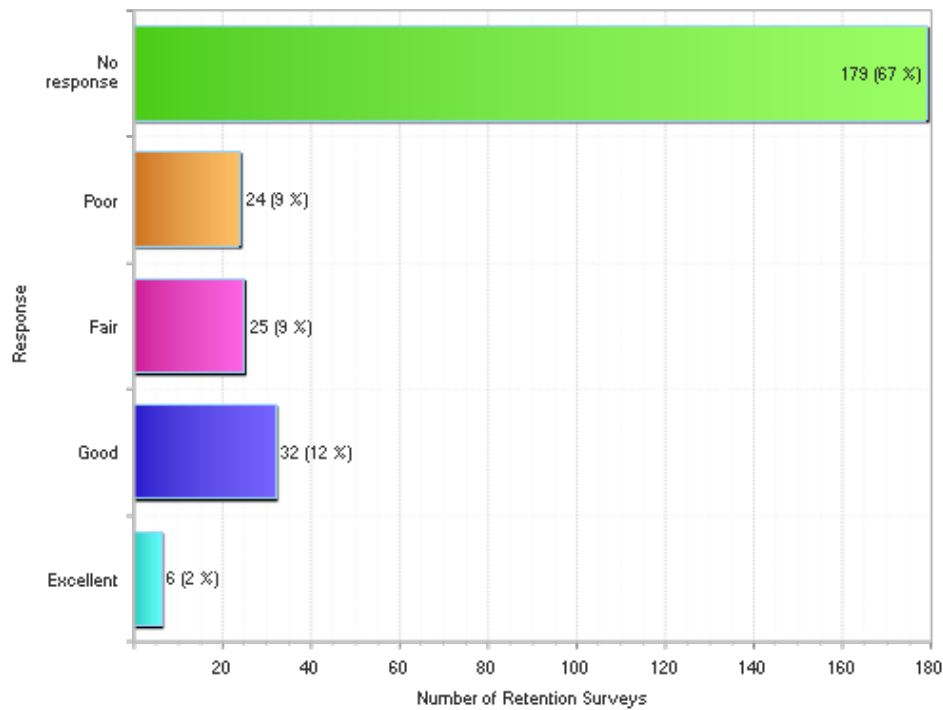


FIGURE 40: Chamber of Commerce/Board of Trade

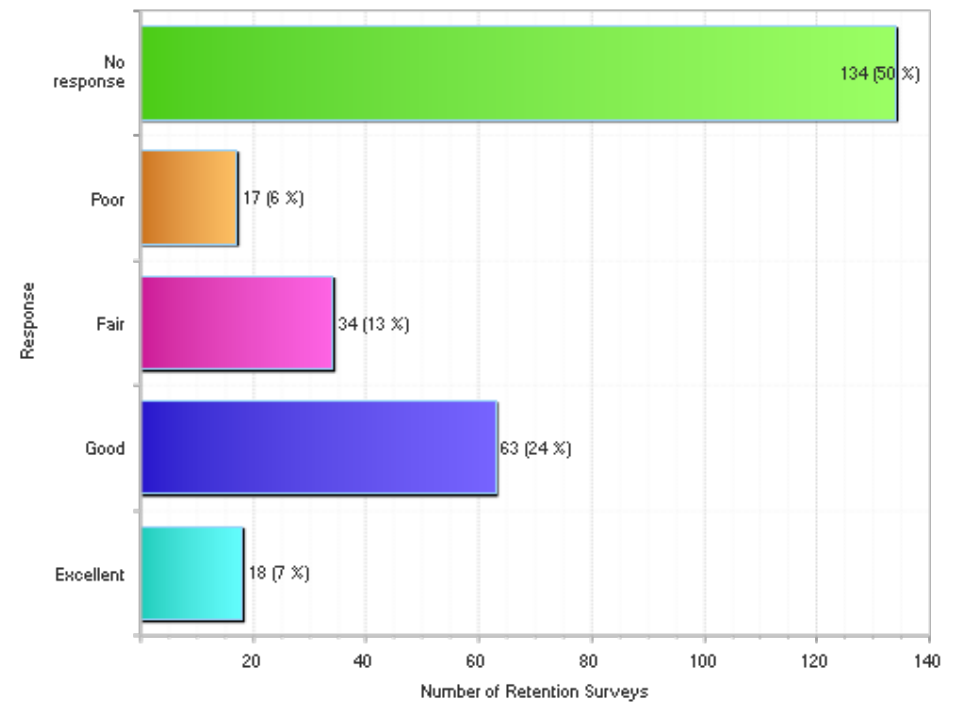




FIGURE 41: Business Improvement Area (BIA)

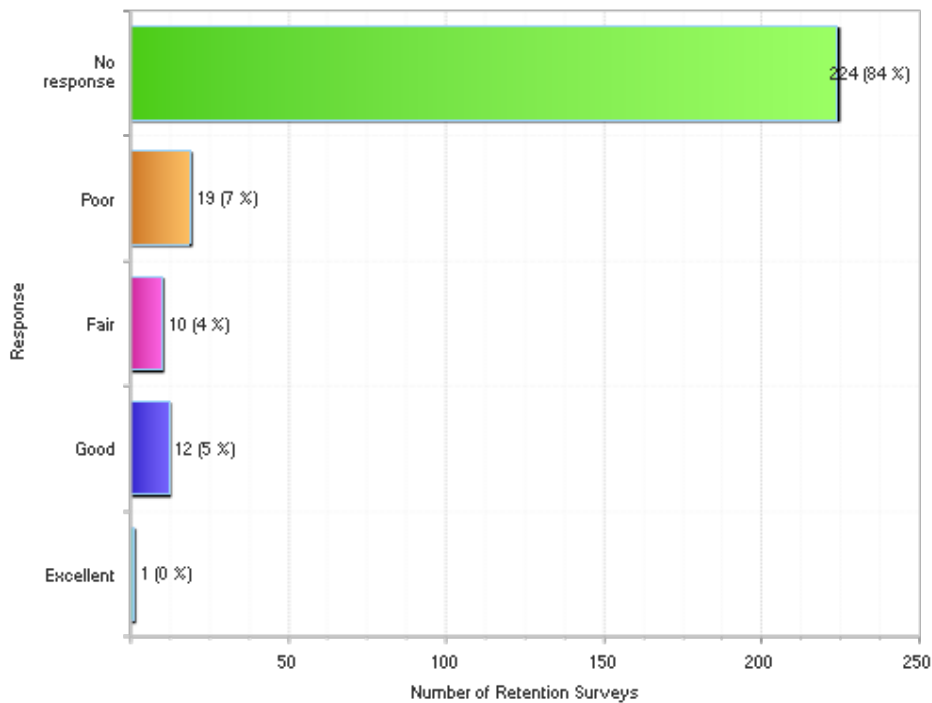
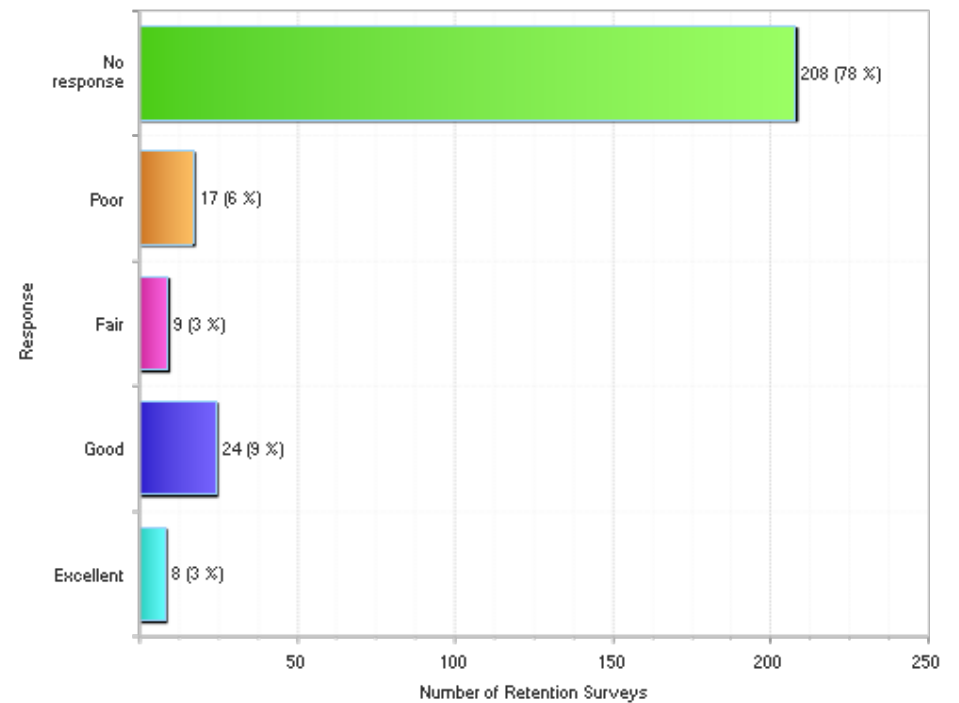


FIGURE 42: Community Futures Development Corporation (CFDC)



Regional Snapshot

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From the perspective of your business, rate your level of satisfaction with each of the following local government services.

FIGURE 43: Small Business Enterprise Centre

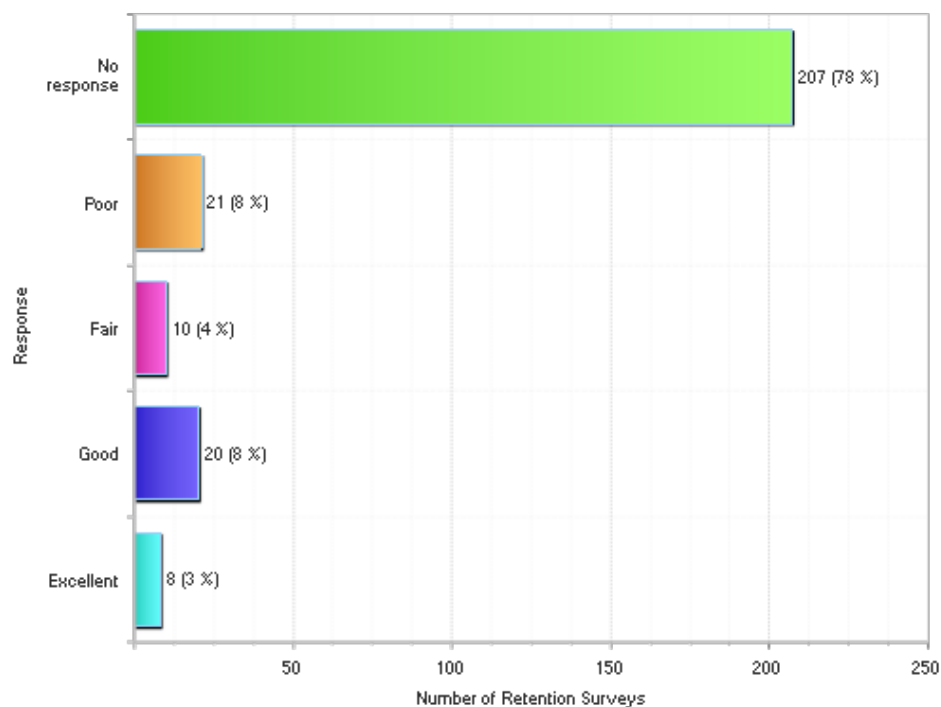


FIGURE 44: Planning, engineering, zoning, and building permits

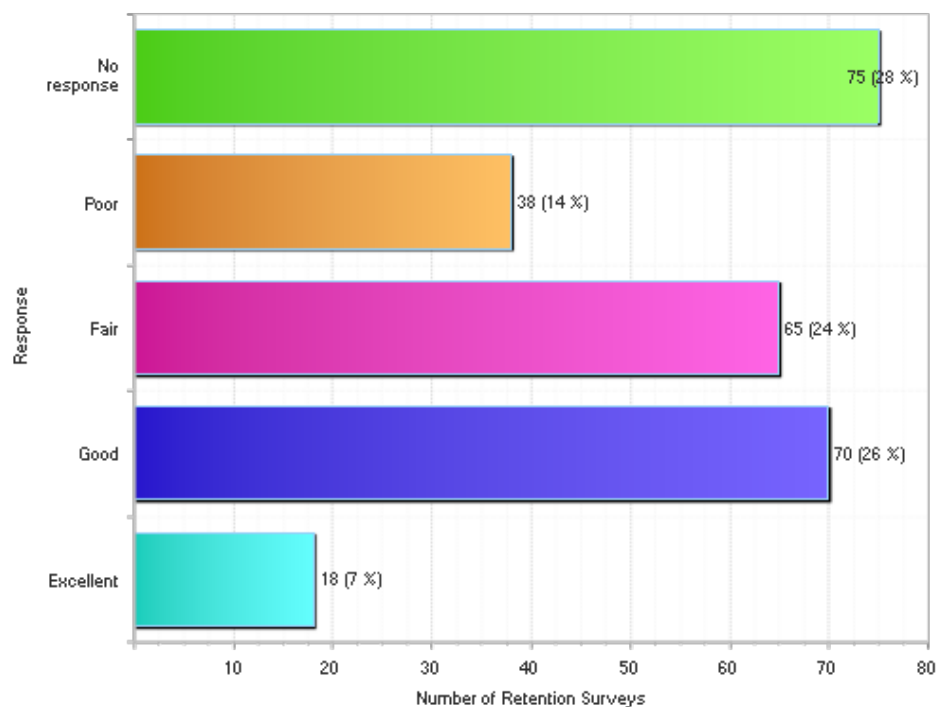




FIGURE 45: Economic development services

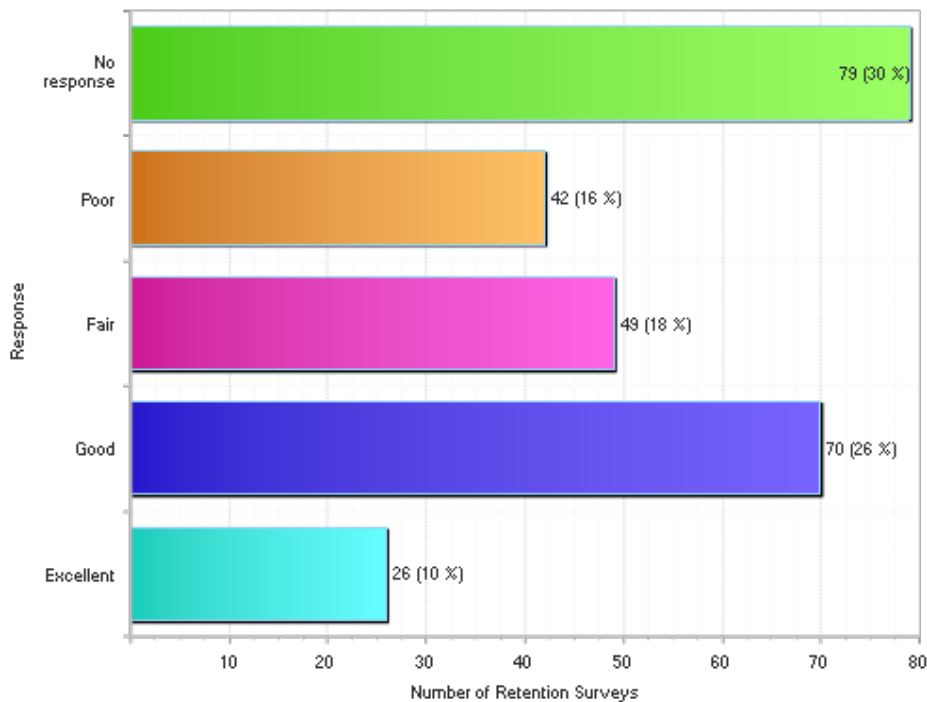
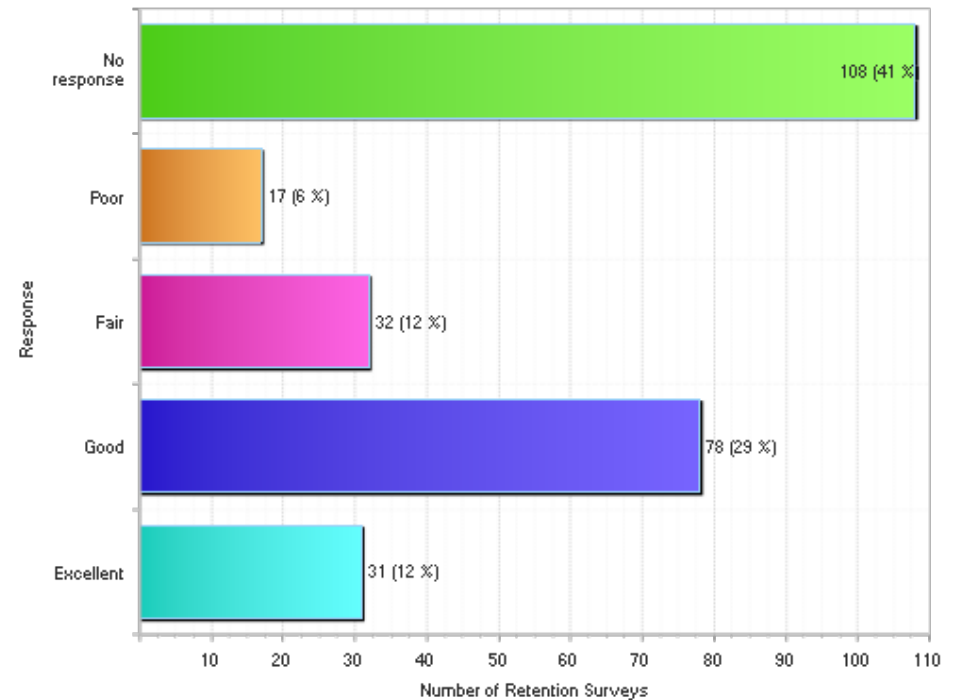


FIGURE 46: Health department/health unit approvals



Regional Snapshot



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FIGURE 47: Police services

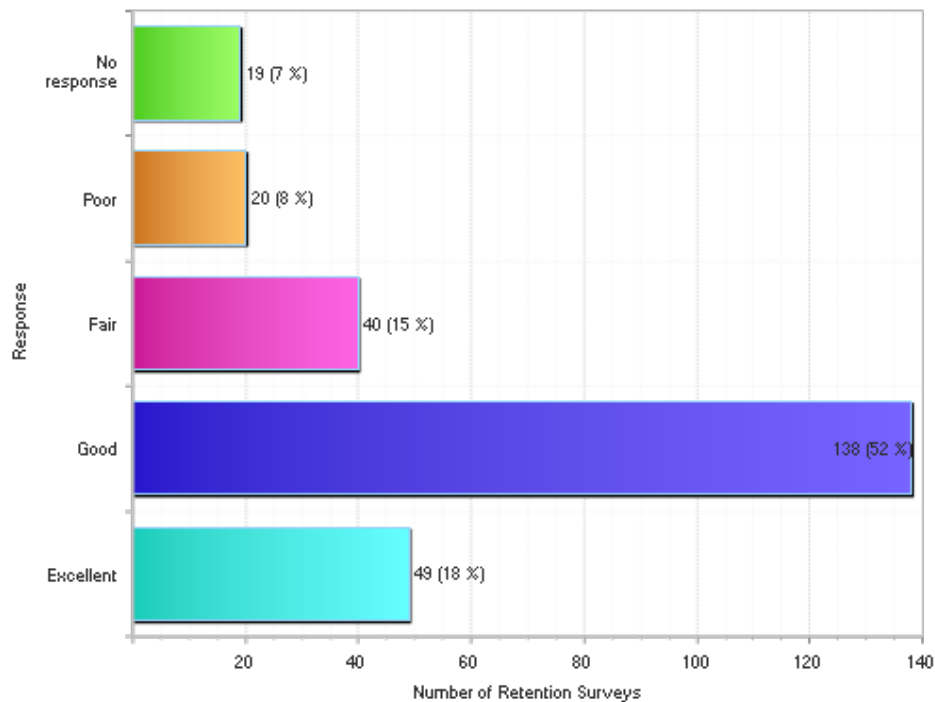


FIGURE 48: Fire services

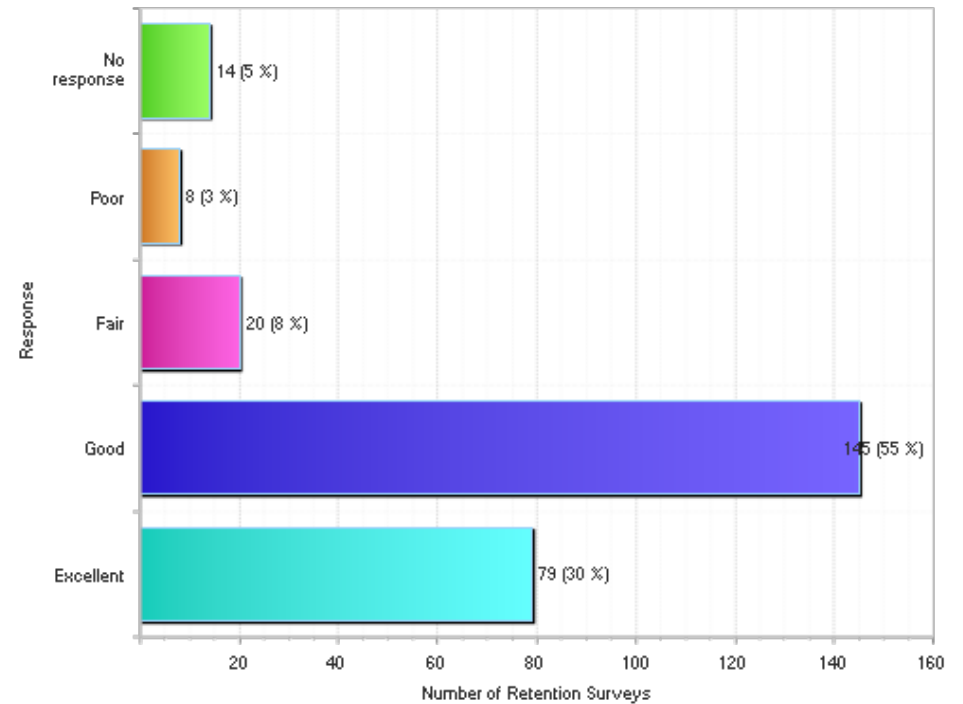




FIGURE 49: Recreation facilities

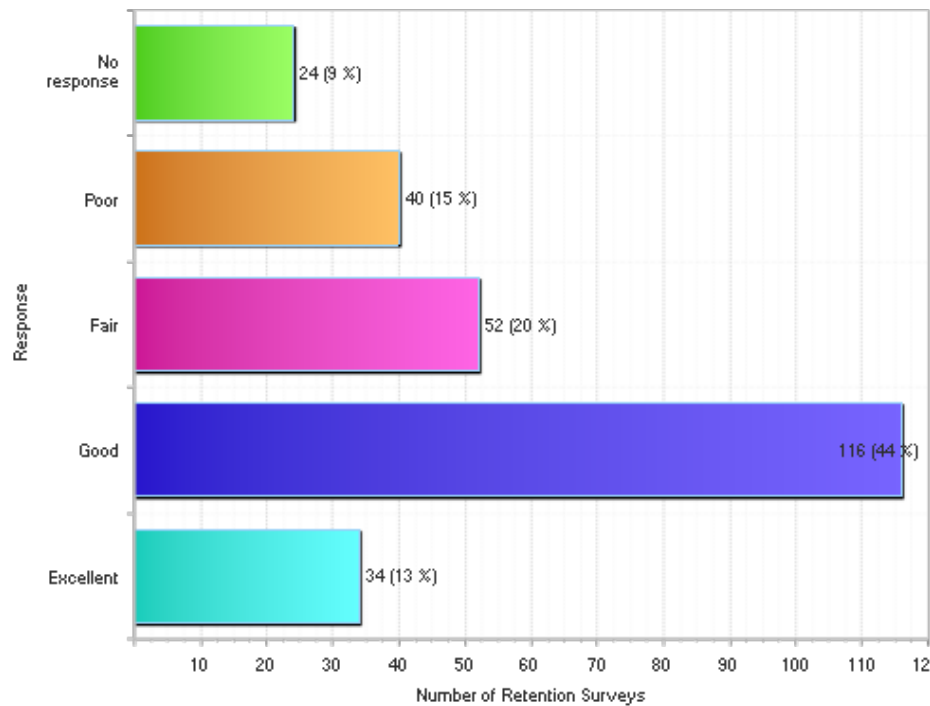
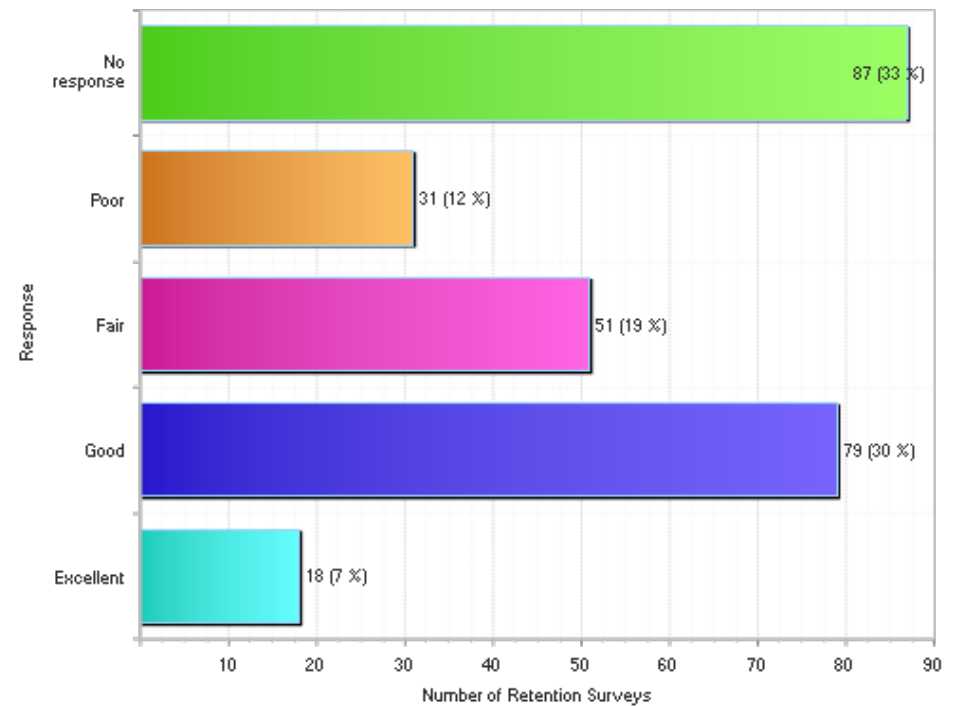


FIGURE 50: Cultural facilities



Regional Snapshot



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FIGURE 51: Parks and open spaces

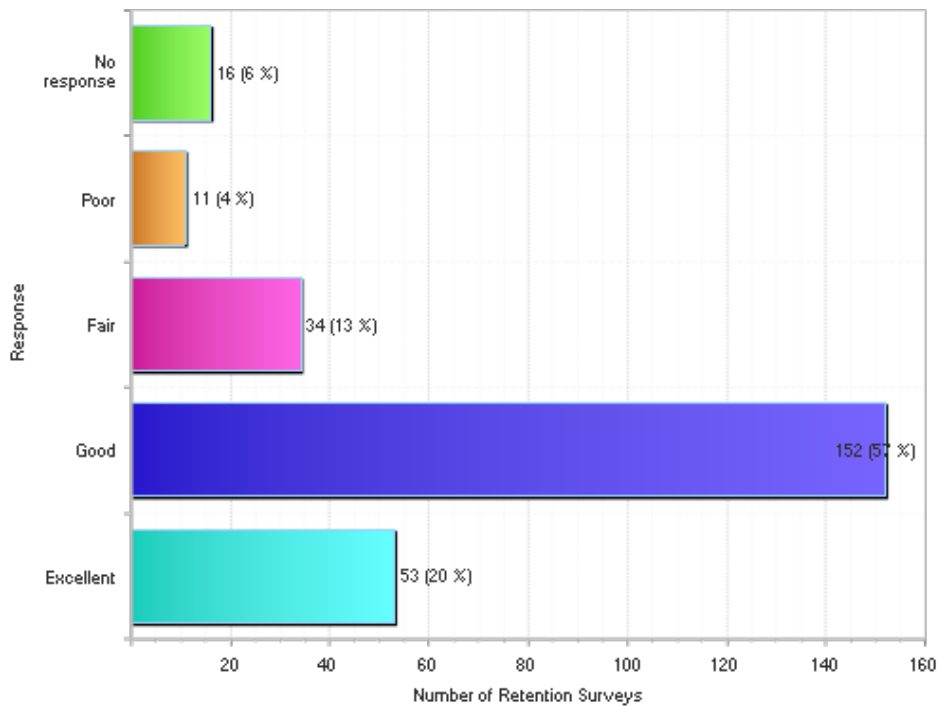


FIGURE 52: Support from local residents

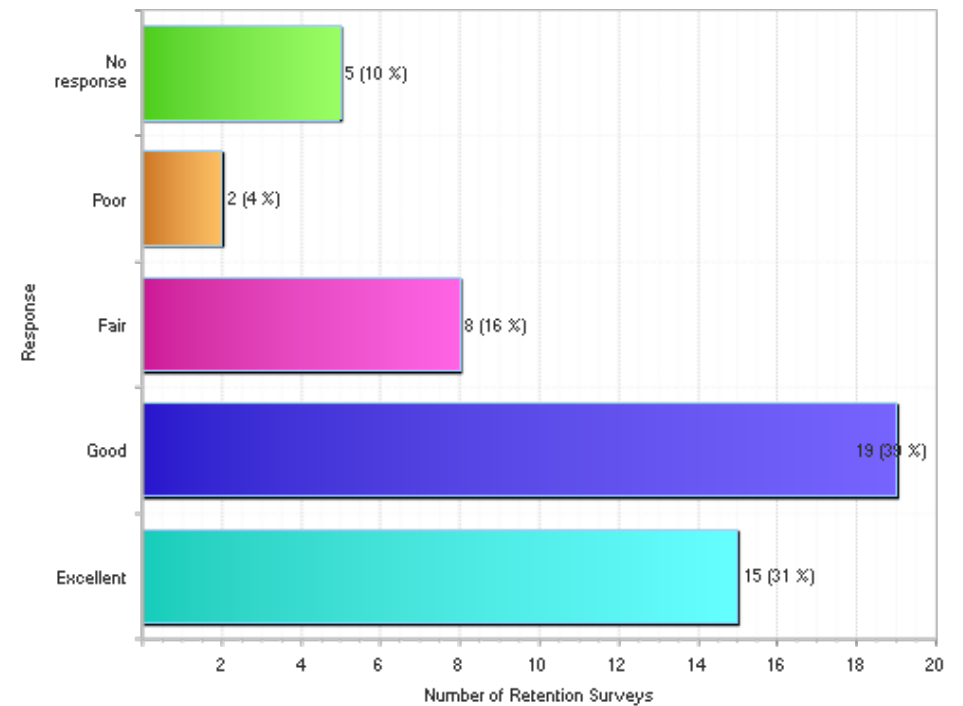




FIGURE 53: Street/road repair

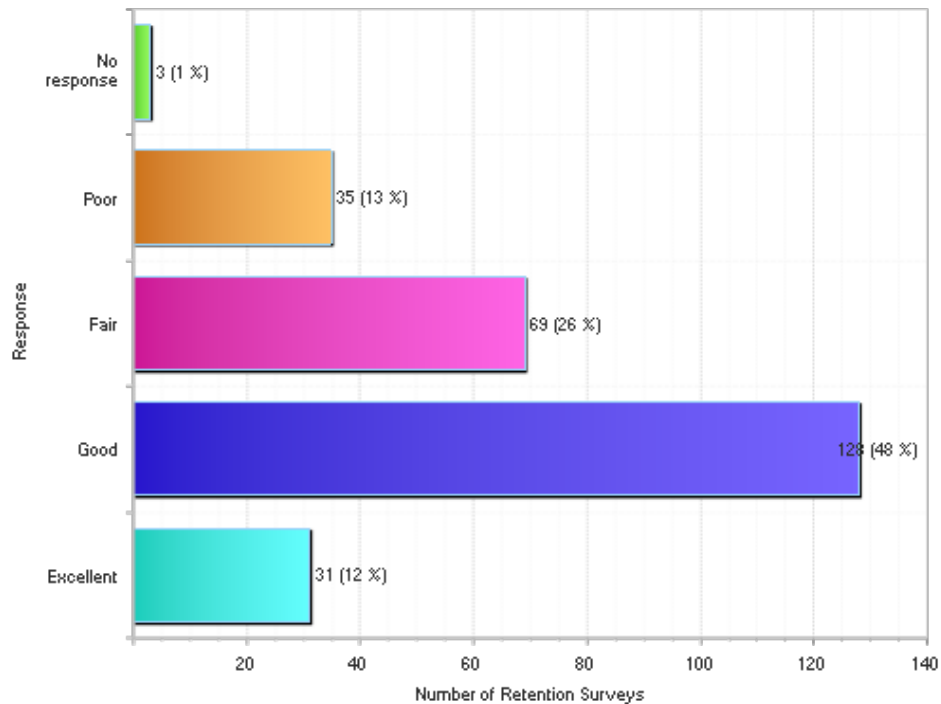
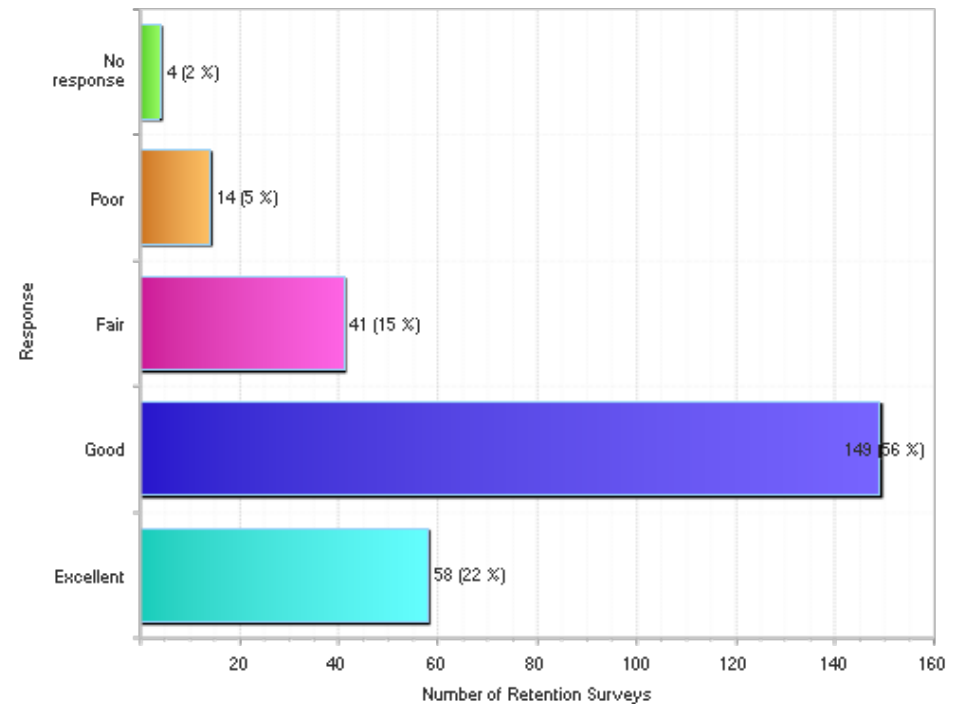


FIGURE 54: Snow removal



Regional Snapshot



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FIGURE 55: Garbage/recycling

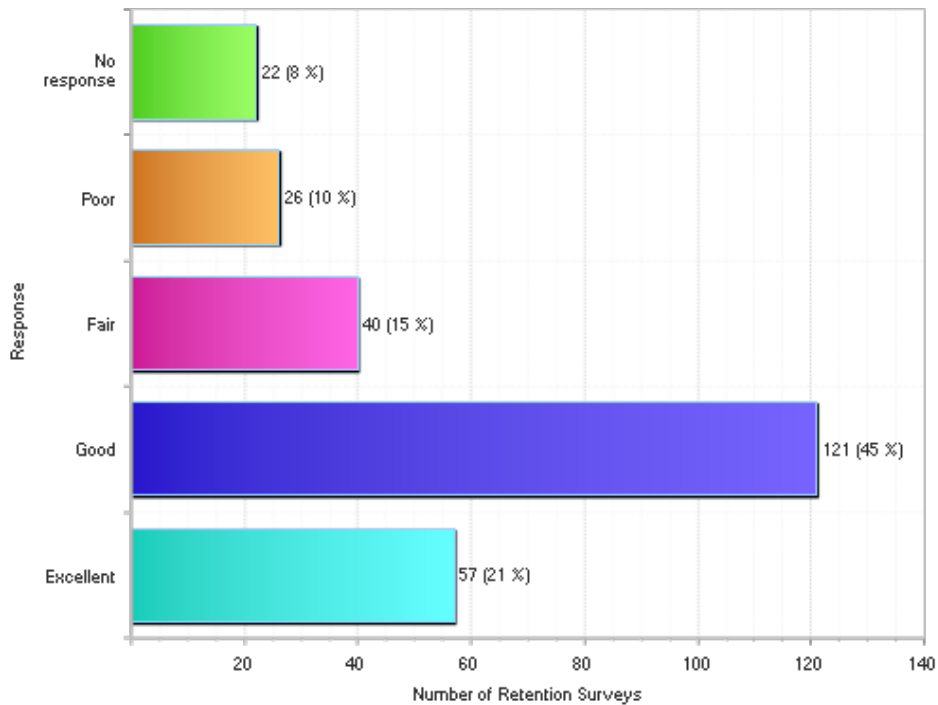
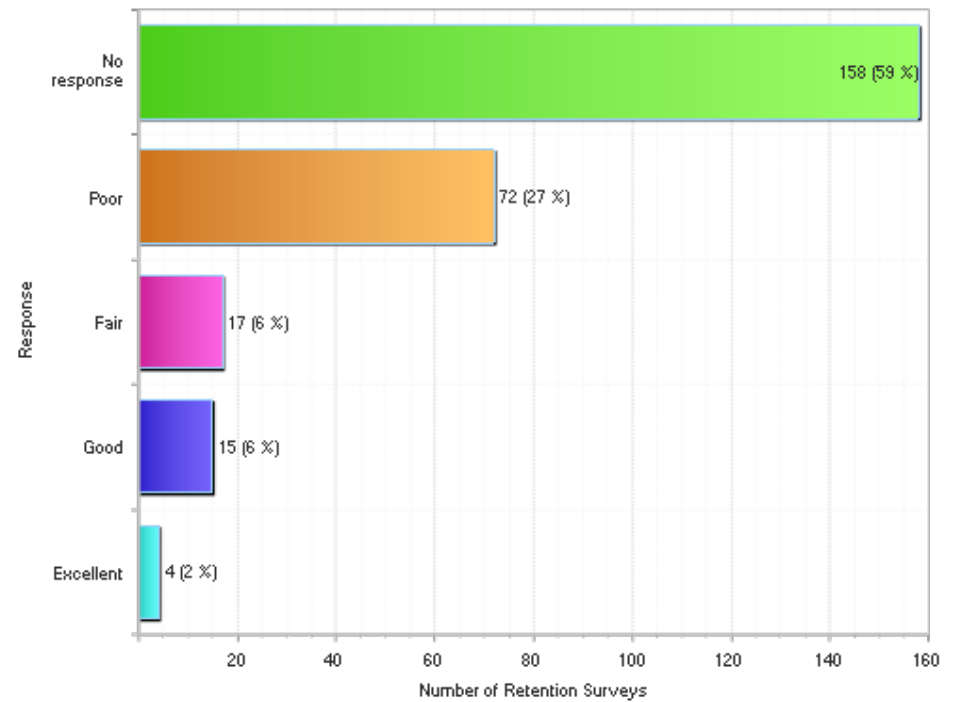


FIGURE 56: Public Transit

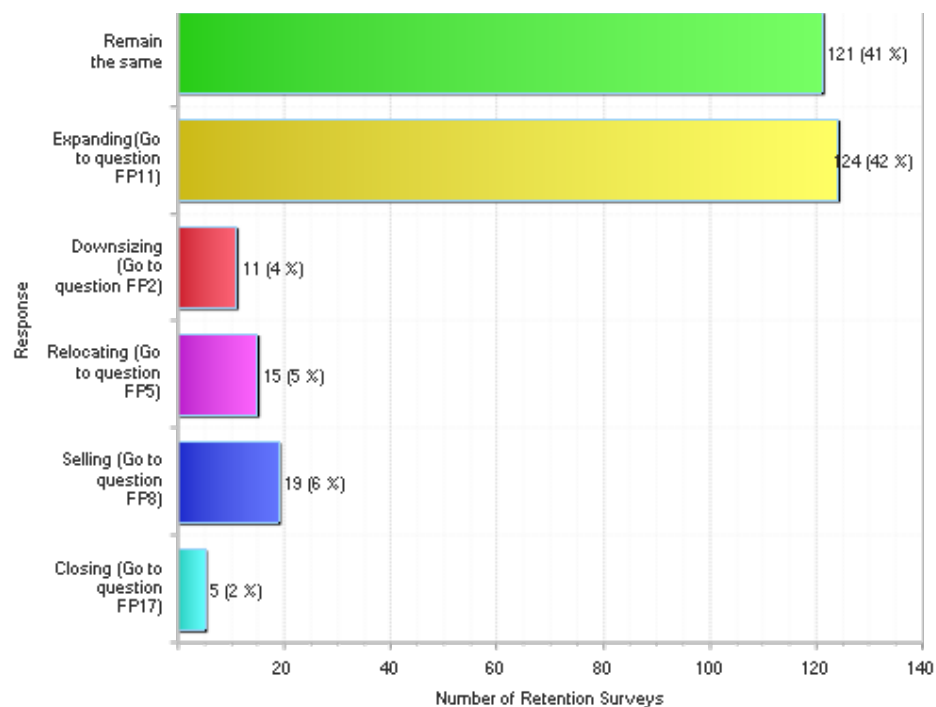




SECTION OVERVIEW

Future Plans

FIGURE 57: Within the next 18 months, which do you plan on



Downsizing

FIGURE 58: Will your downsizing lead to a decrease in

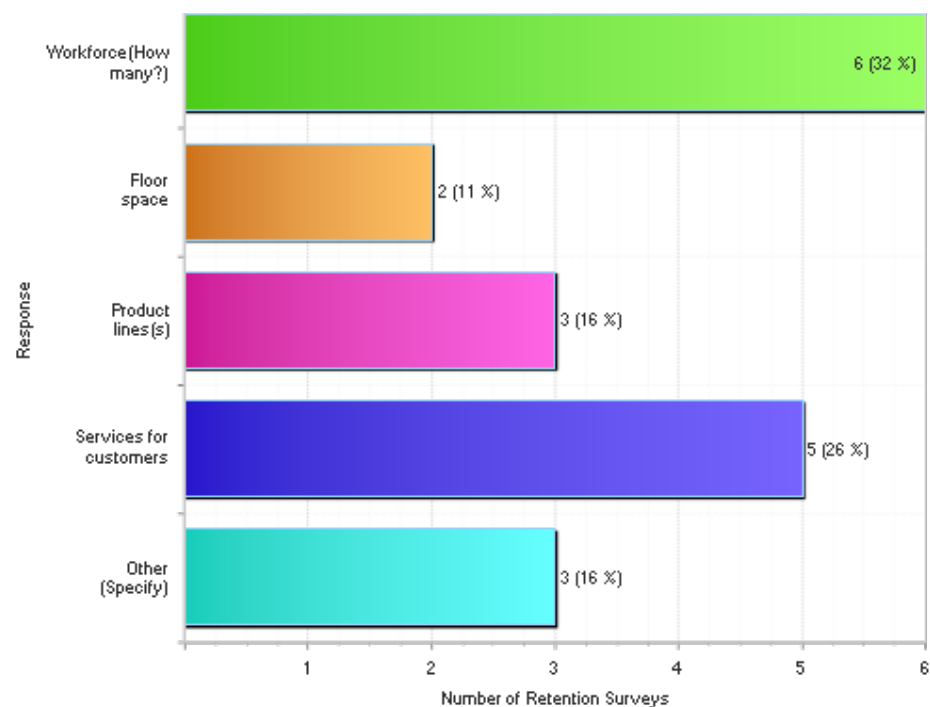
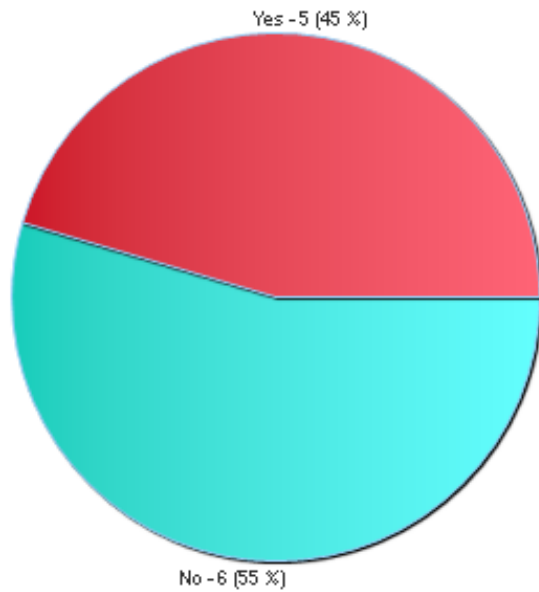




FIGURE 59: Is there any assistance that could be provided to prevent/limit the downsizing of your business?



Relocating

FIGURE 60: Where do you plan to relocate this business?

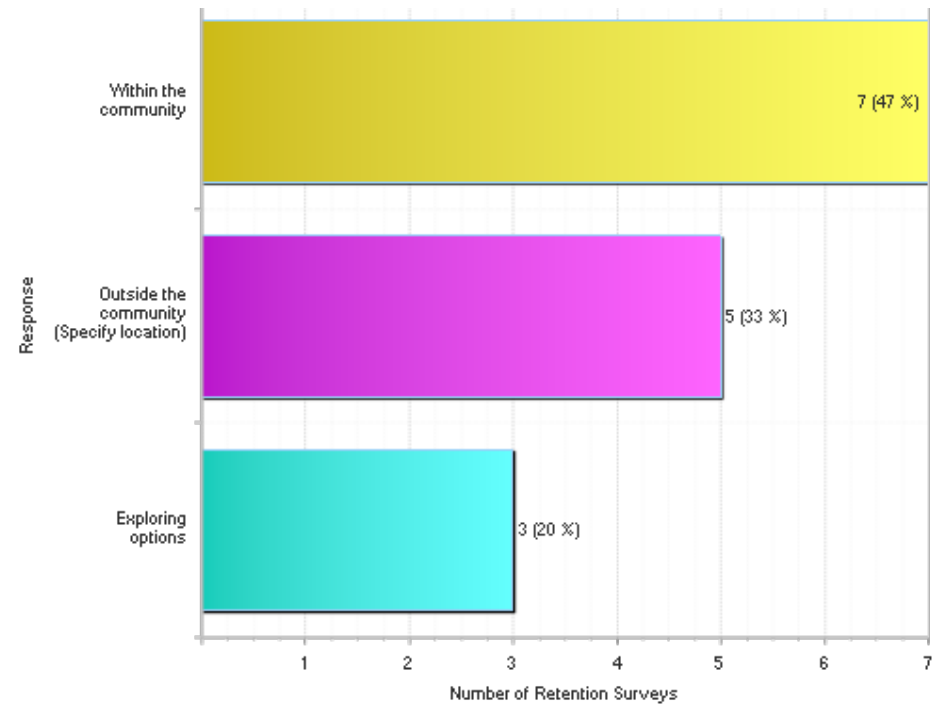
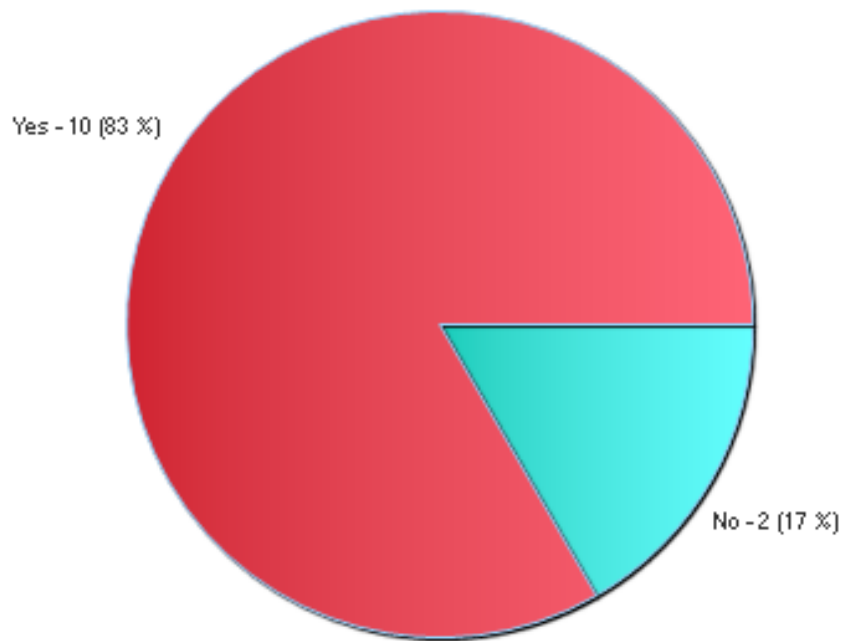


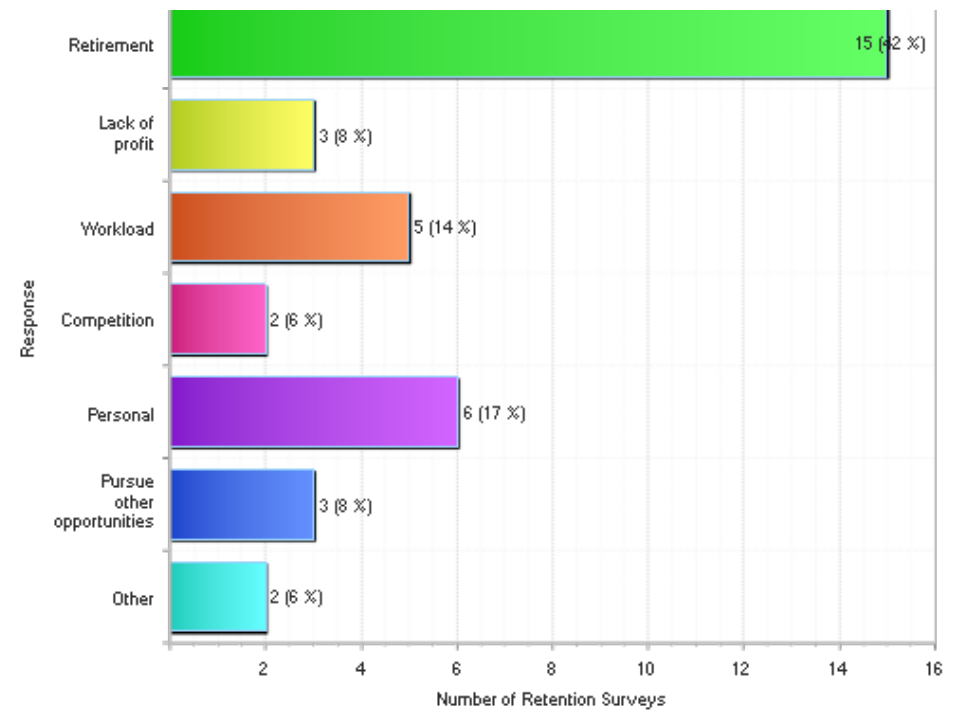


FIGURE 61: Is there any assistance that could be provided to prevent or assist with the relocation of your business within the community?



Selling

FIGURE 62: Why are you selling your business?



Regional Snapshot >

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FIGURE 63: Do you have a succession plan for your business?

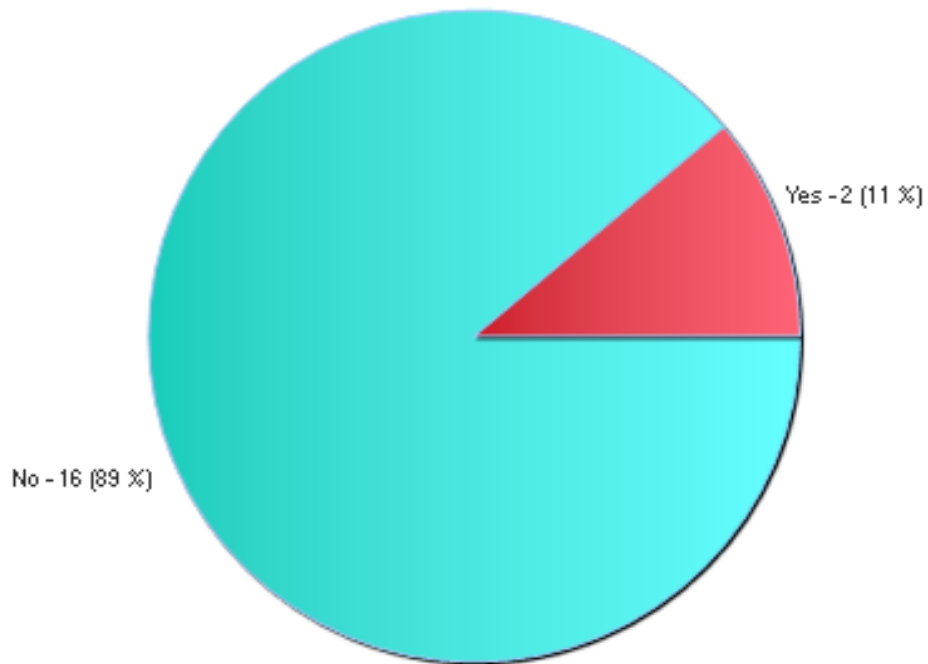


FIGURE 64: Would you like assistance/information with developing a succession plan?

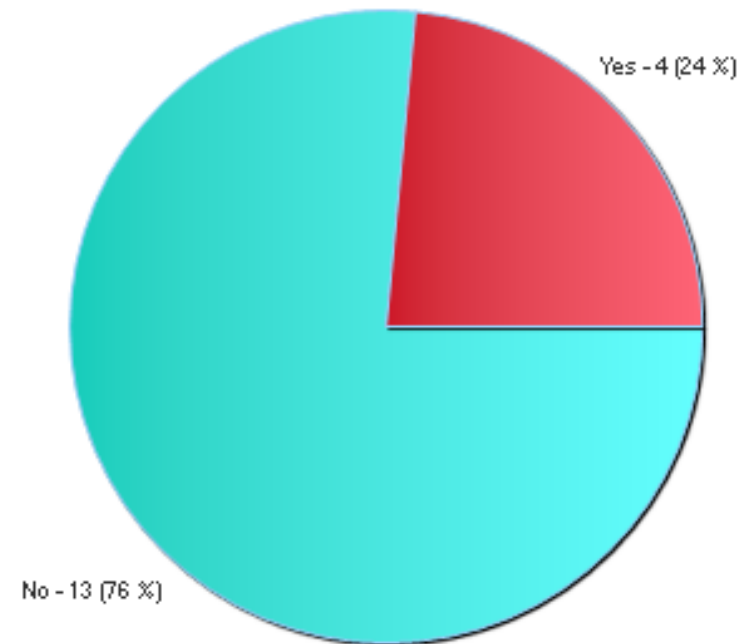
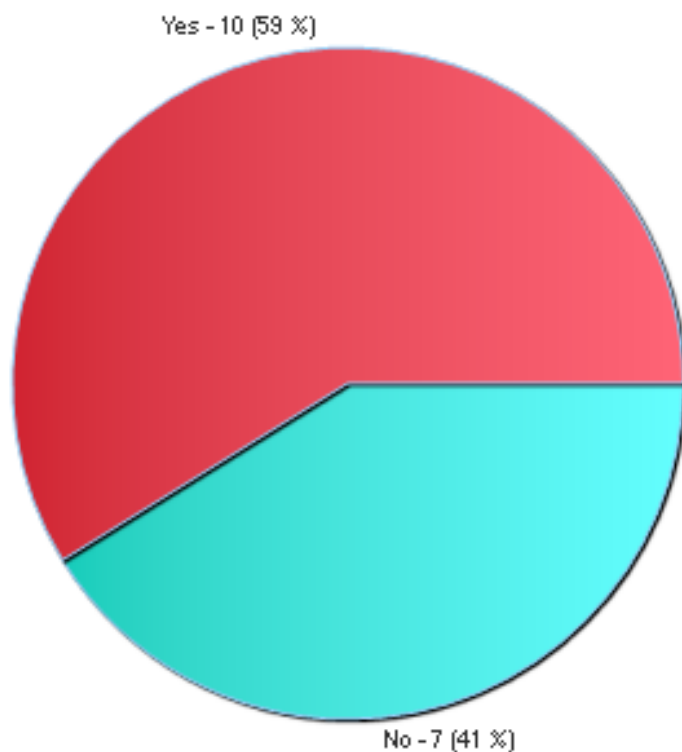




FIGURE 65: Would you like assistance/information on selling your business?



Expanding

FIGURE 66: Will your expansion require or lead to:

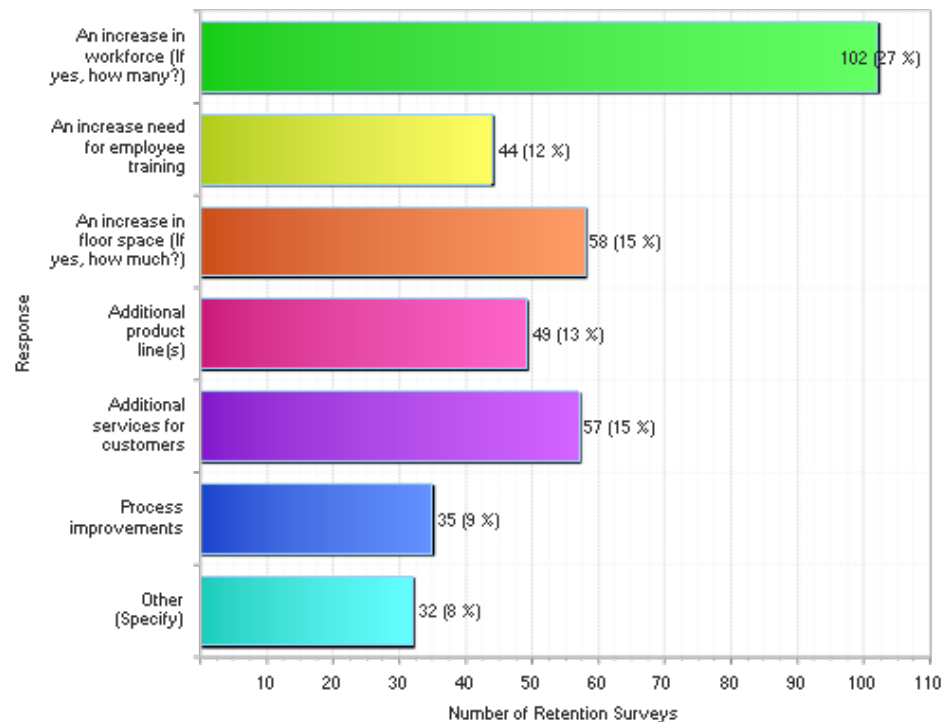




FIGURE 67: Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

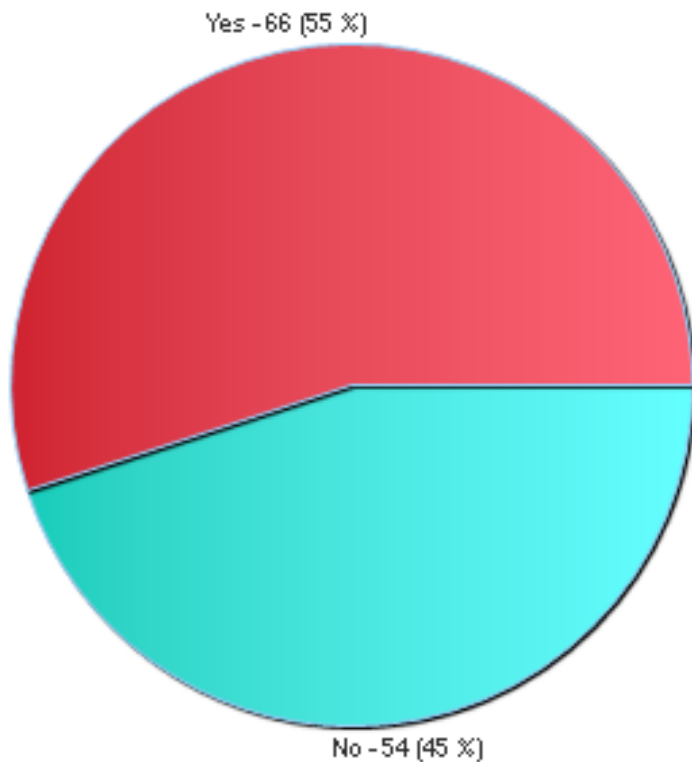


FIGURE 68: Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

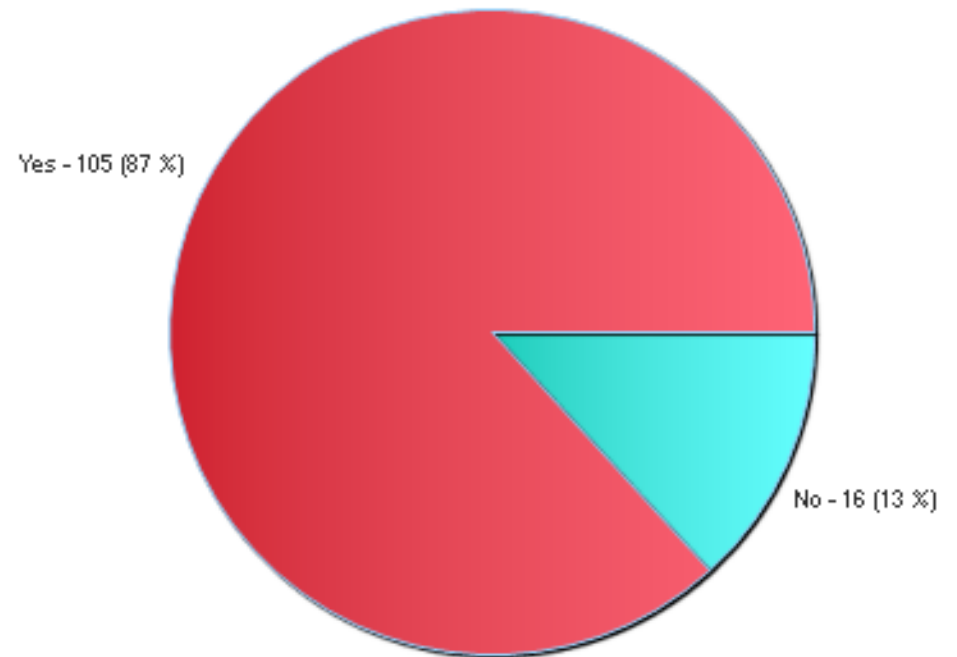




FIGURE 69: Is your business currently experiencing difficulties with your expansion plans?

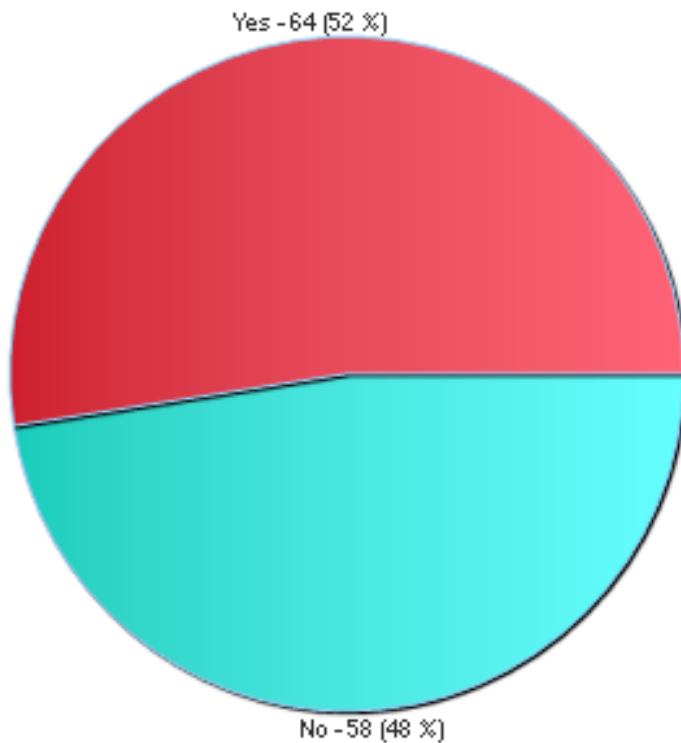
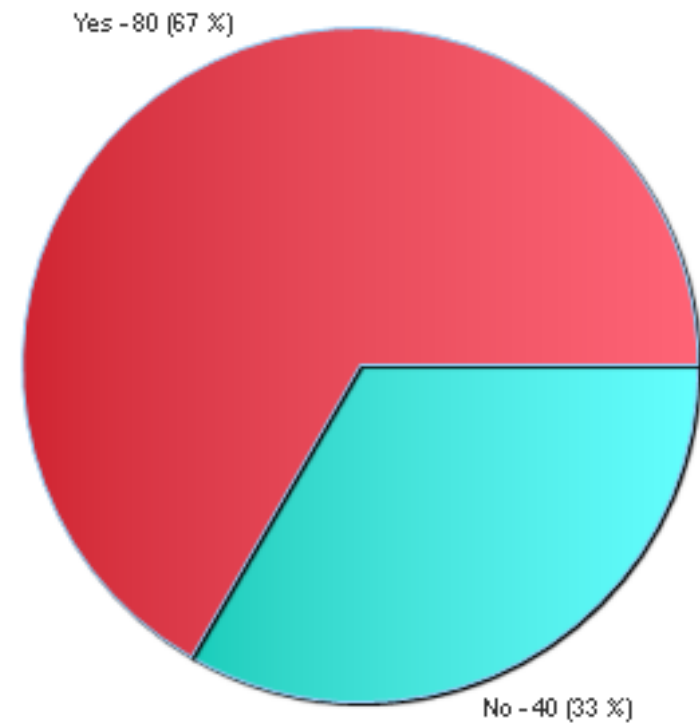


FIGURE 70: Could the community potentially provide some assistance to support your expansion plans?





Closing

FIGURE 71: Do you plan to close this business at this location without re-opening in another location?

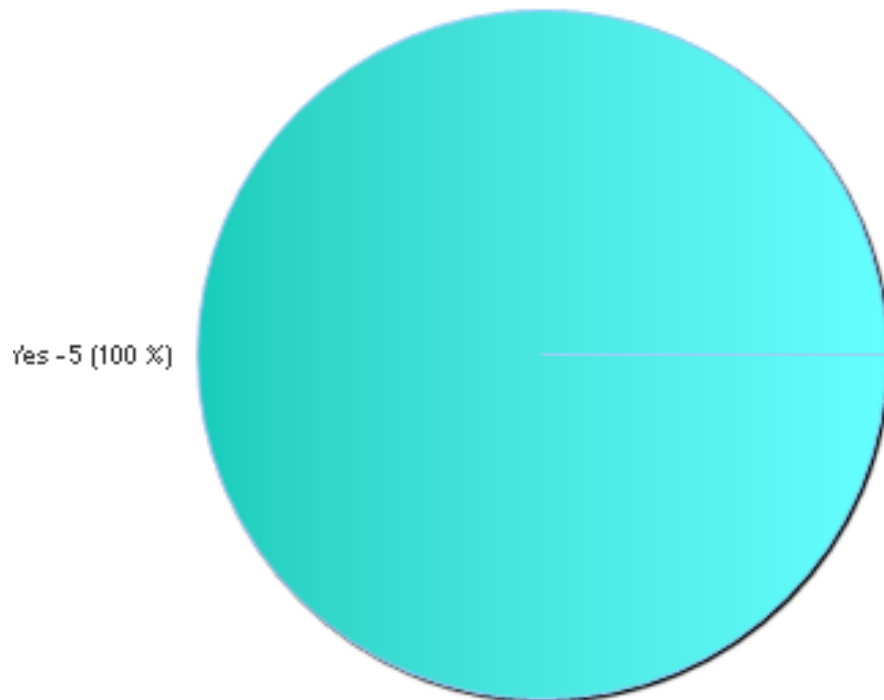
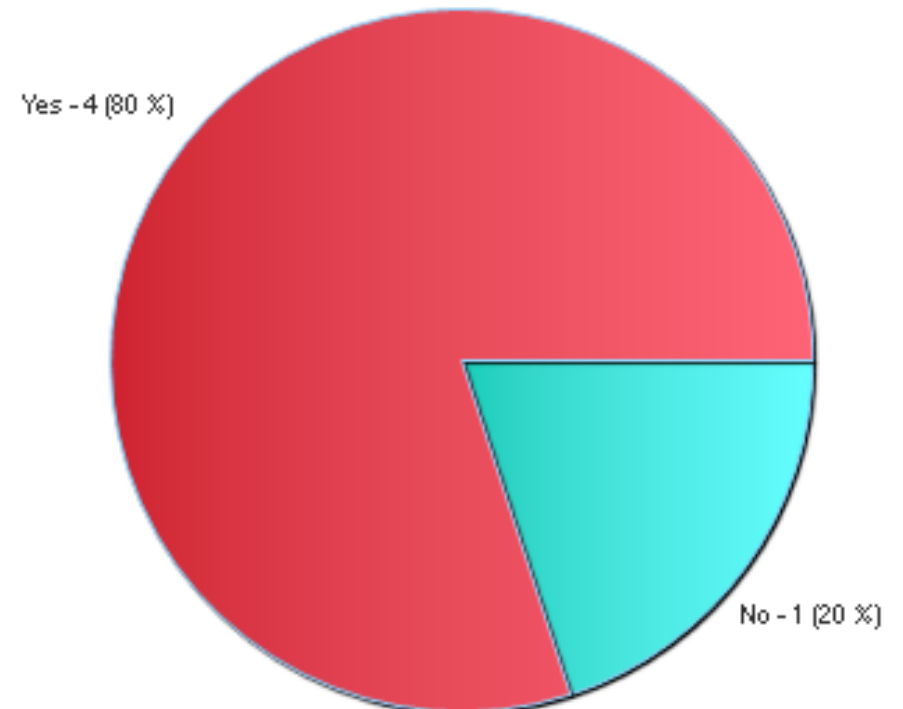


FIGURE 72: Could the community potentially provide any assistance to prevent the closure of your business?





SECTION OVERVIEW

Business Development

FIGURE 73: What is the outlook for your industry?

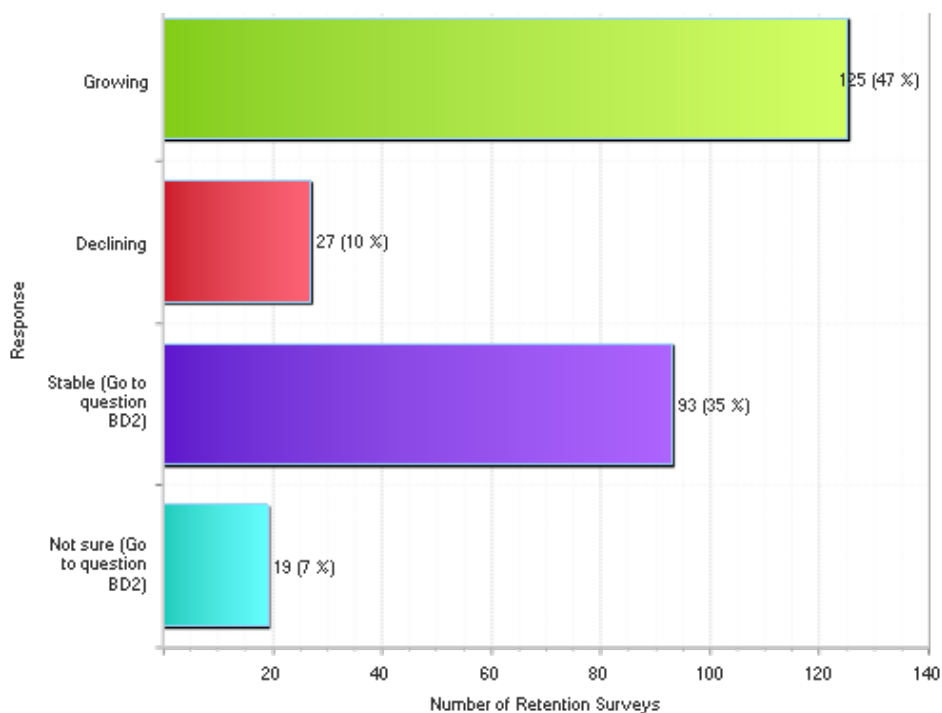
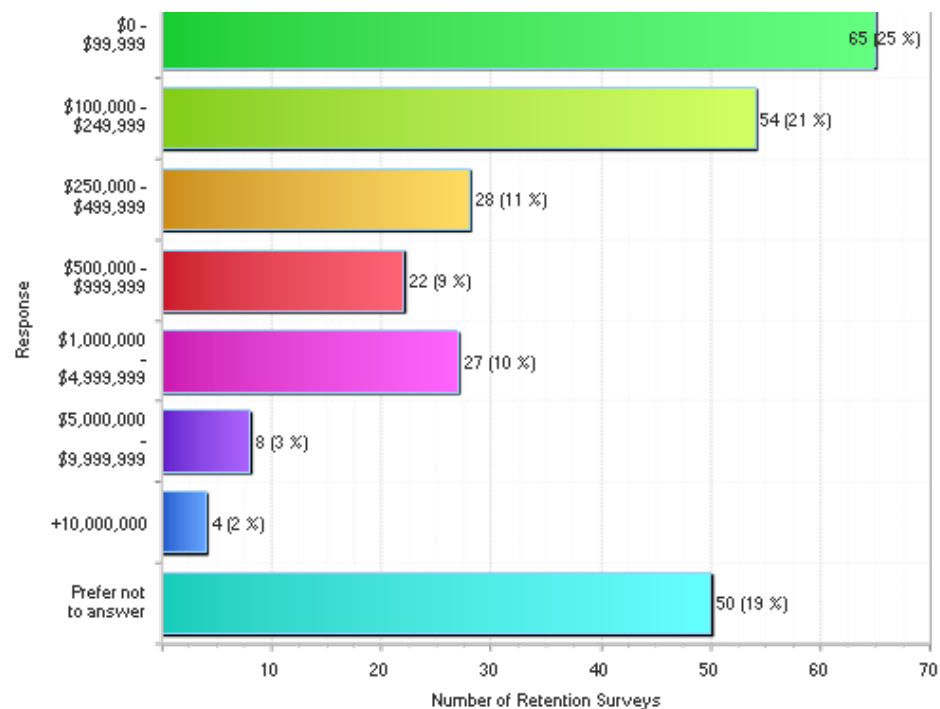


FIGURE 74: Please give an approximate annual sales range for your business.



Regional Snapshot



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FIGURE 75: Are your projected sales in the next year expected to:

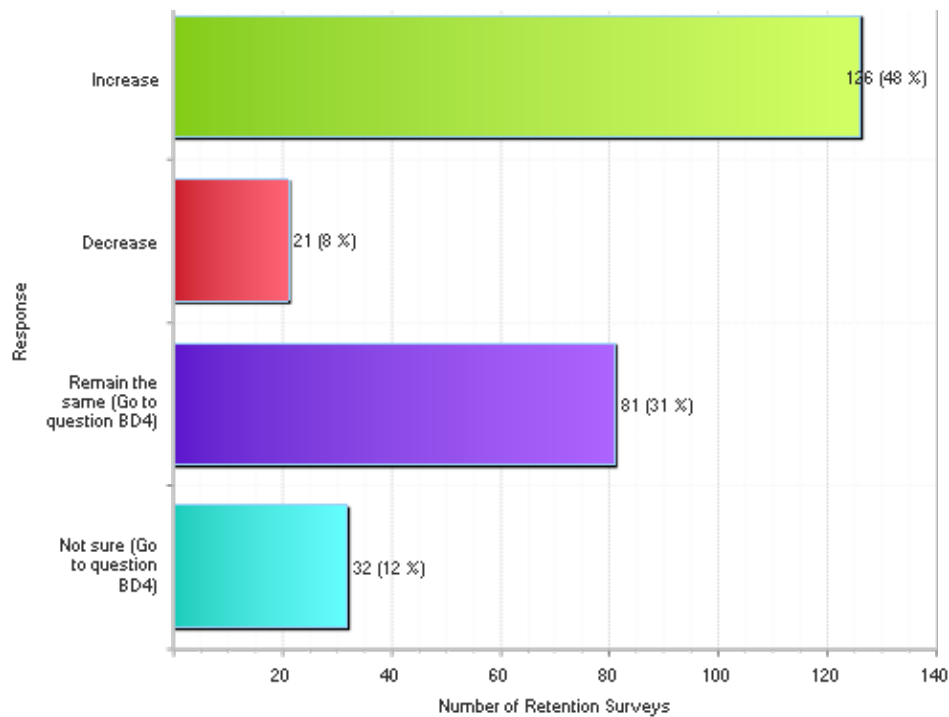


FIGURE 76: How would you rate your business related to the use of technology?

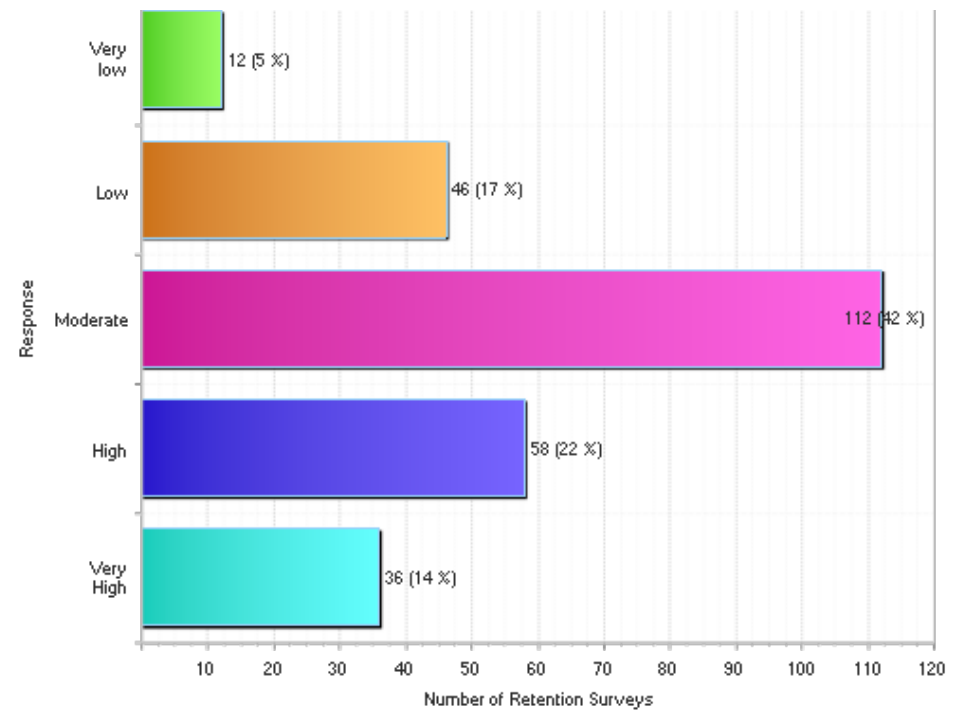




FIGURE 77: Is your business currently experiencing any barriers related to your information technology requirements?

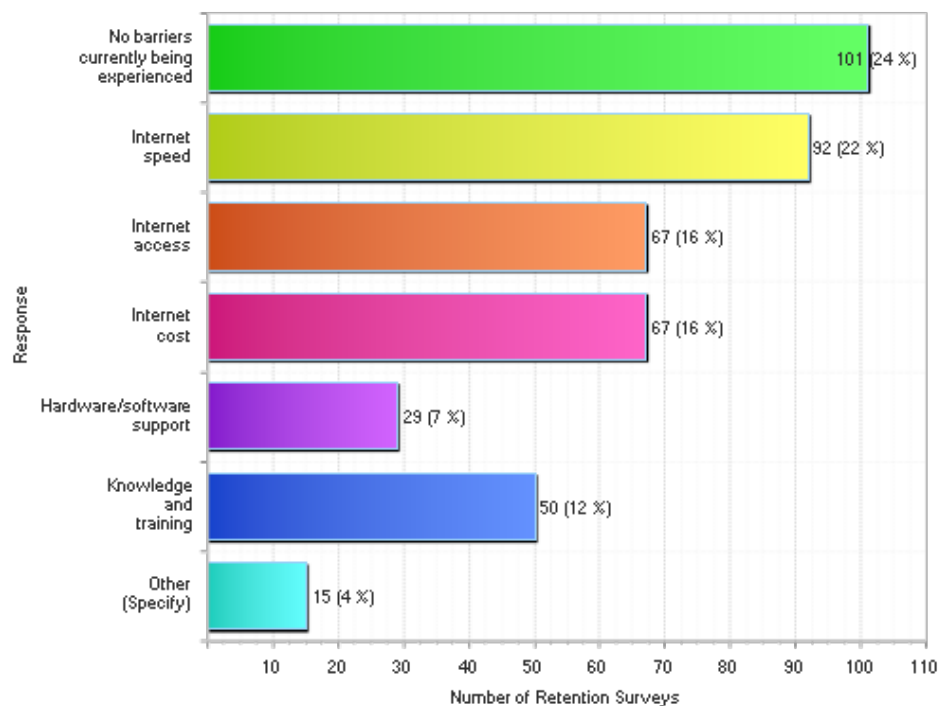


FIGURE 78: Are you interested in working co-operatively with other businesses in the community to pursue any of the following?

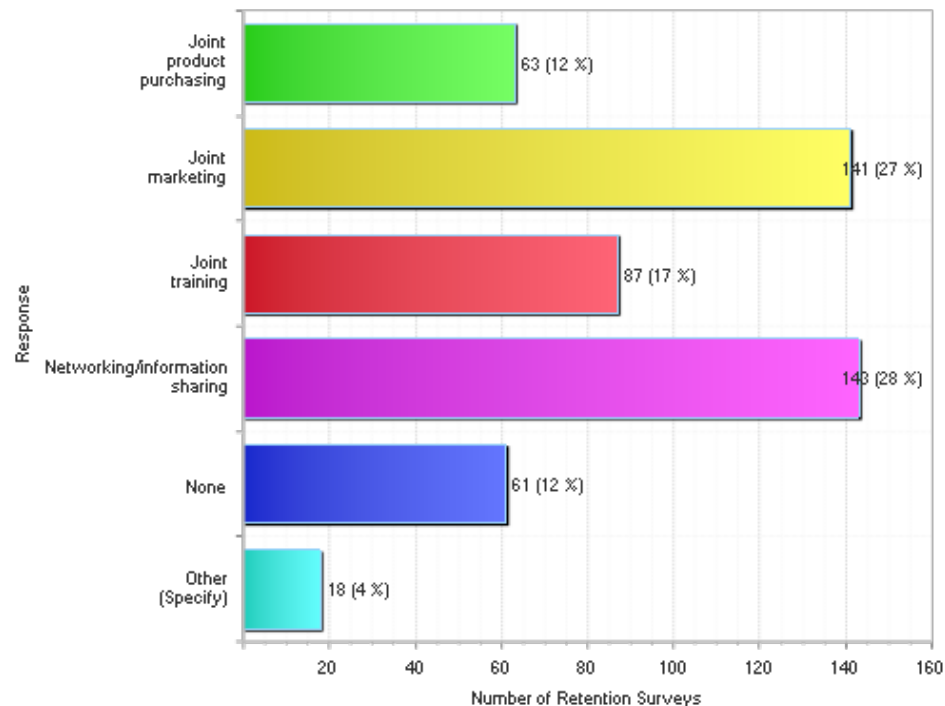


FIGURE 79: Does your business own or lease its facility/facilities?

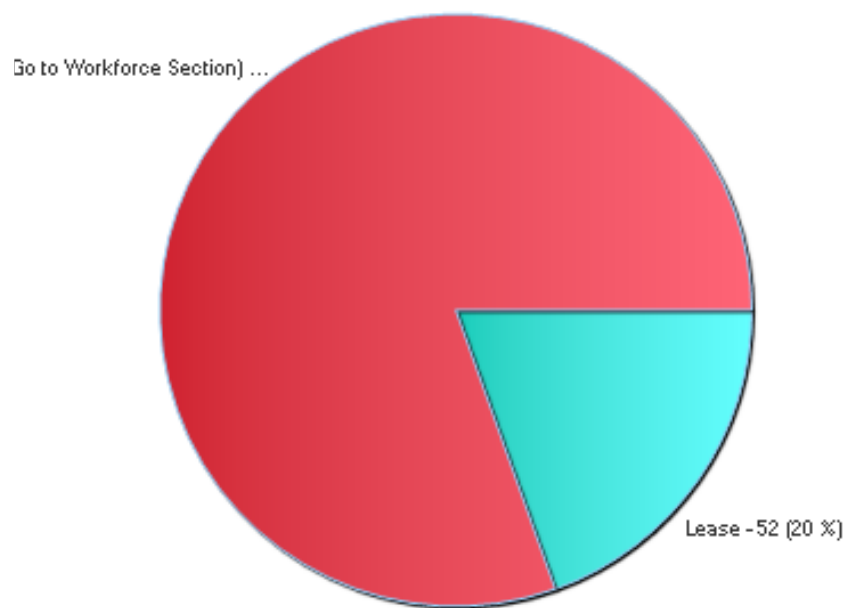
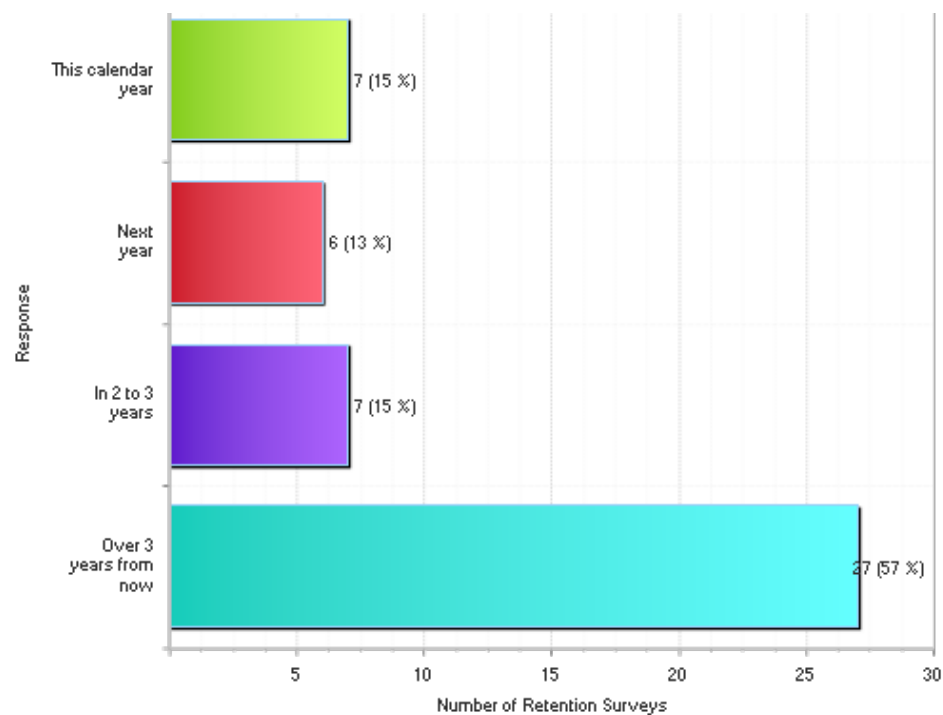


FIGURE 80: When does the lease expire?





SECTION OVERVIEW

Workforce

FIGURE 81: Do you anticipate any problems in renewing the lease?

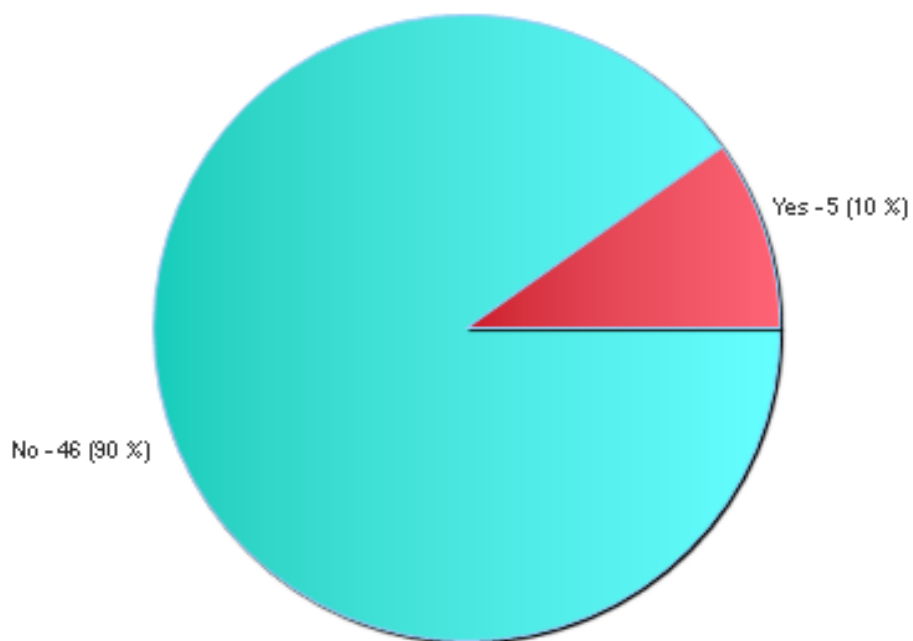
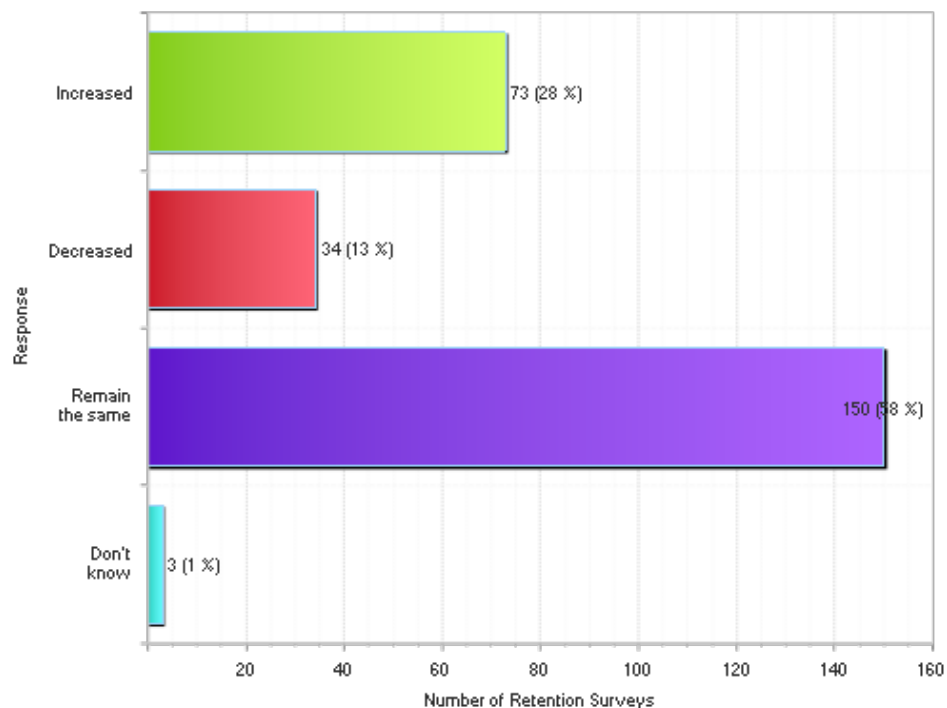


FIGURE 82: During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?



Regional Snapshot



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How would you rate the following factors in this community for your business needs?

FIGURE 83: Availability of qualified workers

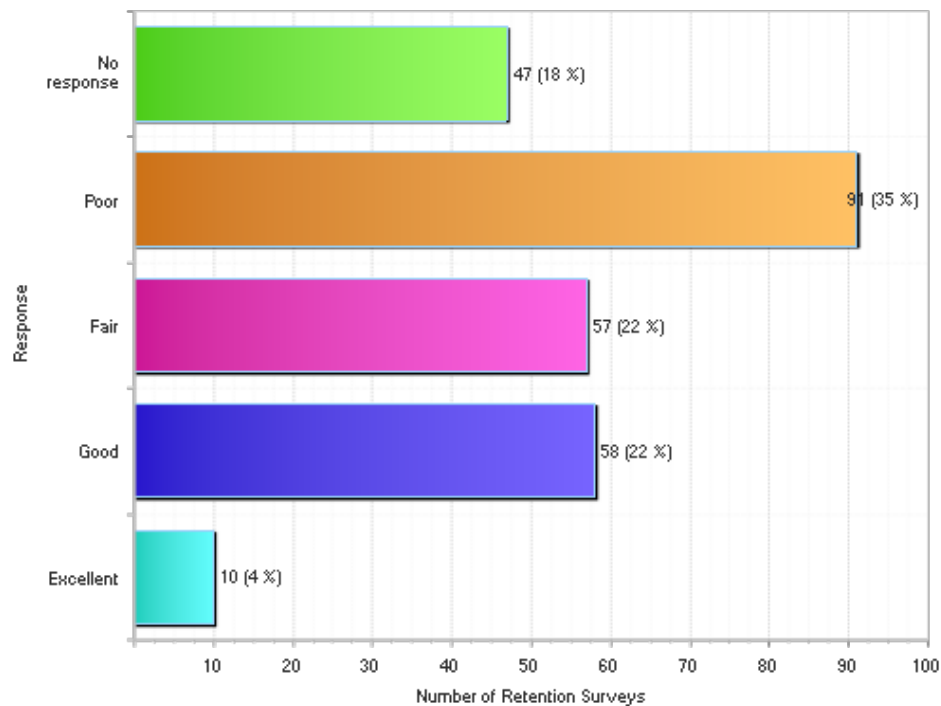


FIGURE 84: Stability of the workforce

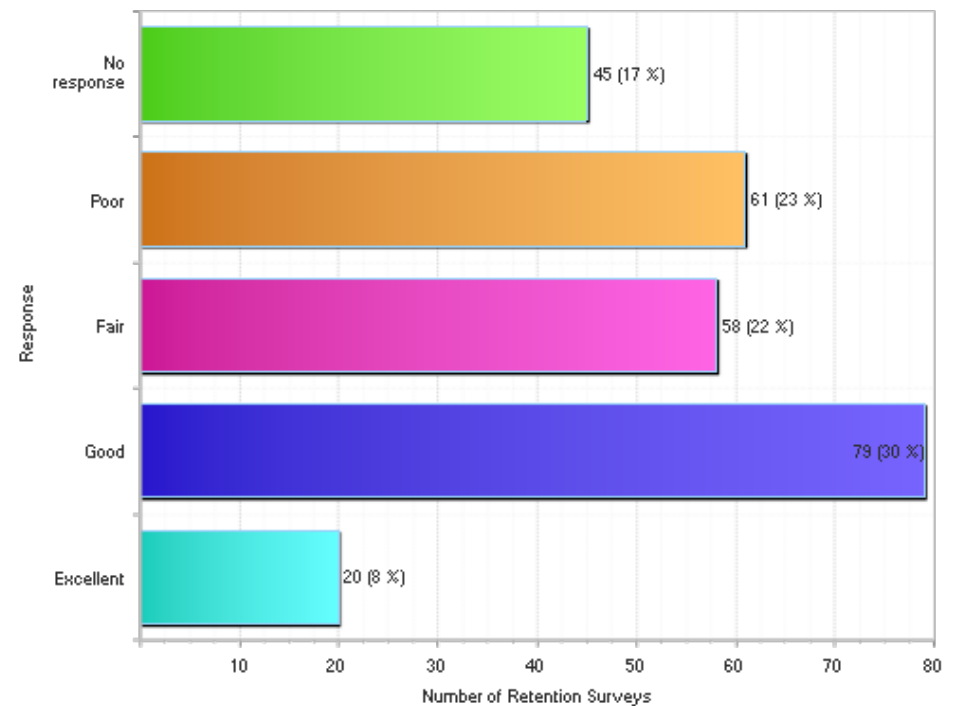




FIGURE 85: Ability to attract new employees

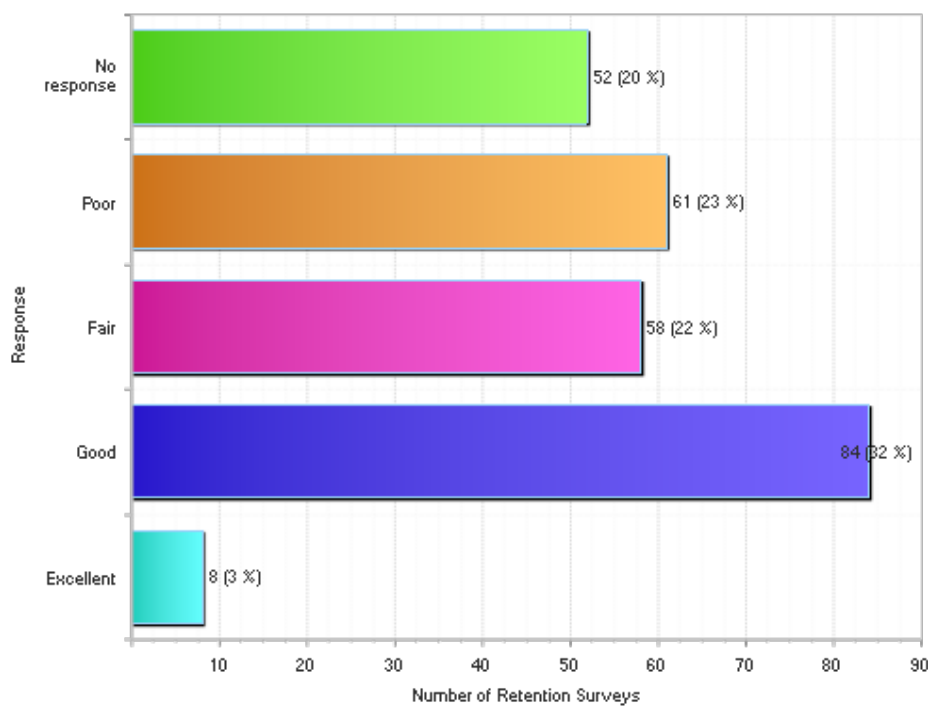
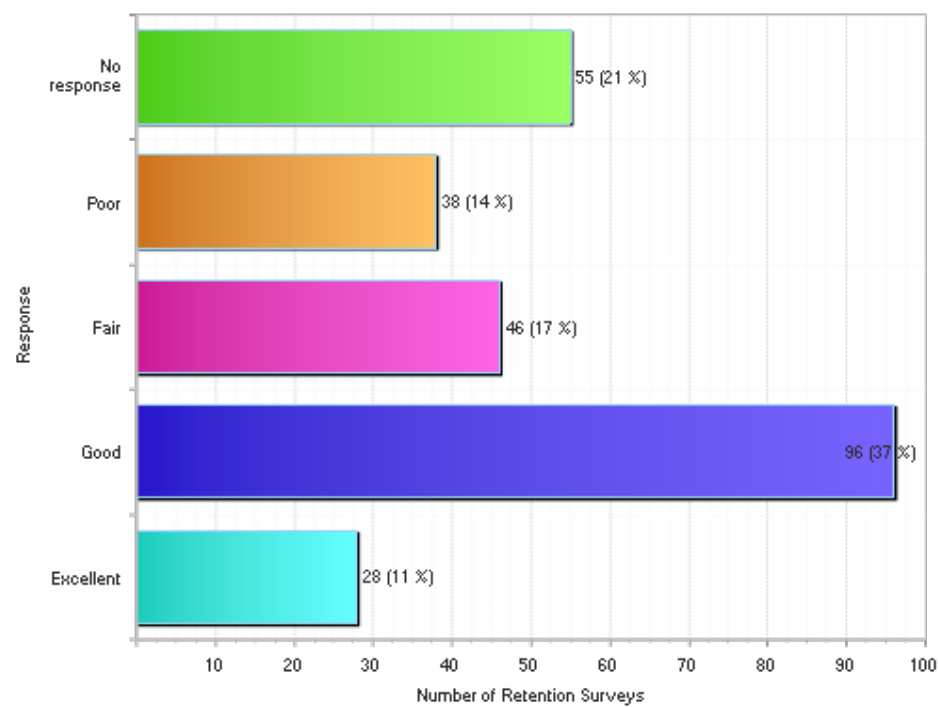


FIGURE 86: Ability to retain new employees



Regional Snapshot >

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FIGURE 87: Does your business currently have difficulty hiring?

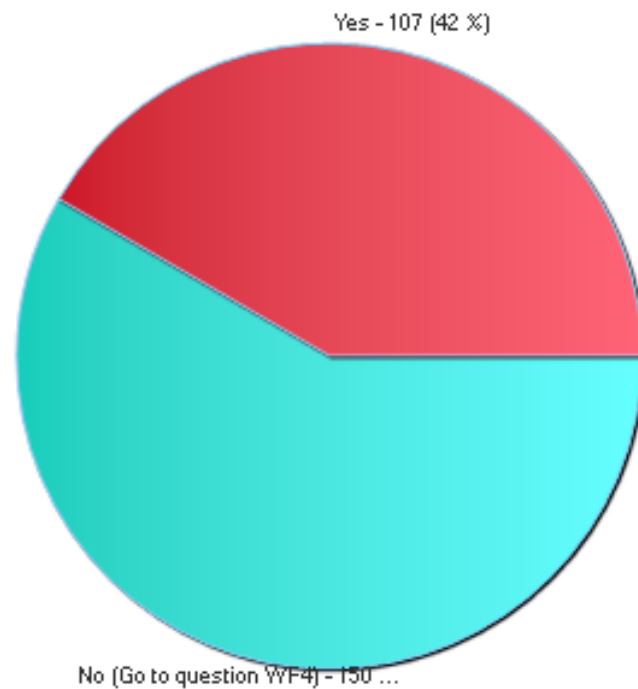


FIGURE 88: How would you describe your company's hiring challenges?

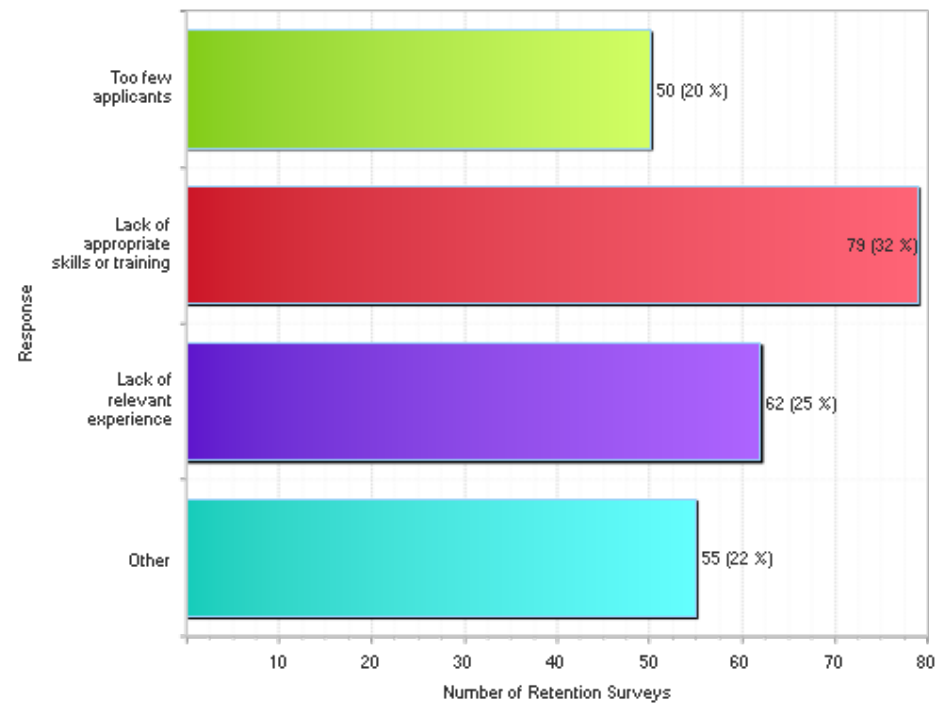




FIGURE 89: Are the hiring challenges specifically related to the community or industry?

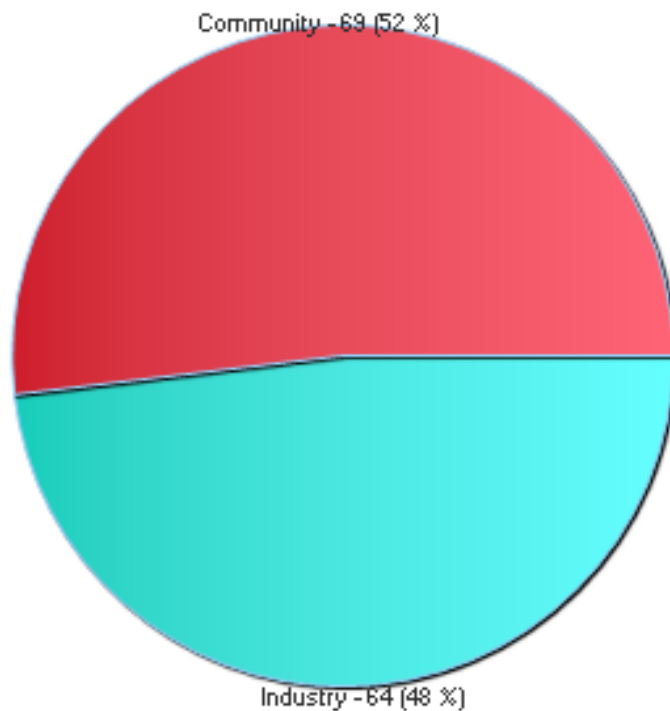


FIGURE 90: How do you currently recruit new employees?

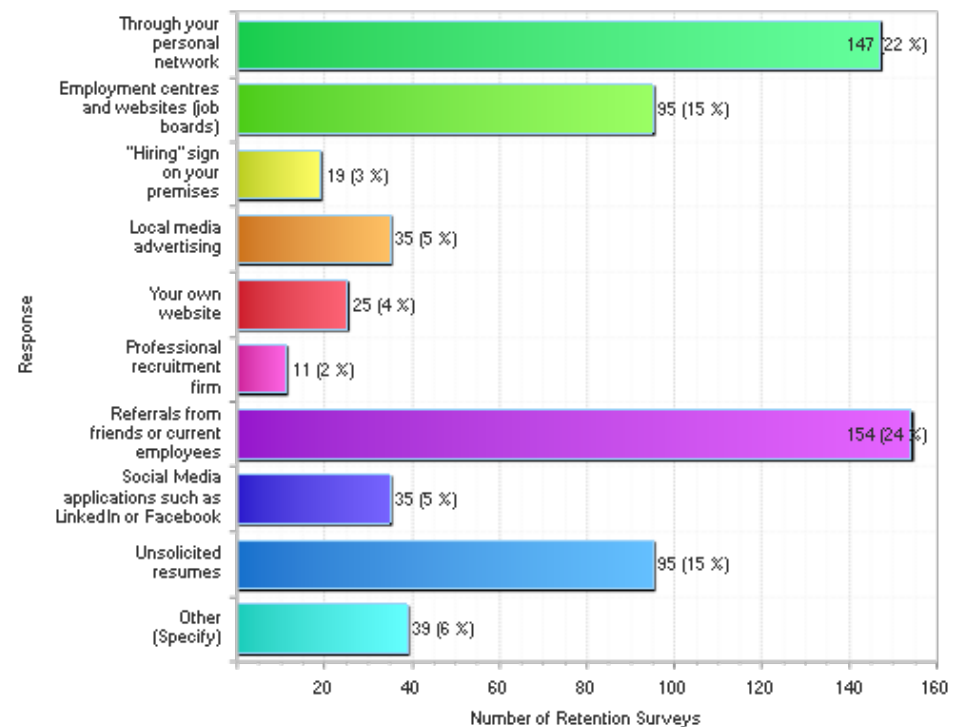




FIGURE 91: Does your business have difficulty retaining employees?

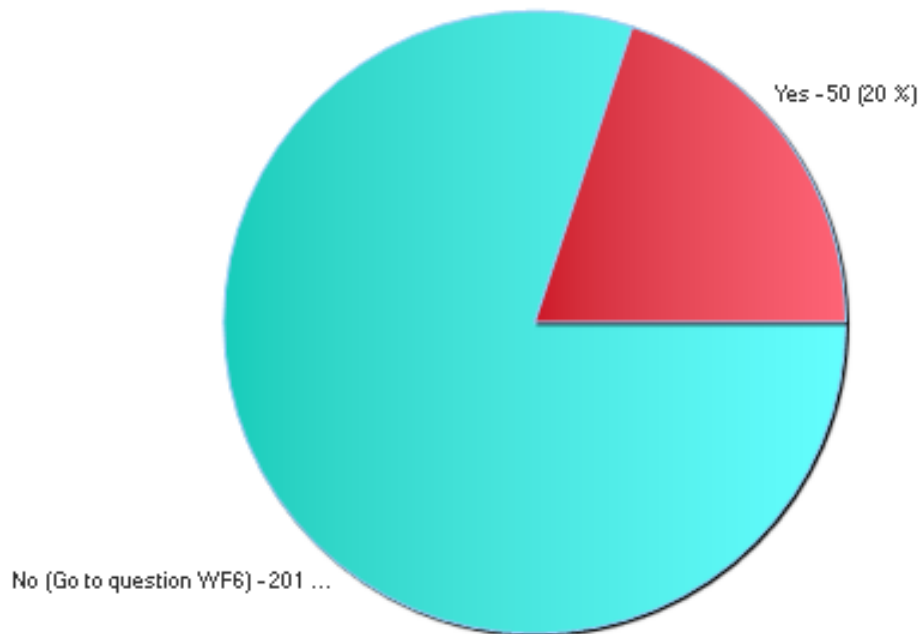


FIGURE 92: What are the reasons for these difficulties in retaining employees?

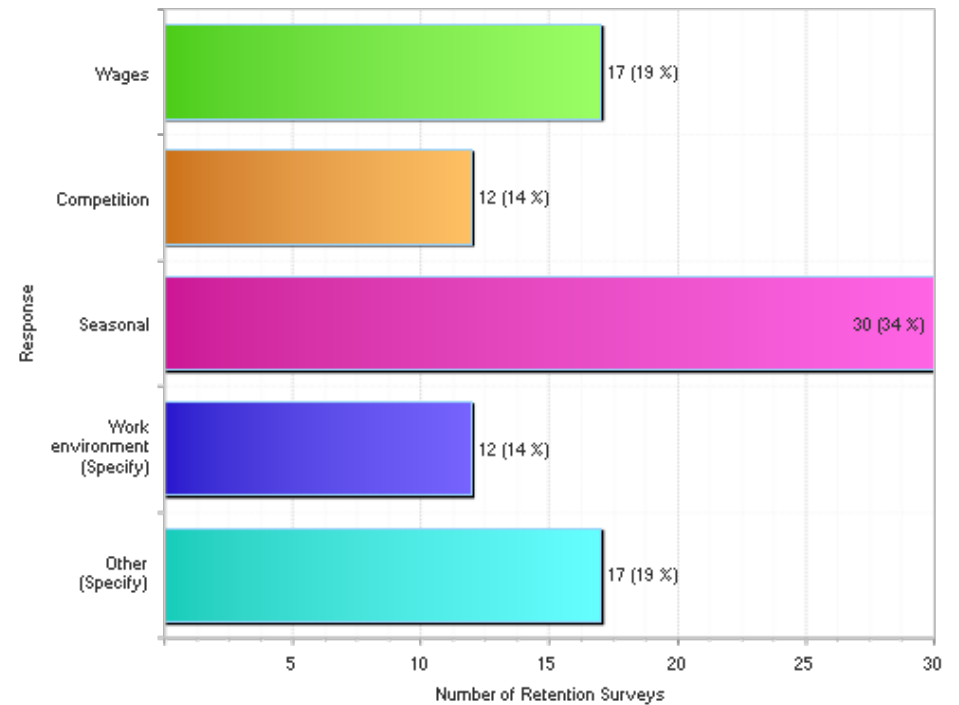




FIGURE 93: Does your business currently participate in any co-op, internship or apprenticeship programs?

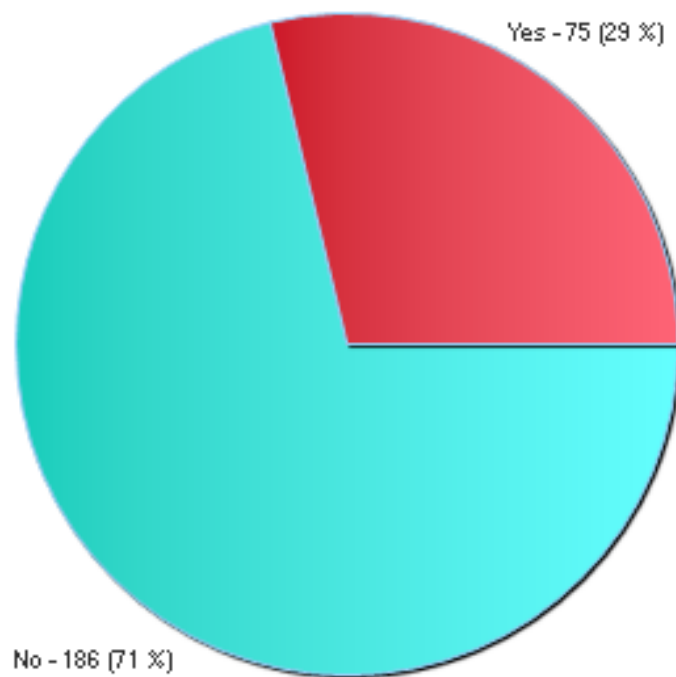


FIGURE 94: If No, are you interested in information?

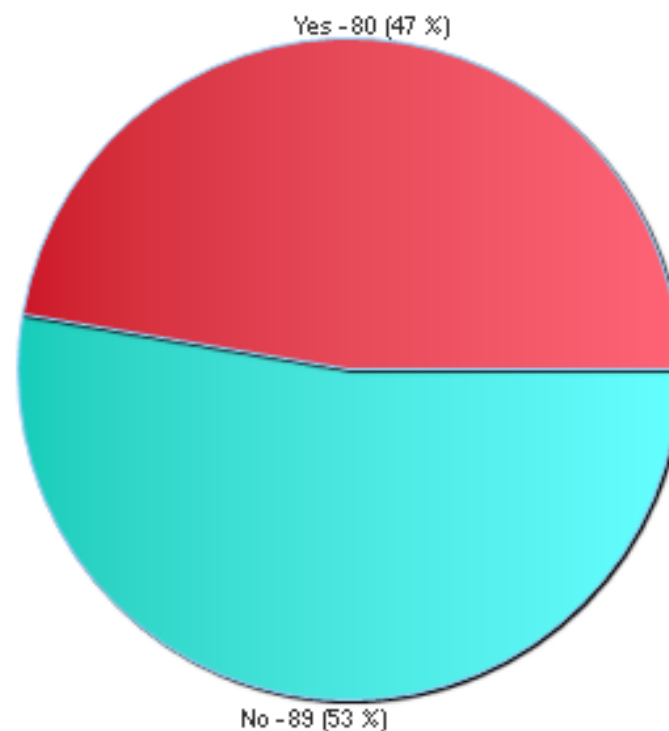




FIGURE 95: Does your business currently use any external training?

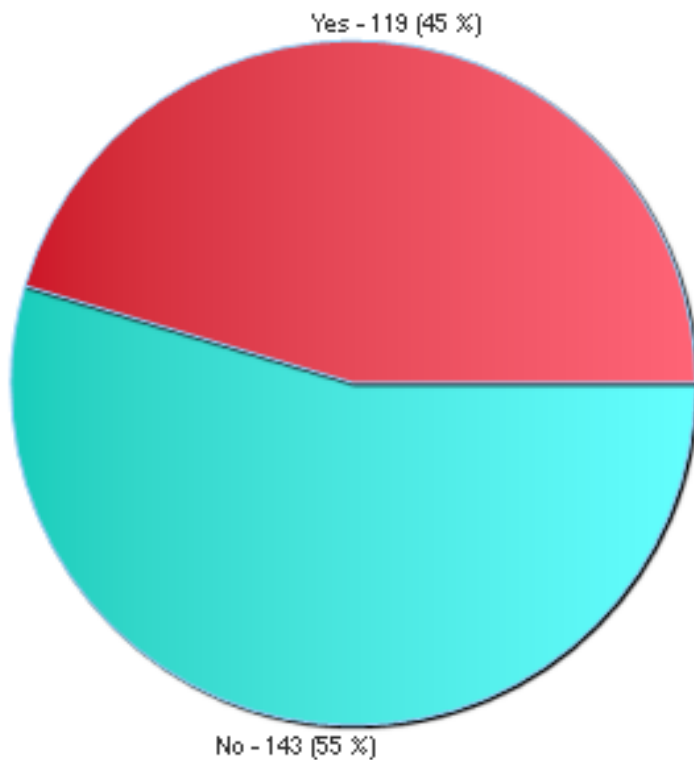


FIGURE 96: Are there currently any barriers for you and/or your employees receiving the necessary training?

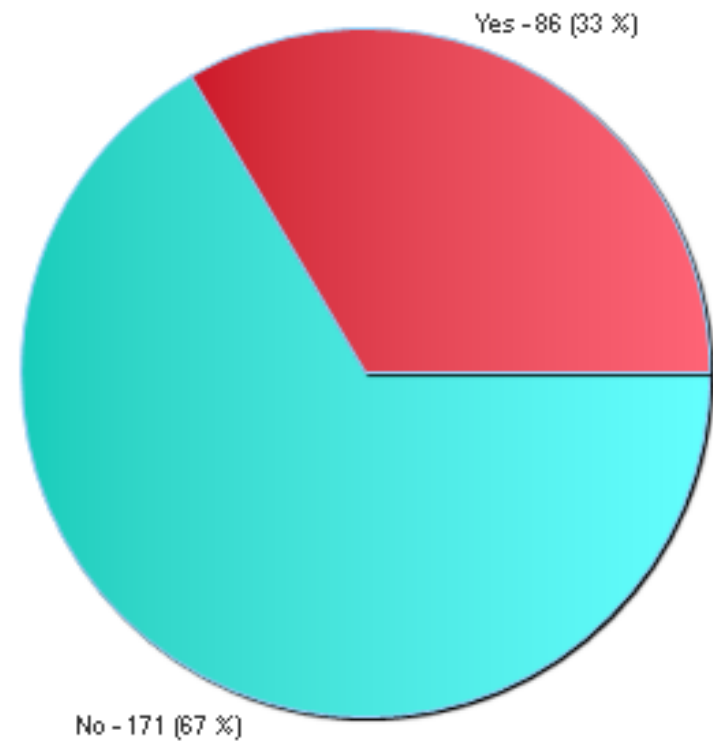




FIGURE 97: If Yes, please specify.

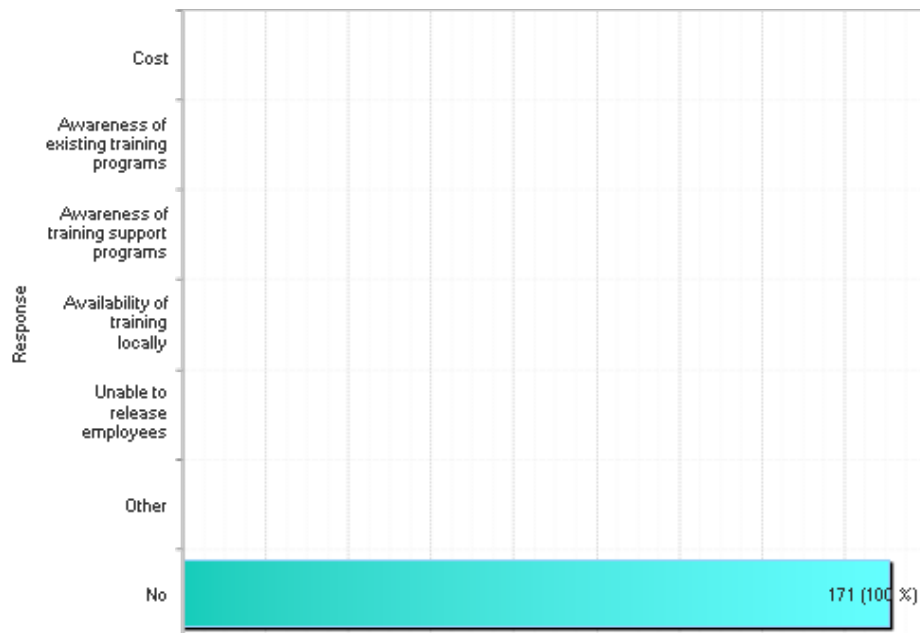
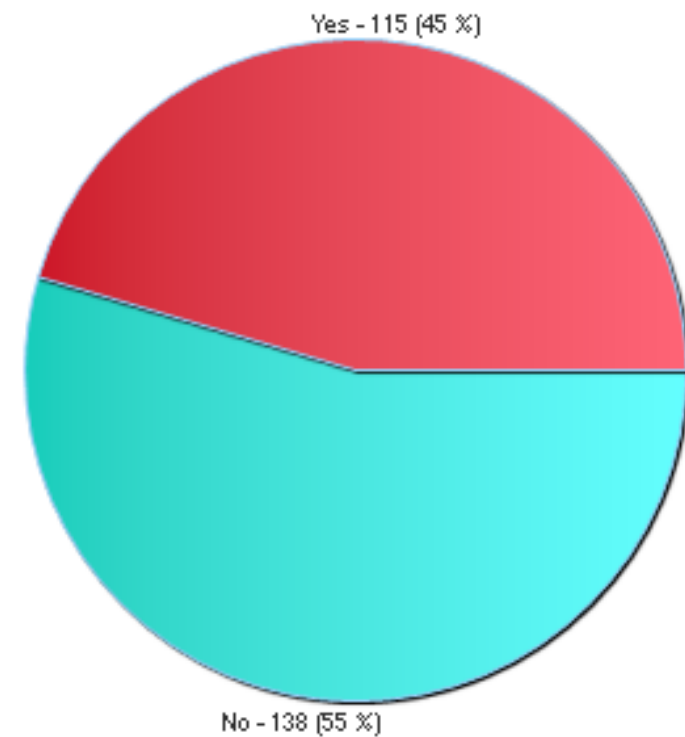


FIGURE 98: Are there any training programs/topics that would be beneficial to you and your employees?





SECTION OVERVIEW

Community Development

FIGURE 99: Do you know of a business that may have an interest in locating in this community?

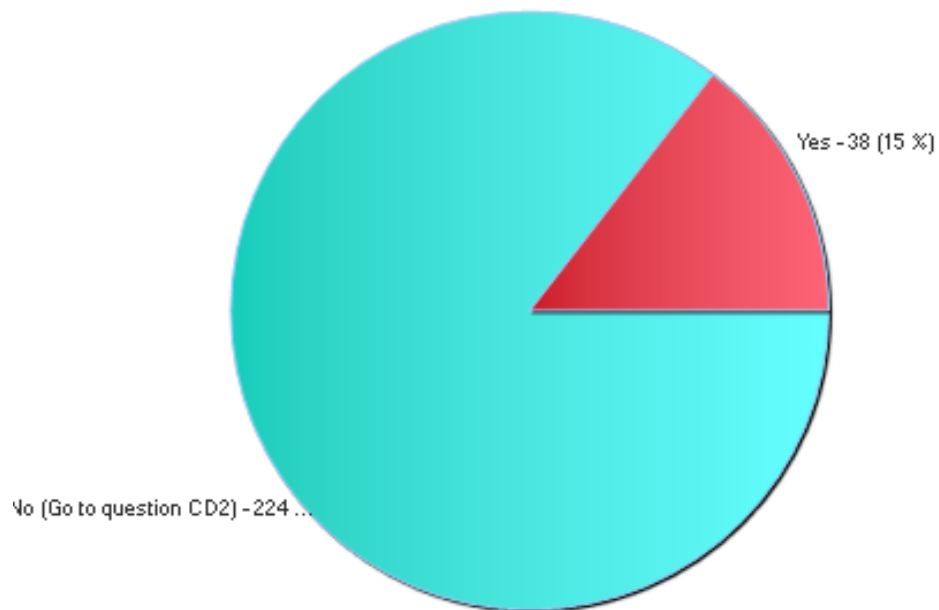


FIGURE 100: Would you be willing to provide the contact information for the business in support of a community business attraction strategy? - Contact business directly

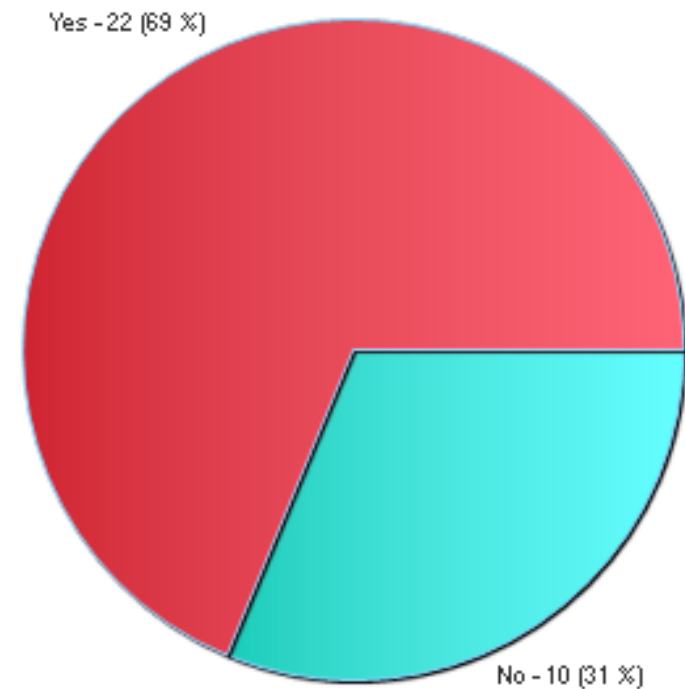




FIGURE 101: Would you be willing to contact this company on behalf of our community as part of a business attraction strategy? - Provide the contact information for this business

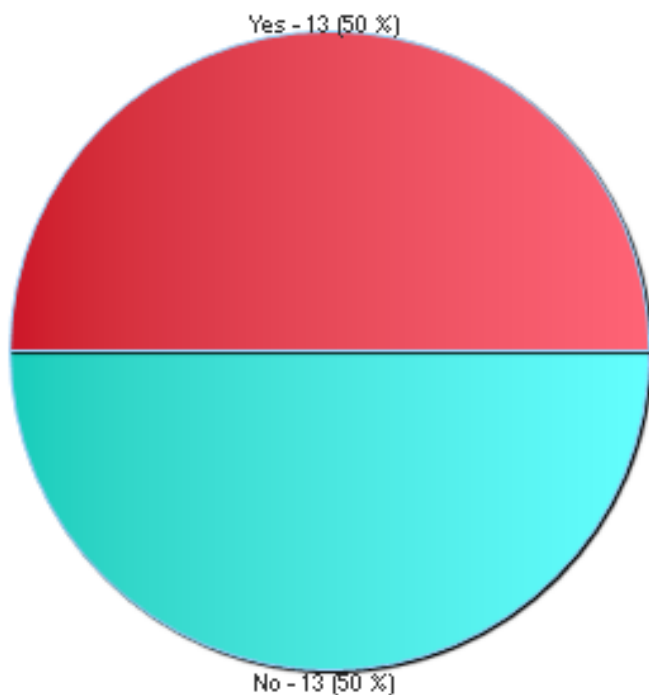


FIGURE 102: What assistance or opportunities would be beneficial to support your business?

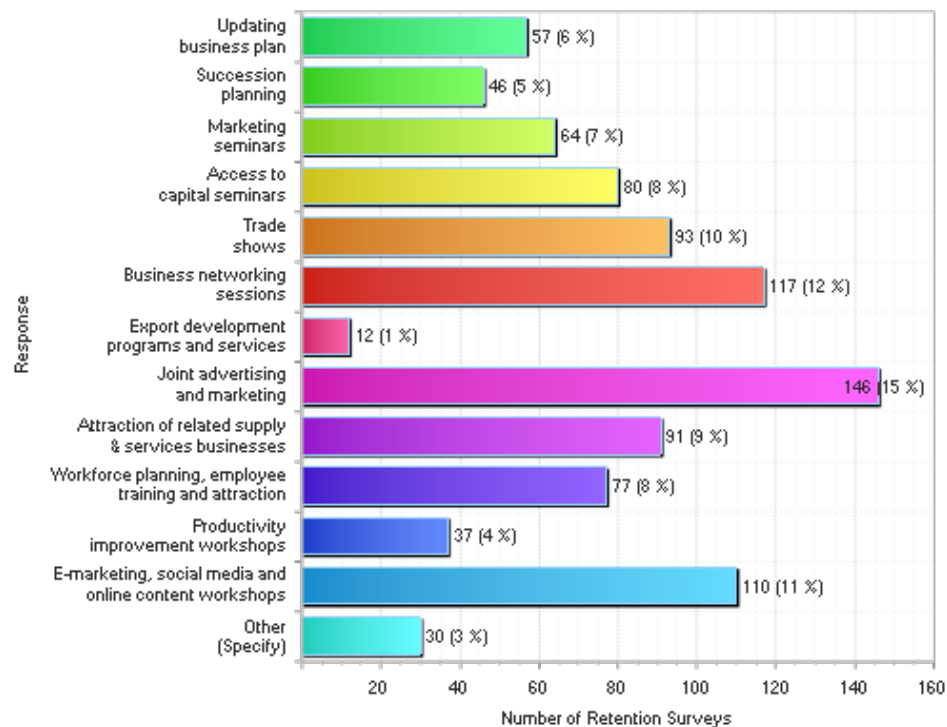
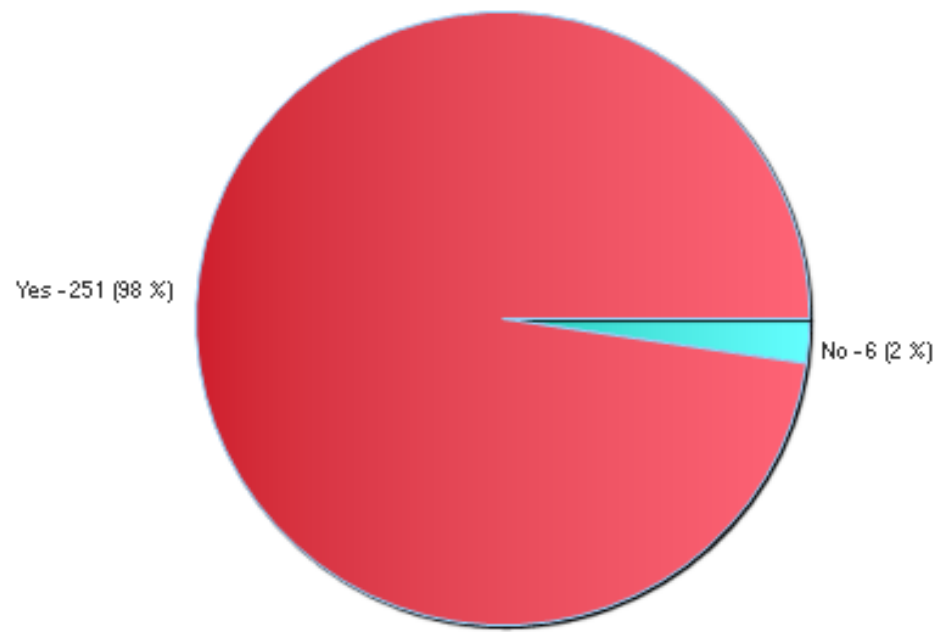


FIGURE 103: Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?





Appendices

Community Overviews

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Appendix A: Community Overviews Introduction

The following section, showcases key information pertaining to the 13 participating communities as identified during the BR+E process.

The community overviews include the following information:

- Total number of businesses surveyed;
- The ownership and structure of the businesses;
- A breakdown of sector representation among the businesses surveyed;
- Number of employees;
- Top disadvantages as a place to do business; and
- Top advantages as a place to do business.

KEY THEMES

As demonstrated in the Profile of the Region section of this report, there were 4 key themes that emerged from this BR+E initiative:



Workforce



**Expansion
Opportunities**



Exit Strategy



**Regional
Collaboration**

The community overviews will provide information pertaining to these key themes, as they relate to each of the 13 communities.

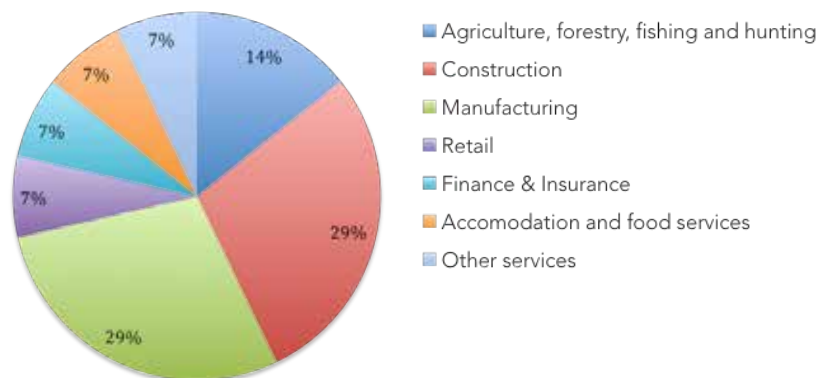


Appendix B: Chisholm Community Overview & Survey Results

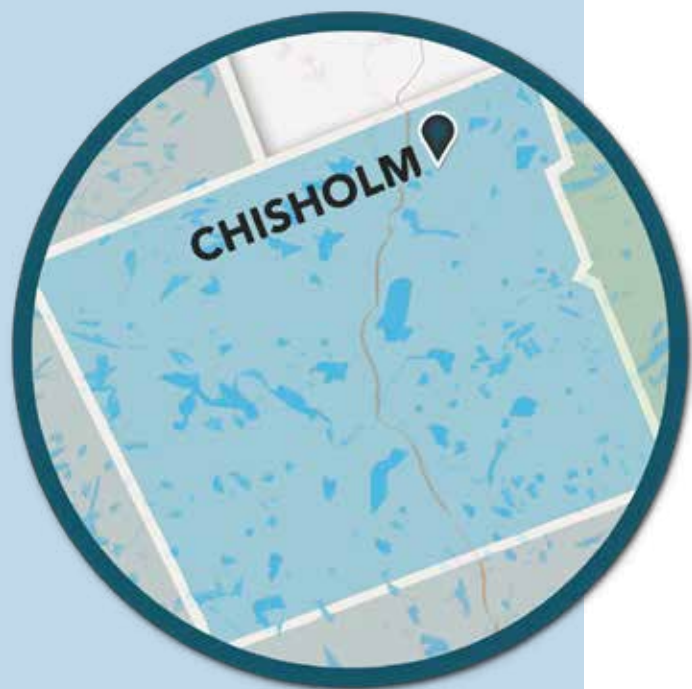
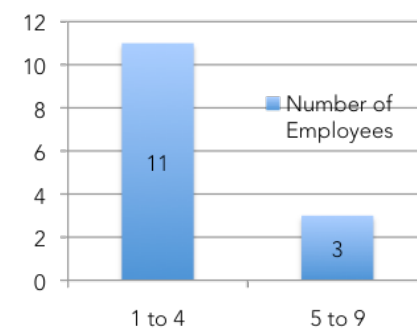
PARTICIPANT PROFILE

Of the **14 businesses** that participated in the interviews, 100% were "locally owned and operated with one location".

The 14 businesses surveyed were represented in the following industries:



Data indicated that out of the 14* businesses surveyed:



WORKFORCE



19%

of businesses stated they are looking to hire within the next 18 months

29%



of businesses stated they have difficulty finding qualified people

EXPANSION OPPORTUNITIES



27%

of businesses stated they are looking to expand within the next 18 months

36%



of businesses stated there is limited service land or available space for rent or lease.



EXIT STRATEGY

0 businesses stated that they were retiring in the next 18 months

0%

21%



however 21% of businesses owners have been operating their businesses for over 26 years.

REGIONAL COLLABORATION



89%

of businesses stated they had no contact with service organizations and were unaware of programs and services available.

of businesses stated they are interested in collaborating on local and regional initiatives.

81%

TOP DISADVANTAGES AS A PLACE TO DO BUSINESS

- Challenges with respect to infrastructure such as quality of roads, cost and dependability of hydro, limited cellular and internet services
- Permitting and development processes / procedures and costs
- Low population and resulting elevated tax rates

TOP ADVANTAGES AS A PLACE TO DO BUSINESS

- ☐ Life / work balance is possible and even encouraged.
- ☐ Strong support of local businesses from both the community and municipality.
- ☐ Affordability and availability of land and space for various types of businesses.



*Note: Number of responses may not correspond to the number of surveys completed due to respondents not answering identified questions.

Power Search - Summary

BI1. Which of the following best describes your business?

Responses	Series 1	Series 1 (%)
Locally owned and operated, with one location	14	100.0%
Total	14	100.0%

BI2. Is at least one of the owners involved in the day-to-day operation of the business?

Responses	Series 1	Series 1 (%)
Yes	14	100.0%
Total	14	100.0%

BI3. Is at least one of the owners a resident of the community?

Responses	Series 1	Series 1 (%)
Yes	14	100.0%
Total	14	100.0%

BI4. Does your business have a business plan?

Responses	Series 1	Series 1 (%)
Yes	5	35.7%
No (go to BI5)	9	64.3%
Total	14	100.0%

BI4. Does your business have a business plan? - When was it last updated?

Responses	Series 1	Series 1 (%)
Less than 1 year	1	20.0%
1 to 3 years	2	40.0%
Greater than 5 years	2	40.0%
Total	5	100.0%

BI5. How many years has your business been in operation in this community?

Responses	Series 1	Series 1 (%)
1 to 3 years	2	14.3%
4 to 10 years	3	21.4%
11 to 25 years	5	35.7%
26 to 35 years	2	14.3%
Over 35 years	2	14.3%
Total	14	100.0%

BI6. How many years have the current owner/owners been operating this business?

Responses	Series 1	Series 1 (%)
1 to 3 years	1	7.1%
4 to 10 years	4	28.6%
11 to 25 years	6	42.9%
26 to 35 years	3	21.4%
Total	14	100.0%

BI7. Including owner/owners, how many employees work at this location?

Responses	Series 1	Series 1 (%)
1 - 4	11	78.6%
5 - 9	3	21.4%
Total	14	100.0%

BI9. The primary market of your business is

Responses	Series 1	Series 1 (%)
Local	5	35.7%
Regional	7	50.0%
National	1	7.1%
International	1	7.1%
Total	14	100.0%

BC1. What is your general impression of this community as a place to do business?

Responses	Series 1	Series 1 (%)
Poor	2	14.3%
Fair	3	21.4%
Good	5	35.7%
Excellent	4	28.6%
Total	14	100.0%

BC2. In the past 3 years has your attitude about doing business in this community changed?

Responses	Series 1	Series 1 (%)
Yes, more positive (Go to question BC2b.)	4	28.6%
Yes, more negative (Go to question BC2c.)	2	14.3%
No change (Go to question BC3)	8	57.1%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Workforce

Responses	Series 1	Series 1 (%)
No response	3	21.4%
Poor	2	14.3%
Fair	5	35.7%
Good	1	7.1%
Excellent	3	21.4%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of serviced land

Responses	Series 1	Series 1 (%)
No response	10	71.4%
Poor	2	14.3%
Good	1	7.1%
Excellent	1	7.1%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Land costs

Responses	Series 1	Series 1 (%)
No response	1	7.1%
Fair	7	50.0%
Good	5	35.7%
Excellent	1	7.1%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of space for rent or lease

Responses	Series 1	Series 1 (%)
No response	6	42.9%
Poor	3	21.4%
Fair	2	14.3%
Good	3	21.4%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development/building permit process

Responses	Series 1	Series 1 (%)
No response	1	7.1%
Poor	5	35.7%
Fair	2	14.3%
Good	4	28.6%
Excellent	2	14.3%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development charges

Responses	Series 1	Series 1 (%)
No response	3	21.4%
Poor	4	28.6%
Fair	3	21.4%
Good	3	21.4%
Excellent	1	7.1%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Municipal property taxes

Responses	Series 1	Series 1 (%)
Poor	10	71.4%
Fair	1	7.1%
Good	2	14.3%
Excellent	1	7.1%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Local roads and streets

Responses	Series 1	Series 1 (%)
No response	3	21.4%
Poor	1	7.1%
Fair	2	14.3%
Good	4	28.6%
Excellent	4	28.6%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Regional/Provincial roads and highways

Responses	Series 1	Series 1 (%)
No response	3	21.4%
Poor	1	7.1%
Fair	2	14.3%
Good	4	28.6%
Excellent	4	28.6%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Proximity to rail and airports

Responses	Series 1	Series 1 (%)
No response	6	42.9%
Poor	3	21.4%
Fair	2	14.3%
Good	3	21.4%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of health and medical services

Responses	Series 1	Series 1 (%)
No response	2	14.3%
Poor	3	21.4%
Fair	2	14.3%
Good	6	42.9%
Excellent	1	7.1%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Quality of life

Responses	Series 1	Series 1 (%)
Poor	1	7.1%
Good	4	28.6%
Excellent	9	64.3%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate housing

Responses	Series 1	Series 1 (%)
No response	3	21.4%
Poor	4	28.6%
Fair	2	14.3%
Good	4	28.6%
Excellent	1	7.1%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from municipality

Responses	Series 1	Series 1 (%)
No response	1	7.1%
Poor	1	7.1%
Fair	5	35.7%
Good	6	42.9%
Excellent	1	7.1%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from other businesses

Responses	Series 1	Series 1 (%)
Fair	4	28.6%
Good	8	57.1%
Excellent	2	14.3%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from local residents

Responses	Series 1	Series 1 (%)
Fair	1	7.1%
Good	9	64.3%
Excellent	4	28.6%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cellular phone service

Responses	Series 1	Series 1 (%)
No response	2	14.3%
Poor	4	28.6%
Fair	2	14.3%
Good	5	35.7%
Excellent	1	7.1%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Internet service

Responses	Series 1	Series 1 (%)
No response	6	42.9%
Poor	2	14.3%
Fair	3	21.4%
Good	2	14.3%
Excellent	1	7.1%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater capacity

Responses	Series 1	Series 1 (%)
No response	13	92.9%
Fair	1	7.1%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater fees

Responses	Series 1	Series 1 (%)
No response	13	92.9%
Fair	1	7.1%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate electricity

Responses	Series 1	Series 1 (%)
No response	4	28.6%
Poor	2	14.3%
Fair	2	14.3%
Good	4	28.6%
Excellent	2	14.3%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of electricity

Responses	Series 1	Series 1 (%)
No response	4	28.6%
Poor	7	50.0%
Good	3	21.4%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of natural gas

Responses	Series 1	Series 1 (%)
No response	13	92.9%
Poor	1	7.1%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of natural gas

Responses	Series 1	Series 1 (%)
No response	14	100.0%
Total	14	100.0%

BC3. How would you rate the following factors of doing business in this community? - Other

Responses	Series 1	Series 1 (%)
No response	14	100.0%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Child care services

Responses	Series 1	Series 1 (%)
No response	12	85.7%
Poor	2	14.3%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Schools (elementary and secondary)

Responses	Series 1	Series 1 (%)
No response	9	64.3%
Good	3	21.4%
Excellent	2	14.3%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Post-secondary education (college, university, and private college)

Responses	Series 1	Series 1 (%)
No response	10	71.4%
Good	3	21.4%
Excellent	1	7.1%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Workforce planning/development board

Responses	Series 1	Series 1 (%)
No response	12	85.7%
Fair	2	14.3%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Chamber of Commerce/Board of Trade

Responses	Series 1	Series 1 (%)
No response	11	78.6%
Fair	1	7.1%
Good	2	14.3%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Business Improvement Area (BIA)

Responses	Series 1	Series 1 (%)
No response	13	92.9%
Poor	1	7.1%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Community Futures Development Corporation (CFDC)

Responses	Series 1	Series 1 (%)
No response	13	92.9%
Fair	1	7.1%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Small Business Enterprise Centre

Responses	Series 1	Series 1 (%)
No response	13	92.9%
Excellent	1	7.1%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	12	85.7%
Good	1	7.1%
Excellent	1	7.1%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	13	92.9%
Excellent	1	7.1%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Planning, engineering, zoning, and building permits

Responses	Series 1	Series 1 (%)
Poor	3	21.4%
Fair	8	57.1%
Good	3	21.4%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Economic development services

Responses	Series 1	Series 1 (%)
No response	11	78.6%
Fair	2	14.3%
Good	1	7.1%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Health department/health unit approvals

Responses	Series 1	Series 1 (%)
No response	8	57.1%
Fair	1	7.1%
Good	4	28.6%
Excellent	1	7.1%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Police services

Responses	Series 1	Series 1 (%)
No response	5	35.7%
Fair	5	35.7%
Good	3	21.4%
Excellent	1	7.1%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Fire services

Responses	Series 1	Series 1 (%)
No response	2	14.3%
Poor	1	7.1%
Fair	1	7.1%
Good	10	71.4%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Recreation facilities

Responses	Series 1	Series 1 (%)
No response	3	21.4%
Poor	3	21.4%
Fair	1	7.1%
Good	7	50.0%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Cultural facilities

Responses	Series 1	Series 1 (%)
No response	9	64.3%
Poor	4	28.6%
Good	1	7.1%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Parks and open spaces

Responses	Series 1	Series 1 (%)
No response	4	28.6%
Poor	2	14.3%
Fair	2	14.3%
Good	6	42.9%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Support from local residents

Responses	Series 1	Series 1 (%)
Fair	1	11.1%
Good	5	55.6%
Excellent	3	33.3%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Street/road repair

Responses	Series 1	Series 1 (%)
Poor	4	28.6%
Fair	5	35.7%
Good	5	35.7%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Snow removal

Responses	Series 1	Series 1 (%)
Poor	3	21.4%
Fair	2	14.3%
Good	8	57.1%
Excellent	1	7.1%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Garbage/recycling

Responses	Series 1	Series 1 (%)
No response	3	21.4%
Poor	4	28.6%
Fair	1	7.1%
Good	5	35.7%
Excellent	1	7.1%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Public transit

Responses	Series 1	Series 1 (%)
No response	13	92.9%
Fair	1	7.1%
Total	14	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	14	100.0%
Total	14	100.0%

FP1. Within the next 18 months, which do you plan on

Responses	Series 1	Series 1 (%)
Remain the same	8	53.3%
Expanding(Go to question FP11)	4	26.7%
Downsizing (Go to question FP2)	1	6.7%
Relocating (Go to question FP5)	1	6.7%
Closing (Go to question FP17)	1	6.7%
Total	15	100.0%

FP3. Will your downsizing lead to a decrease in?

Responses	Series 1	Series 1 (%)
Services for customers	1	100.0%
Total	1	100.0%

FP3. Which would best describe your plans for your business over the next 3 years? - If Workforce, how many?

Responses	Series 1	Series 1 (%)
If Workforce, how many?	0	0.0%
Total	0	0.0%

FP4. Is there any assistance that could be provided to prevent/limit the downsizing of your business?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP5. Where do you plan to relocate this business?

Responses	Series 1	Series 1 (%)
Exploring options	1	100.0%
Total	1	100.0%

FP7. Is there any assistance that could be provided to prevent or assist with the relocation of your business within the community?

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

FP12. Will your expansion require or lead to

Responses	Series 1	Series 1 (%)
An increase in workforce (If yes, how many?)	4	19.0%
An increase need for employee training	3	14.3%
An increase in floor space (If yes, how much?)	3	14.3%
Additional product line(s)	3	14.3%
Additional services for customers	3	14.3%
Process improvements	3	14.3%
Other (Specify)	2	9.5%
Total	21	100.0%

FP12. Will your expansion require or lead to - If an increase in floor space, how much? (square feet)

Responses	Series 1	Series 1 (%)
If an increase in workforce, how many?	10	0.5%
If a decrease in workforce, how many?	0	0.0%
If an increase in floor space, how much? (square feet)	2,000	99.5%
Total	2,010	100.0%

FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

Responses	Series 1	Series 1 (%)
Yes	4	100.0%
Total	4	100.0%

FP14. Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

Responses	Series 1	Series 1 (%)
Yes	4	100.0%
Total	4	100.0%

FP15. Is your business currently experiencing difficulties with your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	2	50.0%
No	2	50.0%
Total	4	100.0%

FP16. Could the community potentially provide some assistance to support your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	3	75.0%
No	1	25.0%
Total	4	100.0%

FP17. Do you plan to close this business at this location without re-opening in another location?

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

FP18. Could the community potentially provide any assistance to prevent the closure of your business?

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

BD1. What is the outlook for your industry?

Responses	Series 1	Series 1 (%)
Growing	7	50.0%
Stable (Go to question BD2)	6	42.9%
Not sure (Go to question BD2)	1	7.1%
Total	14	100.0%

BD2. Please give an approximate annual sales range for your business

Responses	Series 1	Series 1 (%)
\$0 - \$99,999	5	38.5%
\$100,000 - \$249,999	3	23.1%
\$250,000 - \$499,999	3	23.1%
\$500,000 - \$999,999	2	15.4%
Total	13	100.0%

BD3. Are your projected sales in the next year expected to

Responses	Series 1	Series 1 (%)
Increase	5	38.5%
Decrease	1	7.7%
Remain the same (Go to question BD4)	7	53.8%
Total	13	100.0%

BD4. How would you rate your business related to the use of technology?

Responses	Series 1	Series 1 (%)
Very low	4	28.6%
Low	3	21.4%
Moderate	2	14.3%
High	3	21.4%
Very High	2	14.3%
Total	14	100.0%

BD5. Is your business currently experiencing any barriers related to your information technology requirements?

Responses	Series 1	Series 1 (%)
No barriers currently being experienced	9	56.3%
Internet speed	2	12.5%
Internet access	1	6.3%
Internet cost	1	6.3%
Hardware/software support	1	6.3%
Knowledge and training	1	6.3%
Other (Specify)	1	6.3%
Total	16	100.0%

BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?

Responses	Series 1	Series 1 (%)
Joint product purchasing	2	7.7%
Joint marketing	6	23.1%
Joint training	6	23.1%
Networking/information sharing	7	26.9%
None	4	15.4%
Other (Specify)	1	3.8%
Total	26	100.0%

BD8. Does your business own or lease its facility/facilities?

Responses	Series 1	Series 1 (%)
Own (Go to Workforce Section)	13	92.9%
Lease	1	7.1%
Total	14	100.0%

BD8. Does your business own or lease its facility/facilities? - When does the lease expire?

Responses	Series 1	Series 1 (%)
Over 3 years from now	1	100.0%
Total	1	100.0%

BD8. Does your business own or lease its facility/facilities? - Do you anticipate any problems in renewing the lease?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Series 1	Series 1 (%)
Increased	2	14.3%
Decreased	3	21.4%
Remain the same	9	64.3%
Total	14	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same? - If Decreased, by how many?

Responses	Series 1	Series 1 (%)
If Increased, by how many?	5	50.0%
If Decreased, by how many?	5	50.0%
Total	10	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Availability of qualified workers

Responses	Series 1	Series 1 (%)
No response	4	28.6%
Poor	3	21.4%
Fair	4	28.6%
Good	2	14.3%
Excellent	1	7.1%
Total	14	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Stability of the workforce

Responses	Series 1	Series 1 (%)
No response	4	28.6%
Poor	1	7.1%
Fair	3	21.4%
Good	3	21.4%
Excellent	3	21.4%
Total	14	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to attract new employees

Responses	Series 1	Series 1 (%)
No response	5	35.7%
Poor	1	7.1%
Good	6	42.9%
Excellent	2	14.3%
Total	14	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to retain new employees

Responses	Series 1	Series 1 (%)
No response	5	35.7%
Poor	2	14.3%
Good	5	35.7%
Excellent	2	14.3%
Total	14	100.0%

WF3. Does your business currently have difficulty hiring?

Responses	Series 1	Series 1 (%)
Yes	4	28.6%
No (Go to question WF4)	10	71.4%
Total	14	100.0%

WF3. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges?

Responses	Series 1	Series 1 (%)
Too few applicants	1	11.1%
Lack of appropriate skills or training	3	33.3%
Lack of relevant experience	3	33.3%
Other	2	22.2%
Total	9	100.0%

WF3. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to the community or industry?

Responses	Series 1	Series 1 (%)
Community	2	40.0%
Industry	3	60.0%
Total	5	100.0%

WF4. How do you currently recruit new employees?

Responses	Series 1	Series 1 (%)
Through your personal network	9	30.0%
Employment centres and websites (job boards)	1	3.3%
"Hiring" sign on your premises	2	6.7%
Local media advertising	1	3.3%
Your own website	1	3.3%
Referrals from friends or current employees	8	26.7%
Social Media applications such as LinkedIn or Facebook	1	3.3%
Unsolicited resumes	3	10.0%
Other (Specify)	4	13.3%
Total	30	100.0%

WF5. Does your business have difficulty retaining employees?

Responses	Series 1	Series 1 (%)
Yes	1	7.7%
No (Go to question WF6)	12	92.3%
Total	13	100.0%

WF5. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees?

Responses	Series 1	Series 1 (%)
Seasonal	1	50.0%
Work environment (Specify)	1	50.0%
Total	2	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?

Responses	Series 1	Series 1 (%)
Yes	2	14.3%
No	12	85.7%
Total	14	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs? - If No, are you interested in information?

Responses	Series 1	Series 1 (%)
Yes	1	11.1%
No	8	88.9%
Total	9	100.0%

WF7. Does your business currently use any external training?

Responses	Series 1	Series 1 (%)
Yes	6	42.9%
No	8	57.1%
Total	14	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?

Responses	Series 1	Series 1 (%)
Yes	5	41.7%
No	7	58.3%
Total	12	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify

Responses	Series 1	Series 1 (%)
Cost	0	0.0%
Awareness of existing training programs	0	0.0%
Awareness of training support programs	0	0.0%
Availability of training locally	0	0.0%
Unable to release employees	0	0.0%
Other	0	0.0%
No	7	100.0%
Total	7	100.0%

WF9. Are there any training programs/topics that would be beneficial to you and your employees?

Responses	Series 1	Series 1 (%)
Yes	7	50.0%
No	7	50.0%
Total	14	100.0%

CD1. Do you know of a business that may have an interest in locating in this community?

Responses	Series 1	Series 1 (%)
Yes	2	14.3%
No (Go to question CD2)	12	85.7%
Total	14	100.0%

1. Would you be willing to provide the contact information for the business in support of a community business attraction strategy? - Contact business directly

Responses	Series 1	Series 1 (%)
Yes	1	50.0%
No	1	50.0%
Total	2	100.0%

1. Would you be willing to contact this company on behalf of our community as part of a business attraction strategy? - Provide the contact information for this business

Responses	Series 1	Series 1 (%)
No	2	100.0%
Total	2	100.0%

CD5. What assistance or opportunities would be beneficial to support your business?

Responses	Series 1	Series 1 (%)
Updating business plan	3	6.0%
Succession planning	5	10.0%
Marketing seminars	3	6.0%
Access to capital seminars	3	6.0%
Trade shows	4	8.0%
Business networking sessions	7	14.0%
Joint advertising and marketing	4	8.0%
Attraction of related supply & services businesses	5	10.0%
Workforce planning, employee training and attraction	4	8.0%
Productivity improvement workshops	5	10.0%
E-marketing, social media and online content workshops	5	10.0%
Other (Specify)	2	4.0%
Total	50	100.0%

CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?

Responses	Series 1	Series 1 (%)
Yes	13	92.9%
No	1	7.1%
Total	14	100.0%

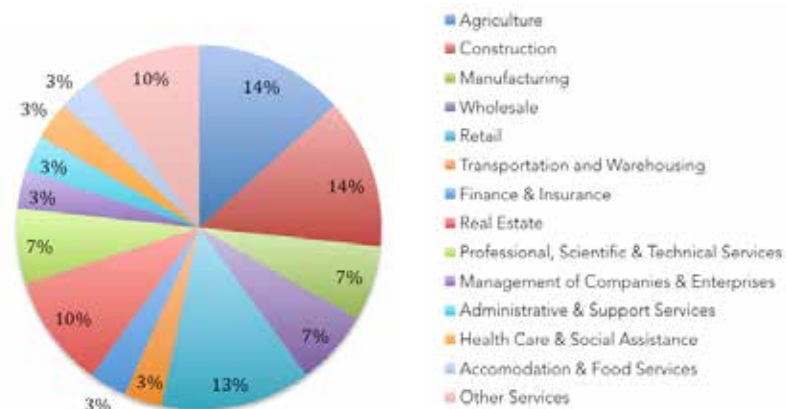


Appendix C: Powassan Community Overview & Survey Results

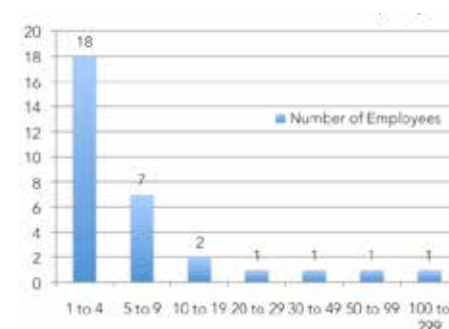
PARTICIPANT PROFILE

Of the **31 businesses** that participated in the interviews, 77% were "locally owned and operated with one location", 7% were "locally owned and operated with more than one location", 3.2% were a "franchise", and 12.9% were a "branch or division of a regional, national or international company".

The 31 businesses surveyed were represented in the following industries:



Data indicated that out of the 31* businesses surveyed:



WORKFORCE



29%

of businesses stated they are looking to hire within the next 18 months

39%



of businesses stated they have difficulty finding qualified people

EXPANSION OPPORTUNITIES



48%

of businesses stated they are looking to expand within the next 18 months

58%



of businesses stated there is limited service land or available space for rent or lease.

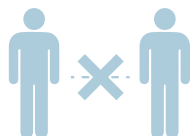


EXIT STRATEGY

of businesses stated they plan to retire in the next 18 months

3%

100%



of those stated they do not have a succession plan.

REGIONAL COLLABORATION



50%

of businesses stated they had no contact with service organizations and were unaware of programs and services available.

of businesses stated they are interested in collaborating on local and regional initiatives.

79%

TOP DISADVANTAGES AS A PLACE TO DO BUSINESS

- Municipality lacking vision and strategy related to growing residential and business communities
- Lack and cost of services such as public transportation and electricity
- Lack of serviced land and spaces for business development

TOP ADVANTAGES AS A PLACE TO DO BUSINESS

- ☐ Availability and affordability of land, storefronts and housing with lower tax rates
- ☐ Proximity to North Bay and HWY 11 helps with transportation, attraction of residents and customers
- ☐ Benefits of small community but with access to many amenities



*Note: Number of responses may not correspond to the number of surveys completed due to respondents not answering identified questions.

Power Search - Summary

BI1. Which of the following best describes your business?

Responses	Series 1	Series 1 (%)
Locally owned and operated, with one location	24	77.4%
Locally owned and operated, with more than one location (Specify number)	2	6.5%
Franchise, please indicate where headquarters is located (City)	1	3.2%
Branch or division of a regional, national or international company, please indicate where the corporate headquarters is located (City + Country)	4	12.9%
Total	31	100.0%

BI2. Is at least one of the owners involved in the day-to-day operation of the business?

Responses	Series 1	Series 1 (%)
Yes	24	82.8%
No	5	17.2%
Total	29	100.0%

BI3. Is at least one of the owners a resident of the community?

Responses	Series 1	Series 1 (%)
Yes	21	72.4%
No	8	27.6%
Total	29	100.0%

BI4. Does your business have a business plan?

Responses	Series 1	Series 1 (%)
Yes	18	64.3%
No (go to BI5)	10	35.7%
Total	28	100.0%

BI4. Does your business have a business plan? - When was it last updated?

Responses	Series 1	Series 1 (%)
Less than 1 year	7	38.9%
1 to 3 years	6	33.3%
4 to 5 years	2	11.1%
Greater than 5 years	3	16.7%
Total	18	100.0%

BI5. How many years has your business been in operation in this community?

Responses	Series 1	Series 1 (%)
1 to 3 years	2	6.5%
4 to 10 years	8	25.8%
11 to 25 years	5	16.1%
26 to 35 years	1	3.2%
Over 35 years	15	48.4%
Total	31	100.0%

BI6. How many years have the current owner/owners been operating this business?

Responses	Series 1	Series 1 (%)
1 to 3 years	5	16.7%
4 to 10 years	6	20.0%
11 to 25 years	8	26.7%
26 to 35 years	1	3.3%
Over 35 years	10	33.3%
Total	30	100.0%

BI7. Including owner/owners, how many employees work at this location?

Responses	Series 1	Series 1 (%)
1 - 4	18	58.1%
5 - 9	7	22.6%
10 - 19	2	6.5%
20 - 29	1	3.2%
30 - 49	1	3.2%
50 - 99	1	3.2%
100 - 299	1	3.2%
Total	31	100.0%

BI9. The primary market of your business is

Responses	Series 1	Series 1 (%)
Local	13	41.9%
Regional	15	48.4%
National	1	3.2%
International	2	6.5%
Total	31	100.0%

BC1. What is your general impression of this community as a place to do business?

Responses	Series 1	Series 1 (%)
Poor	1	3.2%
Fair	6	19.4%
Good	18	58.1%
Excellent	6	19.4%
Total	31	100.0%

BC2. In the past 3 years has your attitude about doing business in this community changed?

Responses	Series 1	Series 1 (%)
Yes, more positive (Go to question BC2b.)	7	22.6%
Yes, more negative (Go to question BC2c.)	6	19.4%
No change (Go to question BC3)	18	58.1%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Workforce

Responses	Series 1	Series 1 (%)
No response	4	12.9%
Poor	2	6.5%
Fair	13	41.9%
Good	9	29.0%
Excellent	3	9.7%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of serviced land

Responses	Series 1	Series 1 (%)
No response	11	35.5%
Poor	7	22.6%
Fair	6	19.4%
Good	5	16.1%
Excellent	2	6.5%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Land costs

Responses	Series 1	Series 1 (%)
No response	6	19.4%
Fair	10	32.3%
Good	12	38.7%
Excellent	3	9.7%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of space for rent or lease

Responses	Series 1	Series 1 (%)
No response	9	29.0%
Poor	11	35.5%
Fair	6	19.4%
Good	4	12.9%
Excellent	1	3.2%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development/building permit process

Responses	Series 1	Series 1 (%)
No response	8	25.8%
Poor	3	9.7%
Fair	5	16.1%
Good	9	29.0%
Excellent	6	19.4%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development charges

Responses	Series 1	Series 1 (%)
No response	20	64.5%
Poor	4	12.9%
Fair	1	3.2%
Good	4	12.9%
Excellent	2	6.5%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Municipal property taxes

Responses	Series 1	Series 1 (%)
No response	3	9.7%
Poor	5	16.1%
Fair	6	19.4%
Good	13	41.9%
Excellent	4	12.9%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Local roads and streets

Responses	Series 1	Series 1 (%)
Poor	4	12.9%
Fair	4	12.9%
Good	18	58.1%
Excellent	5	16.1%
Total	31	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Regional/Provincial roads and highways**

Responses	Series 1	Series 1 (%)
Poor	4	12.9%
Fair	4	12.9%
Good	18	58.1%
Excellent	5	16.1%
Total	31	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Proximity to rail and airports**

Responses	Series 1	Series 1 (%)
No response	8	25.8%
Poor	2	6.5%
Fair	3	9.7%
Good	14	45.2%
Excellent	4	12.9%
Total	31	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of health and medical services**

Responses	Series 1	Series 1 (%)
Fair	1	3.2%
Good	22	71.0%
Excellent	8	25.8%
Total	31	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Quality of life**

Responses	Series 1	Series 1 (%)
Fair	2	6.5%
Good	18	58.1%
Excellent	11	35.5%
Total	31	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of adequate housing**

Responses	Series 1	Series 1 (%)
No response	3	9.7%
Poor	9	29.0%
Fair	7	22.6%
Good	9	29.0%
Excellent	3	9.7%
Total	31	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Support from municipality**

Responses	Series 1	Series 1 (%)
Poor	5	16.1%
Fair	5	16.1%
Good	12	38.7%
Excellent	9	29.0%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from other businesses

Responses	Series 1	Series 1 (%)
Poor	2	6.5%
Fair	6	19.4%
Good	19	61.3%
Excellent	4	12.9%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from local residents

Responses	Series 1	Series 1 (%)
Poor	1	3.2%
Fair	3	9.7%
Good	19	61.3%
Excellent	8	25.8%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cellular phone service

Responses	Series 1	Series 1 (%)
No response	1	3.2%
Poor	2	6.5%
Fair	2	6.5%
Good	18	58.1%
Excellent	8	25.8%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Internet service

Responses	Series 1	Series 1 (%)
No response	1	3.2%
Poor	5	16.1%
Fair	2	6.5%
Good	15	48.4%
Excellent	8	25.8%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater capacity

Responses	Series 1	Series 1 (%)
No response	9	29.0%
Poor	3	9.7%
Good	15	48.4%
Excellent	4	12.9%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater fees

Responses	Series 1	Series 1 (%)
No response	11	35.5%
Poor	8	25.8%
Fair	4	12.9%
Good	5	16.1%
Excellent	3	9.7%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate electricity

Responses	Series 1	Series 1 (%)
Fair	1	3.2%
Good	22	71.0%
Excellent	8	25.8%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of electricity

Responses	Series 1	Series 1 (%)
No response	5	16.1%
Poor	24	77.4%
Fair	1	3.2%
Good	1	3.2%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of natural gas

Responses	Series 1	Series 1 (%)
No response	1	3.2%
Poor	2	6.5%
Fair	2	6.5%
Good	17	54.8%
Excellent	9	29.0%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of natural gas

Responses	Series 1	Series 1 (%)
No response	5	16.1%
Fair	2	6.5%
Good	16	51.6%
Excellent	8	25.8%
Total	31	100.0%

BC3. How would you rate the following factors of doing business in this community? - Other

Responses	Series 1	Series 1 (%)
No response	30	96.8%
Good	1	3.2%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Child care services

Responses	Series 1	Series 1 (%)
No response	18	58.1%
Fair	3	9.7%
Good	7	22.6%
Excellent	3	9.7%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Schools (elementary and secondary)

Responses	Series 1	Series 1 (%)
No response	8	25.8%
Fair	2	6.5%
Good	15	48.4%
Excellent	6	19.4%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Post-secondary education (college, university, and private college)

Responses	Series 1	Series 1 (%)
No response	9	29.0%
Poor	1	3.2%
Good	15	48.4%
Excellent	6	19.4%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Workforce planning/development board

Responses	Series 1	Series 1 (%)
No response	18	58.1%
Poor	4	12.9%
Fair	4	12.9%
Good	4	12.9%
Excellent	1	3.2%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Chamber of Commerce/Board of Trade

Responses	Series 1	Series 1 (%)
No response	19	61.3%
Poor	3	9.7%
Fair	5	16.1%
Good	4	12.9%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Business Improvement Area (BIA)

Responses	Series 1	Series 1 (%)
No response	21	67.7%
Poor	5	16.1%
Fair	2	6.5%
Good	3	9.7%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Community Futures Development Corporation (CFDC)

Responses	Series 1	Series 1 (%)
No response	20	64.5%
Poor	6	19.4%
Fair	2	6.5%
Good	2	6.5%
Excellent	1	3.2%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Small Business Enterprise Centre

Responses	Series 1	Series 1 (%)
No response	17	54.8%
Poor	7	22.6%
Fair	2	6.5%
Good	4	12.9%
Excellent	1	3.2%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	31	100.0%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	31	100.0%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Planning, engineering, zoning, and building permits

Responses	Series 1	Series 1 (%)
No response	5	16.1%
Poor	2	6.5%
Fair	6	19.4%
Good	12	38.7%
Excellent	6	19.4%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Economic development services

Responses	Series 1	Series 1 (%)
No response	7	22.6%
Poor	8	25.8%
Fair	5	16.1%
Good	8	25.8%
Excellent	3	9.7%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Health department/health unit approvals

Responses	Series 1	Series 1 (%)
No response	8	25.8%
Poor	1	3.2%
Fair	2	6.5%
Good	12	38.7%
Excellent	8	25.8%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Police services

Responses	Series 1	Series 1 (%)
No response	2	6.5%
Poor	3	9.7%
Fair	2	6.5%
Good	17	54.8%
Excellent	7	22.6%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Fire services

Responses	Series 1	Series 1 (%)
No response	2	6.5%
Good	16	51.6%
Excellent	13	41.9%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Recreation facilities

Responses	Series 1	Series 1 (%)
No response	2	6.5%
Poor	1	3.2%
Fair	6	19.4%
Good	13	41.9%
Excellent	9	29.0%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Cultural facilities

Responses	Series 1	Series 1 (%)
No response	12	38.7%
Poor	6	19.4%
Fair	6	19.4%
Good	7	22.6%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Parks and open spaces

Responses	Series 1	Series 1 (%)
No response	3	9.7%
Fair	3	9.7%
Good	16	51.6%
Excellent	9	29.0%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Support from local residents

Responses	Series 1	Series 1 (%)
Excellent	1	100.0%
Total	1	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Street/road repair

Responses	Series 1	Series 1 (%)
No response	2	6.5%
Poor	4	12.9%
Fair	6	19.4%
Good	15	48.4%
Excellent	4	12.9%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Snow removal

Responses	Series 1	Series 1 (%)
No response	1	3.2%
Poor	1	3.2%
Fair	5	16.1%
Good	17	54.8%
Excellent	7	22.6%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Garbage/recycling

Responses	Series 1	Series 1 (%)
No response	1	3.2%
Fair	4	12.9%
Good	16	51.6%
Excellent	10	32.3%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Public transit

Responses	Series 1	Series 1 (%)
No response	29	93.5%
Poor	1	3.2%
Good	1	3.2%
Total	31	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	31	100.0%
Total	31	100.0%

FP1. Within the next 18 months, which do you plan on

Responses	Series 1	Series 1 (%)
Remain the same	15	48.4%
Expanding(Go to question FP11)	15	48.4%
Selling (Go to question FP8)	1	3.2%
Total	31	100.0%

FP3. Which would best describe your plans for your business over the next 3 years? - If Workforce, how many?

Responses	Series 1	Series 1 (%)
If Workforce, how many?	0	0.0%
Total	0	0.0%

FP8. Why are you selling your business?

Responses	Series 1	Series 1 (%)
Retirement	1	50.0%
Workload	1	50.0%
Total	2	100.0%

FP9. Do you have a succession plan for your business?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP9. Do you have a succession plan for your business? - Would you like assistance/information with developing a succession plan?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP10. Would you like assistance/information on selling your business?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP12. Will your expansion require or lead to

Responses	Series 1	Series 1 (%)
An increase in workforce (If yes, how many?)	11	28.9%
An increase need for employee training	6	15.8%
An increase in floor space (If yes, how much?)	4	10.5%
Additional product line(s)	7	18.4%
Additional services for customers	6	15.8%
Process improvements	3	7.9%
Other (Specify)	1	2.6%
Total	38	100.0%

FP12. Will your expansion require or lead to - If an increase in floor space, how much? (square feet)

Responses	Series 1	Series 1 (%)
If an increase in workforce, how many?	13	0.3%
If a decrease in workforce, how many?	0	0.0%
If an increase in floor space, how much? (square feet)	4,650	99.7%
Total	4,663	100.0%

FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

Responses	Series 1	Series 1 (%)
Yes	5	35.7%
No	9	64.3%
Total	14	100.0%

FP14. Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

Responses	Series 1	Series 1 (%)
Yes	13	92.9%
No	1	7.1%
Total	14	100.0%

FP15. Is your business currently experiencing difficulties with your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	7	50.0%
No	7	50.0%
Total	14	100.0%

FP16. Could the community potentially provide some assistance to support your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	8	53.3%
No	7	46.7%
Total	15	100.0%

BD1. What is the outlook for your industry?

Responses	Series 1	Series 1 (%)
Growing	7	23.3%
Declining	3	10.0%
Stable (Go to question BD2)	18	60.0%
Not sure (Go to question BD2)	2	6.7%
Total	30	100.0%

BD2. Please give an approximate annual sales range for your business

Responses	Series 1	Series 1 (%)
\$0 - \$99,999	1	3.3%
\$100,000 - \$249,999	4	13.3%
\$250,000 - \$499,999	7	23.3%
\$500,000 - \$999,999	6	20.0%
\$1,000,000 - \$4,999,999	5	16.7%
\$5,000,000 - \$9,999,999	3	10.0%
Prefer not to answer	4	13.3%
Total	30	100.0%

BD3. Are your projected sales in the next year expected to

Responses	Series 1	Series 1 (%)
Increase	10	34.5%
Decrease	1	3.4%
Remain the same (Go to question BD4)	16	55.2%
Not sure (Go to question BD4)	2	6.9%
Total	29	100.0%

BD4. How would you rate your business related to the use of technology?

Responses	Series 1	Series 1 (%)
Low	5	16.7%
Moderate	10	33.3%
High	5	16.7%
Very High	10	33.3%
Total	30	100.0%

BD5. Is your business currently experiencing any barriers related to your information technology requirements?

Responses	Series 1	Series 1 (%)
No barriers currently being experienced	14	34.1%
Internet speed	7	17.1%
Internet access	4	9.8%
Internet cost	4	9.8%
Hardware/software support	4	9.8%
Knowledge and training	7	17.1%
Other (Specify)	1	2.4%
Total	41	100.0%

BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?

Responses	Series 1	Series 1 (%)
Joint product purchasing	10	17.2%
Joint marketing	13	22.4%
Joint training	10	17.2%
Networking/information sharing	13	22.4%
None	10	17.2%
Other (Specify)	2	3.4%
Total	58	100.0%

BD8. Does your business own or lease its facility/facilities?

Responses	Series 1	Series 1 (%)
Own (Go to Workforce Section)	24	82.8%
Lease	5	17.2%
Total	29	100.0%

BD8. Does your business own or lease its facility/facilities? - When does the lease expire?

Responses	Series 1	Series 1 (%)
Next year	1	25.0%
Over 3 years from now	3	75.0%
Total	4	100.0%

BD8. Does your business own or lease its facility/facilities? - Do you anticipate any problems in renewing the lease?

Responses	Series 1	Series 1 (%)
Yes	1	20.0%
No	4	80.0%
Total	5	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Series 1	Series 1 (%)
Increased	7	25.0%
Decreased	5	17.9%
Remain the same	16	57.1%
Total	28	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same? - If Decreased, by how many?

Responses	Series 1	Series 1 (%)
If Increased, by how many?	29	60.4%
If Decreased, by how many?	19	39.6%
Total	48	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Availability of qualified workers

Responses	Series 1	Series 1 (%)
No response	4	14.3%
Poor	9	32.1%
Fair	10	35.7%
Good	4	14.3%
Excellent	1	3.6%
Total	28	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Stability of the workforce

Responses	Series 1	Series 1 (%)
No response	3	10.7%
Poor	3	10.7%
Fair	11	39.3%
Good	9	32.1%
Excellent	2	7.1%
Total	28	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to attract new employees

Responses	Series 1	Series 1 (%)
No response	4	14.3%
Poor	6	21.4%
Fair	9	32.1%
Good	7	25.0%
Excellent	2	7.1%
Total	28	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to retain new employees

Responses	Series 1	Series 1 (%)
No response	4	14.3%
Poor	4	14.3%
Fair	5	17.9%
Good	12	42.9%
Excellent	3	10.7%
Total	28	100.0%

WF3. Does your business currently have difficulty hiring?

Responses	Series 1	Series 1 (%)
Yes	11	39.3%
No (Go to question WF4)	17	60.7%
Total	28	100.0%

WF3. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges?

Responses	Series 1	Series 1 (%)
Too few applicants	6	23.1%
Lack of appropriate skills or training	9	34.6%
Lack of relevant experience	7	26.9%
Other	4	15.4%
Total	26	100.0%

WF3. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to the community or industry?

Responses	Series 1	Series 1 (%)
Community	3	27.3%
Industry	8	72.7%
Total	11	100.0%

WF4. How do you currently recruit new employees?

Responses	Series 1	Series 1 (%)
Through your personal network	18	22.2%
Employment centres and websites (job boards)	9	11.1%
"Hiring" sign on your premises	4	4.9%
Local media advertising	4	4.9%
Your own website	6	7.4%
Professional recruitment firm	1	1.2%
Referrals from friends or current employees	18	22.2%
Social Media applications such as LinkedIn or Facebook	4	4.9%
Unsolicited resumes	13	16.0%
Other (Specify)	4	4.9%
Total	81	100.0%

WF5. Does your business have difficulty retaining employees?

Responses	Series 1	Series 1 (%)
Yes	3	10.7%
No (Go to question WF6)	25	89.3%
Total	28	100.0%

WF5. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees?

Responses	Series 1	Series 1 (%)
Wages	1	50.0%
Work environment (Specify)	1	50.0%
Total	2	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?

Responses	Series 1	Series 1 (%)
Yes	7	25.0%
No	21	75.0%
Total	28	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs? - If No, are you interested in information?

Responses	Series 1	Series 1 (%)
Yes	12	63.2%
No	7	36.8%
Total	19	100.0%

WF7. Does your business currently use any external training?

Responses	Series 1	Series 1 (%)
Yes	14	50.0%
No	14	50.0%
Total	28	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?

Responses	Series 1	Series 1 (%)
Yes	3	10.7%
No	25	89.3%
Total	28	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify

Responses	Series 1	Series 1 (%)
Cost	0	0.0%
Awareness of existing training programs	0	0.0%
Awareness of training support programs	0	0.0%
Availability of training locally	0	0.0%
Unable to release employees	0	0.0%
No	25	100.0%
Total	25	100.0%

WF9. Are there any training programs/topics that would be beneficial to you and your employees?

Responses	Series 1	Series 1 (%)
Yes	11	39.3%
No	17	60.7%
Total	28	100.0%

CD1. Do you know of a business that may have an interest in locating in this community?

Responses	Series 1	Series 1 (%)
Yes	3	10.7%
No (Go to question CD2)	25	89.3%
Total	28	100.0%

1. Would you be willing to provide the contact information for the business in support of a community business attraction strategy? - Contact business directly

Responses	Series 1	Series 1 (%)
Yes	2	100.0%
Total	2	100.0%

CD5. What assistance or opportunities would be beneficial to support your business?

Responses	Series 1	Series 1 (%)
Updating business plan	6	5.9%
Succession planning	6	5.9%
Marketing seminars	6	5.9%
Access to capital seminars	11	10.8%
Trade shows	9	8.8%
Business networking sessions	12	11.8%
Export development programs and services	1	1.0%
Joint advertising and marketing	17	16.7%
Attraction of related supply & services businesses	8	7.8%
Workforce planning, employee training and attraction	8	7.8%
Productivity improvement workshops	5	4.9%
E-marketing, social media and online content workshops	10	9.8%
Other (Specify)	3	2.9%
Total	102	100.0%

CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?

Responses	Series 1	Series 1 (%)
Yes	27	96.4%
No	1	3.6%
Total	28	100.0%

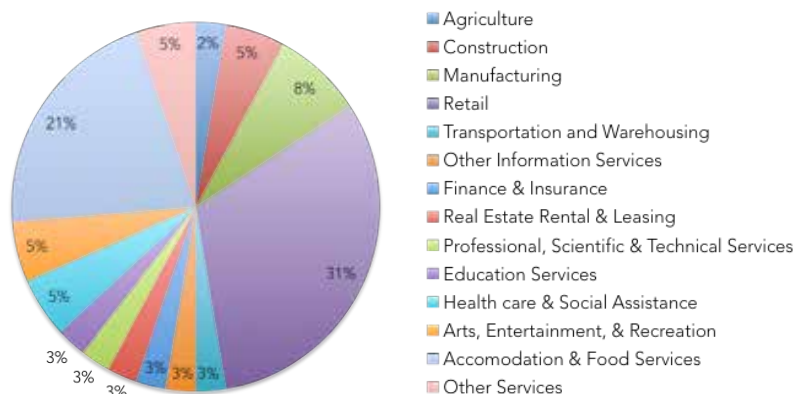


Appendix D: Sundridge Community Overview & Survey Results

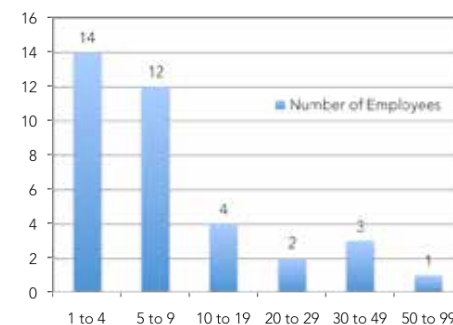
PARTICIPANT PROFILE

Of the **38 businesses** that participated in the interviews, 79% were "locally owned and operated with one location" and 22% were "locally owned and operated with more than one location".

The 38 businesses surveyed were represented in the following industries:



Data indicated that out of the 38* businesses surveyed:



WORKFORCE



45%

of businesses stated they are looking to hire within the next 18 months

57%



of businesses stated they have difficulty finding qualified people

EXPANSION OPPORTUNITIES



28%

of businesses stated they are looking to expand within the next 18 months

50%



of businesses stated there is limited service land or available space for rent or lease.

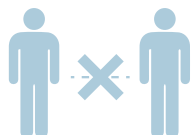


EXIT STRATEGY

of businesses stated they plan to retire in the next 18 months

3%

100%



of those stated they do not have a succession plan.

REGIONAL COLLABORATION



74%

of businesses stated they had no contact with service organizations and were unaware of programs and services available.

of businesses stated they are interested in collaborating on local and regional initiatives.

76%

TOP DISADVANTAGES AS A PLACE TO DO BUSINESS

- Small aging population / workforce and limited labour pool
- High taxes and utility costs
- Limited space for lease and development lands; lack and unreliability of infrastructure services such as municipal water, 3 phase electricity and fibre communications

120

TOP ADVANTAGES AS A PLACE TO DO BUSINESS

- ☐ Strong sense of community contributes to overall quality of life
- ☐ Potential for further development of the tourism sector due to natural amenities and location
- ☐ Diversity of existing businesses including commercial, service based, retail and industrial



*Note: Number of responses may not correspond to the number of surveys completed due to respondents not answering identified questions.

Power Search - Summary

BI1. Which of the following best describes your business?

Responses	Series 1	Series 1 (%)
Locally owned and operated, with one location	30	78.9%
Locally owned and operated, with more than one location (Specify number)	8	21.1%
Total	38	100.0%

BI2. Is at least one of the owners involved in the day-to-day operation of the business?

Responses	Series 1	Series 1 (%)
Yes	38	100.0%
Total	38	100.0%

BI3. Is at least one of the owners a resident of the community?

Responses	Series 1	Series 1 (%)
Yes	35	94.6%
No	2	5.4%
Total	37	100.0%

BI4. Does your business have a business plan?

Responses	Series 1	Series 1 (%)
Yes	16	42.1%
No (go to BI5)	22	57.9%
Total	38	100.0%

BI4. Does your business have a business plan? - When was it last updated?

Responses	Series 1	Series 1 (%)
Less than 1 year	5	31.3%
1 to 3 years	7	43.8%
4 to 5 years	2	12.5%
Greater than 5 years	2	12.5%
Total	16	100.0%

BI5. How many years has your business been in operation in this community?

Responses	Series 1	Series 1 (%)
Less than 1 year	2	5.3%
1 to 3 years	3	7.9%
4 to 10 years	7	18.4%
11 to 25 years	7	18.4%
26 to 35 years	5	13.2%
Over 35 years	14	36.8%
Total	38	100.0%

BI6. How many years have the current owner/owners been operating this business?

Responses	Series 1	Series 1 (%)
Less than 1 year	2	5.3%
1 to 3 years	4	10.5%
4 to 10 years	10	26.3%
11 to 25 years	9	23.7%
26 to 35 years	9	23.7%
Over 35 years	4	10.5%
Total	38	100.0%

BI7. Including owner/owners, how many employees work at this location?

Responses	Series 1	Series 1 (%)
1 - 4	14	38.9%
5 - 9	12	33.3%
10 - 19	4	11.1%
20 - 29	2	5.6%
30 - 49	3	8.3%
50 - 99	1	2.8%
Total	36	100.0%

BI9. The primary market of your business is

Responses	Series 1	Series 1 (%)
Local	12	31.6%
Regional	24	63.2%
National	1	2.6%
International	1	2.6%
Total	38	100.0%

BC1. What is your general impression of this community as a place to do business?

Responses	Series 1	Series 1 (%)
Fair	9	23.7%
Good	20	52.6%
Excellent	9	23.7%
Total	38	100.0%

BC2. In the past 3 years has your attitude about doing business in this community changed?

Responses	Series 1	Series 1 (%)
Yes, more positive (Go to question BC2b.)	16	42.1%
Yes, more negative (Go to question BC2c.)	8	21.1%
No change (Go to question BC3)	14	36.8%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? - Workforce

Responses	Series 1	Series 1 (%)
No response	2	5.3%
Poor	8	21.1%
Fair	15	39.5%
Good	9	23.7%
Excellent	4	10.5%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of serviced land

Responses	Series 1	Series 1 (%)
No response	21	55.3%
Poor	5	13.2%
Fair	5	13.2%
Good	7	18.4%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Land costs**

Responses	Series 1	Series 1 (%)
No response	18	47.4%
Poor	4	10.5%
Fair	5	13.2%
Good	11	28.9%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Availability of space for rent or lease**

Responses	Series 1	Series 1 (%)
No response	13	34.2%
Poor	14	36.8%
Fair	3	7.9%
Good	6	15.8%
Excellent	2	5.3%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Development/building permit process**

Responses	Series 1	Series 1 (%)
No response	10	26.3%
Poor	10	26.3%
Fair	8	21.1%
Good	6	15.8%
Excellent	4	10.5%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Development charges**

Responses	Series 1	Series 1 (%)
No response	33	86.8%
Poor	3	7.9%
Fair	2	5.3%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Municipal property taxes**

Responses	Series 1	Series 1 (%)
No response	3	7.9%
Poor	19	50.0%
Fair	13	34.2%
Good	2	5.3%
Excellent	1	2.6%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Local roads and streets**

Responses	Series 1	Series 1 (%)
Poor	2	5.3%
Fair	9	23.7%
Good	20	52.6%
Excellent	7	18.4%
Total	38	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Regional/Provincial roads and highways**

Responses	Series 1	Series 1 (%)
Poor	2	5.3%
Fair	9	23.7%
Good	20	52.6%
Excellent	7	18.4%
Total	38	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Proximity to rail and airports**

Responses	Series 1	Series 1 (%)
No response	12	31.6%
Poor	10	26.3%
Fair	10	26.3%
Good	5	13.2%
Excellent	1	2.6%
Total	38	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of health and medical services**

Responses	Series 1	Series 1 (%)
No response	2	5.3%
Poor	8	21.1%
Fair	16	42.1%
Good	12	31.6%
Total	38	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Quality of life**

Responses	Series 1	Series 1 (%)
Fair	1	2.6%
Good	17	44.7%
Excellent	20	52.6%
Total	38	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of adequate housing**

Responses	Series 1	Series 1 (%)
No response	5	13.2%
Poor	9	23.7%
Fair	13	34.2%
Good	6	15.8%
Excellent	5	13.2%
Total	38	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Support from municipality**

Responses	Series 1	Series 1 (%)
No response	3	7.9%
Poor	2	5.3%
Fair	8	21.1%
Good	20	52.6%
Excellent	5	13.2%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from other businesses

Responses	Series 1	Series 1 (%)
No response	1	2.6%
Poor	1	2.6%
Fair	5	13.2%
Good	24	63.2%
Excellent	7	18.4%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from local residents

Responses	Series 1	Series 1 (%)
Poor	1	2.6%
Fair	7	18.4%
Good	19	50.0%
Excellent	11	28.9%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cellular phone service

Responses	Series 1	Series 1 (%)
No response	1	2.6%
Poor	2	5.3%
Fair	8	21.1%
Good	22	57.9%
Excellent	5	13.2%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? - Internet service

Responses	Series 1	Series 1 (%)
No response	1	2.6%
Poor	7	18.4%
Fair	8	21.1%
Good	18	47.4%
Excellent	4	10.5%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater capacity

Responses	Series 1	Series 1 (%)
No response	11	28.9%
Poor	3	7.9%
Fair	6	15.8%
Good	16	42.1%
Excellent	2	5.3%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater fees

Responses	Series 1	Series 1 (%)
No response	11	28.9%
Poor	13	34.2%
Fair	11	28.9%
Good	3	7.9%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate electricity

Responses	Series 1	Series 1 (%)
No response	4	10.5%
Poor	9	23.7%
Fair	8	21.1%
Good	14	36.8%
Excellent	3	7.9%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of electricity

Responses	Series 1	Series 1 (%)
No response	4	10.5%
Poor	18	47.4%
Fair	8	21.1%
Good	8	21.1%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of natural gas

Responses	Series 1	Series 1 (%)
No response	6	15.8%
Poor	3	7.9%
Fair	5	13.2%
Good	16	42.1%
Excellent	8	21.1%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of natural gas

Responses	Series 1	Series 1 (%)
No response	5	13.2%
Poor	4	10.5%
Fair	9	23.7%
Good	14	36.8%
Excellent	6	15.8%
Total	38	100.0%

BC3. How would you rate the following factors of doing business in this community? - Other

Responses	Series 1	Series 1 (%)
No response	36	94.7%
Poor	1	2.6%
Good	1	2.6%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Child care services

Responses	Series 1	Series 1 (%)
No response	20	52.6%
Poor	4	10.5%
Fair	4	10.5%
Good	7	18.4%
Excellent	3	7.9%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Schools (elementary and secondary)

Responses	Series 1	Series 1 (%)
No response	10	26.3%
Poor	1	2.6%
Fair	5	13.2%
Good	19	50.0%
Excellent	3	7.9%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Post-secondary education (college, university, and private college)

Responses	Series 1	Series 1 (%)
No response	15	39.5%
Poor	2	5.3%
Fair	5	13.2%
Good	12	31.6%
Excellent	4	10.5%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Workforce planning/development board

Responses	Series 1	Series 1 (%)
No response	24	63.2%
Poor	3	7.9%
Fair	6	15.8%
Good	4	10.5%
Excellent	1	2.6%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Chamber of Commerce/Board of Trade

Responses	Series 1	Series 1 (%)
No response	20	52.6%
Fair	6	15.8%
Good	9	23.7%
Excellent	3	7.9%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Business Improvement Area (BIA)

Responses	Series 1	Series 1 (%)
No response	34	89.5%
Fair	2	5.3%
Good	1	2.6%
Excellent	1	2.6%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Community Futures Development Corporation (CFDC)

Responses	Series 1	Series 1 (%)
No response	31	81.6%
Poor	1	2.6%
Fair	3	7.9%
Good	2	5.3%
Excellent	1	2.6%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Small Business Enterprise Centre

Responses	Series 1	Series 1 (%)
No response	32	84.2%
Poor	2	5.3%
Fair	1	2.6%
Good	2	5.3%
Excellent	1	2.6%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	30	78.9%
Poor	1	2.6%
Fair	1	2.6%
Good	2	5.3%
Excellent	4	10.5%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	33	86.8%
Good	3	7.9%
Excellent	2	5.3%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Planning, engineering, zoning, and building permits

Responses	Series 1	Series 1 (%)
No response	13	34.2%
Poor	6	15.8%
Fair	8	21.1%
Good	10	26.3%
Excellent	1	2.6%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Economic development services

Responses	Series 1	Series 1 (%)
No response	10	26.3%
Poor	6	15.8%
Fair	13	34.2%
Good	9	23.7%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Health department/health unit approvals

Responses	Series 1	Series 1 (%)
No response	15	39.5%
Poor	1	2.6%
Fair	7	18.4%
Good	10	26.3%
Excellent	5	13.2%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Police services

Responses	Series 1	Series 1 (%)
No response	3	7.9%
Poor	1	2.6%
Fair	5	13.2%
Good	21	55.3%
Excellent	8	21.1%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Fire services

Responses	Series 1	Series 1 (%)
No response	2	5.3%
Fair	3	7.9%
Good	19	50.0%
Excellent	14	36.8%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Recreation facilities

Responses	Series 1	Series 1 (%)
No response	3	7.9%
Poor	10	26.3%
Fair	10	26.3%
Good	12	31.6%
Excellent	3	7.9%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Cultural facilities

Responses	Series 1	Series 1 (%)
No response	8	21.1%
Poor	5	13.2%
Fair	6	15.8%
Good	13	34.2%
Excellent	6	15.8%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Parks and open spaces

Responses	Series 1	Series 1 (%)
No response	2	5.3%
Poor	2	5.3%
Fair	3	7.9%
Good	21	55.3%
Excellent	10	26.3%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Support from local residents

Responses	Series 1	Series 1 (%)
Fair	2	50.0%
Good	1	25.0%
Excellent	1	25.0%
Total	4	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Street/road repair

Responses	Series 1	Series 1 (%)
Poor	4	10.5%
Fair	18	47.4%
Good	10	26.3%
Excellent	6	15.8%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Snow removal

Responses	Series 1	Series 1 (%)
Poor	3	7.9%
Fair	8	21.1%
Good	15	39.5%
Excellent	12	31.6%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Garbage/recycling

Responses	Series 1	Series 1 (%)
No response	5	13.2%
Poor	1	2.6%
Fair	6	15.8%
Good	15	39.5%
Excellent	11	28.9%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Public transit

Responses	Series 1	Series 1 (%)
No response	21	55.3%
Poor	16	42.1%
Fair	1	2.6%
Total	38	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	38	100.0%
Total	38	100.0%

FP1. Within the next 18 months, which do you plan on

Responses	Series 1	Series 1 (%)
Remain the same	21	53.8%
Expanding (Go to question FP11)	11	28.2%
Downsizing (Go to question FP2)	3	7.7%
Relocating (Go to question FP5)	3	7.7%
Selling (Go to question FP8)	1	2.6%
Total	39	100.0%

FP3. Will your downsizing lead to a decrease in?

Responses	Series 1	Series 1 (%)
Workforce (How many?)	1	33.3%
Floor space	1	33.3%
Other (Specify)	1	33.3%
Total	3	100.0%

FP3. Which would best describe your plans for your business over the next 3 years? - If Workforce, how many?

Responses	Series 1	Series 1 (%)
If Workforce, how many?	10	100.0%
Total	10	100.0%

FP4. Is there any assistance that could be provided to prevent/limit the downsizing of your business?

Responses	Series 1	Series 1 (%)
Yes	1	33.3%
No	2	66.7%
Total	3	100.0%

FP5. Where do you plan to relocate this business?

Responses	Series 1	Series 1 (%)
Within the community	2	66.7%
Outside the community (Specify location)	1	33.3%
Total	3	100.0%

FP7. Is there any assistance that could be provided to prevent or assist with the relocation of your business within the community?

Responses	Series 1	Series 1 (%)
Yes	3	100.0%
Total	3	100.0%

FP8. Why are you selling your business?

Responses	Series 1	Series 1 (%)
Retirement	1	100.0%
Total	1	100.0%

FP9. Do you have a succession plan for your business?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP9. Do you have a succession plan for your business? - Would you like assistance/information with developing a succession plan?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP10. Would you like assistance/information on selling your business?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP12. Will your expansion require or lead to

Responses	Series 1	Series 1 (%)
An increase in workforce (If yes, how many?)	9	45.0%
An increase need for employee training	2	10.0%
An increase in floor space (If yes, how much?)	1	5.0%
Additional product line(s)	2	10.0%
Additional services for customers	2	10.0%
Process improvements	3	15.0%
Other (Specify)	1	5.0%
Total	20	100.0%

FP12. Will your expansion require or lead to - If an increase in floor space, how much? (square feet)

Responses	Series 1	Series 1 (%)
If an increase in workforce, how many?	69	3.3%
If a decrease in workforce, how many?	0	0.0%
If an increase in floor space, how much? (square feet)	2,000	96.7%
Total	2,069	100.0%

FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

Responses	Series 1	Series 1 (%)
Yes	7	63.6%
No	4	36.4%
Total	11	100.0%

FP14. Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

Responses	Series 1	Series 1 (%)
Yes	11	100.0%
Total	11	100.0%

FP15. Is your business currently experiencing difficulties with your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	8	72.7%
No	3	27.3%
Total	11	100.0%

FP16. Could the community potentially provide some assistance to support your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	7	63.6%
No	4	36.4%
Total	11	100.0%

BD1. What is the outlook for your industry?

Responses	Series 1	Series 1 (%)
Growing	17	44.7%
Declining	5	13.2%
Stable (Go to question BD2)	15	39.5%
Not sure (Go to question BD2)	1	2.6%
Total	38	100.0%

BD2. Please give an approximate annual sales range for your business

Responses	Series 1	Series 1 (%)
\$0 - \$99,999	7	18.4%
\$100,000 - \$249,999	5	13.2%
\$250,000 - \$499,999	4	10.5%
\$500,000 - \$999,999	5	13.2%
\$1,000,000 - \$4,999,999	3	7.9%
\$5,000,000 - \$9,999,999	2	5.3%
+10,000,000	2	5.3%
Prefer not to answer	10	26.3%
Total	38	100.0%

BD3. Are your projected sales in the next year expected to

Responses	Series 1	Series 1 (%)
Increase	19	50.0%
Decrease	7	18.4%
Remain the same (Go to question BD4)	9	23.7%
Not sure (Go to question BD4)	3	7.9%
Total	38	100.0%

BD4. How would you rate your business related to the use of technology?

Responses	Series 1	Series 1 (%)
Very low	3	7.9%
Low	5	13.2%
Moderate	20	52.6%
High	6	15.8%
Very High	4	10.5%
Total	38	100.0%

BD5. Is your business currently experiencing any barriers related to your information technology requirements?

Responses	Series 1	Series 1 (%)
No barriers currently being experienced	13	22.4%
Internet speed	12	20.7%
Internet access	6	10.3%
Internet cost	11	19.0%
Hardware/software support	7	12.1%
Knowledge and training	8	13.8%
Other (Specify)	1	1.7%
Total	58	100.0%

BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?

Responses	Series 1	Series 1 (%)
Joint product purchasing	6	10.2%
Joint marketing	19	32.2%
Joint training	9	15.3%
Networking/information sharing	11	18.6%
None	11	18.6%
Other (Specify)	3	5.1%
Total	59	100.0%

BD8. Does your business own or lease its facility/facilities?

Responses	Series 1	Series 1 (%)
Own (Go to Workforce Section)	28	75.7%
Lease	9	24.3%
Total	37	100.0%

BD8. Does your business own or lease its facility/facilities? - When does the lease expire?

Responses	Series 1	Series 1 (%)
This calendar year	1	11.1%
Next year	1	11.1%
In 2 to 3 years	3	33.3%
Over 3 years from now	4	44.4%
Total	9	100.0%

BD8. Does your business own or lease its facility/facilities? - Do you anticipate any problems in renewing the lease?

Responses	Series 1	Series 1 (%)
No	9	100.0%
Total	9	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Series 1	Series 1 (%)
Increased	15	41.7%
Decreased	6	16.7%
Remain the same	13	36.1%
Don't know	2	5.6%
Total	36	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same? - If Decreased, by how many?

Responses	Series 1	Series 1 (%)
If Increased, by how many?	38	51.4%
If Decreased, by how many?	36	48.6%
Total	74	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Availability of qualified workers

Responses	Series 1	Series 1 (%)
No response	4	10.5%
Poor	18	47.4%
Fair	8	21.1%
Good	7	18.4%
Excellent	1	2.6%
Total	38	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Stability of the workforce

Responses	Series 1	Series 1 (%)
No response	3	7.9%
Poor	8	21.1%
Fair	10	26.3%
Good	13	34.2%
Excellent	4	10.5%
Total	38	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to attract new employees

Responses	Series 1	Series 1 (%)
No response	4	10.5%
Poor	12	31.6%
Fair	8	21.1%
Good	13	34.2%
Excellent	1	2.6%
Total	38	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to retain new employees

Responses	Series 1	Series 1 (%)
No response	2	5.3%
Poor	4	10.5%
Fair	8	21.1%
Good	16	42.1%
Excellent	8	21.1%
Total	38	100.0%

WF3. Does your business currently have difficulty hiring?

Responses	Series 1	Series 1 (%)
Yes	20	55.6%
No (Go to question WF4)	16	44.4%
Total	36	100.0%

WF3. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges?

Responses	Series 1	Series 1 (%)
Too few applicants	9	23.7%
Lack of appropriate skills or training	16	42.1%
Lack of relevant experience	8	21.1%
Other	5	13.2%
Total	38	100.0%

WF3. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to the community or industry?

Responses	Series 1	Series 1 (%)
Community	11	45.8%
Industry	13	54.2%
Total	24	100.0%

WF4. How do you currently recruit new employees?

Responses	Series 1	Series 1 (%)
Through your personal network	17	15.5%
Employment centres and websites (job boards)	22	20.0%
"Hiring" sign on your premises	3	2.7%
Local media advertising	10	9.1%
Your own website	6	5.5%
Professional recruitment firm	2	1.8%
Referrals from friends or current employees	21	19.1%
Social Media applications such as LinkedIn or Facebook	7	6.4%
Unsolicited resumes	17	15.5%
Other (Specify)	5	4.5%
Total	110	100.0%

WF5. Does your business have difficulty retaining employees?

Responses	Series 1	Series 1 (%)
Yes	5	14.7%
No (Go to question WF6)	29	85.3%
Total	34	100.0%

WF5. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees?

Responses	Series 1	Series 1 (%)
Wages	1	16.7%
Seasonal	3	50.0%
Other (Specify)	2	33.3%
Total	6	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?

Responses	Series 1	Series 1 (%)
Yes	21	58.3%
No	15	41.7%
Total	36	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs? - If No, are you interested in information?

Responses	Series 1	Series 1 (%)
Yes	5	38.5%
No	8	61.5%
Total	13	100.0%

WF7. Does your business currently use any external training?

Responses	Series 1	Series 1 (%)
Yes	23	62.2%
No	14	37.8%
Total	37	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?

Responses	Series 1	Series 1 (%)
Yes	18	47.4%
No	20	52.6%
Total	38	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify

Responses	Series 1	Series 1 (%)
Cost	0	0.0%
Awareness of existing training programs	0	0.0%
Awareness of training support programs	0	0.0%
Availability of training locally	0	0.0%
Unable to release employees	0	0.0%
Other	0	0.0%
No	20	100.0%
Total	20	100.0%

WF9. Are there any training programs/topics that would be beneficial to you and your employees?

Responses	Series 1	Series 1 (%)
Yes	15	42.9%
No	20	57.1%
Total	35	100.0%

CD1. Do you know of a business that may have an interest in locating in this community?

Responses	Series 1	Series 1 (%)
Yes	4	10.5%
No (Go to question CD2)	34	89.5%
Total	38	100.0%

1. Would you be willing to provide the contact information for the business in support of a community business attraction strategy? - Contact business directly

Responses	Series 1	Series 1 (%)
Yes	1	33.3%
No	2	66.7%
Total	3	100.0%

1. Would you be willing to contact this company on behalf of our community as part of a business attraction strategy? - Provide the contact information for this business

Responses	Series 1	Series 1 (%)
No	3	100.0%
Total	3	100.0%

CD5. What assistance or opportunities would be beneficial to support your business?

Responses	Series 1	Series 1 (%)
Updating business plan	2	2.6%
Succession planning	3	3.9%
Marketing seminars	7	9.1%
Access to capital seminars	2	2.6%
Trade shows	9	11.7%
Business networking sessions	9	11.7%
Joint advertising and marketing	15	19.5%
Attraction of related supply & services businesses	6	7.8%
Workforce planning, employee training and attraction	8	10.4%
Productivity improvement workshops	3	3.9%
E-marketing, social media and online content workshops	9	11.7%
Other (Specify)	4	5.2%
Total	77	100.0%

CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?

Responses	Series 1	Series 1 (%)
Yes	33	94.3%
No	2	5.7%
Total	35	100.0%

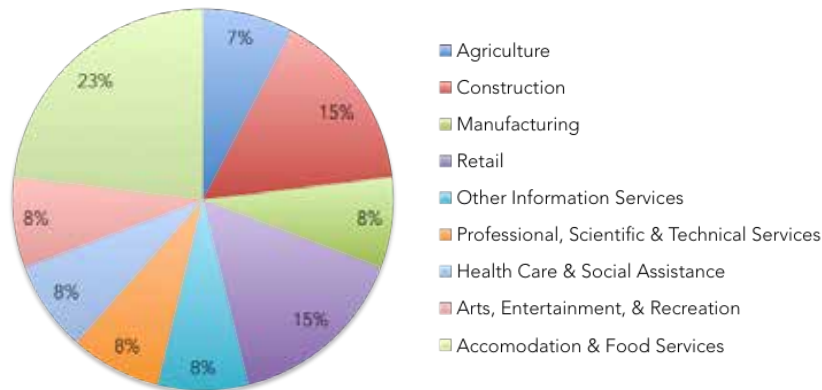


Appendix E: Strong Community Overview & Survey Results

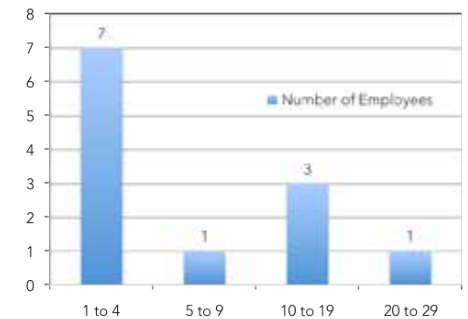
PARTICIPANT PROFILE

Of the **13 businesses** that participated in the interviews, 92% were "locally owned and operated with one location" and 8% were "locally owned and operated with more than one location".

The 13 businesses surveyed were represented in the following industries:



Data indicated that out of the 13* businesses surveyed:



WORKFORCE



33%

of businesses stated they are looking to hire within the next 18 months

39%



of businesses stated they have difficulty finding qualified people

EXPANSION OPPORTUNITIES



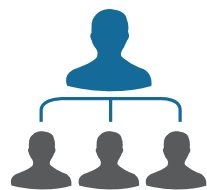
62%

of businesses stated they are looking to expand within the next 18 months

39%



of businesses stated there is limited service land or available space for rent or lease.

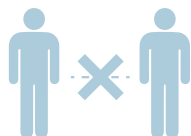


EXIT STRATEGY

of businesses stated they plan to retire in the next 18 months

15%

100%



of those stated they do not have a succession plan.

REGIONAL COLLABORATION



78%

of businesses stated they had no contact with service organizations and were unaware of programs and services available.

of businesses stated they are interested in collaborating on local and regional initiatives.

72%

TOP DISADVANTAGES AS A PLACE TO DO BUSINESS

- Costs due to tax rates and lack of municipal support act as barriers to businesses
- Lack of skilled workers
- Distance to markets and low population

TOP ADVANTAGES AS A PLACE TO DO BUSINESS

- ☐ Friendly community that offers work/life balance and slow paced lifestyle
- ☐ Proximity to HWY provides access to amenities and a sound transportation route
- ☐ Community support and involvement



*Note: Number of responses may not correspond to the number of surveys completed due to respondents not answering identified questions.

Power Search - Summary

BI1. Which of the following best describes your business?

Responses	Series 1	Series 1 (%)
Locally owned and operated, with one location	11	91.7%
Locally owned and operated, with more than one location (Specify number)	1	8.3%
Total	12	100.0%

BI2. Is at least one of the owners involved in the day-to-day operation of the business?

Responses	Series 1	Series 1 (%)
Yes	12	100.0%
Total	12	100.0%

BI3. Is at least one of the owners a resident of the community?

Responses	Series 1	Series 1 (%)
Yes	12	100.0%
Total	12	100.0%

BI4. Does your business have a business plan?

Responses	Series 1	Series 1 (%)
Yes	7	63.6%
No (go to BI5)	4	36.4%
Total	11	100.0%

BI4. Does your business have a business plan? - When was it last updated?

Responses	Series 1	Series 1 (%)
Less than 1 year	2	28.6%
1 to 3 years	3	42.9%
Greater than 5 years	2	28.6%
Total	7	100.0%

BI5. How many years has your business been in operation in this community?

Responses	Series 1	Series 1 (%)
1 to 3 years	1	8.3%
4 to 10 years	1	8.3%
11 to 25 years	2	16.7%
26 to 35 years	1	8.3%
Over 35 years	7	58.3%
Total	12	100.0%

BI6. How many years have the current owner/owners been operating this business?

Responses	Series 1	Series 1 (%)
Less than 1 year	1	8.3%
1 to 3 years	1	8.3%
4 to 10 years	3	25.0%
11 to 25 years	1	8.3%
26 to 35 years	2	16.7%
Over 35 years	4	33.3%
Total	12	100.0%

BI7. Including owner/owners, how many employees work at this location?

Responses	Series 1	Series 1 (%)
1 - 4	7	58.3%
5 - 9	1	8.3%
10 - 19	3	25.0%
20 - 29	1	8.3%
Total	12	100.0%

BI9. The primary market of your business is

Responses	Series 1	Series 1 (%)
Local	1	8.3%
Regional	10	83.3%
National	1	8.3%
Total	12	100.0%

BC1. What is your general impression of this community as a place to do business?

Responses	Series 1	Series 1 (%)
Poor	1	7.7%
Fair	3	23.1%
Good	5	38.5%
Excellent	4	30.8%
Total	13	100.0%

BC2. In the past 3 years has your attitude about doing business in this community changed?

Responses	Series 1	Series 1 (%)
Yes, more positive (Go to question BC2b.)	4	30.8%
Yes, more negative (Go to question BC2c.)	5	38.5%
No change (Go to question BC3)	4	30.8%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? - Workforce

Responses	Series 1	Series 1 (%)
No response	2	15.4%
Poor	3	23.1%
Fair	5	38.5%
Good	3	23.1%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of serviced land

Responses	Series 1	Series 1 (%)
No response	8	61.5%
Poor	1	7.7%
Fair	1	7.7%
Good	3	23.1%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Land costs**

Responses	Series 1	Series 1 (%)
No response	6	46.2%
Poor	1	7.7%
Fair	3	23.1%
Good	3	23.1%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Availability of space for rent or lease**

Responses	Series 1	Series 1 (%)
No response	6	46.2%
Poor	4	30.8%
Fair	2	15.4%
Good	1	7.7%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Development/building permit process**

Responses	Series 1	Series 1 (%)
No response	5	38.5%
Poor	5	38.5%
Fair	1	7.7%
Good	2	15.4%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Development charges**

Responses	Series 1	Series 1 (%)
No response	10	76.9%
Poor	2	15.4%
Good	1	7.7%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Municipal property taxes**

Responses	Series 1	Series 1 (%)
Poor	2	15.4%
Fair	6	46.2%
Good	4	30.8%
Excellent	1	7.7%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Local roads and streets**

Responses	Series 1	Series 1 (%)
Fair	1	7.7%
Good	9	69.2%
Excellent	3	23.1%
Total	13	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Regional/Provincial roads and highways**

Responses	Series 1	Series 1 (%)
Fair	1	7.7%
Good	9	69.2%
Excellent	3	23.1%
Total	13	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Proximity to rail and airports**

Responses	Series 1	Series 1 (%)
No response	5	38.5%
Poor	2	15.4%
Fair	3	23.1%
Good	2	15.4%
Excellent	1	7.7%
Total	13	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of health and medical services**

Responses	Series 1	Series 1 (%)
No response	1	7.7%
Poor	5	38.5%
Fair	2	15.4%
Good	5	38.5%
Total	13	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Quality of life**

Responses	Series 1	Series 1 (%)
Fair	2	15.4%
Good	4	30.8%
Excellent	7	53.8%
Total	13	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of adequate housing**

Responses	Series 1	Series 1 (%)
No response	4	30.8%
Poor	2	15.4%
Fair	6	46.2%
Good	1	7.7%
Total	13	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Support from municipality**

Responses	Series 1	Series 1 (%)
No response	1	7.7%
Poor	3	23.1%
Fair	1	7.7%
Good	5	38.5%
Excellent	3	23.1%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from other businesses

Responses	Series 1	Series 1 (%)
No response	1	7.7%
Poor	2	15.4%
Good	6	46.2%
Excellent	4	30.8%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from local residents

Responses	Series 1	Series 1 (%)
No response	2	15.4%
Poor	1	7.7%
Good	6	46.2%
Excellent	4	30.8%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cellular phone service

Responses	Series 1	Series 1 (%)
Poor	1	7.7%
Fair	1	7.7%
Good	9	69.2%
Excellent	2	15.4%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? - Internet service

Responses	Series 1	Series 1 (%)
Poor	4	30.8%
Fair	3	23.1%
Good	5	38.5%
Excellent	1	7.7%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater capacity

Responses	Series 1	Series 1 (%)
No response	8	61.5%
Fair	1	7.7%
Good	2	15.4%
Excellent	2	15.4%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater fees

Responses	Series 1	Series 1 (%)
No response	11	84.6%
Fair	2	15.4%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate electricity

Responses	Series 1	Series 1 (%)
Fair	5	38.5%
Good	6	46.2%
Excellent	2	15.4%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of electricity

Responses	Series 1	Series 1 (%)
No response	1	7.7%
Poor	7	53.8%
Fair	4	30.8%
Good	1	7.7%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of natural gas

Responses	Series 1	Series 1 (%)
No response	5	38.5%
Poor	2	15.4%
Good	3	23.1%
Excellent	3	23.1%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of natural gas

Responses	Series 1	Series 1 (%)
No response	7	53.8%
Poor	1	7.7%
Fair	2	15.4%
Good	2	15.4%
Excellent	1	7.7%
Total	13	100.0%

BC3. How would you rate the following factors of doing business in this community? - Other

Responses	Series 1	Series 1 (%)
No response	13	100.0%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Child care services

Responses	Series 1	Series 1 (%)
No response	10	76.9%
Poor	1	7.7%
Fair	1	7.7%
Excellent	1	7.7%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Schools (elementary and secondary)

Responses	Series 1	Series 1 (%)
No response	7	53.8%
Fair	1	7.7%
Good	5	38.5%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Post-secondary education (college, university, and private college)

Responses	Series 1	Series 1 (%)
No response	5	38.5%
Fair	2	15.4%
Good	6	46.2%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Workforce planning/development board

Responses	Series 1	Series 1 (%)
No response	9	69.2%
Fair	1	7.7%
Good	2	15.4%
Excellent	1	7.7%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Chamber of Commerce/Board of Trade

Responses	Series 1	Series 1 (%)
No response	9	69.2%
Poor	1	7.7%
Fair	1	7.7%
Good	2	15.4%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Business Improvement Area (BIA)

Responses	Series 1	Series 1 (%)
No response	11	84.6%
Poor	1	7.7%
Good	1	7.7%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Community Futures Development Corporation (CFDC)

Responses	Series 1	Series 1 (%)
No response	12	92.3%
Good	1	7.7%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Small Business Enterprise Centre

Responses	Series 1	Series 1 (%)
No response	10	76.9%
Poor	2	15.4%
Good	1	7.7%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	11	84.6%
Good	2	15.4%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	13	100.0%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Planning, engineering, zoning, and building permits

Responses	Series 1	Series 1 (%)
No response	5	38.5%
Poor	3	23.1%
Fair	4	30.8%
Excellent	1	7.7%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Economic development services

Responses	Series 1	Series 1 (%)
No response	4	30.8%
Poor	3	23.1%
Fair	1	7.7%
Good	5	38.5%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Health department/health unit approvals

Responses	Series 1	Series 1 (%)
No response	5	38.5%
Poor	2	15.4%
Fair	2	15.4%
Good	2	15.4%
Excellent	2	15.4%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Police services

Responses	Series 1	Series 1 (%)
No response	1	7.7%
Poor	1	7.7%
Fair	4	30.8%
Good	4	30.8%
Excellent	3	23.1%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Fire services

Responses	Series 1	Series 1 (%)
No response	1	7.7%
Poor	1	7.7%
Fair	1	7.7%
Good	5	38.5%
Excellent	5	38.5%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Recreation facilities

Responses	Series 1	Series 1 (%)
No response	4	30.8%
Poor	1	7.7%
Fair	3	23.1%
Good	5	38.5%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Cultural facilities

Responses	Series 1	Series 1 (%)
No response	3	23.1%
Poor	1	7.7%
Fair	2	15.4%
Good	6	46.2%
Excellent	1	7.7%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Parks and open spaces

Responses	Series 1	Series 1 (%)
No response	2	15.4%
Fair	1	7.7%
Good	9	69.2%
Excellent	1	7.7%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Support from local residents

Responses	Series 1	Series 1 (%)
No response	1	100.0%
Total	1	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Street/road repair

Responses	Series 1	Series 1 (%)
Poor	2	15.4%
Fair	4	30.8%
Good	6	46.2%
Excellent	1	7.7%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Snow removal

Responses	Series 1	Series 1 (%)
No response	2	15.4%
Fair	2	15.4%
Good	7	53.8%
Excellent	2	15.4%
Total	13	100.0%

FP12. Will your expansion require or lead to

Responses	Series 1	Series 1 (%)
An increase in workforce (If yes, how many?)	5	33.3%
An increase in floor space (If yes, how much?)	5	33.3%
Additional product line(s)	2	13.3%
Process improvements	1	6.7%
Other (Specify)	2	13.3%
Total	15	100.0%

FP12. Will your expansion require or lead to - If an increase in floor space, how much? (square feet)

Responses	Series 1	Series 1 (%)
If an increase in workforce, how many?	22	2.7%
If a decrease in workforce, how many?	0	0.0%
If an increase in floor space, how much? (square feet)	800	97.3%
Total	822	100.0%

FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

Responses	Series 1	Series 1 (%)
Yes	4	50.0%
No	4	50.0%
Total	8	100.0%

FP14. Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

Responses	Series 1	Series 1 (%)
Yes	6	75.0%
No	2	25.0%
Total	8	100.0%

FP15. Is your business currently experiencing difficulties with your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	4	57.1%
No	3	42.9%
Total	7	100.0%

FP16. Could the community potentially provide some assistance to support your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	6	75.0%
No	2	25.0%
Total	8	100.0%

BD1. What is the outlook for your industry?

Responses	Series 1	Series 1 (%)
Growing	5	38.5%
Declining	1	7.7%
Stable (Go to question BD2)	6	46.2%
Not sure (Go to question BD2)	1	7.7%
Total	13	100.0%

BD2. Please give an approximate annual sales range for your business

Responses	Series 1	Series 1 (%)
\$0 - \$99,999	4	30.8%
\$100,000 - \$249,999	1	7.7%
\$500,000 - \$999,999	2	15.4%
\$1,000,000 - \$4,999,999	2	15.4%
+10,000,000	1	7.7%
Prefer not to answer	3	23.1%
Total	13	100.0%

BD3. Are your projected sales in the next year expected to

Responses	Series 1	Series 1 (%)
Increase	6	46.2%
Remain the same (Go to question BD4)	5	38.5%
Not sure (Go to question BD4)	2	15.4%
Total	13	100.0%

BD4. How would you rate your business related to the use of technology?

Responses	Series 1	Series 1 (%)
Low	2	15.4%
Moderate	7	53.8%
High	3	23.1%
Very High	1	7.7%
Total	13	100.0%

BD5. Is your business currently experiencing any barriers related to your information technology requirements?

Responses	Series 1	Series 1 (%)
No barriers currently being experienced	3	14.3%
Internet speed	5	23.8%
Internet access	4	19.0%
Internet cost	4	19.0%
Hardware/software support	1	4.8%
Knowledge and training	2	9.5%
Other (Specify)	2	9.5%
Total	21	100.0%

BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?

Responses	Series 1	Series 1 (%)
Joint product purchasing	5	17.9%
Joint marketing	8	28.6%
Joint training	7	25.0%
Networking/information sharing	6	21.4%
None	2	7.1%
Total	28	100.0%

BD8. Does your business own or lease its facility/facilities?

Responses	Series 1	Series 1 (%)
Own (Go to Workforce Section)	13	100.0%
Total	13	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Series 1	Series 1 (%)
Increased	1	7.7%
Decreased	2	15.4%
Remain the same	10	76.9%
Total	13	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same? - If Decreased, by how many?

Responses	Series 1	Series 1 (%)
If Increased, by how many?	5	31.3%
If Decreased, by how many?	11	68.8%
Total	16	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Availability of qualified workers

Responses	Series 1	Series 1 (%)
Poor	5	38.5%
Fair	4	30.8%
Good	4	30.8%
Total	13	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Stability of the workforce

Responses	Series 1	Series 1 (%)
Poor	4	30.8%
Fair	5	38.5%
Good	3	23.1%
Excellent	1	7.7%
Total	13	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to attract new employees

Responses	Series 1	Series 1 (%)
Poor	4	30.8%
Fair	3	23.1%
Good	5	38.5%
Excellent	1	7.7%
Total	13	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to retain new employees

Responses	Series 1	Series 1 (%)
Poor	3	23.1%
Fair	4	30.8%
Good	3	23.1%
Excellent	3	23.1%
Total	13	100.0%

WF3. Does your business currently have difficulty hiring?

Responses	Series 1	Series 1 (%)
Yes	5	38.5%
No (Go to question WF4)	8	61.5%
Total	13	100.0%

WF3. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges?

Responses	Series 1	Series 1 (%)
Too few applicants	3	25.0%
Lack of appropriate skills or training	3	25.0%
Lack of relevant experience	3	25.0%
Other	3	25.0%
Total	12	100.0%

WF3. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to the community or industry?

Responses	Series 1	Series 1 (%)
Community	2	33.3%
Industry	4	66.7%
Total	6	100.0%

WF4. How do you currently recruit new employees?

Responses	Series 1	Series 1 (%)
Through your personal network	7	18.4%
Employment centres and websites (job boards)	7	18.4%
"Hiring" sign on your premises	1	2.6%
Local media advertising	1	2.6%
Your own website	1	2.6%
Professional recruitment firm	2	5.3%
Referrals from friends or current employees	8	21.1%
Social Media applications such as LinkedIn or Facebook	1	2.6%
Unsolicited resumes	7	18.4%
Other (Specify)	3	7.9%
Total	38	100.0%

WF5. Does your business have difficulty retaining employees?

Responses	Series 1	Series 1 (%)
Yes	3	25.0%
No (Go to question WF6)	9	75.0%
Total	12	100.0%

WF5. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees?

Responses	Series 1	Series 1 (%)
Wages	2	28.6%
Competition	2	28.6%
Seasonal	1	14.3%
Work environment (Specify)	1	14.3%
Other (Specify)	1	14.3%
Total	7	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?

Responses	Series 1	Series 1 (%)
Yes	4	30.8%
No	9	69.2%
Total	13	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs? - If No, are you interested in information?

Responses	Series 1	Series 1 (%)
Yes	4	50.0%
No	4	50.0%
Total	8	100.0%

WF7. Does your business currently use any external training?

Responses	Series 1	Series 1 (%)
Yes	4	30.8%
No	9	69.2%
Total	13	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?

Responses	Series 1	Series 1 (%)
Yes	4	30.8%
No	9	69.2%
Total	13	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify

Responses	Series 1	Series 1 (%)
Cost	0	0.0%
Awareness of existing training programs	0	0.0%
Awareness of training support programs	0	0.0%
Availability of training locally	0	0.0%
Unable to release employees	0	0.0%
Other	0	0.0%
No	9	100.0%
Total	9	100.0%

WF9. Are there any training programs/topics that would be beneficial to you and your employees?

Responses	Series 1	Series 1 (%)
Yes	6	50.0%
No	6	50.0%
Total	12	100.0%

CD1. Do you know of a business that may have an interest in locating in this community?

Responses	Series 1	Series 1 (%)
Yes	2	15.4%
No (Go to question CD2)	11	84.6%
Total	13	100.0%

1. Would you be willing to provide the contact information for the business in support of a community business attraction strategy? - Contact business directly

Responses	Series 1	Series 1 (%)
Yes	1	50.0%
No	1	50.0%
Total	2	100.0%

1. Would you be willing to contact this company on behalf of our community as part of a business attraction strategy? - Provide the contact information for this business

Responses	Series 1	Series 1 (%)
Yes	1	50.0%
No	1	50.0%
Total	2	100.0%

CD5. What assistance or opportunities would be beneficial to support your business?

Responses	Series 1	Series 1 (%)
Updating business plan	1	3.2%
Succession planning	1	3.2%
Marketing seminars	2	6.5%
Access to capital seminars	3	9.7%
Trade shows	3	9.7%
Business networking sessions	3	9.7%
Export development programs and services	1	3.2%
Joint advertising and marketing	5	16.1%
Attraction of related supply & services businesses	2	6.5%
Workforce planning, employee training and attraction	4	12.9%
E-marketing, social media and online content workshops	3	9.7%
Other (Specify)	3	9.7%
Total	31	100.0%

CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?

Responses	Series 1	Series 1 (%)
Yes	13	100.0%
Total	13	100.0%

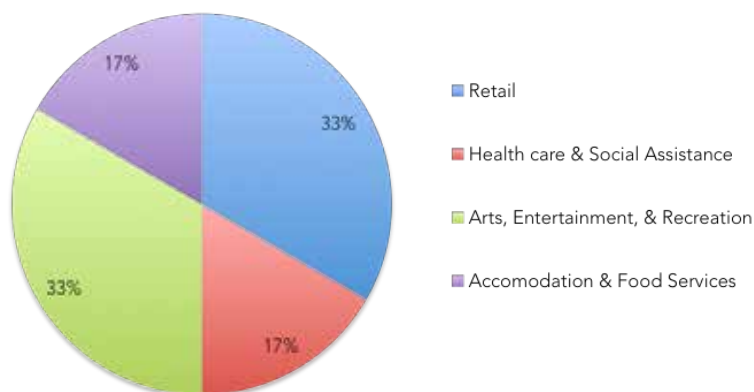


Appendix F: Machar Community Overview & Survey Results

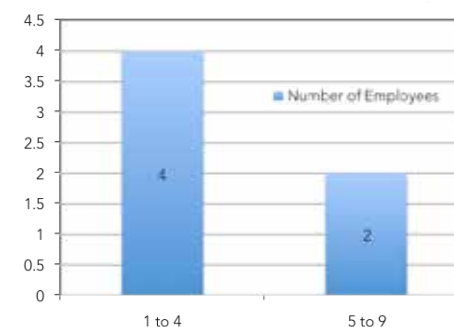
PARTICIPANT PROFILE

Of the **6 businesses** that participated in the interviews, 100% were “locally owned and operated with one location”.

The 6 businesses surveyed were represented in the following industries:



Data indicated that out of the 6* businesses surveyed:



WORKFORCE



29%

of businesses stated they are looking to hire within the next 18 months

17%



of businesses stated they have difficulty finding qualified people

EXPANSION OPPORTUNITIES



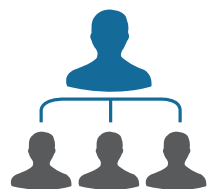
33%

of businesses stated they are looking to expand within the next 18 months

67%



of businesses stated there is limited service land or available space for rent or lease.

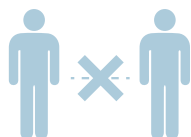


EXIT STRATEGY

of businesses stated they plan to retire in the next 18 months

16%

100%



of those stated they do not have a succession plan.

REGIONAL COLLABORATION



63%

of businesses stated they had no contact with service organizations and were unaware of programs and services available.

of businesses stated they are interested in collaborating on local and regional initiatives.

57%

TOP DISADVANTAGES AS A PLACE TO DO BUSINESS

- Low volume of customers, limited support of local shopping and difficult for people (potential customers) to access the community with the new bypass
- Lack of community and government support
- Internet and GPS service is limited

TOP ADVANTAGES AS A PLACE TO DO BUSINESS

- ☐ Schools, playgrounds and lifestyle are appealing to families
- ☐ Affordability of housing and property
- ☐ Reduced travel times to work for residents due to new bypass



*Note: Number of responses may not correspond to the number of surveys completed due to respondents not answering identified questions.

Power Search - Summary

BI1. Which of the following best describes your business?

Responses	Series 1	Series 1 (%)
Locally owned and operated, with one location	6	100.0%
Total	6	100.0%

BI2. Is at least one of the owners involved in the day-to-day operation of the business?

Responses	Series 1	Series 1 (%)
Yes	6	100.0%
Total	6	100.0%

BI3. Is at least one of the owners a resident of the community?

Responses	Series 1	Series 1 (%)
Yes	5	83.3%
No	1	16.7%
Total	6	100.0%

BI4. Does your business have a business plan?

Responses	Series 1	Series 1 (%)
Yes	1	16.7%
No (go to BI5)	5	83.3%
Total	6	100.0%

BI4. Does your business have a business plan? - When was it last updated?

Responses	Series 1	Series 1 (%)
1 to 3 years	1	100.0%
Total	1	100.0%

BI5. How many years has your business been in operation in this community?

Responses	Series 1	Series 1 (%)
11 to 25 years	1	16.7%
Over 35 years	5	83.3%
Total	6	100.0%

BI6. How many years have the current owner/owners been operating this business?

Responses	Series 1	Series 1 (%)
4 to 10 years	1	16.7%
11 to 25 years	4	66.7%
Over 35 years	1	16.7%
Total	6	100.0%

BI7. Including owner/owners, how many employees work at this location?

Responses	Series 1	Series 1 (%)
1 - 4	4	66.7%
5 - 9	2	33.3%
Total	6	100.0%

BI9. The primary market of your business is

Responses	Series 1	Series 1 (%)
Local	1	16.7%
Regional	5	83.3%
Total	6	100.0%

BC1. What is your general impression of this community as a place to do business?

Responses	Series 1	Series 1 (%)
Good	6	100.0%
Total	6	100.0%

BC2. In the past 3 years has your attitude about doing business in this community changed?

Responses	Series 1	Series 1 (%)
Yes, more positive (Go to question BC2b.)	1	16.7%
Yes, more negative (Go to question BC2c.)	1	16.7%
No change (Go to question BC3)	4	66.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Workforce

Responses	Series 1	Series 1 (%)
No response	2	33.3%
Fair	1	16.7%
Good	3	50.0%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of serviced land

Responses	Series 1	Series 1 (%)
No response	2	33.3%
Poor	2	33.3%
Good	1	16.7%
Excellent	1	16.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Land costs

Responses	Series 1	Series 1 (%)
No response	1	16.7%
Fair	1	16.7%
Good	3	50.0%
Excellent	1	16.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of space for rent or lease

Responses	Series 1	Series 1 (%)
No response	3	50.0%
Poor	2	33.3%
Fair	1	16.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development/building permit process

Responses	Series 1	Series 1 (%)
No response	3	50.0%
Poor	2	33.3%
Fair	1	16.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development charges

Responses	Series 1	Series 1 (%)
No response	4	66.7%
Poor	1	16.7%
Fair	1	16.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Municipal property taxes

Responses	Series 1	Series 1 (%)
Fair	2	33.3%
Good	4	66.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Local roads and streets

Responses	Series 1	Series 1 (%)
Fair	2	33.3%
Good	3	50.0%
Excellent	1	16.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Regional/Provincial roads and highways

Responses	Series 1	Series 1 (%)
Fair	2	33.3%
Good	3	50.0%
Excellent	1	16.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Proximity to rail and airports

Responses	Series 1	Series 1 (%)
No response	3	50.0%
Fair	1	16.7%
Good	2	33.3%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of health and medical services

Responses	Series 1	Series 1 (%)
Poor	1	16.7%
Fair	1	16.7%
Good	4	66.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Quality of life

Responses	Series 1	Series 1 (%)
Good	4	66.7%
Excellent	2	33.3%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate housing

Responses	Series 1	Series 1 (%)
No response	1	16.7%
Fair	1	16.7%
Good	4	66.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from municipality

Responses	Series 1	Series 1 (%)
Fair	3	50.0%
Good	2	33.3%
Excellent	1	16.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from other businesses

Responses	Series 1	Series 1 (%)
Poor	1	16.7%
Fair	1	16.7%
Good	3	50.0%
Excellent	1	16.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from local residents

Responses	Series 1	Series 1 (%)
Poor	1	16.7%
Fair	3	50.0%
Good	1	16.7%
Excellent	1	16.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cellular phone service

Responses	Series 1	Series 1 (%)
Poor	2	33.3%
Fair	1	16.7%
Good	2	33.3%
Excellent	1	16.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Internet service

Responses	Series 1	Series 1 (%)
Poor	4	66.7%
Good	2	33.3%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater capacity

Responses	Series 1	Series 1 (%)
No response	5	83.3%
Fair	1	16.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater fees

Responses	Series 1	Series 1 (%)
No response	6	100.0%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate electricity

Responses	Series 1	Series 1 (%)
No response	1	16.7%
Poor	1	16.7%
Fair	1	16.7%
Good	3	50.0%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of electricity

Responses	Series 1	Series 1 (%)
Poor	3	50.0%
Fair	2	33.3%
Good	1	16.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of natural gas

Responses	Series 1	Series 1 (%)
No response	2	33.3%
Poor	2	33.3%
Good	2	33.3%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of natural gas

Responses	Series 1	Series 1 (%)
No response	4	66.7%
Fair	1	16.7%
Good	1	16.7%
Total	6	100.0%

BC3. How would you rate the following factors of doing business in this community? - Other

Responses	Series 1	Series 1 (%)
No response	6	100.0%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Child care services

Responses	Series 1	Series 1 (%)
No response	4	66.7%
Fair	2	33.3%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Schools (elementary and secondary)

Responses	Series 1	Series 1 (%)
No response	2	33.3%
Fair	3	50.0%
Excellent	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Post-secondary education (college, university, and private college)

Responses	Series 1	Series 1 (%)
No response	2	33.3%
Fair	2	33.3%
Good	1	16.7%
Excellent	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Workforce planning/development board

Responses	Series 1	Series 1 (%)
No response	3	50.0%
Fair	2	33.3%
Excellent	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Chamber of Commerce/Board of Trade

Responses	Series 1	Series 1 (%)
No response	2	33.3%
Poor	1	16.7%
Fair	1	16.7%
Good	1	16.7%
Excellent	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Business Improvement Area (BIA)

Responses	Series 1	Series 1 (%)
No response	4	66.7%
Poor	1	16.7%
Fair	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Community Futures Development Corporation (CFDC)

Responses	Series 1	Series 1 (%)
No response	5	83.3%
Good	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Small Business Enterprise Centre

Responses	Series 1	Series 1 (%)
No response	5	83.3%
Poor	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	4	66.7%
Good	2	33.3%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	6	100.0%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Planning, engineering, zoning, and building permits

Responses	Series 1	Series 1 (%)
No response	2	33.3%
Poor	1	16.7%
Fair	2	33.3%
Excellent	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Economic development services

Responses	Series 1	Series 1 (%)
No response	1	16.7%
Poor	1	16.7%
Fair	2	33.3%
Good	1	16.7%
Excellent	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Health department/health unit approvals

Responses	Series 1	Series 1 (%)
No response	1	16.7%
Poor	1	16.7%
Fair	1	16.7%
Good	2	33.3%
Excellent	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Police services

Responses	Series 1	Series 1 (%)
Fair	1	16.7%
Good	3	50.0%
Excellent	2	33.3%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Fire services

Responses	Series 1	Series 1 (%)
Good	3	50.0%
Excellent	3	50.0%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Recreation facilities

Responses	Series 1	Series 1 (%)
Poor	1	16.7%
Fair	1	16.7%
Good	3	50.0%
Excellent	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Cultural facilities

Responses	Series 1	Series 1 (%)
No response	2	33.3%
Poor	2	33.3%
Fair	1	16.7%
Excellent	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Parks and open spaces

Responses	Series 1	Series 1 (%)
Fair	1	16.7%
Good	3	50.0%
Excellent	2	33.3%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Street/road repair

Responses	Series 1	Series 1 (%)
Poor	1	16.7%
Fair	2	33.3%
Good	2	33.3%
Excellent	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Snow removal

Responses	Series 1	Series 1 (%)
Good	5	83.3%
Excellent	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Garbage/recycling

Responses	Series 1	Series 1 (%)
No response	2	33.3%
Good	4	66.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Public transit

Responses	Series 1	Series 1 (%)
No response	5	83.3%
Excellent	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	6	100.0%
Total	6	100.0%

FP1. Within the next 18 months, which do you plan on

Responses	Series 1	Series 1 (%)
Remain the same	3	50.0%
Expanding(Go to question FP11)	2	33.3%
Selling (Go to question FP8)	1	16.7%
Total	6	100.0%

FP3. Which would best describe your plans for your business over the next 3 years? - If Workforce, how many?

Responses	Series 1	Series 1 (%)
If Workforce, how many?	0	0.0%
Total	0	0.0%

FP8. Why are you selling your business?

Responses	Series 1	Series 1 (%)
Retirement	1	50.0%
Personal	1	50.0%
Total	2	100.0%

FP9. Do you have a succession plan for your business?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP9. Do you have a succession plan for your business? - Would you like assistance/information with developing a succession plan?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP10. Would you like assistance/information on selling your business?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP12. Will your expansion require or lead to

Responses	Series 1	Series 1 (%)
An increase in workforce (If yes, how many?)	2	28.6%
An increase in floor space (If yes, how much?)	2	28.6%
Additional product line(s)	1	14.3%
Additional services for customers	1	14.3%
Process improvements	1	14.3%
Total	7	100.0%

FP12. Will your expansion require or lead to - If an increase in floor space, how much? (square feet)

Responses	Series 1	Series 1 (%)
If an increase in workforce, how many?	2	0.1%
If a decrease in workforce, how many?	0	0.0%
If an increase in floor space, how much? (square feet)	3,800	99.9%
Total	3,802	100.0%

FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

Responses	Series 1	Series 1 (%)
No	2	100.0%
Total	2	100.0%

FP14. Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

Responses	Series 1	Series 1 (%)
Yes	1	50.0%
No	1	50.0%
Total	2	100.0%

FP15. Is your business currently experiencing difficulties with your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	1	50.0%
No	1	50.0%
Total	2	100.0%

FP16. Could the community potentially provide some assistance to support your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	1	50.0%
No	1	50.0%
Total	2	100.0%

BD1. What is the outlook for your industry?

Responses	Series 1	Series 1 (%)
Growing	3	50.0%
Stable (Go to question BD2)	1	16.7%
Not sure (Go to question BD2)	2	33.3%
Total	6	100.0%

BD2. Please give an approximate annual sales range for your business

Responses	Series 1	Series 1 (%)
\$0 - \$99,999	1	16.7%
\$100,000 - \$249,999	2	33.3%
\$250,000 - \$499,999	2	33.3%
\$1,000,000 - \$4,999,999	1	16.7%
Total	6	100.0%

BD3. Are your projected sales in the next year expected to

Responses	Series 1	Series 1 (%)
Increase	2	33.3%
Remain the same (Go to question BD4)	3	50.0%
Not sure (Go to question BD4)	1	16.7%
Total	6	100.0%

BD4. How would you rate your business related to the use of technology?

Responses	Series 1	Series 1 (%)
Low	2	33.3%
Moderate	2	33.3%
High	2	33.3%
Total	6	100.0%

BD5. Is your business currently experiencing any barriers related to your information technology requirements?

Responses	Series 1	Series 1 (%)
No barriers currently being experienced	2	25.0%
Internet speed	4	50.0%
Internet cost	2	25.0%
Total	8	100.0%

BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?

Responses	Series 1	Series 1 (%)
Joint marketing	2	28.6%
Networking/information sharing	2	28.6%
None	2	28.6%
Other (Specify)	1	14.3%
Total	7	100.0%

BD8. Does your business own or lease its facility/facilities?

Responses	Series 1	Series 1 (%)
Own (Go to Workforce Section)	6	85.7%
Lease	1	14.3%
Total	7	100.0%

BD8. Does your business own or lease its facility/facilities? - When does the lease expire?

Responses	Series 1	Series 1 (%)
This calendar year	1	100.0%
Total	1	100.0%

BD8. Does your business own or lease its facility/facilities? - Do you anticipate any problems in renewing the lease?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Series 1	Series 1 (%)
Increased	1	16.7%
Remain the same	5	83.3%
Total	6	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same? - If Decreased, by how many?

Responses	Series 1	Series 1 (%)
If Increased, by how many?	2	100.0%
If Decreased, by how many?	0	0.0%
Total	2	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Availability of qualified workers

Responses	Series 1	Series 1 (%)
No response	2	33.3%
Poor	1	16.7%
Fair	1	16.7%
Good	2	33.3%
Total	6	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Stability of the workforce

Responses	Series 1	Series 1 (%)
No response	2	33.3%
Fair	2	33.3%
Good	2	33.3%
Total	6	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to attract new employees

Responses	Series 1	Series 1 (%)
No response	2	33.3%
Poor	1	16.7%
Fair	1	16.7%
Good	2	33.3%
Total	6	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to retain new employees

Responses	Series 1	Series 1 (%)
No response	2	33.3%
Poor	1	16.7%
Good	2	33.3%
Excellent	1	16.7%
Total	6	100.0%

WF3. Does your business currently have difficulty hiring?

Responses	Series 1	Series 1 (%)
Yes	1	16.7%
No (Go to question WF4)	5	83.3%
Total	6	100.0%

WF3. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges?

Responses	Series 1	Series 1 (%)
Too few applicants	1	33.3%
Lack of appropriate skills or training	1	33.3%
Lack of relevant experience	1	33.3%
Total	3	100.0%

WF3. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to the community or industry?

Responses	Series 1	Series 1 (%)
Community	1	100.0%
Total	1	100.0%

WF4. How do you currently recruit new employees?

Responses	Series 1	Series 1 (%)
Through your personal network	3	17.6%
Employment centres and websites (job boards)	3	17.6%
"Hiring" sign on your premises	1	5.9%
Local media advertising	2	11.8%
Your own website	1	5.9%
Referrals from friends or current employees	4	23.5%
Unsolicited resumes	2	11.8%
Other (Specify)	1	5.9%
Total	17	100.0%

WF5. Does your business have difficulty retaining employees?

Responses	Series 1	Series 1 (%)
Yes	1	16.7%
No (Go to question WF6)	5	83.3%
Total	6	100.0%

WF5. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees?

Responses	Series 1	Series 1 (%)
Seasonal	1	50.0%
Other (Specify)	1	50.0%
Total	2	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?

Responses	Series 1	Series 1 (%)
Yes	4	66.7%
No	2	33.3%
Total	6	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs? - If No, are you interested in information?

Responses	Series 1	Series 1 (%)
No	2	100.0%
Total	2	100.0%

WF7. Does your business currently use any external training?

Responses	Series 1	Series 1 (%)
Yes	2	33.3%
No	4	66.7%
Total	6	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?

Responses	Series 1	Series 1 (%)
Yes	2	33.3%
No	4	66.7%
Total	6	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify

Responses	Series 1	Series 1 (%)
Cost	0	0.0%
Availability of training locally	0	0.0%
Unable to release employees	0	0.0%
Other	0	0.0%
No	4	100.0%
Total	4	100.0%

WF9. Are there any training programs/topics that would be beneficial to you and your employees?

Responses	Series 1	Series 1 (%)
Yes	2	40.0%
No	3	60.0%
Total	5	100.0%

CD1. Do you know of a business that may have an interest in locating in this community?

Responses	Series 1	Series 1 (%)
Yes	1	16.7%
No (Go to question CD2)	5	83.3%
Total	6	100.0%

1. Would you be willing to provide the contact information for the business in support of a community business attraction strategy? - Contact business directly

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

1. Would you be willing to contact this company on behalf of our community as part of a business attraction strategy? - Provide the contact information for this business

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

CD5. What assistance or opportunities would be beneficial to support your business?

Responses	Series 1	Series 1 (%)
Updating business plan	1	11.1%
Access to capital seminars	1	11.1%
Joint advertising and marketing	2	22.2%
Attraction of related supply & services businesses	1	11.1%
Workforce planning, employee training and attraction	1	11.1%
E-marketing, social media and online content workshops	2	22.2%
Other (Specify)	1	11.1%
Total	9	100.0%

CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?

Responses	Series 1	Series 1 (%)
Yes	6	100.0%
Total	6	100.0%

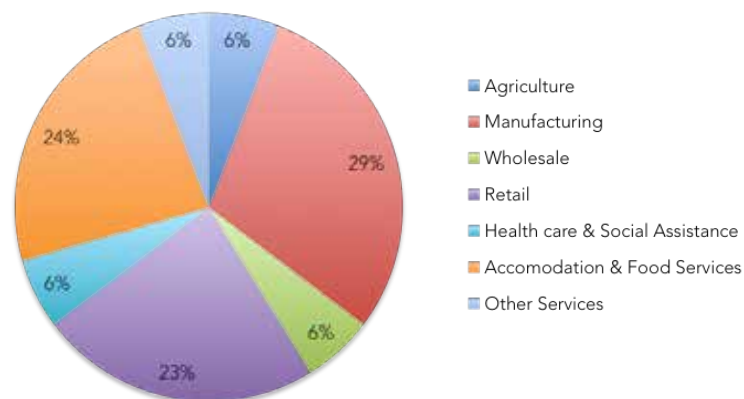


Appendix G: South River Community Overview & Survey Results

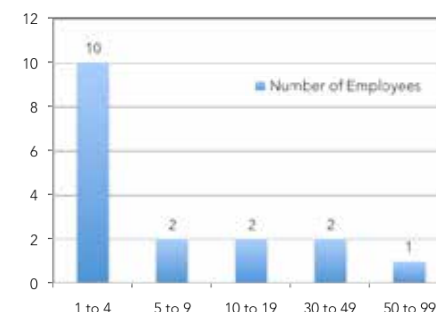
PARTICIPANT PROFILE

Of the **17 businesses** that participated in the interviews, 94% were "locally owned and operated with one location" and 6% were "locally owned and operated with more than one location".

The 17 businesses surveyed were represented in the following industries:



Data indicated that out of the 17* businesses surveyed:



WORKFORCE



28%

of businesses stated they are looking to hire within the next 18 months

50%



of businesses stated they have difficulty finding qualified people

EXPANSION OPPORTUNITIES



58%

of businesses stated they are looking to expand within the next 18 months

47%



of businesses stated there is limited service land or available space for rent or lease.



EXIT STRATEGY

0 businesses stated that they were retiring in the next 18 months

0%

35%



however 35% of businesses owners have been operating their businesses for over 26 years.

REGIONAL COLLABORATION



87%

of businesses stated they had no contact with service organizations and were unaware of programs and services available.

of businesses stated they are interested in collaborating on local and regional initiatives.

79%

174

TOP ADVANTAGES AS A PLACE TO DO BUSINESS

- ☐ Cost of doing business
- ☐ Lifestyle, nature, landscapes and community feel
- ☐ Available services including 3 phase hydro, fibre optics, and gas

TOP DISADVANTAGES AS A PLACE TO DO BUSINESS

- Lack of skilled, motivated workforce and youth outmigration
- Distance to markets, bypass and rural location
- High municipal taxes



*Note: Number of responses may not correspond to the number of surveys completed due to respondents not answering identified questions.

Power Search - Summary

BI1. Which of the following best describes your business?

Responses	Series 1	Series 1 (%)
Locally owned and operated, with one location	16	94.1%
Locally owned and operated, with more than one location (Specify number)	1	5.9%
Total	17	100.0%

BI2. Is at least one of the owners involved in the day-to-day operation of the business?

Responses	Series 1	Series 1 (%)
Yes	17	100.0%
Total	17	100.0%

BI3. Is at least one of the owners a resident of the community?

Responses	Series 1	Series 1 (%)
Yes	14	82.4%
No	3	17.6%
Total	17	100.0%

BI4. Does your business have a business plan?

Responses	Series 1	Series 1 (%)
Yes	9	52.9%
No (go to BI5)	8	47.1%
Total	17	100.0%

BI4. Does your business have a business plan? - When was it last updated?

Responses	Series 1	Series 1 (%)
Less than 1 year	4	44.4%
1 to 3 years	4	44.4%
4 to 5 years	1	11.1%
Total	9	100.0%

BI5. How many years has your business been in operation in this community?

Responses	Series 1	Series 1 (%)
1 to 3 years	2	11.8%
4 to 10 years	4	23.5%
11 to 25 years	5	29.4%
26 to 35 years	4	23.5%
Over 35 years	2	11.8%
Total	17	100.0%

BI6. How many years have the current owner/owners been operating this business?

Responses	Series 1	Series 1 (%)
1 to 3 years	2	11.8%
4 to 10 years	6	35.3%
11 to 25 years	6	35.3%
26 to 35 years	3	17.6%
Total	17	100.0%

BI7. Including owner/owners, how many employees work at this location?

Responses	Series 1	Series 1 (%)
1 - 4	10	58.8%
5 - 9	2	11.8%
10 - 19	2	11.8%
30 - 49	2	11.8%
50 - 99	1	5.9%
Total	17	100.0%

BI9. The primary market of your business is

Responses	Series 1	Series 1 (%)
Local	7	41.2%
Regional	5	29.4%
National	1	5.9%
International	4	23.5%
Total	17	100.0%

BC1. What is your general impression of this community as a place to do business?

Responses	Series 1	Series 1 (%)
No response	1	5.9%
Poor	4	23.5%
Fair	1	5.9%
Good	10	58.8%
Excellent	1	5.9%
Total	17	100.0%

BC2. In the past 3 years has your attitude about doing business in this community changed?

Responses	Series 1	Series 1 (%)
Yes, more positive (Go to question BC2b.)	7	43.8%
Yes, more negative (Go to question BC2c.)	4	25.0%
No change (Go to question BC3)	5	31.3%
Total	16	100.0%

BC3. How would you rate the following factors of doing business in this community? - Workforce

Responses	Series 1	Series 1 (%)
No response	5	29.4%
Poor	5	29.4%
Fair	2	11.8%
Good	4	23.5%
Excellent	1	5.9%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of serviced land

Responses	Series 1	Series 1 (%)
No response	9	52.9%
Poor	4	23.5%
Fair	2	11.8%
Good	2	11.8%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Land costs**

Responses	Series 1	Series 1 (%)
No response	6	35.3%
Fair	3	17.6%
Good	6	35.3%
Excellent	2	11.8%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Availability of space for rent or lease**

Responses	Series 1	Series 1 (%)
No response	5	29.4%
Poor	4	23.5%
Fair	3	17.6%
Good	3	17.6%
Excellent	2	11.8%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Development/building permit process**

Responses	Series 1	Series 1 (%)
No response	6	35.3%
Poor	1	5.9%
Fair	6	35.3%
Good	2	11.8%
Excellent	2	11.8%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Development charges**

Responses	Series 1	Series 1 (%)
No response	14	82.4%
Poor	1	5.9%
Fair	1	5.9%
Good	1	5.9%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Municipal property taxes**

Responses	Series 1	Series 1 (%)
No response	2	11.8%
Poor	3	17.6%
Fair	6	35.3%
Good	6	35.3%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Local roads and streets**

Responses	Series 1	Series 1 (%)
No response	1	5.9%
Fair	2	11.8%
Good	10	58.8%
Excellent	4	23.5%
Total	17	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Regional/Provincial roads and highways**

Responses	Series 1	Series 1 (%)
No response	1	5.9%
Fair	2	11.8%
Good	10	58.8%
Excellent	4	23.5%
Total	17	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Proximity to rail and airports**

Responses	Series 1	Series 1 (%)
No response	6	35.3%
Poor	3	17.6%
Fair	5	29.4%
Good	3	17.6%
Total	17	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of health and medical services**

Responses	Series 1	Series 1 (%)
Poor	5	29.4%
Fair	4	23.5%
Good	7	41.2%
Excellent	1	5.9%
Total	17	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Quality of life**

Responses	Series 1	Series 1 (%)
No response	1	5.9%
Poor	1	5.9%
Fair	1	5.9%
Good	6	35.3%
Excellent	8	47.1%
Total	17	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of adequate housing**

Responses	Series 1	Series 1 (%)
No response	1	5.9%
Poor	3	17.6%
Fair	4	23.5%
Good	9	52.9%
Total	17	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Support from municipality**

Responses	Series 1	Series 1 (%)
No response	1	5.9%
Poor	6	35.3%
Fair	6	35.3%
Good	4	23.5%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from other businesses

Responses	Series 1	Series 1 (%)
Fair	2	11.8%
Good	9	52.9%
Excellent	6	35.3%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from local residents

Responses	Series 1	Series 1 (%)
No response	3	17.6%
Fair	2	11.8%
Good	9	52.9%
Excellent	3	17.6%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cellular phone service

Responses	Series 1	Series 1 (%)
Poor	1	5.9%
Fair	3	17.6%
Good	11	64.7%
Excellent	2	11.8%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Internet service

Responses	Series 1	Series 1 (%)
Poor	2	11.8%
Fair	3	17.6%
Good	11	64.7%
Excellent	1	5.9%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater capacity

Responses	Series 1	Series 1 (%)
No response	7	41.2%
Poor	4	23.5%
Fair	2	11.8%
Good	4	23.5%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater fees

Responses	Series 1	Series 1 (%)
No response	10	58.8%
Poor	3	17.6%
Fair	1	5.9%
Good	3	17.6%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate electricity

Responses	Series 1	Series 1 (%)
No response	1	5.9%
Poor	2	11.8%
Fair	3	17.6%
Good	10	58.8%
Excellent	1	5.9%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of electricity

Responses	Series 1	Series 1 (%)
Poor	9	52.9%
Fair	5	29.4%
Good	2	11.8%
Excellent	1	5.9%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of natural gas

Responses	Series 1	Series 1 (%)
No response	4	23.5%
Poor	2	11.8%
Fair	2	11.8%
Good	6	35.3%
Excellent	3	17.6%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of natural gas

Responses	Series 1	Series 1 (%)
No response	4	23.5%
Poor	2	11.8%
Fair	4	23.5%
Good	4	23.5%
Excellent	3	17.6%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Other

Responses	Series 1	Series 1 (%)
No response	17	100.0%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Child care services

Responses	Series 1	Series 1 (%)
No response	8	47.1%
Poor	1	5.9%
Fair	2	11.8%
Good	3	17.6%
Excellent	3	17.6%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Schools (elementary and secondary)

Responses	Series 1	Series 1 (%)
No response	3	17.6%
Poor	1	5.9%
Fair	1	5.9%
Good	9	52.9%
Excellent	3	17.6%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Post-secondary education (college, university, and private college)

Responses	Series 1	Series 1 (%)
No response	5	29.4%
Fair	1	5.9%
Good	8	47.1%
Excellent	3	17.6%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Workforce planning/development board

Responses	Series 1	Series 1 (%)
No response	13	76.5%
Poor	2	11.8%
Fair	1	5.9%
Good	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Chamber of Commerce/Board of Trade

Responses	Series 1	Series 1 (%)
No response	13	76.5%
Poor	1	5.9%
Fair	2	11.8%
Excellent	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Business Improvement Area (BIA)

Responses	Series 1	Series 1 (%)
No response	17	100.0%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Community Futures Development Corporation (CFDC)

Responses	Series 1	Series 1 (%)
No response	15	88.2%
Fair	1	5.9%
Excellent	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Small Business Enterprise Centre

Responses	Series 1	Series 1 (%)
No response	16	94.1%
Good	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	11	64.7%
Fair	1	5.9%
Good	2	11.8%
Excellent	3	17.6%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	17	100.0%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Planning, engineering, zoning, and building permits

Responses	Series 1	Series 1 (%)
No response	8	47.1%
Poor	3	17.6%
Fair	1	5.9%
Good	4	23.5%
Excellent	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Economic development services

Responses	Series 1	Series 1 (%)
No response	5	29.4%
Poor	4	23.5%
Fair	3	17.6%
Good	5	29.4%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Health department/health unit approvals

Responses	Series 1	Series 1 (%)
No response	12	70.6%
Fair	1	5.9%
Good	3	17.6%
Excellent	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Police services

Responses	Series 1	Series 1 (%)
No response	1	5.9%
Poor	4	23.5%
Good	7	41.2%
Excellent	5	29.4%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Fire services

Responses	Series 1	Series 1 (%)
Fair	2	11.8%
Good	8	47.1%
Excellent	7	41.2%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Recreation facilities

Responses	Series 1	Series 1 (%)
No response	1	5.9%
Poor	2	11.8%
Fair	3	17.6%
Good	9	52.9%
Excellent	2	11.8%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Cultural facilities

Responses	Series 1	Series 1 (%)
No response	4	23.5%
Poor	1	5.9%
Good	9	52.9%
Excellent	3	17.6%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Parks and open spaces

Responses	Series 1	Series 1 (%)
Fair	1	5.9%
Good	12	70.6%
Excellent	4	23.5%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Street/road repair

Responses	Series 1	Series 1 (%)
Poor	5	29.4%
Fair	3	17.6%
Good	9	52.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Snow removal

Responses	Series 1	Series 1 (%)
Poor	1	5.9%
Fair	2	11.8%
Good	14	82.4%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Garbage/recycling

Responses	Series 1	Series 1 (%)
Poor	2	11.8%
Fair	2	11.8%
Good	12	70.6%
Excellent	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Public transit

Responses	Series 1	Series 1 (%)
No response	5	29.4%
Poor	12	70.6%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	17	100.0%
Total	17	100.0%

FP1. Within the next 18 months, which do you plan on

Responses	Series 1	Series 1 (%)
Remain the same	6	31.6%
Expanding(Go to question FP11)	11	57.9%
Downsizing (Go to question FP2)	1	5.3%
Relocating (Go to question FP5)	1	5.3%
Total	19	100.0%

FP3. Will your downsizing lead to a decrease in?

Responses	Series 1	Series 1 (%)
Workforce(How many?)	1	100.0%
Total	1	100.0%

FP3. Which would best describe your plans for your business over the next 3 years? - If Workforce, how many?

Responses	Series 1	Series 1 (%)
If Workforce, how many?	0	0.0%
Total	0	0.0%

FP4. Is there any assistance that could be provided to prevent/limit the downsizing of your business?

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

FP5. Where do you plan to relocate this business?

Responses	Series 1	Series 1 (%)
Outside the community (Specify location)	1	100.0%
Total	1	100.0%

FP12. Will your expansion require or lead to

Responses	Series 1	Series 1 (%)
An increase in workforce (If yes, how many?)	9	28.1%
An increase need for employee training	1	3.1%
An increase in floor space (If yes, how much?)	6	18.8%
Additional product line(s)	6	18.8%
Additional services for customers	4	12.5%
Process improvements	2	6.3%
Other (Specify)	4	12.5%
Total	32	100.0%

FP12. Will your expansion require or lead to - If an increase in floor space, how much? (square feet)

Responses	Series 1	Series 1 (%)
If an increase in workforce, how many?	36	0.2%
If a decrease in workforce, how many?	0	0.0%
If an increase in floor space, how much? (square feet)	18,500	99.8%
Total	18,536	100.0%

FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

Responses	Series 1	Series 1 (%)
Yes	7	63.6%
No	4	36.4%
Total	11	100.0%

FP14. Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

Responses	Series 1	Series 1 (%)
Yes	7	70.0%
No	3	30.0%
Total	10	100.0%

FP15. Is your business currently experiencing difficulties with your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	8	72.7%
No	3	27.3%
Total	11	100.0%

FP16. Could the community potentially provide some assistance to support your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	7	70.0%
No	3	30.0%
Total	10	100.0%

BD1. What is the outlook for your industry?

Responses	Series 1	Series 1 (%)
Growing	10	58.8%
Declining	2	11.8%
Stable (Go to question BD2)	5	29.4%
Total	17	100.0%

BD2. Please give an approximate annual sales range for your business

Responses	Series 1	Series 1 (%)
\$0 - \$99,999	5	31.3%
\$100,000 - \$249,999	2	12.5%
\$500,000 - \$999,999	1	6.3%
\$1,000,000 - \$4,999,999	5	31.3%
\$5,000,000 - \$9,999,999	1	6.3%
Prefer not to answer	2	12.5%
Total	16	100.0%

BD3. Are your projected sales in the next year expected to

Responses	Series 1	Series 1 (%)
Increase	9	52.9%
Decrease	1	5.9%
Remain the same (Go to question BD4)	6	35.3%
Not sure (Go to question BD4)	1	5.9%
Total	17	100.0%

BD4. How would you rate your business related to the use of technology?

Responses	Series 1	Series 1 (%)
Low	3	17.6%
Moderate	8	47.1%
High	2	11.8%
Very High	4	23.5%
Total	17	100.0%

BD5. Is your business currently experiencing any barriers related to your information technology requirements?

Responses	Series 1	Series 1 (%)
No barriers currently being experienced	6	24.0%
Internet speed	4	16.0%
Internet access	6	24.0%
Internet cost	4	16.0%
Hardware/software support	2	8.0%
Knowledge and training	1	4.0%
Other (Specify)	2	8.0%
Total	25	100.0%

BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?

Responses	Series 1	Series 1 (%)
Joint product purchasing	3	9.1%
Joint marketing	10	30.3%
Joint training	6	18.2%
Networking/information sharing	7	21.2%
None	6	18.2%
Other (Specify)	1	3.0%
Total	33	100.0%

BD8. Does your business own or lease its facility/facilities?

Responses	Series 1	Series 1 (%)
Own (Go to Workforce Section)	14	82.4%
Lease	3	17.6%
Total	17	100.0%

BD8. Does your business own or lease its facility/facilities? - When does the lease expire?

Responses	Series 1	Series 1 (%)
Over 3 years from now	1	100.0%
Total	1	100.0%

BD8. Does your business own or lease its facility/facilities? - Do you anticipate any problems in renewing the lease?

Responses	Series 1	Series 1 (%)
Yes	1	50.0%
No	1	50.0%
Total	2	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Series 1	Series 1 (%)
Increased	5	29.4%
Decreased	2	11.8%
Remain the same	10	58.8%
Total	17	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same? - If Decreased, by how many?

Responses	Series 1	Series 1 (%)
If Increased, by how many?	29	82.9%
If Decreased, by how many?	6	17.1%
Total	35	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Availability of qualified workers

Responses	Series 1	Series 1 (%)
No response	2	11.8%
Poor	6	35.3%
Fair	5	29.4%
Good	4	23.5%
Total	17	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Stability of the workforce

Responses	Series 1	Series 1 (%)
No response	3	17.6%
Poor	6	35.3%
Fair	2	11.8%
Good	5	29.4%
Excellent	1	5.9%
Total	17	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to attract new employees

Responses	Series 1	Series 1 (%)
No response	2	11.8%
Poor	4	23.5%
Fair	9	52.9%
Good	2	11.8%
Total	17	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to retain new employees

Responses	Series 1	Series 1 (%)
No response	2	11.8%
Poor	2	11.8%
Fair	4	23.5%
Good	9	52.9%
Total	17	100.0%

WF3. Does your business currently have difficulty hiring?

Responses	Series 1	Series 1 (%)
Yes	8	50.0%
No (Go to question WF4)	8	50.0%
Total	16	100.0%

WF3. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges?

Responses	Series 1	Series 1 (%)
Too few applicants	5	22.7%
Lack of appropriate skills or training	7	31.8%
Lack of relevant experience	7	31.8%
Other	3	13.6%
Total	22	100.0%

WF3. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to the community or industry?

Responses	Series 1	Series 1 (%)
Community	5	62.5%
Industry	3	37.5%
Total	8	100.0%

WF4. How do you currently recruit new employees?

Responses	Series 1	Series 1 (%)
Through your personal network	5	11.9%
Employment centres and websites (job boards)	9	21.4%
Local media advertising	1	2.4%
Your own website	2	4.8%
Referrals from friends or current employees	11	26.2%
Unsolicited resumes	10	23.8%
Other (Specify)	4	9.5%
Total	42	100.0%

WF5. Does your business have difficulty retaining employees?

Responses	Series 1	Series 1 (%)
Yes	5	31.3%
No (Go to question WF6)	11	68.8%
Total	16	100.0%

WF5. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees?

Responses	Series 1	Series 1 (%)
Wages	2	33.3%
Seasonal	2	33.3%
Work environment (Specify)	1	16.7%
Other (Specify)	1	16.7%
Total	6	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?

Responses	Series 1	Series 1 (%)
Yes	7	41.2%
No	10	58.8%
Total	17	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs? - If No, are you interested in information?

Responses	Series 1	Series 1 (%)
Yes	6	60.0%
No	4	40.0%
Total	10	100.0%

WF7. Does your business currently use any external training?

Responses	Series 1	Series 1 (%)
Yes	9	52.9%
No	8	47.1%
Total	17	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?

Responses	Series 1	Series 1 (%)
Yes	6	35.3%
No	11	64.7%
Total	17	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify

Responses	Series 1	Series 1 (%)
Cost	0	0.0%
Availability of training locally	0	0.0%
Unable to release employees	0	0.0%
Other	0	0.0%
No	11	100.0%
Total	11	100.0%

WF9. Are there any training programs/topics that would be beneficial to you and your employees?

Responses	Series 1	Series 1 (%)
Yes	8	57.1%
No	6	42.9%
Total	14	100.0%

CD1. Do you know of a business that may have an interest in locating in this community?

Responses	Series 1	Series 1 (%)
Yes	1	5.9%
No (Go to question CD2)	16	94.1%
Total	17	100.0%

1. Would you be willing to provide the contact information for the business in support of a community business attraction strategy? - Contact business directly

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

CD5. What assistance or opportunities would be beneficial to support your business?

Responses	Series 1	Series 1 (%)
Succession planning	2	6.5%
Marketing seminars	1	3.2%
Access to capital seminars	1	3.2%
Trade shows	5	16.1%
Business networking sessions	3	9.7%
Export development programs and services	2	6.5%
Joint advertising and marketing	8	25.8%
Attraction of related supply & services businesses	1	3.2%
Workforce planning, employee training and attraction	2	6.5%
Productivity improvement workshops	1	3.2%
E-marketing, social media and online content workshops	2	6.5%
Other (Specify)	3	9.7%
Total	31	100.0%

CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?

Responses	Series 1	Series 1 (%)
Yes	17	100.0%
Total	17	100.0%

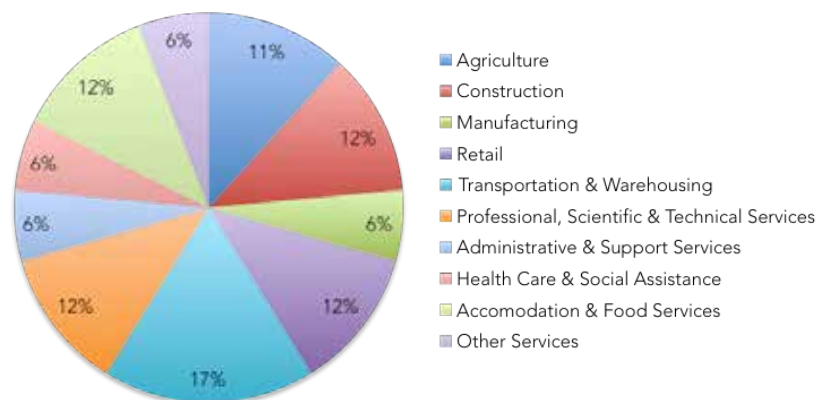


Appendix H: McMurrich / Monteith Community Overview & Survey Results

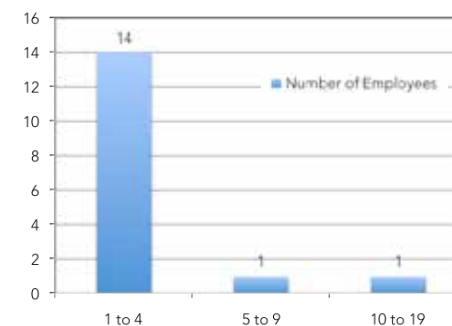
PARTICIPANT PROFILE

Of the **17 businesses** that participated in the interviews, 100% were "locally owned and operated with one location".

The 17 businesses surveyed were represented in the following industries:



Data indicated that out of the 17* businesses surveyed:



WORKFORCE



24%

of businesses stated they are looking to hire within the next 18 months

44%



of businesses stated they have difficulty finding qualified people

EXPANSION OPPORTUNITIES



60%

of businesses stated they are looking to expand within the next 18 months

41%



of businesses stated there is limited service land or available space for rent or lease.

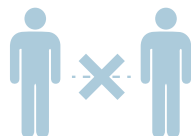


EXIT STRATEGY

of businesses stated they plan to retire in the next 18 months

18%

67%



of those stated they do not have a succession plan.

REGIONAL COLLABORATION



56%

of businesses stated they had no contact with service organizations and were unaware of programs and services available.

of businesses stated they are interested in collaborating on local and regional initiatives.

58%

TOP DISADVANTAGES AS A PLACE TO DO BUSINESS

- Remoteness of area makes it difficult and costly to access supplies and to transport goods
- Lack of new businesses or expansions in the area in part due to limited support from municipality
- Small population with low income makes it difficult for businesses to succeed

TOP ADVANTAGES AS A PLACE TO DO BUSINESS

- ☐ Slower pace, natural landscape, friendliness of people and relaxed lifestyle
- ☐ Strong tourism sector with great potential for growth
- ☐ Low taxes and flexible zoning



Power Search - Summary

BI1. Which of the following best describes your business?

Responses	Series 1	Series 1 (%)
Locally owned and operated, with one location	17	100.0%
Total	17	100.0%

BI2. Is at least one of the owners involved in the day-to-day operation of the business?

Responses	Series 1	Series 1 (%)
Yes	17	100.0%
Total	17	100.0%

BI3. Is at least one of the owners a resident of the community?

Responses	Series 1	Series 1 (%)
Yes	17	100.0%
Total	17	100.0%

BI4. Does your business have a business plan?

Responses	Series 1	Series 1 (%)
Yes	4	23.5%
No (go to BI5)	13	76.5%
Total	17	100.0%

BI4. Does your business have a business plan? - When was it last updated?

Responses	Series 1	Series 1 (%)
Less than 1 year	1	25.0%
1 to 3 years	1	25.0%
4 to 5 years	1	25.0%
Greater than 5 years	1	25.0%
Total	4	100.0%

BI5. How many years has your business been in operation in this community?

Responses	Series 1	Series 1 (%)
Less than 1 year	2	11.8%
1 to 3 years	4	23.5%
4 to 10 years	4	23.5%
11 to 25 years	3	17.6%
26 to 35 years	2	11.8%
Over 35 years	2	11.8%
Total	17	100.0%

BI6. How many years have the current owner/owners been operating this business?

Responses	Series 1	Series 1 (%)
Less than 1 year	1	5.9%
1 to 3 years	4	23.5%
4 to 10 years	8	47.1%
11 to 25 years	3	17.6%
26 to 35 years	1	5.9%
Total	17	100.0%

BI7. Including owner/owners, how many employees work at this location?

Responses	Series 1	Series 1 (%)
1 - 4	14	87.5%
5 - 9	1	6.3%
10 - 19	1	6.3%
Total	16	100.0%

BI9. The primary market of your business is

Responses	Series 1	Series 1 (%)
Local	5	29.4%
Regional	8	47.1%
National	1	5.9%
International	3	17.6%
Total	17	100.0%

BC1. What is your general impression of this community as a place to do business?

Responses	Series 1	Series 1 (%)
Poor	1	5.9%
Fair	8	47.1%
Good	7	41.2%
Excellent	1	5.9%
Total	17	100.0%

BC2. In the past 3 years has your attitude about doing business in this community changed?

Responses	Series 1	Series 1 (%)
Yes, more positive (Go to question BC2b.)	5	29.4%
Yes, more negative (Go to question BC2c.)	2	11.8%
No change (Go to question BC3)	10	58.8%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Workforce

Responses	Series 1	Series 1 (%)
No response	4	23.5%
Poor	6	35.3%
Fair	6	35.3%
Good	1	5.9%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of serviced land

Responses	Series 1	Series 1 (%)
No response	8	47.1%
Poor	2	11.8%
Fair	5	29.4%
Good	2	11.8%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Land costs

Responses	Series 1	Series 1 (%)
No response	8	47.1%
Poor	2	11.8%
Fair	2	11.8%
Good	3	17.6%
Excellent	2	11.8%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of space for rent or lease

Responses	Series 1	Series 1 (%)
No response	10	58.8%
Poor	5	29.4%
Fair	1	5.9%
Good	1	5.9%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development/building permit process

Responses	Series 1	Series 1 (%)
No response	2	11.8%
Poor	4	23.5%
Fair	2	11.8%
Good	9	52.9%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development charges

Responses	Series 1	Series 1 (%)
No response	8	47.1%
Fair	4	23.5%
Good	4	23.5%
Excellent	1	5.9%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Municipal property taxes

Responses	Series 1	Series 1 (%)
Poor	3	17.6%
Fair	5	29.4%
Good	8	47.1%
Excellent	1	5.9%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Local roads and streets

Responses	Series 1	Series 1 (%)
Poor	3	17.6%
Fair	2	11.8%
Good	11	64.7%
Excellent	1	5.9%
Total	17	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Regional/Provincial roads and highways**

Responses	Series 1	Series 1 (%)
Poor	3	17.6%
Fair	2	11.8%
Good	11	64.7%
Excellent	1	5.9%
Total	17	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Proximity to rail and airports**

Responses	Series 1	Series 1 (%)
No response	10	58.8%
Poor	4	23.5%
Fair	2	11.8%
Good	1	5.9%
Total	17	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of health and medical services**

Responses	Series 1	Series 1 (%)
No response	1	5.9%
Poor	1	5.9%
Fair	4	23.5%
Good	11	64.7%
Total	17	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Quality of life**

Responses	Series 1	Series 1 (%)
Fair	4	23.5%
Good	6	35.3%
Excellent	7	41.2%
Total	17	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of adequate housing**

Responses	Series 1	Series 1 (%)
No response	8	47.1%
Poor	2	11.8%
Fair	2	11.8%
Good	5	29.4%
Total	17	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Support from municipality**

Responses	Series 1	Series 1 (%)
Poor	6	35.3%
Fair	6	35.3%
Good	4	23.5%
Excellent	1	5.9%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from other businesses

Responses	Series 1	Series 1 (%)
Poor	4	23.5%
Fair	4	23.5%
Good	9	52.9%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from local residents

Responses	Series 1	Series 1 (%)
Poor	2	11.8%
Fair	3	17.6%
Good	10	58.8%
Excellent	2	11.8%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cellular phone service

Responses	Series 1	Series 1 (%)
Poor	7	41.2%
Fair	2	11.8%
Good	8	47.1%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Internet service

Responses	Series 1	Series 1 (%)
Poor	6	35.3%
Fair	4	23.5%
Good	7	41.2%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater capacity

Responses	Series 1	Series 1 (%)
No response	13	76.5%
Poor	1	5.9%
Good	2	11.8%
Excellent	1	5.9%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater fees

Responses	Series 1	Series 1 (%)
No response	16	94.1%
Good	1	5.9%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate electricity

Responses	Series 1	Series 1 (%)
No response	1	5.9%
Poor	3	17.6%
Fair	5	29.4%
Good	8	47.1%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of electricity

Responses	Series 1	Series 1 (%)
No response	1	5.9%
Poor	14	82.4%
Fair	2	11.8%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of natural gas

Responses	Series 1	Series 1 (%)
No response	7	41.2%
Poor	9	52.9%
Fair	1	5.9%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of natural gas

Responses	Series 1	Series 1 (%)
No response	17	100.0%
Total	17	100.0%

BC3. How would you rate the following factors of doing business in this community? - Other

Responses	Series 1	Series 1 (%)
No response	16	94.1%
Good	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Child care services

Responses	Series 1	Series 1 (%)
No response	14	82.4%
Poor	1	5.9%
Fair	1	5.9%
Good	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Schools (elementary and secondary)

Responses	Series 1	Series 1 (%)
No response	7	41.2%
Poor	2	11.8%
Fair	3	17.6%
Good	5	29.4%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Post-secondary education (college, university, and private college)

Responses	Series 1	Series 1 (%)
No response	8	47.1%
Poor	5	29.4%
Fair	3	17.6%
Good	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Workforce planning/development board

Responses	Series 1	Series 1 (%)
No response	11	64.7%
Poor	2	11.8%
Fair	2	11.8%
Good	1	5.9%
Excellent	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Chamber of Commerce/Board of Trade

Responses	Series 1	Series 1 (%)
No response	5	29.4%
Poor	2	11.8%
Fair	3	17.6%
Good	6	35.3%
Excellent	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Business Improvement Area (BIA)

Responses	Series 1	Series 1 (%)
No response	14	82.4%
Fair	1	5.9%
Good	2	11.8%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Community Futures Development Corporation (CFDC)

Responses	Series 1	Series 1 (%)
No response	15	88.2%
Poor	1	5.9%
Excellent	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Small Business Enterprise Centre

Responses	Series 1	Series 1 (%)
No response	14	82.4%
Poor	1	5.9%
Good	2	11.8%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	13	76.5%
Good	4	23.5%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	16	94.1%
Good	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Planning, engineering, zoning, and building permits

Responses	Series 1	Series 1 (%)
No response	2	11.8%
Poor	3	17.6%
Fair	4	23.5%
Good	8	47.1%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Economic development services

Responses	Series 1	Series 1 (%)
No response	5	29.4%
Poor	2	11.8%
Fair	6	35.3%
Good	3	17.6%
Excellent	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Health department/health unit approvals

Responses	Series 1	Series 1 (%)
No response	8	47.1%
Poor	2	11.8%
Fair	2	11.8%
Good	4	23.5%
Excellent	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Police services

Responses	Series 1	Series 1 (%)
No response	1	5.9%
Poor	2	11.8%
Fair	3	17.6%
Good	10	58.8%
Excellent	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Fire services

Responses	Series 1	Series 1 (%)
No response	1	5.9%
Poor	1	5.9%
Fair	2	11.8%
Good	9	52.9%
Excellent	4	23.5%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Recreation facilities

Responses	Series 1	Series 1 (%)
No response	3	17.6%
Poor	1	5.9%
Fair	5	29.4%
Good	8	47.1%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Cultural facilities

Responses	Series 1	Series 1 (%)
No response	12	70.6%
Poor	1	5.9%
Fair	1	5.9%
Good	2	11.8%
Excellent	1	5.9%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Parks and open spaces

Responses	Series 1	Series 1 (%)
No response	1	5.9%
Poor	2	11.8%
Fair	3	17.6%
Good	9	52.9%
Excellent	2	11.8%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Support from local residents

Responses	Series 1	Series 1 (%)
Good	4	100.0%
Total	4	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Street/road repair

Responses	Series 1	Series 1 (%)
Poor	3	17.6%
Fair	1	5.9%
Good	13	76.5%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Snow removal

Responses	Series 1	Series 1 (%)
Poor	1	5.9%
Fair	3	17.6%
Good	11	64.7%
Excellent	2	11.8%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Garbage/recycling

Responses	Series 1	Series 1 (%)
Poor	2	11.8%
Fair	5	29.4%
Good	7	41.2%
Excellent	3	17.6%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Public transit

Responses	Series 1	Series 1 (%)
No response	13	76.5%
Poor	4	23.5%
Total	17	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	16	94.1%
Fair	1	5.9%
Total	17	100.0%

FP1. Within the next 18 months, which do you plan on

Responses	Series 1	Series 1 (%)
Remain the same	4	20.0%
Expanding(Go to question FP11)	12	60.0%
Selling (Go to question FP8)	3	15.0%
Closing (Go to question FP17)	1	5.0%
Total	20	100.0%

FP3. Which would best describe your plans for your business over the next 3 years? - If Workforce, how many?

Responses	Series 1	Series 1 (%)
If Workforce, how many?	0	0.0%
Total	0	0.0%

FP8. Why are you selling your business?

Responses	Series 1	Series 1 (%)
Retirement	3	42.9%
Workload	2	28.6%
Personal	1	14.3%
Other	1	14.3%
Total	7	100.0%

FP9. Do you have a succession plan for your business?

Responses	Series 1	Series 1 (%)
Yes	1	33.3%
No	2	66.7%
Total	3	100.0%

FP9. Do you have a succession plan for your business? - Would you like assistance/information with developing a succession plan?

Responses	Series 1	Series 1 (%)
Yes	1	33.3%
No	2	66.7%
Total	3	100.0%

FP10. Would you like assistance/information on selling your business?

Responses	Series 1	Series 1 (%)
Yes	1	50.0%
No	1	50.0%
Total	2	100.0%

FP12. Will your expansion require or lead to

Responses	Series 1	Series 1 (%)
An increase in workforce (If yes, how many?)	9	24.3%
An increase need for employee training	5	13.5%
An increase in floor space (If yes, how much?)	3	8.1%
Additional product line(s)	7	18.9%
Additional services for customers	8	21.6%
Process improvements	2	5.4%
Other (Specify)	3	8.1%
Total	37	100.0%

FP12. Will your expansion require or lead to - If an increase in floor space, how much? (square feet)

Responses	Series 1	Series 1 (%)
If an increase in workforce, how many?	15	0.6%
If a decrease in workforce, how many?	0	0.0%
If an increase in floor space, how much? (square feet)	2,350	99.4%
Total	2,365	100.0%

FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

Responses	Series 1	Series 1 (%)
Yes	6	54.5%
No	5	45.5%
Total	11	100.0%

FP14. Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

Responses	Series 1	Series 1 (%)
Yes	11	100.0%
Total	11	100.0%

FP15. Is your business currently experiencing difficulties with your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	8	66.7%
No	4	33.3%
Total	12	100.0%

FP16. Could the community potentially provide some assistance to support your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	7	70.0%
No	3	30.0%
Total	10	100.0%

FP17. Do you plan to close this business at this location without re-opening in another location?

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

FP18. Could the community potentially provide any assistance to prevent the closure of your business?

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

BD1. What is the outlook for your industry?

Responses	Series 1	Series 1 (%)
Growing	10	58.8%
Stable (Go to question BD2)	3	17.6%
Not sure (Go to question BD2)	4	23.5%
Total	17	100.0%

BD2. Please give an approximate annual sales range for your business

Responses	Series 1	Series 1 (%)
\$0 - \$99,999	5	29.4%
\$100,000 - \$249,999	5	29.4%
\$250,000 - \$499,999	1	5.9%
\$500,000 - \$999,999	1	5.9%
Prefer not to answer	5	29.4%
Total	17	100.0%

BD3. Are your projected sales in the next year expected to

Responses	Series 1	Series 1 (%)
Increase	10	58.8%
Remain the same (Go to question BD4)	3	17.6%
Not sure (Go to question BD4)	4	23.5%
Total	17	100.0%

BD4. How would you rate your business related to the use of technology?

Responses	Series 1	Series 1 (%)
Very low	1	5.9%
Low	5	29.4%
Moderate	7	41.2%
High	1	5.9%
Very High	3	17.6%
Total	17	100.0%

BD5. Is your business currently experiencing any barriers related to your information technology requirements?

Responses	Series 1	Series 1 (%)
No barriers currently being experienced	2	4.9%
Internet speed	10	24.4%
Internet access	7	17.1%
Internet cost	7	17.1%
Hardware/software support	5	12.2%
Knowledge and training	7	17.1%
Other (Specify)	3	7.3%
Total	41	100.0%

BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?

Responses	Series 1	Series 1 (%)
Joint product purchasing	4	11.1%
Joint marketing	10	27.8%
Joint training	7	19.4%
Networking/information sharing	13	36.1%
None	2	5.6%
Total	36	100.0%

BD8. Does your business own or lease its facility/facilities?

Responses	Series 1	Series 1 (%)
Own (Go to Workforce Section)	16	94.1%
Lease	1	5.9%
Total	17	100.0%

BD8. Does your business own or lease its facility/facilities? - When does the lease expire?

Responses	Series 1	Series 1 (%)
Over 3 years from now	1	100.0%
Total	1	100.0%

BD8. Does your business own or lease its facility/facilities? - Do you anticipate any problems in renewing the lease?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Series 1	Series 1 (%)
Increased	2	11.8%
Decreased	1	5.9%
Remain the same	14	82.4%
Total	17	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same? - If Decreased, by how many?

Responses	Series 1	Series 1 (%)
If Increased, by how many?	4	66.7%
If Decreased, by how many?	2	33.3%
Total	6	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Availability of qualified workers

Responses	Series 1	Series 1 (%)
No response	7	41.2%
Poor	7	41.2%
Fair	1	5.9%
Good	2	11.8%
Total	17	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Stability of the workforce

Responses	Series 1	Series 1 (%)
No response	8	47.1%
Poor	1	5.9%
Fair	4	23.5%
Good	3	17.6%
Excellent	1	5.9%
Total	17	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to attract new employees

Responses	Series 1	Series 1 (%)
No response	8	47.1%
Poor	3	17.6%
Fair	3	17.6%
Good	3	17.6%
Total	17	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to retain new employees

Responses	Series 1	Series 1 (%)
No response	10	58.8%
Poor	2	11.8%
Fair	1	5.9%
Good	3	17.6%
Excellent	1	5.9%
Total	17	100.0%

WF3. Does your business currently have difficulty hiring?

Responses	Series 1	Series 1 (%)
Yes	7	43.8%
No (Go to question WF4)	9	56.3%
Total	16	100.0%

WF3. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges?

Responses	Series 1	Series 1 (%)
Too few applicants	2	12.5%
Lack of appropriate skills or training	5	31.3%
Lack of relevant experience	4	25.0%
Other	5	31.3%
Total	16	100.0%

WF3. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to the community or industry?

Responses	Series 1	Series 1 (%)
Community	6	60.0%
Industry	4	40.0%
Total	10	100.0%

WF4. How do you currently recruit new employees?

Responses	Series 1	Series 1 (%)
Through your personal network	5	20.0%
Employment centres and websites (job boards)	3	12.0%
"Hiring" sign on your premises	1	4.0%
Referrals from friends or current employees	7	28.0%
Social Media applications such as LinkedIn or Facebook	1	4.0%
Unsolicited resumes	5	20.0%
Other (Specify)	3	12.0%
Total	25	100.0%

WF5. Does your business have difficulty retaining employees?

Responses	Series 1	Series 1 (%)
Yes	1	6.3%
No (Go to question WF6)	15	93.8%
Total	16	100.0%

WF5. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees?

Responses	Series 1	Series 1 (%)
Seasonal	1	33.3%
Work environment (Specify)	1	33.3%
Other (Specify)	1	33.3%
Total	3	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?

Responses	Series 1	Series 1 (%)
Yes	1	5.9%
No	16	94.1%
Total	17	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs? - If No, are you interested in information?

Responses	Series 1	Series 1 (%)
Yes	7	50.0%
No	7	50.0%
Total	14	100.0%

WF7. Does your business currently use any external training?

Responses	Series 1	Series 1 (%)
Yes	10	58.8%
No	7	41.2%
Total	17	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?

Responses	Series 1	Series 1 (%)
Yes	10	58.8%
No	7	41.2%
Total	17	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify

Responses	Series 1	Series 1 (%)
Cost	0	0.0%
Awareness of existing training programs	0	0.0%
Awareness of training support programs	0	0.0%
Availability of training locally	0	0.0%
Unable to release employees	0	0.0%
Other	0	0.0%
No	7	100.0%
Total	7	100.0%

WF9. Are there any training programs/topics that would be beneficial to you and your employees?

Responses	Series 1	Series 1 (%)
Yes	10	58.8%
No	7	41.2%
Total	17	100.0%

CD1. Do you know of a business that may have an interest in locating in this community?

Responses	Series 1	Series 1 (%)
Yes	4	23.5%
No (Go to question CD2)	13	76.5%
Total	17	100.0%

1. Would you be willing to provide the contact information for the business in support of a community business attraction strategy? - Contact business directly

Responses	Series 1	Series 1 (%)
Yes	3	100.0%
Total	3	100.0%

1. Would you be willing to contact this company on behalf of our community as part of a business attraction strategy? - Provide the contact information for this business

Responses	Series 1	Series 1 (%)
Yes	3	75.0%
No	1	25.0%
Total	4	100.0%

CD5. What assistance or opportunities would be beneficial to support your business?

Responses	Series 1	Series 1 (%)
Updating business plan	7	6.9%
Succession planning	8	7.9%
Marketing seminars	8	7.9%
Access to capital seminars	10	9.9%
Trade shows	8	7.9%
Business networking sessions	12	11.9%
Export development programs and services	4	4.0%
Joint advertising and marketing	13	12.9%
Attraction of related supply & services businesses	8	7.9%
Workforce planning, employee training and attraction	7	6.9%
Productivity improvement workshops	2	2.0%
E-marketing, social media and online content workshops	13	12.9%
Other (Specify)	1	1.0%
Total	101	100.0%

CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?

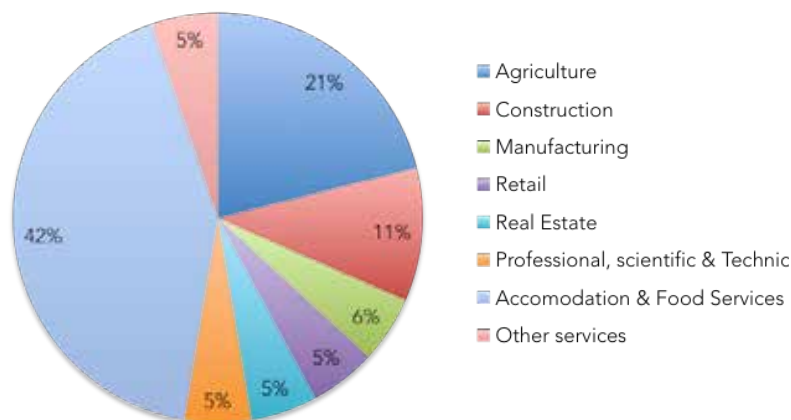
Responses	Series 1	Series 1 (%)
Yes	17	100.0%
Total	17	100.0%

Appendix I: Kearney Community Overview & Survey Results

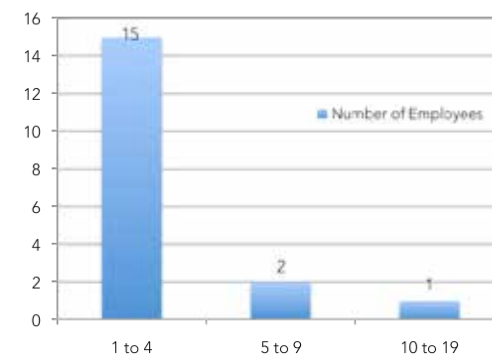
PARTICIPANT PROFILE

Of the **19 businesses** that participated in the interviews, 90% were "locally owned and operated with one location" and 10% were "locally owned and operated with more than one location".

The 19 businesses surveyed were represented in the following industries:



Data indicated that out of the 19* businesses surveyed:



WORKFORCE

 **32%**

of businesses stated they are looking to hire within the next 18 months

42% 

of businesses stated they have difficulty finding qualified people

EXPANSION OPPORTUNITIES

 **57%**

of businesses stated they are looking to expand within the next 18 months

42% 

of businesses stated there is limited service land or available space for rent or lease.

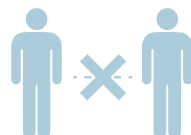


EXIT STRATEGY

of businesses stated they plan to retire in the next 18 months

5%

100%



of those stated they do not have a succession plan.

REGIONAL COLLABORATION



56%

of businesses stated they had no contact with service organizations and were unaware of programs and services available.

of businesses stated they are interested in collaborating on local and regional initiatives.

70%

TOP DISADVANTAGES AS A PLACE TO DO BUSINESS

- Remoteness / isolation of the community and distance to markets, potential client base and amenities
- Limitations with respect to internet services, lack of public transportation, signage and municipal services including garbage pick-up and water & sewer
- Limited promotion to attract visitors, residents and businesses

TOP ADVANTAGES AS A PLACE TO DO BUSINESS

- ☐ Proximity to Algonquin Park and the recreational and outdoor opportunities it brings
- ☐ Strong tourism sector which attracts large numbers of visitors to the area
- ☐ Availability and affordability of land



*Note: Number of responses may not correspond to the number of surveys completed due to respondents not answering identified questions.

Power Search - Summary

BI1. Which of the following best describes your business?

Responses	Series 1	Series 1 (%)
Locally owned and operated, with one location	17	89.5%
Locally owned and operated, with more than one location (Specify number)	2	10.5%
Total	19	100.0%

BI2. Is at least one of the owners involved in the day-to-day operation of the business?

Responses	Series 1	Series 1 (%)
Yes	18	94.7%
No	1	5.3%
Total	19	100.0%

BI3. Is at least one of the owners a resident of the community?

Responses	Series 1	Series 1 (%)
Yes	19	100.0%
Total	19	100.0%

BI4. Does your business have a business plan?

Responses	Series 1	Series 1 (%)
Yes	9	47.4%
No (go to BI5)	10	52.6%
Total	19	100.0%

BI4. Does your business have a business plan? - When was it last updated?

Responses	Series 1	Series 1 (%)
Less than 1 year	4	44.4%
1 to 3 years	1	11.1%
4 to 5 years	1	11.1%
Greater than 5 years	3	33.3%
Total	9	100.0%

BI5. How many years has your business been in operation in this community?

Responses	Series 1	Series 1 (%)
Less than 1 year	1	5.3%
1 to 3 years	3	15.8%
4 to 10 years	8	42.1%
11 to 25 years	1	5.3%
26 to 35 years	2	10.5%
Over 35 years	4	21.1%
Total	19	100.0%

BI6. How many years have the current owner/owners been operating this business?

Responses	Series 1	Series 1 (%)
Less than 1 year	1	5.3%
1 to 3 years	4	21.1%
4 to 10 years	8	42.1%
11 to 25 years	4	21.1%
26 to 35 years	1	5.3%
Over 35 years	1	5.3%
Total	19	100.0%

BI7. Including owner/owners, how many employees work at this location?

Responses	Series 1	Series 1 (%)
1 - 4	15	83.3%
5 - 9	2	11.1%
10 - 19	1	5.6%
Total	18	100.0%

BI9. The primary market of your business is

Responses	Series 1	Series 1 (%)
Local	8	42.1%
Regional	8	42.1%
National	2	10.5%
International	1	5.3%
Total	19	100.0%

BC1. What is your general impression of this community as a place to do business?

Responses	Series 1	Series 1 (%)
Poor	3	15.8%
Fair	5	26.3%
Good	7	36.8%
Excellent	4	21.1%
Total	19	100.0%

BC2. In the past 3 years has your attitude about doing business in this community changed?

Responses	Series 1	Series 1 (%)
Yes, more positive (Go to question BC2b.)	8	42.1%
No change (Go to question BC3)	11	57.9%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Workforce**

Responses	Series 1	Series 1 (%)
No response	4	21.1%
Poor	4	21.1%
Fair	2	10.5%
Good	9	47.4%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Availability of serviced land**

Responses	Series 1	Series 1 (%)
No response	11	57.9%
Poor	3	15.8%
Fair	1	5.3%
Good	4	21.1%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Land costs**

Responses	Series 1	Series 1 (%)
No response	6	31.6%
Poor	2	10.5%
Fair	2	10.5%
Good	6	31.6%
Excellent	3	15.8%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of space for rent or lease

Responses	Series 1	Series 1 (%)
No response	10	52.6%
Poor	5	26.3%
Fair	2	10.5%
Good	2	10.5%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development/building permit process

Responses	Series 1	Series 1 (%)
No response	2	10.5%
Poor	3	15.8%
Fair	5	26.3%
Good	6	31.6%
Excellent	3	15.8%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development charges

Responses	Series 1	Series 1 (%)
No response	8	42.1%
Poor	3	15.8%
Fair	4	21.1%
Good	2	10.5%
Excellent	2	10.5%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Municipal property taxes

Responses	Series 1	Series 1 (%)
No response	1	5.3%
Poor	5	26.3%
Fair	5	26.3%
Good	5	26.3%
Excellent	3	15.8%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Local roads and streets

Responses	Series 1	Series 1 (%)
Fair	2	10.5%
Good	14	73.7%
Excellent	3	15.8%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Regional/Provincial roads and highways

Responses	Series 1	Series 1 (%)
Fair	2	10.5%
Good	14	73.7%
Excellent	3	15.8%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Proximity to rail and airports

Responses	Series 1	Series 1 (%)
No response	7	36.8%
Poor	8	42.1%
Fair	1	5.3%
Good	2	10.5%
Excellent	1	5.3%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of health and medical services

Responses	Series 1	Series 1 (%)
No response	1	5.3%
Poor	6	31.6%
Fair	4	21.1%
Good	6	31.6%
Excellent	2	10.5%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Quality of life

Responses	Series 1	Series 1 (%)
Poor	1	5.3%
Fair	1	5.3%
Good	9	47.4%
Excellent	8	42.1%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate housing

Responses	Series 1	Series 1 (%)
No response	7	36.8%
Poor	2	10.5%
Fair	4	21.1%
Good	6	31.6%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from municipality

Responses	Series 1	Series 1 (%)
No response	1	5.3%
Poor	4	21.1%
Fair	2	10.5%
Good	8	42.1%
Excellent	4	21.1%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from other businesses

Responses	Series 1	Series 1 (%)
Poor	2	10.5%
Fair	3	15.8%
Good	14	73.7%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from local residents

Responses	Series 1	Series 1 (%)
Poor	3	15.8%
Fair	3	15.8%
Good	7	36.8%
Excellent	6	31.6%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cellular phone service

Responses	Series 1	Series 1 (%)
Poor	7	36.8%
Fair	4	21.1%
Good	3	15.8%
Excellent	5	26.3%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Internet service

Responses	Series 1	Series 1 (%)
Poor	4	21.1%
Fair	3	15.8%
Good	8	42.1%
Excellent	4	21.1%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater capacity

Responses	Series 1	Series 1 (%)
No response	13	68.4%
Poor	1	5.3%
Good	2	10.5%
Excellent	3	15.8%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater fees

Responses	Series 1	Series 1 (%)
No response	17	89.5%
Poor	1	5.3%
Excellent	1	5.3%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate electricity

Responses	Series 1	Series 1 (%)
No response	1	5.3%
Poor	5	26.3%
Fair	2	10.5%
Good	7	36.8%
Excellent	4	21.1%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of electricity

Responses	Series 1	Series 1 (%)
No response	2	10.5%
Poor	12	63.2%
Fair	5	26.3%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of natural gas

Responses	Series 1	Series 1 (%)
No response	16	84.2%
Poor	2	10.5%
Excellent	1	5.3%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of natural gas

Responses	Series 1	Series 1 (%)
No response	18	94.7%
Excellent	1	5.3%
Total	19	100.0%

BC3. How would you rate the following factors of doing business in this community? - Other

Responses	Series 1	Series 1 (%)
No response	16	84.2%
Poor	1	5.3%
Good	2	10.5%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Child care services

Responses	Series 1	Series 1 (%)
No response	17	89.5%
Good	2	10.5%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Schools (elementary and secondary)

Responses	Series 1	Series 1 (%)
No response	10	52.6%
Poor	1	5.3%
Fair	3	15.8%
Good	5	26.3%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Post-secondary education (college, university, and private college)

Responses	Series 1	Series 1 (%)
No response	10	52.6%
Poor	6	31.6%
Fair	2	10.5%
Good	1	5.3%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Workforce planning/development board

Responses	Series 1	Series 1 (%)
No response	11	57.9%
Poor	3	15.8%
Fair	1	5.3%
Good	3	15.8%
Excellent	1	5.3%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Chamber of Commerce/Board of Trade

Responses	Series 1	Series 1 (%)
No response	9	47.4%
Poor	2	10.5%
Fair	3	15.8%
Good	5	26.3%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Business Improvement Area (BIA)

Responses	Series 1	Series 1 (%)
No response	16	84.2%
Poor	2	10.5%
Good	1	5.3%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Community Futures Development Corporation (CFDC)

Responses	Series 1	Series 1 (%)
No response	16	84.2%
Poor	2	10.5%
Good	1	5.3%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Small Business Enterprise Centre

Responses	Series 1	Series 1 (%)
No response	14	73.7%
Poor	2	10.5%
Fair	1	5.3%
Good	1	5.3%
Excellent	1	5.3%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	10	52.6%
Poor	1	5.3%
Good	2	10.5%
Excellent	6	31.6%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	14	73.7%
Poor	1	5.3%
Good	1	5.3%
Excellent	3	15.8%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Planning, engineering, zoning, and building permits

Responses	Series 1	Series 1 (%)
No response	5	26.3%
Poor	3	15.8%
Fair	5	26.3%
Good	4	21.1%
Excellent	2	10.5%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Economic development services

Responses	Series 1	Series 1 (%)
No response	4	21.1%
Poor	5	26.3%
Fair	3	15.8%
Good	5	26.3%
Excellent	2	10.5%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Health department/health unit approvals

Responses	Series 1	Series 1 (%)
No response	9	47.4%
Poor	3	15.8%
Fair	1	5.3%
Good	4	21.1%
Excellent	2	10.5%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Police services

Responses	Series 1	Series 1 (%)
No response	2	10.5%
Poor	1	5.3%
Fair	6	31.6%
Good	8	42.1%
Excellent	2	10.5%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Fire services

Responses	Series 1	Series 1 (%)
No response	1	5.3%
Poor	1	5.3%
Fair	4	21.1%
Good	9	47.4%
Excellent	4	21.1%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Recreation facilities

Responses	Series 1	Series 1 (%)
No response	1	5.3%
Poor	4	21.1%
Fair	1	5.3%
Good	12	63.2%
Excellent	1	5.3%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Cultural facilities

Responses	Series 1	Series 1 (%)
No response	6	31.6%
Poor	1	5.3%
Fair	4	21.1%
Good	8	42.1%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Parks and open spaces

Responses	Series 1	Series 1 (%)
Poor	1	5.3%
Fair	3	15.8%
Good	10	52.6%
Excellent	5	26.3%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Support from local residents

Responses	Series 1	Series 1 (%)
Excellent	4	100.0%
Total	4	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Street/road repair

Responses	Series 1	Series 1 (%)
Fair	4	21.1%
Good	11	57.9%
Excellent	4	21.1%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Snow removal

Responses	Series 1	Series 1 (%)
Fair	2	10.5%
Good	11	57.9%
Excellent	6	31.6%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Garbage/recycling

Responses	Series 1	Series 1 (%)
Fair	1	5.3%
Good	13	68.4%
Excellent	5	26.3%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Public transit

Responses	Series 1	Series 1 (%)
No response	11	57.9%
Poor	8	42.1%
Total	19	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	14	73.7%
Poor	1	5.3%
Excellent	4	21.1%
Total	19	100.0%

FP1. Within the next 18 months, which do you plan on

Responses	Series 1	Series 1 (%)
Remain the same	7	33.3%
Expanding(Go to question FP11)	12	57.1%
Selling (Go to question FP8)	1	4.8%
Closing (Go to question FP17)	1	4.8%
Total	21	100.0%

FP3. Which would best describe your plans for your business over the next 3 years? - If Workforce, how many?

Responses	Series 1	Series 1 (%)
If Workforce, how many?	0	0.0%
Total	0	0.0%

FP8. Why are you selling your business?

Responses	Series 1	Series 1 (%)
Personal	1	100.0%
Total	1	100.0%

FP9. Do you have a succession plan for your business?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP9. Do you have a succession plan for your business? - Would you like assistance/information with developing a succession plan?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP12. Will your expansion require or lead to

Responses	Series 1	Series 1 (%)
An increase in workforce (If yes, how many?)	12	31.6%
An increase need for employee training	4	10.5%
An increase in floor space (If yes, how much?)	7	18.4%
Additional product line(s)	5	13.2%
Additional services for customers	5	13.2%
Process improvements	2	5.3%
Other (Specify)	3	7.9%
Total	38	100.0%

FP12. Will your expansion require or lead to - If an increase in floor space, how much? (square feet)

Responses	Series 1	Series 1 (%)
If an increase in workforce, how many?	47	0.1%
If a decrease in workforce, how many?	0	0.0%
If an increase in floor space, how much? (square feet)	55,500	99.9%
Total	55,547	100.0%

FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

Responses	Series 1	Series 1 (%)
Yes	9	75.0%
No	3	25.0%
Total	12	100.0%

FP14. Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

Responses	Series 1	Series 1 (%)
Yes	11	91.7%
No	1	8.3%
Total	12	100.0%

FP15. Is your business currently experiencing difficulties with your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	4	33.3%
No	8	66.7%
Total	12	100.0%

FP16. Could the community potentially provide some assistance to support your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	9	75.0%
No	3	25.0%
Total	12	100.0%

FP17. Do you plan to close this business at this location without re-opening in another location?

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

FP18. Could the community potentially provide any assistance to prevent the closure of your business?

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

BD1. What is the outlook for your industry?

Responses	Series 1	Series 1 (%)
Growing	11	57.9%
Declining	1	5.3%
Stable (Go to question BD2)	5	26.3%
Not sure (Go to question BD2)	2	10.5%
Total	19	100.0%

BD2. Please give an approximate annual sales range for your business

Responses	Series 1	Series 1 (%)
\$0 - \$99,999	5	27.8%
\$100,000 - \$249,999	7	38.9%
\$500,000 - \$999,999	2	11.1%
\$1,000,000 - \$4,999,999	1	5.6%
Prefer not to answer	3	16.7%
Total	18	100.0%

BD3. Are your projected sales in the next year expected to

Responses	Series 1	Series 1 (%)
Increase	9	47.4%
Decrease	2	10.5%
Remain the same (Go to question BD4)	3	15.8%
Not sure (Go to question BD4)	5	26.3%
Total	19	100.0%

BD4. How would you rate your business related to the use of technology?

Responses	Series 1	Series 1 (%)
Very low	3	15.8%
Low	3	15.8%
Moderate	8	42.1%
High	3	15.8%
Very High	2	10.5%
Total	19	100.0%

BD5. Is your business currently experiencing any barriers related to your information technology requirements?

Responses	Series 1	Series 1 (%)
No barriers currently being experienced	9	31.0%
Internet speed	4	13.8%
Internet access	6	20.7%
Internet cost	5	17.2%
Hardware/software support	1	3.4%
Knowledge and training	3	10.3%
Other (Specify)	1	3.4%
Total	29	100.0%

BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?

Responses	Series 1	Series 1 (%)
Joint product purchasing	5	13.9%
Joint marketing	8	22.2%
Joint training	5	13.9%
Networking/information sharing	13	36.1%
None	3	8.3%
Other (Specify)	2	5.6%
Total	36	100.0%

BD8. Does your business own or lease its facility/facilities?

Responses	Series 1	Series 1 (%)
Own (Go to Workforce Section)	16	84.2%
Lease	3	15.8%
Total	19	100.0%

BD8. Does your business own or lease its facility/facilities? - When does the lease expire?

Responses	Series 1	Series 1 (%)
This calendar year	1	33.3%
Over 3 years from now	2	66.7%
Total	3	100.0%

BD8. Does your business own or lease its facility/facilities? - Do you anticipate any problems in renewing the lease?

Responses	Series 1	Series 1 (%)
No	3	100.0%
Total	3	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Series 1	Series 1 (%)
Increased	9	47.4%
Remain the same	10	52.6%
Total	19	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same? - If Decreased, by how many?

Responses	Series 1	Series 1 (%)
If Increased, by how many?	17	100.0%
If Decreased, by how many?	0	0.0%
Total	17	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Availability of qualified workers

Responses	Series 1	Series 1 (%)
No response	4	21.1%
Poor	5	26.3%
Fair	5	26.3%
Good	4	21.1%
Excellent	1	5.3%
Total	19	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Stability of the workforce

Responses	Series 1	Series 1 (%)
No response	3	15.8%
Poor	3	15.8%
Fair	5	26.3%
Good	5	26.3%
Excellent	3	15.8%
Total	19	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to attract new employees

Responses	Series 1	Series 1 (%)
No response	6	31.6%
Poor	4	21.1%
Fair	5	26.3%
Good	4	21.1%
Total	19	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to retain new employees

Responses	Series 1	Series 1 (%)
No response	6	31.6%
Poor	2	10.5%
Fair	4	21.1%
Good	5	26.3%
Excellent	2	10.5%
Total	19	100.0%

WF3. Does your business currently have difficulty hiring?

Responses	Series 1	Series 1 (%)
Yes	8	42.1%
No (Go to question WF4)	11	57.9%
Total	19	100.0%

WF3. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges?

Responses	Series 1	Series 1 (%)
Too few applicants	2	14.3%
Lack of appropriate skills or training	4	28.6%
Lack of relevant experience	2	14.3%
Other	6	42.9%
Total	14	100.0%

WF3. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to the community or industry?

Responses	Series 1	Series 1 (%)
Community	5	45.5%
Industry	6	54.5%
Total	11	100.0%

WF4. How do you currently recruit new employees?

Responses	Series 1	Series 1 (%)
Through your personal network	14	30.4%
Employment centres and websites (job boards)	5	10.9%
"Hiring" sign on your premises	1	2.2%
Your own website	1	2.2%
Referrals from friends or current employees	11	23.9%
Social Media applications such as LinkedIn or Facebook	5	10.9%
Unsolicited resumes	7	15.2%
Other (Specify)	2	4.3%
Total	46	100.0%

WF5. Does your business have difficulty retaining employees?

Responses	Series 1	Series 1 (%)
Yes	4	21.1%
No (Go to question WF6)	15	78.9%
Total	19	100.0%

WF5. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees?

Responses	Series 1	Series 1 (%)
Wages	2	25.0%
Competition	1	12.5%
Seasonal	3	37.5%
Work environment (Specify)	1	12.5%
Other (Specify)	1	12.5%
Total	8	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?

Responses	Series 1	Series 1 (%)
Yes	3	15.8%
No	16	84.2%
Total	19	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs? - If No, are you interested in information?

Responses	Series 1	Series 1 (%)
Yes	7	53.8%
No	6	46.2%
Total	13	100.0%

WF7. Does your business currently use any external training?

Responses	Series 1	Series 1 (%)
Yes	4	21.1%
No	15	78.9%
Total	19	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?

Responses	Series 1	Series 1 (%)
Yes	2	11.1%
No	16	88.9%
Total	18	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify

Responses	Series 1	Series 1 (%)
Cost	0	0.0%
Awareness of existing training programs	0	0.0%
Awareness of training support programs	0	0.0%
Availability of training locally	0	0.0%
Unable to release employees	0	0.0%
Other	0	0.0%
No	16	100.0%
Total	16	100.0%

WF9. Are there any training programs/topics that would be beneficial to you and your employees?

Responses	Series 1	Series 1 (%)
Yes	8	42.1%
No	11	57.9%
Total	19	100.0%

CD1. Do you know of a business that may have an interest in locating in this community?

Responses	Series 1	Series 1 (%)
Yes	3	15.8%
No (Go to question CD2)	16	84.2%
Total	19	100.0%

1. Would you be willing to provide the contact information for the business in support of a community business attraction strategy? - Contact business directly

Responses	Series 1	Series 1 (%)
Yes	2	66.7%
No	1	33.3%
Total	3	100.0%

1. Would you be willing to contact this company on behalf of our community as part of a business attraction strategy? - Provide the contact information for this business

Responses	Series 1	Series 1 (%)
Yes	1	50.0%
No	1	50.0%
Total	2	100.0%

CD5. What assistance or opportunities would be beneficial to support your business?

Responses	Series 1	Series 1 (%)
Updating business plan	8	7.8%
Succession planning	4	3.9%
Marketing seminars	8	7.8%
Access to capital seminars	10	9.7%
Trade shows	10	9.7%
Business networking sessions	12	11.7%
Export development programs and services	1	1.0%
Joint advertising and marketing	12	11.7%
Attraction of related supply & services businesses	13	12.6%
Workforce planning, employee training and attraction	8	7.8%
Productivity improvement workshops	5	4.9%
E-marketing, social media and online content workshops	11	10.7%
Other (Specify)	1	1.0%
Total	103	100.0%

CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?

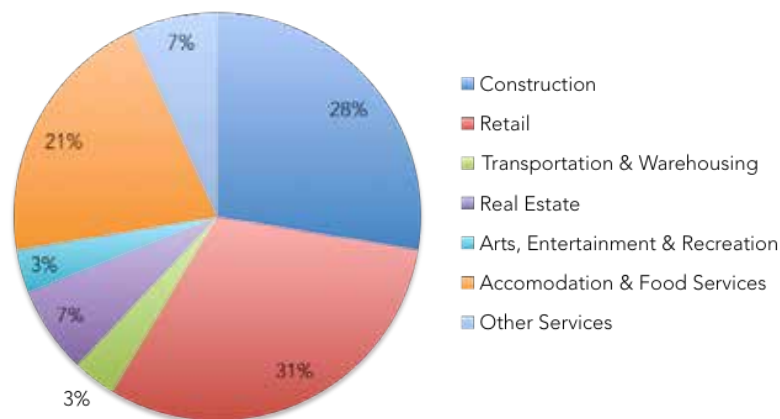
Responses	Series 1	Series 1 (%)
Yes	19	100.0%
Total	19	100.0%

Appendix J: Magnetawan Community Overview & Survey Results

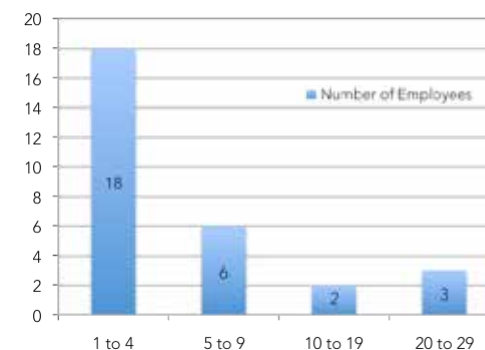
PARTICIPANT PROFILE

Of the **29 businesses** that participated in the interviews, 90% were "locally owned and operated with one location", 3% were "locally owned and operated with more than one location" and 7% were a "franchise."

The 29 businesses surveyed were represented in the following industries:



Data indicated that out of the 29* businesses surveyed:



WORKFORCE



24%

of businesses stated they are looking to hire within the next 18 months

59%



of businesses stated they have difficulty finding qualified people

EXPANSION OPPORTUNITIES



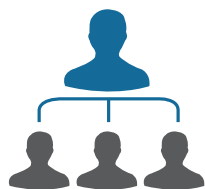
42%

of businesses stated they are looking to expand within the next 18 months

66%



of businesses stated there is limited service land or available space for rent or lease.



EXIT STRATEGY

of businesses stated they plan to retire in the next 18 months

10%

100%

of those stated they do not have a succession plan.

REGIONAL COLLABORATION



72%

of businesses stated they had no contact with service organizations and were unaware of programs and services available.

of businesses stated they are interested in collaborating on local and regional initiatives.

87%

TOP DISADVANTAGES AS A PLACE TO DO BUSINESS

- Seasonality of many businesses and lack of support from locals makes it difficult to attract workforce and maintain a business on a year round basis
- Isolation of community from main corridor poses challenges to accessing services such as internet, acquisition of supplies, and attraction of new visitors passing by on the HWY 11 corridor
- Lack of support from municipality for business start-ups and small businesses

TOP ADVANTAGES AS A PLACE TO DO BUSINESS

- ☐ Strong sense of community and collaboration
- ☐ Established seasonal tourism market with natural beauty and good road access from larger centers that encourage repeat visitors
- ☐ Quality of life with low land costs, taxes and cost of living



*Note: Number of responses may not correspond to the number of surveys completed due to respondents not answering identified questions.

Power Search - Summary

BI1. Which of the following best describes your business?

Responses	Series 1	Series 1 (%)
Locally owned and operated, with one location	26	89.7%
Locally owned and operated, with more than one location (Specify number)	1	3.4%
Franchise, please indicate where headquarters is located (City)	2	6.9%
Total	29	100.0%

BI2. Is at least one of the owners involved in the day-to-day operation of the business?

Responses	Series 1	Series 1 (%)
Yes	28	96.6%
No	1	3.4%
Total	29	100.0%

BI3. Is at least one of the owners a resident of the community?

Responses	Series 1	Series 1 (%)
Yes	28	96.6%
No	1	3.4%
Total	29	100.0%

BI4. Does your business have a business plan?

Responses	Series 1	Series 1 (%)
Yes	12	42.9%
No (go to BI5)	16	57.1%
Total	28	100.0%

BI4. Does your business have a business plan? - When was it last updated?

Responses	Series 1	Series 1 (%)
Less than 1 year	4	33.3%
1 to 3 years	1	8.3%
4 to 5 years	1	8.3%
Greater than 5 years	6	50.0%
Total	12	100.0%

BI5. How many years has your business been in operation in this community?

Responses	Series 1	Series 1 (%)
Less than 1 year	2	6.9%
1 to 3 years	3	10.3%
4 to 10 years	12	41.4%
11 to 25 years	7	24.1%
26 to 35 years	2	6.9%
Over 35 years	3	10.3%
Total	29	100.0%

BI6. How many years have the current owner/owners been operating this business?

Responses	Series 1	Series 1 (%)
Less than 1 year	2	6.9%
1 to 3 years	3	10.3%
4 to 10 years	9	31.0%
11 to 25 years	11	37.9%
26 to 35 years	3	10.3%
Over 35 years	1	3.4%
Total	29	100.0%

BI7. Including owner/owners, how many employees work at this location?

Responses	Series 1	Series 1 (%)
1 - 4	18	62.1%
5 - 9	6	20.7%
10 - 19	2	6.9%
20 - 29	3	10.3%
Total	29	100.0%

BI9. The primary market of your business is

Responses	Series 1	Series 1 (%)
Local	15	51.7%
Regional	10	34.5%
International	4	13.8%
Total	29	100.0%

BC1. What is your general impression of this community as a place to do business?

Responses	Series 1	Series 1 (%)
Poor	6	20.7%
Fair	4	13.8%
Good	15	51.7%
Excellent	4	13.8%
Total	29	100.0%

BC2. In the past 3 years has your attitude about doing business in this community changed?

Responses	Series 1	Series 1 (%)
Yes, more positive (Go to question BC2b.)	8	27.6%
Yes, more negative (Go to question BC2c.)	11	37.9%
No change (Go to question BC3)	10	34.5%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? - Workforce

Responses	Series 1	Series 1 (%)
No response	3	10.3%
Poor	9	31.0%
Fair	8	27.6%
Good	9	31.0%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of serviced land

Responses	Series 1	Series 1 (%)
No response	14	48.3%
Poor	6	20.7%
Fair	2	6.9%
Good	6	20.7%
Excellent	1	3.4%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Land costs**

Responses	Series 1	Series 1 (%)
No response	5	17.2%
Poor	2	6.9%
Fair	11	37.9%
Good	8	27.6%
Excellent	3	10.3%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Availability of space for rent or lease**

Responses	Series 1	Series 1 (%)
No response	12	41.4%
Poor	13	44.8%
Fair	1	3.4%
Good	2	6.9%
Excellent	1	3.4%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Development/building permit process**

Responses	Series 1	Series 1 (%)
No response	8	27.6%
Poor	8	27.6%
Fair	4	13.8%
Good	5	17.2%
Excellent	4	13.8%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Development charges**

Responses	Series 1	Series 1 (%)
No response	14	48.3%
Poor	6	20.7%
Fair	4	13.8%
Good	3	10.3%
Excellent	2	6.9%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Municipal property taxes**

Responses	Series 1	Series 1 (%)
No response	2	6.9%
Poor	4	13.8%
Fair	15	51.7%
Good	6	20.7%
Excellent	2	6.9%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? -**Local roads and streets**

Responses	Series 1	Series 1 (%)
Poor	4	13.8%
Fair	3	10.3%
Good	15	51.7%
Excellent	7	24.1%
Total	29	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Regional/Provincial roads and highways**

Responses	Series 1	Series 1 (%)
Poor	4	13.8%
Fair	3	10.3%
Good	15	51.7%
Excellent	7	24.1%
Total	29	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Proximity to rail and airports**

Responses	Series 1	Series 1 (%)
No response	13	44.8%
Poor	9	31.0%
Fair	4	13.8%
Good	3	10.3%
Total	29	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of health and medical services**

Responses	Series 1	Series 1 (%)
No response	2	6.9%
Poor	11	37.9%
Fair	12	41.4%
Good	3	10.3%
Excellent	1	3.4%
Total	29	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Quality of life**

Responses	Series 1	Series 1 (%)
Poor	1	3.4%
Fair	1	3.4%
Good	15	51.7%
Excellent	12	41.4%
Total	29	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of adequate housing**

Responses	Series 1	Series 1 (%)
No response	8	27.6%
Poor	8	27.6%
Fair	7	24.1%
Good	5	17.2%
Excellent	1	3.4%
Total	29	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Support from municipality**

Responses	Series 1	Series 1 (%)
No response	1	3.4%
Poor	8	27.6%
Fair	9	31.0%
Good	10	34.5%
Excellent	1	3.4%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from other businesses

Responses	Series 1	Series 1 (%)
Poor	2	6.9%
Fair	8	27.6%
Good	14	48.3%
Excellent	5	17.2%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from local residents

Responses	Series 1	Series 1 (%)
Poor	5	17.2%
Fair	3	10.3%
Good	14	48.3%
Excellent	7	24.1%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cellular phone service

Responses	Series 1	Series 1 (%)
Poor	1	3.4%
Fair	4	13.8%
Good	19	65.5%
Excellent	5	17.2%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? - Internet service

Responses	Series 1	Series 1 (%)
Poor	11	37.9%
Fair	3	10.3%
Good	12	41.4%
Excellent	3	10.3%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater capacity

Responses	Series 1	Series 1 (%)
No response	24	82.8%
Poor	3	10.3%
Good	2	6.9%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater fees

Responses	Series 1	Series 1 (%)
No response	26	89.7%
Poor	2	6.9%
Good	1	3.4%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate electricity

Responses	Series 1	Series 1 (%)
Poor	4	13.8%
Fair	5	17.2%
Good	17	58.6%
Excellent	3	10.3%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of electricity

Responses	Series 1	Series 1 (%)
No response	1	3.4%
Poor	23	79.3%
Fair	2	6.9%
Good	3	10.3%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of natural gas

Responses	Series 1	Series 1 (%)
No response	21	72.4%
Poor	6	20.7%
Fair	1	3.4%
Good	1	3.4%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of natural gas

Responses	Series 1	Series 1 (%)
No response	26	89.7%
Poor	2	6.9%
Good	1	3.4%
Total	29	100.0%

BC3. How would you rate the following factors of doing business in this community? - Other

Responses	Series 1	Series 1 (%)
No response	29	100.0%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Child care services

Responses	Series 1	Series 1 (%)
No response	22	75.9%
Poor	5	17.2%
Fair	2	6.9%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Schools (elementary and secondary)

Responses	Series 1	Series 1 (%)
No response	9	31.0%
Poor	4	13.8%
Fair	3	10.3%
Good	7	24.1%
Excellent	6	20.7%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Post-secondary education (college, university, and private college)

Responses	Series 1	Series 1 (%)
No response	14	48.3%
Poor	3	10.3%
Fair	6	20.7%
Good	5	17.2%
Excellent	1	3.4%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Workforce planning/development board

Responses	Series 1	Series 1 (%)
No response	22	75.9%
Poor	5	17.2%
Good	2	6.9%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Chamber of Commerce/Board of Trade

Responses	Series 1	Series 1 (%)
No response	17	58.6%
Poor	3	10.3%
Fair	2	6.9%
Good	5	17.2%
Excellent	2	6.9%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Business Improvement Area (BIA)

Responses	Series 1	Series 1 (%)
No response	25	86.2%
Poor	3	10.3%
Fair	1	3.4%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Community Futures Development Corporation (CFDC)

Responses	Series 1	Series 1 (%)
No response	18	62.1%
Poor	2	6.9%
Fair	2	6.9%
Good	5	17.2%
Excellent	2	6.9%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Small Business Enterprise Centre

Responses	Series 1	Series 1 (%)
No response	23	79.3%
Poor	3	10.3%
Fair	2	6.9%
Excellent	1	3.4%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	16	55.2%
Good	4	13.8%
Excellent	9	31.0%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	27	93.1%
Good	1	3.4%
Excellent	1	3.4%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Planning, engineering, zoning, and building permits

Responses	Series 1	Series 1 (%)
No response	7	24.1%
Poor	5	17.2%
Fair	7	24.1%
Good	8	27.6%
Excellent	2	6.9%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Economic development services

Responses	Series 1	Series 1 (%)
No response	7	24.1%
Poor	7	24.1%
Fair	5	17.2%
Good	7	24.1%
Excellent	3	10.3%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Health department/health unit approvals

Responses	Series 1	Series 1 (%)
No response	13	44.8%
Poor	1	3.4%
Fair	3	10.3%
Good	10	34.5%
Excellent	2	6.9%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Police services

Responses	Series 1	Series 1 (%)
No response	1	3.4%
Poor	2	6.9%
Fair	4	13.8%
Good	18	62.1%
Excellent	4	13.8%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Fire services

Responses	Series 1	Series 1 (%)
Poor	1	3.4%
Fair	2	6.9%
Good	18	62.1%
Excellent	8	27.6%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Recreation facilities

Responses	Series 1	Series 1 (%)
No response	2	6.9%
Poor	3	10.3%
Fair	4	13.8%
Good	12	41.4%
Excellent	8	27.6%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Cultural facilities

Responses	Series 1	Series 1 (%)
No response	10	34.5%
Poor	2	6.9%
Fair	9	31.0%
Good	5	17.2%
Excellent	3	10.3%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Parks and open spaces

Responses	Series 1	Series 1 (%)
Fair	4	13.8%
Good	18	62.1%
Excellent	7	24.1%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Support from local residents

Responses	Series 1	Series 1 (%)
Poor	2	20.0%
Good	4	40.0%
Excellent	4	40.0%
Total	10	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Street/road repair

Responses	Series 1	Series 1 (%)
Poor	3	10.3%
Fair	6	20.7%
Good	12	41.4%
Excellent	8	27.6%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Snow removal

Responses	Series 1	Series 1 (%)
Poor	1	3.4%
Fair	6	20.7%
Good	13	44.8%
Excellent	9	31.0%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Garbage/recycling

Responses	Series 1	Series 1 (%)
Poor	7	24.1%
Fair	3	10.3%
Good	14	48.3%
Excellent	5	17.2%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Public transit

Responses	Series 1	Series 1 (%)
No response	19	65.5%
Poor	9	31.0%
Excellent	1	3.4%
Total	29	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	27	93.1%
Excellent	2	6.9%
Total	29	100.0%

FP1. Within the next 18 months, which do you plan on

Responses	Series 1	Series 1 (%)
Remain the same	10	27.8%
Expanding(Go to question FP11)	15	41.7%
Downsizing (Go to question FP2)	3	8.3%
Relocating (Go to question FP5)	2	5.6%
Selling (Go to question FP8)	5	13.9%
Closing (Go to question FP17)	1	2.8%
Total	36	100.0%

FP3. Will your downsizing lead to a decrease in?

Responses	Series 1	Series 1 (%)
Workforce(How many?)	1	20.0%
Product lines(s)	1	20.0%
Services for customers	2	40.0%
Other (Specify)	1	20.0%
Total	5	100.0%

FP3. Which would best describe your plans for your business over the next 3 years? - If Workforce, how many?

Responses	Series 1	Series 1 (%)
If Workforce, how many?	10	100.0%
Total	10	100.0%

FP4. Is there any assistance that could be provided to prevent/limit the downsizing of your business?

Responses	Series 1	Series 1 (%)
Yes	1	33.3%
No	2	66.7%
Total	3	100.0%

FP5. Where do you plan to relocate this business?

Responses	Series 1	Series 1 (%)
Outside the community (Specify location)	2	100.0%
Total	2	100.0%

FP7. Is there any assistance that could be provided to prevent or assist with the relocation of your business within the community?

Responses	Series 1	Series 1 (%)
Yes	1	50.0%
No	1	50.0%
Total	2	100.0%

FP8. Why are you selling your business?

Responses	Series 1	Series 1 (%)
Retirement	3	27.3%
Lack of profit	2	18.2%
Workload	1	9.1%
Competition	2	18.2%
Personal	2	18.2%
Other	1	9.1%
Total	11	100.0%

FP9. Do you have a succession plan for your business?

Responses	Series 1	Series 1 (%)
No	5	100.0%
Total	5	100.0%

FP9. Do you have a succession plan for your business? - Would you like assistance/information with developing a succession plan?

Responses	Series 1	Series 1 (%)
Yes	1	20.0%
No	4	80.0%
Total	5	100.0%

FP10. Would you like assistance/information on selling your business?

Responses	Series 1	Series 1 (%)
Yes	4	80.0%
No	1	20.0%
Total	5	100.0%

FP12. Will your expansion require or lead to

Responses	Series 1	Series 1 (%)
An increase in workforce (If yes, how many?)	14	23.7%
An increase need for employee training	8	13.6%
An increase in floor space (If yes, how much?)	8	13.6%
Additional product line(s)	7	11.9%
Additional services for customers	13	22.0%
Process improvements	4	6.8%
Other (Specify)	5	8.5%
Total	59	100.0%

FP12. Will your expansion require or lead to - If an increase in floor space, how much? (square feet)

Responses	Series 1	Series 1 (%)
If an increase in workforce, how many?	25	0.1%
If a decrease in workforce, how many?	0	0.0%
If an increase in floor space, how much? (square feet)	22,200	99.9%
Total	22,225	100.0%

FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

Responses	Series 1	Series 1 (%)
Yes	7	46.7%
No	8	53.3%
Total	15	100.0%

FP14. Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

Responses	Series 1	Series 1 (%)
Yes	14	93.3%
No	1	6.7%
Total	15	100.0%

FP15. Is your business currently experiencing difficulties with your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	9	60.0%
No	6	40.0%
Total	15	100.0%

FP16. Could the community potentially provide some assistance to support your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	11	73.3%
No	4	26.7%
Total	15	100.0%

FP17. Do you plan to close this business at this location without re-opening in another location?

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

FP18. Could the community potentially provide any assistance to prevent the closure of your business?

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

BD1. What is the outlook for your industry?

Responses	Series 1	Series 1 (%)
Growing	21	72.4%
Declining	1	3.4%
Stable (Go to question BD2)	5	17.2%
Not sure (Go to question BD2)	2	6.9%
Total	29	100.0%

BD2. Please give an approximate annual sales range for your business

Responses	Series 1	Series 1 (%)
\$0 - \$99,999	7	24.1%
\$100,000 - \$249,999	10	34.5%
\$250,000 - \$499,999	2	6.9%
\$1,000,000 - \$4,999,999	3	10.3%
Prefer not to answer	7	24.1%
Total	29	100.0%

BD3. Are your projected sales in the next year expected to

Responses	Series 1	Series 1 (%)
Increase	21	72.4%
Decrease	3	10.3%
Remain the same (Go to question BD4)	2	6.9%
Not sure (Go to question BD4)	3	10.3%
Total	29	100.0%

BD4. How would you rate your business related to the use of technology?

Responses	Series 1	Series 1 (%)
Low	4	13.8%
Moderate	14	48.3%
High	9	31.0%
Very High	2	6.9%
Total	29	100.0%

BD5. Is your business currently experiencing any barriers related to your information technology requirements?

Responses	Series 1	Series 1 (%)
No barriers currently being experienced	13	26.5%
Internet speed	12	24.5%
Internet access	7	14.3%
Internet cost	10	20.4%
Hardware/software support	2	4.1%
Knowledge and training	3	6.1%
Other (Specify)	2	4.1%
Total	49	100.0%

BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?

Responses	Series 1	Series 1 (%)
Joint product purchasing	4	7.3%
Joint marketing	17	30.9%
Joint training	7	12.7%
Networking/information sharing	20	36.4%
None	4	7.3%
Other (Specify)	3	5.5%
Total	55	100.0%

BD8. Does your business own or lease its facility/facilities?

Responses	Series 1	Series 1 (%)
Own (Go to Workforce Section)	25	83.3%
Lease	5	16.7%
Total	30	100.0%

BD8. Does your business own or lease its facility/facilities? - When does the lease expire?

Responses	Series 1	Series 1 (%)
This calendar year	1	25.0%
In 2 to 3 years	1	25.0%
Over 3 years from now	2	50.0%
Total	4	100.0%

BD8. Does your business own or lease its facility/facilities? - Do you anticipate any problems in renewing the lease?

Responses	Series 1	Series 1 (%)
No	5	100.0%
Total	5	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Series 1	Series 1 (%)
Increased	11	37.9%
Decreased	4	13.8%
Remain the same	13	44.8%
Don't know	1	3.4%
Total	29	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same? - If Decreased, by how many?

Responses	Series 1	Series 1 (%)
If Increased, by how many?	52	69.3%
If Decreased, by how many?	23	30.7%
Total	75	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Availability of qualified workers

Responses	Series 1	Series 1 (%)
No response	5	17.2%
Poor	11	37.9%
Fair	6	20.7%
Good	6	20.7%
Excellent	1	3.4%
Total	29	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Stability of the workforce

Responses	Series 1	Series 1 (%)
No response	4	13.8%
Poor	10	34.5%
Fair	5	17.2%
Good	9	31.0%
Excellent	1	3.4%
Total	29	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to attract new employees

Responses	Series 1	Series 1 (%)
No response	4	13.8%
Poor	9	31.0%
Fair	8	27.6%
Good	7	24.1%
Excellent	1	3.4%
Total	29	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to retain new employees

Responses	Series 1	Series 1 (%)
No response	5	17.2%
Poor	4	13.8%
Fair	8	27.6%
Good	10	34.5%
Excellent	2	6.9%
Total	29	100.0%

WF3. Does your business currently have difficulty hiring?

Responses	Series 1	Series 1 (%)
Yes	17	58.6%
No (Go to question WF4)	12	41.4%
Total	29	100.0%

WF3. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges?

Responses	Series 1	Series 1 (%)
Too few applicants	10	24.4%
Lack of appropriate skills or training	11	26.8%
Lack of relevant experience	9	22.0%
Other	11	26.8%
Total	41	100.0%

WF3. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to the community or industry?

Responses	Series 1	Series 1 (%)
Community	16	76.2%
Industry	5	23.8%
Total	21	100.0%

WF4. How do you currently recruit new employees?

Responses	Series 1	Series 1 (%)
Through your personal network	25	31.3%
Employment centres and websites (job boards)	12	15.0%
"Hiring" sign on your premises	1	1.3%
Local media advertising	1	1.3%
Professional recruitment firm	1	1.3%
Referrals from friends or current employees	24	30.0%
Social Media applications such as LinkedIn or Facebook	6	7.5%
Unsolicited resumes	8	10.0%
Other (Specify)	2	2.5%
Total	80	100.0%

WF5. Does your business have difficulty retaining employees?

Responses	Series 1	Series 1 (%)
Yes	6	21.4%
No (Go to question WF6)	22	78.6%
Total	28	100.0%

WF5. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees?

Responses	Series 1	Series 1 (%)
Wages	2	16.7%
Competition	1	8.3%
Seasonal	6	50.0%
Work environment (Specify)	3	25.0%
Total	12	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?

Responses	Series 1	Series 1 (%)
Yes	7	24.1%
No	22	75.9%
Total	29	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs? - If No, are you interested in information?

Responses	Series 1	Series 1 (%)
Yes	10	47.6%
No	11	52.4%
Total	21	100.0%

WF7. Does your business currently use any external training?

Responses	Series 1	Series 1 (%)
Yes	10	34.5%
No	19	65.5%
Total	29	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?

Responses	Series 1	Series 1 (%)
Yes	10	35.7%
No	18	64.3%
Total	28	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify

Responses	Series 1	Series 1 (%)
Cost	0	0.0%
Awareness of existing training programs	0	0.0%
Awareness of training support programs	0	0.0%
Availability of training locally	0	0.0%
Unable to release employees	0	0.0%
Other	0	0.0%
No	18	100.0%
Total	18	100.0%

WF9. Are there any training programs/topics that would be beneficial to you and your employees?

Responses	Series 1	Series 1 (%)
Yes	10	35.7%
No	18	64.3%
Total	28	100.0%

CD1. Do you know of a business that may have an interest in locating in this community?

Responses	Series 1	Series 1 (%)
Yes	3	10.7%
No (Go to question CD2)	25	89.3%
Total	28	100.0%

1. Would you be willing to provide the contact information for the business in support of a community business attraction strategy? - Contact business directly

Responses	Series 1	Series 1 (%)
Yes	3	100.0%
Total	3	100.0%

1. Would you be willing to contact this company on behalf of our community as part of a business attraction strategy? - Provide the contact information for this business

Responses	Series 1	Series 1 (%)
Yes	2	100.0%
Total	2	100.0%

CD5. What assistance or opportunities would be beneficial to support your business?

Responses	Series 1	Series 1 (%)
Updating business plan	5	4.0%
Succession planning	2	1.6%
Marketing seminars	8	6.4%
Access to capital seminars	11	8.8%
Trade shows	12	9.6%
Business networking sessions	17	13.6%
Export development programs and services	2	1.6%
Joint advertising and marketing	20	16.0%
Attraction of related supply & services businesses	16	12.8%
Workforce planning, employee training and attraction	12	9.6%
Productivity improvement workshops	2	1.6%
E-marketing, social media and online content workshops	17	13.6%
Other (Specify)	1	0.8%
Total	125	100.0%

CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?

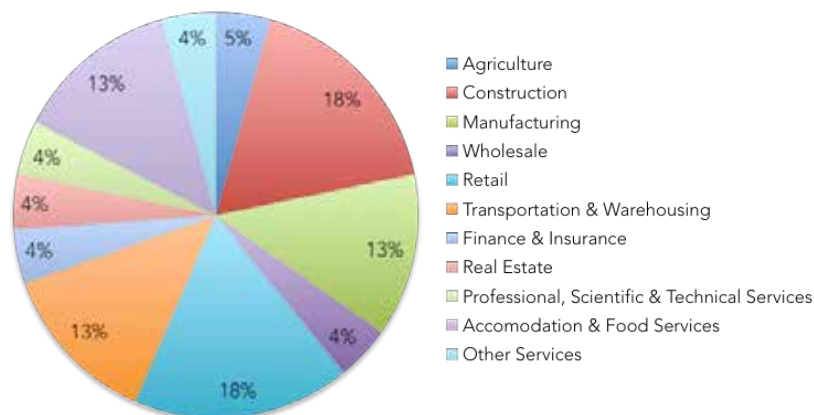
Responses	Series 1	Series 1 (%)
Yes	29	100.0%
Total	29	100.0%

Appendix K: Perry Community Overview & Survey Results

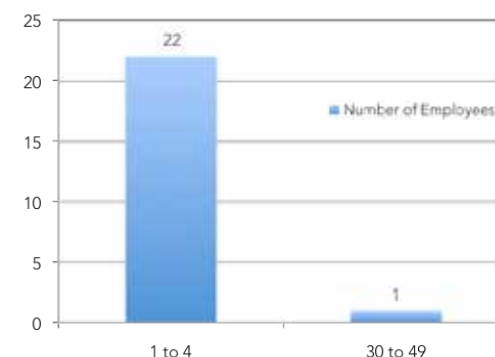
PARTICIPANT PROFILE

Of the **23 businesses** that participated in the interviews, 87% were "locally owned and operated with one location", 4% were a "franchise", and 9% were a "branch or division of a regional, national or international company".

The 23 businesses surveyed were represented in the following industries:



Data indicated that out of the 23* businesses surveyed:



WORKFORCE

 **24%**

of businesses stated they are looking to hire within the next 18 months

27% 

of businesses stated they have difficulty finding qualified people

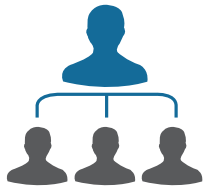
EXPANSION OPPORTUNITIES

 **37%**

of businesses stated they are looking to expand within the next 18 months

39% 

of businesses stated there is limited service land or available space for rent or lease.

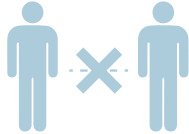


EXIT STRATEGY

of businesses stated they plan to retire in the next 18 months

7%

100%



of those stated they do not have a succession plan.

REGIONAL COLLABORATION



74%

of businesses stated they had no contact with service organizations and were unaware of programs and services available.

of businesses stated they are interested in collaborating on local and regional initiatives.

89%

TOP DISADVANTAGES AS A PLACE TO DO BUSINESS

- Small and aging population with limited disposable income and limited relevant workforce skills
- Unreliable or lack of utilities and services including internet, electricity, natural gas, waste disposal, etc
- Lacks amenities and distance to larger centers poses challenges when acquiring business supplies and services.

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TOP ADVANTAGES AS A PLACE TO DO BUSINESS

- ☐ Strong tourism base with good access via HWY 11 and proximity to Algonquin Park, Huntsville and North Bay
- ☐ Availability and low cost of land and property taxes
- ☐ Good quality of life in beautiful natural setting



*Note: Number of responses may not correspond to the number of surveys completed due to respondents not answering identified questions.

Power Search - Summary

BI1. Which of the following best describes your business?

Responses	Series 1	Series 1 (%)
Locally owned and operated, with one location	20	87.0%
Franchise, please indicate where headquarters is located (City)	1	4.3%
Branch or division of a regional, national or international company, please indicate where the corporate headquarters is located (City + Country)	2	8.7%
Total	23	100.0%

BI2. Is at least one of the owners involved in the day-to-day operation of the business?

Responses	Series 1	Series 1 (%)
Yes	21	100.0%
Total	21	100.0%

BI3. Is at least one of the owners a resident of the community?

Responses	Series 1	Series 1 (%)
Yes	21	100.0%
Total	21	100.0%

BI4. Does your business have a business plan?

Responses	Series 1	Series 1 (%)
Yes	11	52.4%
No (go to BI5)	10	47.6%
Total	21	100.0%

BI4. Does your business have a business plan? - When was it last updated?

Responses	Series 1	Series 1 (%)
Less than 1 year	7	63.6%
4 to 5 years	1	9.1%
Greater than 5 years	3	27.3%
Total	11	100.0%

BI5. How many years has your business been in operation in this community?

Responses	Series 1	Series 1 (%)
Less than 1 year	3	13.0%
4 to 10 years	3	13.0%
11 to 25 years	9	39.1%
26 to 35 years	5	21.7%
Over 35 years	3	13.0%
Total	23	100.0%

BI6. How many years have the current owner/owners been operating this business?

Responses	Series 1	Series 1 (%)
Less than 1 year	2	8.7%
4 to 10 years	4	17.4%
11 to 25 years	9	39.1%
26 to 35 years	7	30.4%
Over 35 years	1	4.3%
Total	23	100.0%

BI7. Including owner/owners, how many employees work at this location?

Responses	Series 1	Series 1 (%)
1 - 4	22	95.7%
30 - 49	1	4.3%
Total	23	100.0%

BI9. The primary market of your business is

Responses	Series 1	Series 1 (%)
Local	10	43.5%
Regional	11	47.8%
National	2	8.7%
Total	23	100.0%

BC1. What is your general impression of this community as a place to do business?

Responses	Series 1	Series 1 (%)
Poor	5	21.7%
Fair	6	26.1%
Good	8	34.8%
Excellent	4	17.4%
Total	23	100.0%

BC2. In the past 3 years has your attitude about doing business in this community changed?

Responses	Series 1	Series 1 (%)
Yes, more positive (Go to question BC2b.)	5	21.7%
Yes, more negative (Go to question BC2c.)	3	13.0%
No change (Go to question BC3)	15	65.2%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Workforce

Responses	Series 1	Series 1 (%)
No response	5	21.7%
Poor	8	34.8%
Fair	5	21.7%
Good	4	17.4%
Excellent	1	4.3%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of serviced land

Responses	Series 1	Series 1 (%)
No response	7	30.4%
Poor	5	21.7%
Fair	2	8.7%
Good	8	34.8%
Excellent	1	4.3%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Land costs

Responses	Series 1	Series 1 (%)
No response	5	21.7%
Poor	1	4.3%
Fair	6	26.1%
Good	10	43.5%
Excellent	1	4.3%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of space for rent or lease

Responses	Series 1	Series 1 (%)
No response	12	52.2%
Poor	4	17.4%
Fair	3	13.0%
Good	4	17.4%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development/building permit process

Responses	Series 1	Series 1 (%)
No response	4	17.4%
Poor	3	13.0%
Fair	4	17.4%
Good	12	52.2%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development charges

Responses	Series 1	Series 1 (%)
No response	12	52.2%
Poor	2	8.7%
Fair	6	26.1%
Good	2	8.7%
Excellent	1	4.3%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Municipal property taxes

Responses	Series 1	Series 1 (%)
Poor	6	26.1%
Fair	10	43.5%
Good	7	30.4%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Local roads and streets

Responses	Series 1	Series 1 (%)
Poor	5	21.7%
Fair	3	13.0%
Good	14	60.9%
Excellent	1	4.3%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Regional/Provincial roads and highways

Responses	Series 1	Series 1 (%)
Poor	5	21.7%
Fair	3	13.0%
Good	14	60.9%
Excellent	1	4.3%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Proximity to rail and airports

Responses	Series 1	Series 1 (%)
No response	7	30.4%
Poor	7	30.4%
Fair	6	26.1%
Good	2	8.7%
Excellent	1	4.3%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of health and medical services

Responses	Series 1	Series 1 (%)
Poor	6	26.1%
Fair	5	21.7%
Good	11	47.8%
Excellent	1	4.3%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Quality of life

Responses	Series 1	Series 1 (%)
Poor	1	4.3%
Fair	3	13.0%
Good	12	52.2%
Excellent	7	30.4%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate housing

Responses	Series 1	Series 1 (%)
No response	6	26.1%
Poor	5	21.7%
Fair	4	17.4%
Good	8	34.8%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from municipality

Responses	Series 1	Series 1 (%)
No response	1	4.3%
Poor	6	26.1%
Fair	6	26.1%
Good	8	34.8%
Excellent	2	8.7%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from other businesses

Responses	Series 1	Series 1 (%)
No response	1	4.3%
Poor	2	8.7%
Fair	8	34.8%
Good	11	47.8%
Excellent	1	4.3%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from local residents

Responses	Series 1	Series 1 (%)
Poor	2	8.7%
Fair	7	30.4%
Good	11	47.8%
Excellent	3	13.0%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cellular phone service

Responses	Series 1	Series 1 (%)
Poor	6	26.1%
Fair	7	30.4%
Good	9	39.1%
Excellent	1	4.3%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Internet service

Responses	Series 1	Series 1 (%)
Poor	10	43.5%
Fair	3	13.0%
Good	8	34.8%
Excellent	2	8.7%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater capacity

Responses	Series 1	Series 1 (%)
No response	14	60.9%
Fair	2	8.7%
Good	7	30.4%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater fees

Responses	Series 1	Series 1 (%)
No response	18	78.3%
Fair	2	8.7%
Good	3	13.0%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate electricity

Responses	Series 1	Series 1 (%)
No response	1	4.3%
Poor	5	21.7%
Fair	2	8.7%
Good	12	52.2%
Excellent	3	13.0%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of electricity

Responses	Series 1	Series 1 (%)
Poor	14	60.9%
Fair	7	30.4%
Good	1	4.3%
Excellent	1	4.3%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of natural gas

Responses	Series 1	Series 1 (%)
No response	12	52.2%
Poor	9	39.1%
Good	2	8.7%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of natural gas

Responses	Series 1	Series 1 (%)
No response	21	91.3%
Good	2	8.7%
Total	23	100.0%

BC3. How would you rate the following factors of doing business in this community? - Other

Responses	Series 1	Series 1 (%)
No response	20	87.0%
Poor	3	13.0%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Child care services

Responses	Series 1	Series 1 (%)
No response	14	60.9%
Poor	2	8.7%
Fair	5	21.7%
Good	2	8.7%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Schools (elementary and secondary)

Responses	Series 1	Series 1 (%)
No response	7	30.4%
Poor	6	26.1%
Fair	3	13.0%
Good	5	21.7%
Excellent	2	8.7%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Post-secondary education (college, university, and private college)

Responses	Series 1	Series 1 (%)
No response	9	39.1%
Poor	5	21.7%
Fair	6	26.1%
Good	2	8.7%
Excellent	1	4.3%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Workforce planning/development board

Responses	Series 1	Series 1 (%)
No response	15	65.2%
Poor	3	13.0%
Fair	3	13.0%
Good	2	8.7%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Chamber of Commerce/Board of Trade

Responses	Series 1	Series 1 (%)
No response	13	56.5%
Poor	1	4.3%
Fair	4	17.4%
Good	5	21.7%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Business Improvement Area (BIA)

Responses	Series 1	Series 1 (%)
No response	17	73.9%
Poor	2	8.7%
Fair	2	8.7%
Good	2	8.7%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Community Futures Development Corporation (CFDC)

Responses	Series 1	Series 1 (%)
No response	18	78.3%
Poor	3	13.0%
Good	2	8.7%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Small Business Enterprise Centre

Responses	Series 1	Series 1 (%)
No response	17	73.9%
Poor	2	8.7%
Fair	1	4.3%
Good	2	8.7%
Excellent	1	4.3%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	14	60.9%
Poor	2	8.7%
Good	2	8.7%
Excellent	5	21.7%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	17	73.9%
Poor	1	4.3%
Fair	1	4.3%
Good	3	13.0%
Excellent	1	4.3%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Planning, engineering, zoning, and building permits

Responses	Series 1	Series 1 (%)
No response	5	21.7%
Poor	1	4.3%
Fair	9	39.1%
Good	6	26.1%
Excellent	2	8.7%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Economic development services

Responses	Series 1	Series 1 (%)
No response	14	60.9%
Poor	3	13.0%
Fair	4	17.4%
Good	2	8.7%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Health department/health unit approvals

Responses	Series 1	Series 1 (%)
No response	12	52.2%
Poor	1	4.3%
Fair	3	13.0%
Good	5	21.7%
Excellent	2	8.7%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Police services

Responses	Series 1	Series 1 (%)
No response	1	4.3%
Poor	2	8.7%
Fair	4	17.4%
Good	13	56.5%
Excellent	3	13.0%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Fire services

Responses	Series 1	Series 1 (%)
No response	2	8.7%
Poor	1	4.3%
Fair	1	4.3%
Good	15	65.2%
Excellent	4	17.4%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Recreation facilities

Responses	Series 1	Series 1 (%)
No response	4	17.4%
Poor	4	17.4%
Fair	7	30.4%
Good	7	30.4%
Excellent	1	4.3%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Cultural facilities

Responses	Series 1	Series 1 (%)
No response	10	43.5%
Poor	4	17.4%
Fair	7	30.4%
Good	2	8.7%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Parks and open spaces

Responses	Series 1	Series 1 (%)
No response	2	8.7%
Poor	1	4.3%
Fair	3	13.0%
Good	13	56.5%
Excellent	4	17.4%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Support from local residents

Responses	Series 1	Series 1 (%)
No response	1	20.0%
Fair	2	40.0%
Good	1	20.0%
Excellent	1	20.0%
Total	5	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Street/road repair

Responses	Series 1	Series 1 (%)
No response	1	4.3%
Poor	5	21.7%
Fair	8	34.8%
Good	8	34.8%
Excellent	1	4.3%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Snow removal

Responses	Series 1	Series 1 (%)
No response	1	4.3%
Poor	3	13.0%
Fair	6	26.1%
Good	12	52.2%
Excellent	1	4.3%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Garbage/recycling

Responses	Series 1	Series 1 (%)
No response	2	8.7%
Poor	5	21.7%
Fair	9	39.1%
Good	5	21.7%
Excellent	2	8.7%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Public transit

Responses	Series 1	Series 1 (%)
No response	14	60.9%
Poor	7	30.4%
Fair	2	8.7%
Total	23	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	23	100.0%
Total	23	100.0%

FP1. Within the next 18 months, which do you plan on

Responses	Series 1	Series 1 (%)
Remain the same	12	44.4%
Expanding(Go to question FP11)	10	37.0%
Downsizing (Go to question FP2)	1	3.7%
Relocating (Go to question FP5)	2	7.4%
Selling (Go to question FP8)	2	7.4%
Total	27	100.0%

FP3. Will your downsizing lead to a decrease in?

Responses	Series 1	Series 1 (%)
Workforce(How many?)	1	50.0%
Product lines(s)	1	50.0%
Total	2	100.0%

FP3. Which would best describe your plans for your business over the next 3 years? - If Workforce, how many?

Responses	Series 1	Series 1 (%)
If Workforce, how many?	1	100.0%
Total	1	100.0%

FP4. Is there any assistance that could be provided to prevent/limit the downsizing of your business?

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

FP5. Where do you plan to relocate this business?

Responses	Series 1	Series 1 (%)
Within the community	1	50.0%
Outside the community (Specify location)	1	50.0%
Total	2	100.0%

FP7. Is there any assistance that could be provided to prevent or assist with the relocation of your business within the community?

Responses	Series 1	Series 1 (%)
Yes	1	50.0%
No	1	50.0%
Total	2	100.0%

FP8. Why are you selling your business?

Responses	Series 1	Series 1 (%)
Retirement	2	40.0%
Lack of profit	1	20.0%
Workload	1	20.0%
Pursue other opportunities	1	20.0%
Total	5	100.0%

FP9. Do you have a succession plan for your business?

Responses	Series 1	Series 1 (%)
No	2	100.0%
Total	2	100.0%

FP9. Do you have a succession plan for your business? - Would you like assistance/information with developing a succession plan?

Responses	Series 1	Series 1 (%)
Yes	2	100.0%
Total	2	100.0%

FP10. Would you like assistance/information on selling your business?

Responses	Series 1	Series 1 (%)
Yes	2	100.0%
Total	2	100.0%

FP12. Will your expansion require or lead to

Responses	Series 1	Series 1 (%)
An increase in workforce (If yes, how many?)	8	24.2%
An increase need for employee training	5	15.2%
An increase in floor space (If yes, how much?)	4	12.1%
Additional product line(s)	3	9.1%
Additional services for customers	6	18.2%
Process improvements	4	12.1%
Other (Specify)	3	9.1%
Total	33	100.0%

FP12. Will your expansion require or lead to - If an increase in floor space, how much? (square feet)

Responses	Series 1	Series 1 (%)
If an increase in workforce, how many?	20	0.5%
If a decrease in workforce, how many?	0	0.0%
If an increase in floor space, how much? (square feet)	4,000	99.5%
Total	4,020	100.0%

FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

Responses	Series 1	Series 1 (%)
Yes	7	70.0%
No	3	30.0%
Total	10	100.0%

FP14. Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

Responses	Series 1	Series 1 (%)
Yes	8	80.0%
No	2	20.0%
Total	10	100.0%

FP15. Is your business currently experiencing difficulties with your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	4	40.0%
No	6	60.0%
Total	10	100.0%

FP16. Could the community potentially provide some assistance to support your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	6	60.0%
No	4	40.0%
Total	10	100.0%

BD1. What is the outlook for your industry?

Responses	Series 1	Series 1 (%)
Growing	10	45.5%
Declining	1	4.5%
Stable (Go to question BD2)	9	40.9%
Not sure (Go to question BD2)	2	9.1%
Total	22	100.0%

BD2. Please give an approximate annual sales range for your business

Responses	Series 1	Series 1 (%)
\$0 - \$99,999	6	28.6%
\$100,000 - \$249,999	5	23.8%
\$250,000 - \$499,999	3	14.3%
\$500,000 - \$999,999	1	4.8%
\$5,000,000 - \$9,999,999	1	4.8%
Prefer not to answer	5	23.8%
Total	21	100.0%

BD3. Are your projected sales in the next year expected to

Responses	Series 1	Series 1 (%)
Increase	9	40.9%
Decrease	1	4.5%
Remain the same (Go to question BD4)	8	36.4%
Not sure (Go to question BD4)	4	18.2%
Total	22	100.0%

BD4. How would you rate your business related to the use of technology?

Responses	Series 1	Series 1 (%)
Low	5	22.7%
Moderate	10	45.5%
High	6	27.3%
Very High	1	4.5%
Total	22	100.0%

BD5. Is your business currently experiencing any barriers related to your information technology requirements?

Responses	Series 1	Series 1 (%)
No barriers currently being experienced	10	23.3%
Internet speed	11	25.6%
Internet access	9	20.9%
Internet cost	7	16.3%
Hardware/software support	2	4.7%
Knowledge and training	4	9.3%
Total	43	100.0%

BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?

Responses	Series 1	Series 1 (%)
Joint product purchasing	7	15.2%
Joint marketing	14	30.4%
Joint training	6	13.0%
Networking/information sharing	14	30.4%
None	5	10.9%
Total	46	100.0%

BD8. Does your business own or lease its facility/facilities?

Responses	Series 1	Series 1 (%)
Own (Go to Workforce Section)	19	82.6%
Lease	4	17.4%
Total	23	100.0%

BD8. Does your business own or lease its facility/facilities? - When does the lease expire?

Responses	Series 1	Series 1 (%)
Next year	1	25.0%
Over 3 years from now	3	75.0%
Total	4	100.0%

BD8. Does your business own or lease its facility/facilities? - Do you anticipate any problems in renewing the lease?

Responses	Series 1	Series 1 (%)
No	4	100.0%
Total	4	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Series 1	Series 1 (%)
Increased	4	17.4%
Decreased	2	8.7%
Remain the same	17	73.9%
Total	23	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same? - If Decreased, by how many?

Responses	Series 1	Series 1 (%)
If Increased, by how many?	9	60.0%
If Decreased, by how many?	6	40.0%
Total	15	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Availability of qualified workers

Responses	Series 1	Series 1 (%)
No response	3	13.0%
Poor	9	39.1%
Fair	4	17.4%
Good	5	21.7%
Excellent	2	8.7%
Total	23	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Stability of the workforce

Responses	Series 1	Series 1 (%)
No response	3	13.0%
Poor	11	47.8%
Fair	2	8.7%
Good	7	30.4%
Total	23	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to attract new employees

Responses	Series 1	Series 1 (%)
No response	7	30.4%
Poor	4	17.4%
Fair	3	13.0%
Good	8	34.8%
Excellent	1	4.3%
Total	23	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to retain new employees

Responses	Series 1	Series 1 (%)
No response	8	34.8%
Poor	6	26.1%
Fair	2	8.7%
Good	6	26.1%
Excellent	1	4.3%
Total	23	100.0%

WF3. Does your business currently have difficulty hiring?

Responses	Series 1	Series 1 (%)
Yes	6	27.3%
No (Go to question WF4)	16	72.7%
Total	22	100.0%

WF3. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges?

Responses	Series 1	Series 1 (%)
Too few applicants	2	11.8%
Lack of appropriate skills or training	5	29.4%
Lack of relevant experience	6	35.3%
Other	4	23.5%
Total	17	100.0%

WF3. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to the community or industry?

Responses	Series 1	Series 1 (%)
Community	5	55.6%
Industry	4	44.4%
Total	9	100.0%

WF4. How do you currently recruit new employees?

Responses	Series 1	Series 1 (%)
Through your personal network	12	29.3%
Employment centres and websites (job boards)	4	9.8%
"Hiring" sign on your premises	2	4.9%
Local media advertising	3	7.3%
Your own website	1	2.4%
Professional recruitment firm	1	2.4%
Referrals from friends or current employees	9	22.0%
Social Media applications such as LinkedIn or Facebook	4	9.8%
Unsolicited resumes	3	7.3%
Other (Specify)	2	4.9%
Total	41	100.0%

WF5. Does your business have difficulty retaining employees?

Responses	Series 1	Series 1 (%)
Yes	8	36.4%
No (Go to question WF6)	14	63.6%
Total	22	100.0%

WF5. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees?

Responses	Series 1	Series 1 (%)
Wages	1	8.3%
Competition	1	8.3%
Seasonal	5	41.7%
Work environment (Specify)	1	8.3%
Other (Specify)	4	33.3%
Total	12	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?

Responses	Series 1	Series 1 (%)
Yes	4	17.4%
No	19	82.6%
Total	23	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs? - If No, are you interested in information?

Responses	Series 1	Series 1 (%)
Yes	10	58.8%
No	7	41.2%
Total	17	100.0%

WF7. Does your business currently use any external training?

Responses	Series 1	Series 1 (%)
Yes	13	56.5%
No	10	43.5%
Total	23	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?

Responses	Series 1	Series 1 (%)
Yes	5	21.7%
No	18	78.3%
Total	23	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify

Responses	Series 1	Series 1 (%)
Cost	0	0.0%
Awareness of existing training programs	0	0.0%
Awareness of training support programs	0	0.0%
Availability of training locally	0	0.0%
Unable to release employees	0	0.0%
Other	0	0.0%
No	18	100.0%
Total	18	100.0%

WF9. Are there any training programs/topics that would be beneficial to you and your employees?

Responses	Series 1	Series 1 (%)
Yes	14	60.9%
No	9	39.1%
Total	23	100.0%

CD1. Do you know of a business that may have an interest in locating in this community?

Responses	Series 1	Series 1 (%)
Yes	4	17.4%
No (Go to question CD2)	19	82.6%
Total	23	100.0%

1. Would you be willing to provide the contact information for the business in support of a community business attraction strategy? - Contact business directly

Responses	Series 1	Series 1 (%)
Yes	2	66.7%
No	1	33.3%
Total	3	100.0%

1. Would you be willing to contact this company on behalf of our community as part of a business attraction strategy? - Provide the contact information for this business

Responses	Series 1	Series 1 (%)
Yes	2	100.0%
Total	2	100.0%

CD5. What assistance or opportunities would be beneficial to support your business?

Responses	Series 1	Series 1 (%)
Updating business plan	10	9.0%
Succession planning	7	6.3%
Marketing seminars	7	6.3%
Access to capital seminars	9	8.1%
Trade shows	11	9.9%
Business networking sessions	14	12.6%
Export development programs and services	1	0.9%
Joint advertising and marketing	14	12.6%
Attraction of related supply & services businesses	9	8.1%
Workforce planning, employee training and attraction	9	8.1%
Productivity improvement workshops	4	3.6%
E-marketing, social media and online content workshops	12	10.8%
Other (Specify)	4	3.6%
Total	111	100.0%

CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?

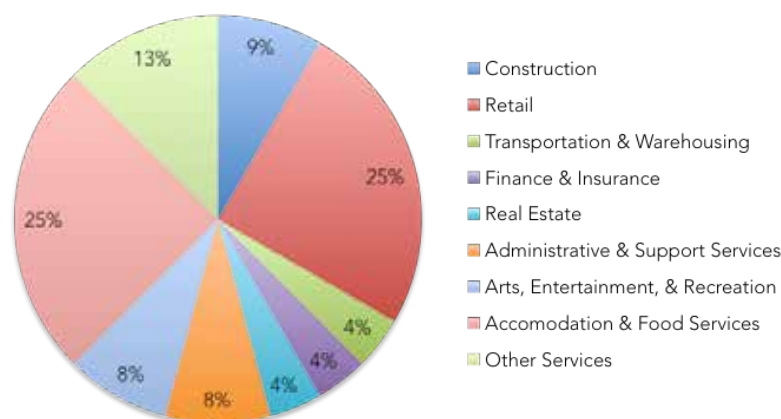
Responses	Series 1	Series 1 (%)
Yes	22	100.0%
Total	22	100.0%

Appendix L: Armour Community Overview & Survey Results

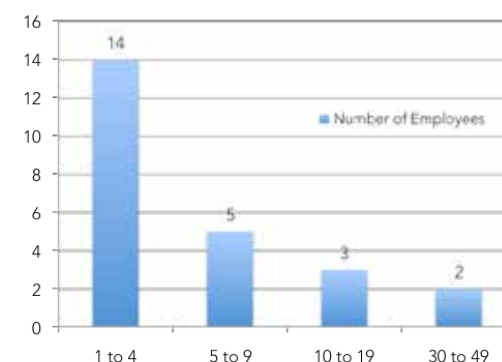
PARTICIPANT PROFILE

Of the **24 businesses** that participated in the interviews, 67% were "locally owned and operated with one location", 8% were "locally owned and operated with more than one location", 13% were a "franchise", and 12% were a "branch or division of a regional, national or international company".

The 24 businesses surveyed were represented in the following industries:



Data indicated that out of the 24* businesses surveyed:



WORKFORCE

 **23%**

of businesses stated they are looking to hire within the next 18 months


33% 

of businesses stated they have difficulty finding qualified people

EXPANSION OPPORTUNITIES

 **36%**

of businesses stated they are looking to expand within the next 18 months

46% 

of businesses stated there is limited service land or available space for rent or lease.

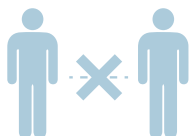


EXIT STRATEGY

of businesses stated they plan to retire in the next 18 months

4%

100%



of those stated they do not have a succession plan.

REGIONAL COLLABORATION



60%

of businesses stated they had no contact with service organizations and were unaware of programs and services available.

of businesses stated they are interested in collaborating on local and regional initiatives.

92%

TOP DISADVANTAGES AS A PLACE TO DO BUSINESS

- Lack of infrastructure such as dependable internet service, hydro, water and sewer for development and growth and limited services including restaurants and shopping to attract and retain residents
- Low population and limited labour pool which lack the skills and training necessary to fill existing positions or meet the needs of new businesses that could potentially be attracted to locate in the community
- Municipal and provincial regulations (red tape) create many barriers and costs for growing businesses.

TOP ADVANTAGES AS A PLACE TO DO BUSINESS

- ☐ Geographic location provides HWY access, transportation network and proximity to major markets
- ☐ Natural setting and affordability provide a high quality lifestyle for residents
- ☐ Community members, customers and all levels of government are supportive of local businesses



*Note: Number of responses may not correspond to the number of surveys completed due to respondents not answering identified questions.

Power Search - Summary

BI1. Which of the following best describes your business?

Responses	Series 1	Series 1 (%)
Locally owned and operated, with one location	16	66.7%
Locally owned and operated, with more than one location (Specify number)	2	8.3%
Franchise, please indicate where headquarters is located (City)	3	12.5%
Branch or division of a regional, national or international company, please indicate where the corporate headquarters is located (City + Country)	3	12.5%
Total	24	100.0%

BI2. Is at least one of the owners involved in the day-to-day operation of the business?

Responses	Series 1	Series 1 (%)
Yes	20	95.2%
No	1	4.8%
Total	21	100.0%

BI3. Is at least one of the owners a resident of the community?

Responses	Series 1	Series 1 (%)
Yes	16	76.2%
No	5	23.8%
Total	21	100.0%

BI4. Does your business have a business plan?

Responses	Series 1	Series 1 (%)
Yes	10	47.6%
No (go to BI5)	11	52.4%
Total	21	100.0%

BI4. Does your business have a business plan? - When was it last updated?

Responses	Series 1	Series 1 (%)
Less than 1 year	6	54.5%
1 to 3 years	3	27.3%
4 to 5 years	1	9.1%
Greater than 5 years	1	9.1%
Total	11	100.0%

BI5. How many years has your business been in operation in this community?

Responses	Series 1	Series 1 (%)
Less than 1 year	1	4.2%
1 to 3 years	1	4.2%
4 to 10 years	2	8.3%
11 to 25 years	7	29.2%
26 to 35 years	2	8.3%
Over 35 years	11	45.8%
Total	24	100.0%

BI6. How many years have the current owner/owners been operating this business?

Responses	Series 1	Series 1 (%)
Less than 1 year	1	4.2%
1 to 3 years	1	4.2%
4 to 10 years	6	25.0%
11 to 25 years	12	50.0%
26 to 35 years	1	4.2%
Over 35 years	3	12.5%
Total	24	100.0%

BI7. Including owner/owners, how many employees work at this location?

Responses	Series 1	Series 1 (%)
1 - 4	14	58.3%
5 - 9	5	20.8%
10 - 19	3	12.5%
30 - 49	2	8.3%
Total	24	100.0%

BI9. The primary market of your business is

Responses	Series 1	Series 1 (%)
Local	9	37.5%
Regional	15	62.5%
Total	24	100.0%

BC1. What is your general impression of this community as a place to do business?

Responses	Series 1	Series 1 (%)
Poor	3	12.5%
Fair	5	20.8%
Good	15	62.5%
Excellent	1	4.2%
Total	24	100.0%

BC2. In the past 3 years has your attitude about doing business in this community changed?

Responses	Series 1	Series 1 (%)
Yes, more positive (Go to question BC2b.)	10	41.7%
Yes, more negative (Go to question BC2c.)	7	29.2%
No change (Go to question BC3)	7	29.2%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Workforce

Responses	Series 1	Series 1 (%)
No response	3	12.5%
Poor	3	12.5%
Fair	13	54.2%
Good	4	16.7%
Excellent	1	4.2%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of serviced land

Responses	Series 1	Series 1 (%)
No response	12	50.0%
Poor	5	20.8%
Fair	4	16.7%
Good	2	8.3%
Excellent	1	4.2%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Land costs

Responses	Series 1	Series 1 (%)
No response	8	33.3%
Fair	5	20.8%
Good	10	41.7%
Excellent	1	4.2%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of space for rent or lease

Responses	Series 1	Series 1 (%)
No response	10	41.7%
Poor	6	25.0%
Fair	4	16.7%
Good	3	12.5%
Excellent	1	4.2%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development/building permit process

Responses	Series 1	Series 1 (%)
No response	6	25.0%
Poor	5	20.8%
Fair	3	12.5%
Good	8	33.3%
Excellent	2	8.3%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development charges

Responses	Series 1	Series 1 (%)
No response	13	54.2%
Poor	3	12.5%
Fair	3	12.5%
Good	4	16.7%
Excellent	1	4.2%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Municipal property taxes

Responses	Series 1	Series 1 (%)
No response	1	4.2%
Poor	4	16.7%
Fair	6	25.0%
Good	13	54.2%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Local roads and streets

Responses	Series 1	Series 1 (%)
Good	15	62.5%
Excellent	9	37.5%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Regional/Provincial roads and highways

Responses	Series 1	Series 1 (%)
Good	15	62.5%
Excellent	9	37.5%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Proximity to rail and airports

Responses	Series 1	Series 1 (%)
No response	10	41.7%
Poor	4	16.7%
Fair	3	12.5%
Good	7	29.2%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of health and medical services

Responses	Series 1	Series 1 (%)
Poor	8	33.3%
Fair	9	37.5%
Good	6	25.0%
Excellent	1	4.2%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Quality of life

Responses	Series 1	Series 1 (%)
Poor	1	4.2%
Fair	1	4.2%
Good	12	50.0%
Excellent	10	41.7%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate housing

Responses	Series 1	Series 1 (%)
No response	8	33.3%
Poor	3	12.5%
Good	11	45.8%
Excellent	2	8.3%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from municipality

Responses	Series 1	Series 1 (%)
No response	5	20.8%
Poor	3	12.5%
Fair	3	12.5%
Good	13	54.2%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from other businesses

Responses	Series 1	Series 1 (%)
Fair	6	25.0%
Good	12	50.0%
Excellent	6	25.0%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from local residents

Responses	Series 1	Series 1 (%)
No response	1	4.2%
Fair	5	20.8%
Good	13	54.2%
Excellent	5	20.8%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cellular phone service

Responses	Series 1	Series 1 (%)
Poor	4	16.7%
Fair	6	25.0%
Good	11	45.8%
Excellent	3	12.5%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Internet service

Responses	Series 1	Series 1 (%)
No response	1	4.2%
Poor	4	16.7%
Fair	10	41.7%
Good	7	29.2%
Excellent	2	8.3%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater capacity

Responses	Series 1	Series 1 (%)
No response	12	50.0%
Poor	3	12.5%
Fair	1	4.2%
Good	6	25.0%
Excellent	2	8.3%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater fees

Responses	Series 1	Series 1 (%)
No response	14	58.3%
Poor	3	12.5%
Fair	3	12.5%
Good	4	16.7%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate electricity

Responses	Series 1	Series 1 (%)
Poor	5	20.8%
Fair	3	12.5%
Good	13	54.2%
Excellent	3	12.5%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of electricity

Responses	Series 1	Series 1 (%)
No response	2	8.3%
Poor	11	45.8%
Fair	10	41.7%
Good	1	4.2%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of natural gas

Responses	Series 1	Series 1 (%)
No response	5	20.8%
Poor	7	29.2%
Fair	1	4.2%
Good	8	33.3%
Excellent	3	12.5%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of natural gas

Responses	Series 1	Series 1 (%)
No response	11	45.8%
Poor	1	4.2%
Fair	3	12.5%
Good	7	29.2%
Excellent	2	8.3%
Total	24	100.0%

BC3. How would you rate the following factors of doing business in this community? - Other

Responses	Series 1	Series 1 (%)
No response	23	95.8%
Fair	1	4.2%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Child care services

Responses	Series 1	Series 1 (%)
No response	18	75.0%
Poor	1	4.2%
Fair	2	8.3%
Good	2	8.3%
Excellent	1	4.2%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Schools (elementary and secondary)

Responses	Series 1	Series 1 (%)
No response	9	37.5%
Poor	3	12.5%
Fair	3	12.5%
Good	8	33.3%
Excellent	1	4.2%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Post-secondary education (college, university, and private college)

Responses	Series 1	Series 1 (%)
No response	12	50.0%
Fair	3	12.5%
Good	9	37.5%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Workforce planning/development board

Responses	Series 1	Series 1 (%)
No response	16	66.7%
Fair	1	4.2%
Good	7	29.2%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Chamber of Commerce/Board of Trade

Responses	Series 1	Series 1 (%)
No response	7	29.2%
Poor	1	4.2%
Fair	1	4.2%
Good	12	50.0%
Excellent	3	12.5%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Business Improvement Area (BIA)

Responses	Series 1	Series 1 (%)
No response	21	87.5%
Poor	3	12.5%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Community Futures Development Corporation (CFDC)

Responses	Series 1	Series 1 (%)
No response	18	75.0%
Poor	1	4.2%
Good	4	16.7%
Excellent	1	4.2%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Small Business Enterprise Centre

Responses	Series 1	Series 1 (%)
No response	16	66.7%
Poor	1	4.2%
Fair	3	12.5%
Good	3	12.5%
Excellent	1	4.2%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	13	54.2%
Fair	3	12.5%
Good	5	20.8%
Excellent	3	12.5%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	20	83.3%
Good	2	8.3%
Excellent	2	8.3%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Planning, engineering, zoning, and building permits

Responses	Series 1	Series 1 (%)
No response	6	25.0%
Poor	3	12.5%
Fair	6	25.0%
Good	8	33.3%
Excellent	1	4.2%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Economic development services

Responses	Series 1	Series 1 (%)
No response	6	25.0%
Poor	2	8.3%
Fair	2	8.3%
Good	6	25.0%
Excellent	8	33.3%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Health department/health unit approvals

Responses	Series 1	Series 1 (%)
No response	6	25.0%
Poor	2	8.3%
Fair	4	16.7%
Good	11	45.8%
Excellent	1	4.2%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Police services

Responses	Series 1	Series 1 (%)
No response	1	4.2%
Poor	2	8.3%
Fair	1	4.2%
Good	16	66.7%
Excellent	4	16.7%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Fire services

Responses	Series 1	Series 1 (%)
No response	2	8.3%
Fair	1	4.2%
Good	14	58.3%
Excellent	7	29.2%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Recreation facilities

Responses	Series 1	Series 1 (%)
No response	1	4.2%
Poor	3	12.5%
Fair	4	16.7%
Good	12	50.0%
Excellent	4	16.7%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Cultural facilities

Responses	Series 1	Series 1 (%)
No response	3	12.5%
Poor	2	8.3%
Fair	7	29.2%
Good	11	45.8%
Excellent	1	4.2%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Parks and open spaces

Responses	Series 1	Series 1 (%)
Poor	1	4.2%
Fair	8	33.3%
Good	10	41.7%
Excellent	5	20.8%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Support from local residents

Responses	Series 1	Series 1 (%)
Fair	1	100.0%
Total	1	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Street/road repair

Responses	Series 1	Series 1 (%)
Poor	1	4.2%
Fair	4	16.7%
Good	17	70.8%
Excellent	2	8.3%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Snow removal

Responses	Series 1	Series 1 (%)
Fair	3	12.5%
Good	17	70.8%
Excellent	4	16.7%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Garbage/recycling

Responses	Series 1	Series 1 (%)
No response	1	4.2%
Poor	3	12.5%
Fair	3	12.5%
Good	10	41.7%
Excellent	7	29.2%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Public transit

Responses	Series 1	Series 1 (%)
No response	10	41.7%
Poor	5	20.8%
Fair	4	16.7%
Good	5	20.8%
Total	24	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	22	91.7%
Poor	1	4.2%
Good	1	4.2%
Total	24	100.0%

FP1. Within the next 18 months, which do you plan on

Responses	Series 1	Series 1 (%)
Remain the same	13	52.0%
Expanding(Go to question FP11)	9	36.0%
Downsizing (Go to question FP2)	1	4.0%
Relocating (Go to question FP5)	1	4.0%
Selling (Go to question FP8)	1	4.0%
Total	25	100.0%

FP3. Will your downsizing lead to a decrease in?

Responses	Series 1	Series 1 (%)
Workforce(How many?)	1	33.3%
Product lines(s)	1	33.3%
Services for customers	1	33.3%
Total	3	100.0%

FP3. Which would best describe your plans for your business over the next 3 years? - If Workforce, how many?

Responses	Series 1	Series 1 (%)
If Workforce, how many?	40	100.0%
Total	40	100.0%

FP4. Is there any assistance that could be provided to prevent/limit the downsizing of your business?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP5. Where do you plan to relocate this business?

Responses	Series 1	Series 1 (%)
Exploring options	1	100.0%
Total	1	100.0%

FP7. Is there any assistance that could be provided to prevent or assist with the relocation of your business within the community?

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

FP8. Why are you selling your business?

Responses	Series 1	Series 1 (%)
Retirement	1	100.0%
Total	1	100.0%

FP10. Would you like assistance/information on selling your business?

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

FP12. Will your expansion require or lead to

Responses	Series 1	Series 1 (%)
An increase in workforce (If yes, how many?)	8	22.9%
An increase need for employee training	5	14.3%
An increase in floor space (If yes, how much?)	8	22.9%
Additional product line(s)	1	2.9%
Additional services for customers	2	5.7%
Process improvements	6	17.1%
Other (Specify)	5	14.3%
Total	35	100.0%

FP12. Will your expansion require or lead to - If an increase in floor space, how much? (square feet)

Responses	Series 1	Series 1 (%)
If an increase in workforce, how many?	11	0.1%
If a decrease in workforce, how many?	0	0.0%
If an increase in floor space, how much? (square feet)	18,200	99.9%
Total	18,211	100.0%

FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

Responses	Series 1	Series 1 (%)
Yes	4	50.0%
No	4	50.0%
Total	8	100.0%

FP14. Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

Responses	Series 1	Series 1 (%)
Yes	9	100.0%
Total	9	100.0%

FP15. Is your business currently experiencing difficulties with your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	2	22.2%
No	7	77.8%
Total	9	100.0%

FP16. Could the community potentially provide some assistance to support your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	7	87.5%
No	1	12.5%
Total	8	100.0%

BD1. What is the outlook for your industry?

Responses	Series 1	Series 1 (%)
Growing	11	45.8%
Declining	6	25.0%
Stable (Go to question BD2)	7	29.2%
Total	24	100.0%

BD2. Please give an approximate annual sales range for your business

Responses	Series 1	Series 1 (%)
\$0 - \$99,999	5	21.7%
\$100,000 - \$249,999	5	21.7%
\$250,000 - \$499,999	3	13.0%
\$500,000 - \$999,999	1	4.3%
\$1,000,000 - \$4,999,999	3	13.0%
\$5,000,000 - \$9,999,999	1	4.3%
Prefer not to answer	5	21.7%
Total	23	100.0%

BD3. Are your projected sales in the next year expected to

Responses	Series 1	Series 1 (%)
Increase	13	56.5%
Decrease	1	4.3%
Remain the same (Go to question BD4)	7	30.4%
Not sure (Go to question BD4)	2	8.7%
Total	23	100.0%

BD4. How would you rate your business related to the use of technology?

Responses	Series 1	Series 1 (%)
Low	2	8.3%
Moderate	10	41.7%
High	7	29.2%
Very High	5	20.8%
Total	24	100.0%

BD5. Is your business currently experiencing any barriers related to your information technology requirements?

Responses	Series 1	Series 1 (%)
No barriers currently being experienced	7	16.3%
Internet speed	11	25.6%
Internet access	9	20.9%
Internet cost	9	20.9%
Knowledge and training	6	14.0%
Other (Specify)	1	2.3%
Total	43	100.0%

BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?

Responses	Series 1	Series 1 (%)
Joint product purchasing	9	14.1%
Joint marketing	17	26.6%
Joint training	13	20.3%
Networking/information sharing	20	31.3%
None	2	3.1%
Other (Specify)	3	4.7%
Total	64	100.0%

BD8. Does your business own or lease its facility/facilities?

Responses	Series 1	Series 1 (%)
Own (Go to Workforce Section)	18	75.0%
Lease	6	25.0%
Total	24	100.0%

BD8. Does your business own or lease its facility/facilities? - When does the lease expire?

Responses	Series 1	Series 1 (%)
This calendar year	1	16.7%
Next year	2	33.3%
Over 3 years from now	3	50.0%
Total	6	100.0%

BD8. Does your business own or lease its facility/facilities? - Do you anticipate any problems in renewing the lease?

Responses	Series 1	Series 1 (%)
Yes	2	33.3%
No	4	66.7%
Total	6	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Series 1	Series 1 (%)
Increased	6	25.0%
Decreased	4	16.7%
Remain the same	14	58.3%
Total	24	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same? - If Decreased, by how many?

Responses	Series 1	Series 1 (%)
If Increased, by how many?	13	26.0%
If Decreased, by how many?	37	74.0%
Total	50	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Availability of qualified workers

Responses	Series 1	Series 1 (%)
No response	4	16.7%
Poor	7	29.2%
Fair	7	29.2%
Good	4	16.7%
Excellent	2	8.3%
Total	24	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Stability of the workforce

Responses	Series 1	Series 1 (%)
No response	3	12.5%
Poor	6	25.0%
Fair	5	20.8%
Good	8	33.3%
Excellent	2	8.3%
Total	24	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to attract new employees

Responses	Series 1	Series 1 (%)
No response	3	12.5%
Poor	6	25.0%
Fair	5	20.8%
Good	10	41.7%
Total	24	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to retain new employees

Responses	Series 1	Series 1 (%)
No response	3	12.5%
Poor	2	8.3%
Fair	6	25.0%
Good	10	41.7%
Excellent	3	12.5%
Total	24	100.0%

WF3. Does your business currently have difficulty hiring?

Responses	Series 1	Series 1 (%)
Yes	8	33.3%
No (Go to question WF4)	16	66.7%
Total	24	100.0%

WF3. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges?

Responses	Series 1	Series 1 (%)
Too few applicants	3	18.8%
Lack of appropriate skills or training	5	31.3%
Lack of relevant experience	3	18.8%
Other	5	31.3%
Total	16	100.0%

WF3. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to the community or industry?

Responses	Series 1	Series 1 (%)
Community	5	45.5%
Industry	6	54.5%

WF4. How do you currently recruit new employees?

Responses	Series 1	Series 1 (%)
Through your personal network	13	19.1%
Employment centres and websites (job boards)	11	16.2%
"Hiring" sign on your premises	2	2.9%
Local media advertising	6	8.8%
Your own website	2	2.9%
Professional recruitment firm	1	1.5%
Referrals from friends or current employees	15	22.1%
Social Media applications such as LinkedIn or Facebook	3	4.4%
Unsolicited resumes	11	16.2%
Other (Specify)	4	5.9%
Total	68	100.0%

WF5. Does your business have difficulty retaining employees?

Responses	Series 1	Series 1 (%)
Yes	5	20.8%
No (Go to question WF6)	19	79.2%
Total	24	100.0%

WF5. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees?

Responses	Series 1	Series 1 (%)
Wages	2	25.0%
Competition	1	12.5%
Seasonal	2	25.0%
Other (Specify)	3	37.5%
Total	8	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?

Responses	Series 1	Series 1 (%)
Yes	7	29.2%
No	17	70.8%
Total	24	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs? - If No, are you interested in information?

Responses	Series 1	Series 1 (%)
Yes	7	43.8%
No	9	56.3%
Total	16	100.0%

WF7. Does your business currently use any external training?

Responses	Series 1	Series 1 (%)
Yes	11	45.8%
No	13	54.2%
Total	24	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?

Responses	Series 1	Series 1 (%)
Yes	7	29.2%
No	17	70.8%
Total	24	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify

Responses	Series 1	Series 1 (%)
Cost	0	0.0%
Awareness of existing training programs	0	0.0%
Awareness of training support programs	0	0.0%
Availability of training locally	0	0.0%
Unable to release employees	0	0.0%
Other	0	0.0%
No	17	100.0%
Total	17	100.0%

WF9. Are there any training programs/topics that would be beneficial to you and your employees?

Responses	Series 1	Series 1 (%)
Yes	11	45.8%
No	13	54.2%
Total	24	100.0%

CD1. Do you know of a business that may have an interest in locating in this community?

Responses	Series 1	Series 1 (%)
Yes	7	29.2%
No (Go to question CD2)	17	70.8%
Total	24	100.0%

1. Would you be willing to provide the contact information for the business in support of a community business attraction strategy? - Contact business directly

Responses	Series 1	Series 1 (%)
Yes	4	57.1%
No	3	42.9%
Total	7	100.0%

1. Would you be willing to contact this company on behalf of our community as part of a business attraction strategy? - Provide the contact information for this business

Responses	Series 1	Series 1 (%)
Yes	2	40.0%
No	3	60.0%
Total	5	100.0%

CD5. What assistance or opportunities would be beneficial to support your business?

Responses	Series 1	Series 1 (%)
Updating business plan	5	5.6%
Succession planning	3	3.4%
Marketing seminars	5	5.6%
Access to capital seminars	7	7.9%
Trade shows	8	9.0%
Business networking sessions	12	13.5%
Joint advertising and marketing	15	16.9%
Attraction of related supply & services businesses	6	6.7%
Workforce planning, employee training and attraction	6	6.7%
Productivity improvement workshops	6	6.7%
E-marketing, social media and online content workshops	11	12.4%
Other (Specify)	5	5.6%
Total	89	100.0%

CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?

Responses	Series 1	Series 1 (%)
Yes	23	95.8%
No	1	4.2%
Total	24	100.0%

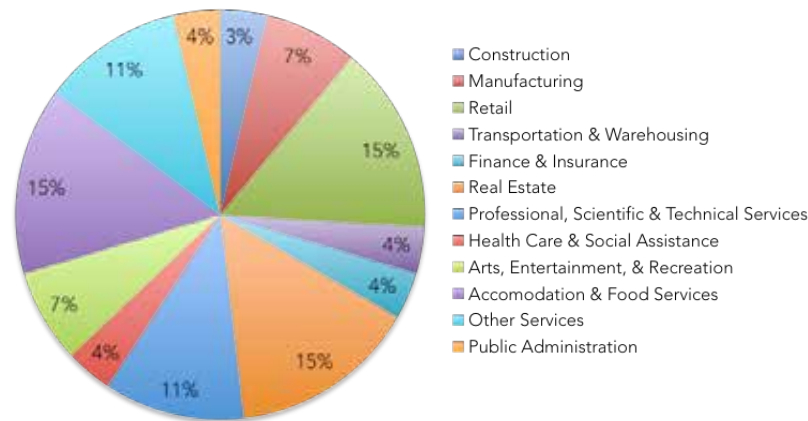


Appendix M: Burk's Falls Community Overview & Survey Results

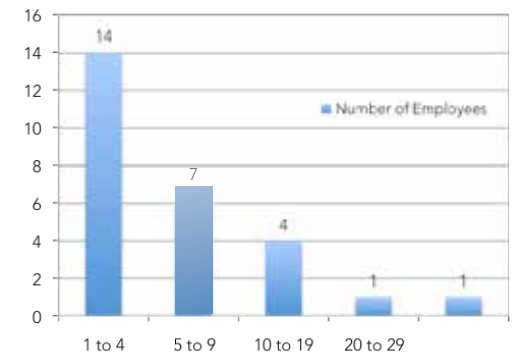
PARTICIPANT PROFILE

Of the **27 businesses** that participated in the interviews, 61% were "locally owned and operated with one location", 19% were "locally owned and operated with more than one location", 12% were a "franchise", and 8% were a "branch or division of a regional, national or international company".

The 27 businesses surveyed were represented in the following industries:



Data indicated that out of the 27* businesses surveyed:



WORKFORCE



28%

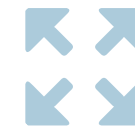
of businesses stated they are looking to hire within the next 18 months

40%



of businesses stated they have difficulty finding qualified people

EXPANSION OPPORTUNITIES



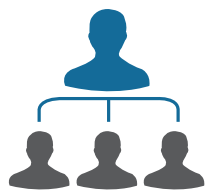
41%

of businesses stated they are looking to expand within the next 18 months

73%



of businesses stated there is limited service land or available space for rent or lease.

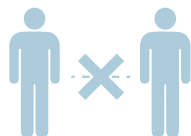


EXIT STRATEGY

of businesses stated they plan to retire in the next 18 months

4%

100%



of those stated they do not have a succession plan.

REGIONAL COLLABORATION



65%

of businesses stated they had no contact with service organizations and were unaware of programs and services available.

of businesses stated they are interested in collaborating on local and regional initiatives.

84%

TOP DISADVANTAGES AS A PLACE TO DO BUSINESS

- Low population density and incomes limit potential for business success
- Infrastructure and services need improvement. Lack of 24 hour / emergency health care or clinics
- The downtown area lacks visual appeal and there are many empty storefronts in the main business section

TOP ADVANTAGES AS A PLACE TO DO BUSINESS

- ☐ Small town community feel with access to all required amenities
- ☐ HWY access and excellent transportation routes
- ☐ Affordable land, taxes, development charges and housing



*Note: Number of responses may not correspond to the number of surveys completed due to respondents not answering identified questions.

Power Search - Summary

BI1. Which of the following best describes your business?

Responses	Series 1	Series 1 (%)
Locally owned and operated, with one location	17	63.0%
Locally owned and operated, with more than one location (Specify number)	5	18.5%
Franchise, please indicate where headquarters is located (City)	3	11.1%
Branch or division of a regional, national or international company, please indicate where the corporate headquarters is located (City + Country)	2	7.4%
Total	27	100.0%

BI2. Is at least one of the owners involved in the day-to-day operation of the business?

Responses	Series 1	Series 1 (%)
Yes	23	88.5%
No	3	11.5%
Total	26	100.0%

BI3. Is at least one of the owners a resident of the community?

Responses	Series 1	Series 1 (%)
Yes	22	84.6%
No	4	15.4%
Total	26	100.0%

BI4. Does your business have a business plan?

Responses	Series 1	Series 1 (%)
Yes	6	23.1%
No (go to BI5)	20	76.9%
Total	26	100.0%

BI4. Does your business have a business plan? - When was it last updated?

Responses	Series 1	Series 1 (%)
Less than 1 year	4	66.7%
1 to 3 years	2	33.3%
Total	6	100.0%

BI5. How many years has your business been in operation in this community?

Responses	Series 1	Series 1 (%)
Less than 1 year	1	3.7%
1 to 3 years	2	7.4%
4 to 10 years	6	22.2%
11 to 25 years	6	22.2%
26 to 35 years	3	11.1%
Over 35 years	9	33.3%
Total	27	100.0%

BI6. How many years have the current owner/owners been operating this business?

Responses	Series 1	Series 1 (%)
Less than 1 year	1	3.7%
1 to 3 years	7	25.9%
4 to 10 years	7	25.9%
11 to 25 years	7	25.9%
26 to 35 years	4	14.8%
Over 35 years	1	3.7%
Total	27	100.0%

BI7. Including owner/owners, how many employees work at this location?

Responses	Series 1	Series 1 (%)
1 - 4	14	51.9%
5 - 9	7	25.9%
10 - 19	4	14.8%
20 - 29	1	3.7%
100 - 299	1	3.7%
Total	27	100.0%

BI9. The primary market of your business is

Responses	Series 1	Series 1 (%)
Local	13	48.1%
Regional	12	44.4%
International	2	7.4%
Total	27	100.0%

BC1. What is your general impression of this community as a place to do business?

Responses	Series 1	Series 1 (%)
Poor	1	3.7%
Fair	8	29.6%
Good	15	55.6%
Excellent	3	11.1%
Total	27	100.0%

BC2. In the past 3 years has your attitude about doing business in this community changed?

Responses	Series 1	Series 1 (%)
Yes, more positive (Go to question BC2b.)	10	37.0%
Yes, more negative (Go to question BC2c.)	4	14.8%
No change (Go to question BC3)	13	48.1%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Workforce

Responses	Series 1	Series 1 (%)
No response	5	18.5%
Poor	5	18.5%
Fair	5	18.5%
Good	11	40.7%
Excellent	1	3.7%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of serviced land

Responses	Series 1	Series 1 (%)
No response	8	29.6%
Poor	8	29.6%
Fair	2	7.4%
Good	8	29.6%
Excellent	1	3.7%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Land costs

Responses	Series 1	Series 1 (%)
No response	5	18.5%
Poor	1	3.7%
Fair	4	14.8%
Good	14	51.9%
Excellent	3	11.1%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of space for rent or lease

Responses	Series 1	Series 1 (%)
No response	5	18.5%
Poor	11	40.7%
Fair	4	14.8%
Good	5	18.5%
Excellent	2	7.4%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development/building permit process

Responses	Series 1	Series 1 (%)
No response	16	59.3%
Poor	4	14.8%
Fair	2	7.4%
Good	4	14.8%
Excellent	1	3.7%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development charges

Responses	Series 1	Series 1 (%)
No response	23	85.2%
Fair	1	3.7%
Good	3	11.1%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Municipal property taxes

Responses	Series 1	Series 1 (%)
No response	6	22.2%
Poor	2	7.4%
Fair	10	37.0%
Good	9	33.3%
Total	27	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Local roads and streets**

Responses	Series 1	Series 1 (%)
Fair	2	7.4%
Good	13	48.1%
Excellent	12	44.4%
Total	27	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Proximity to rail and airports**

Responses	Series 1	Series 1 (%)
No response	13	48.1%
Poor	8	29.6%
Fair	3	11.1%
Good	2	7.4%
Excellent	1	3.7%
Total	27	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of health and medical services**

Responses	Series 1	Series 1 (%)
Poor	9	33.3%
Fair	9	33.3%
Good	8	29.6%
Excellent	1	3.7%
Total	27	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Quality of life**

Responses	Series 1	Series 1 (%)
No response	1	3.7%
Fair	4	14.8%
Good	14	51.9%
Excellent	8	29.6%
Total	27	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of adequate housing**

Responses	Series 1	Series 1 (%)
No response	3	11.1%
Poor	3	11.1%
Fair	8	29.6%
Good	11	40.7%
Excellent	2	7.4%
Total	27	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Support from municipality**

Responses	Series 1	Series 1 (%)
No response	2	7.4%
Poor	5	18.5%
Fair	4	14.8%
Good	12	44.4%
Excellent	4	14.8%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from other businesses

Responses	Series 1	Series 1 (%)
No response	1	3.7%
Poor	2	7.4%
Fair	4	14.8%
Good	18	66.7%
Excellent	2	7.4%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from local residents

Responses	Series 1	Series 1 (%)
No response	1	3.7%
Fair	3	11.1%
Good	17	63.0%
Excellent	6	22.2%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cellular phone service

Responses	Series 1	Series 1 (%)
Poor	1	3.7%
Fair	1	3.7%
Good	16	59.3%
Excellent	9	33.3%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Internet service

Responses	Series 1	Series 1 (%)
No response	1	3.7%
Poor	5	18.5%
Fair	3	11.1%
Good	11	40.7%
Excellent	7	25.9%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater capacity

Responses	Series 1	Series 1 (%)
No response	3	11.1%
Poor	3	11.1%
Fair	3	11.1%
Good	10	37.0%
Excellent	8	29.6%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater fees

Responses	Series 1	Series 1 (%)
No response	8	29.6%
Poor	4	14.8%
Fair	9	33.3%
Good	5	18.5%
Excellent	1	3.7%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate electricity

Responses	Series 1	Series 1 (%)
Poor	7	25.9%
Fair	3	11.1%
Good	14	51.9%
Excellent	3	11.1%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of electricity

Responses	Series 1	Series 1 (%)
No response	2	7.4%
Poor	14	51.9%
Fair	4	14.8%
Good	6	22.2%
Excellent	1	3.7%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of natural gas

Responses	Series 1	Series 1 (%)
No response	4	14.8%
Fair	4	14.8%
Good	12	44.4%
Excellent	7	25.9%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of natural gas

Responses	Series 1	Series 1 (%)
No response	9	33.3%
Poor	1	3.7%
Fair	4	14.8%
Good	9	33.3%
Excellent	4	14.8%
Total	27	100.0%

BC3. How would you rate the following factors of doing business in this community? - Other

Responses	Series 1	Series 1 (%)
No response	27	100.0%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Child care services

Responses	Series 1	Series 1 (%)
No response	17	63.0%
Poor	1	3.7%
Fair	2	7.4%
Good	4	14.8%
Excellent	3	11.1%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Schools (elementary and secondary)

Responses	Series 1	Series 1 (%)
No response	11	40.7%
Poor	1	3.7%
Fair	3	11.1%
Good	7	25.9%
Excellent	5	18.5%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Post-secondary education (college, university, and private college)

Responses	Series 1	Series 1 (%)
No response	15	55.6%
Poor	3	11.1%
Fair	4	14.8%
Good	5	18.5%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Workforce planning/development board

Responses	Series 1	Series 1 (%)
No response	18	66.7%
Poor	1	3.7%
Fair	3	11.1%
Good	5	18.5%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Chamber of Commerce/Board of Trade

Responses	Series 1	Series 1 (%)
No response	4	14.8%
Poor	1	3.7%
Fair	5	18.5%
Good	10	37.0%
Excellent	7	25.9%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Business Improvement Area (BIA)

Responses	Series 1	Series 1 (%)
No response	22	81.5%
Poor	1	3.7%
Fair	2	7.4%
Good	2	7.4%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Community Futures Development Corporation (CFDC)

Responses	Series 1	Series 1 (%)
No response	19	70.4%
Poor	1	3.7%
Fair	1	3.7%
Good	5	18.5%
Excellent	1	3.7%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Small Business Enterprise Centre

Responses	Series 1	Series 1 (%)
No response	22	81.5%
Fair	1	3.7%
Good	3	11.1%
Excellent	1	3.7%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	22	81.5%
Good	2	7.4%
Excellent	3	11.1%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	25	92.6%
Good	1	3.7%
Excellent	1	3.7%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Planning, engineering, zoning, and building permits

Responses	Series 1	Series 1 (%)
No response	13	48.1%
Poor	3	11.1%
Fair	5	18.5%
Good	5	18.5%
Excellent	1	3.7%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Economic development services

Responses	Series 1	Series 1 (%)
No response	2	7.4%
Poor	1	3.7%
Fair	1	3.7%
Good	16	59.3%
Excellent	7	25.9%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Health department/health unit approvals

Responses	Series 1	Series 1 (%)
No response	9	33.3%
Poor	2	7.4%
Fair	4	14.8%
Good	7	25.9%
Excellent	5	18.5%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Police services

Responses	Series 1	Series 1 (%)
No response	1	3.7%
Poor	2	7.4%
Fair	4	14.8%
Good	11	40.7%
Excellent	9	33.3%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Fire services

Responses	Series 1	Series 1 (%)
Poor	1	3.7%
Fair	2	7.4%
Good	15	55.6%
Excellent	9	33.3%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Recreation facilities

Responses	Series 1	Series 1 (%)
Poor	5	18.5%
Fair	5	18.5%
Good	13	48.1%
Excellent	4	14.8%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Cultural facilities

Responses	Series 1	Series 1 (%)
No response	6	22.2%
Poor	2	7.4%
Fair	5	18.5%
Good	13	48.1%
Excellent	1	3.7%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Parks and open spaces

Responses	Series 1	Series 1 (%)
No response	1	3.7%
Poor	2	7.4%
Fair	2	7.4%
Good	18	66.7%
Excellent	4	14.8%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Support from local residents

Responses	Series 1	Series 1 (%)
No response	1	16.7%
Good	4	66.7%
Excellent	1	16.7%
Total	6	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Street/road repair

Responses	Series 1	Series 1 (%)
Poor	3	11.1%
Fair	6	22.2%
Good	14	51.9%
Excellent	4	14.8%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Snow removal

Responses	Series 1	Series 1 (%)
Poor	1	3.7%
Fair	1	3.7%
Good	13	48.1%
Excellent	12	44.4%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Garbage/recycling

Responses	Series 1	Series 1 (%)
No response	1	3.7%
Poor	2	7.4%
Fair	3	11.1%
Good	12	44.4%
Excellent	9	33.3%
Total	27	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Public transit

Responses	Series 1	Series 1 (%)
No response	6	22.2%
Poor	4	14.8%
Fair	8	29.6%
Good	7	25.9%
Excellent	2	7.4%
Total	27	100.0%

FP1. Within the next 18 months, which do you plan on

Responses	Series 1	Series 1 (%)
Remain the same	12	36.4%
Expanding(Go to question FP11)	13	39.4%
Downsizing (Go to question FP2)	1	3.0%
Relocating (Go to question FP5)	4	12.1%
Selling (Go to question FP8)	1	3.0%
Closing (Go to question FP17)	2	6.1%
Total	33	100.0%

FP3. Will your downsizing lead to a decrease in?

Responses	Series 1	Series 1 (%)
Workforce(How many?)	1	25.0%
Floor space	1	25.0%
Services for customers	1	25.0%
Other (Specify)	1	25.0%
Total	4	100.0%

FP3. Which would best describe your plans for your business over the next 3 years? - If Workforce, how many?

Responses	Series 1	Series 1 (%)
If Workforce, how many?	0	0.0%
Total	0	0.0%

FP4. Is there any assistance that could be provided to prevent/limit the downsizing of your business?

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

FP5. Where do you plan to relocate this business?

Responses	Series 1	Series 1 (%)
Within the community	3	75.0%
Exploring options	1	25.0%
Total	4	100.0%

FP7. Is there any assistance that could be provided to prevent or assist with the relocation of your business within the community?

Responses	Series 1	Series 1 (%)
Yes	3	100.0%
Total	3	100.0%

FP8. Why are you selling your business?

Responses	Series 1	Series 1 (%)
Personal	1	50.0%
Pursue other opportunities	1	50.0%
Total	2	100.0%

FP9. Do you have a succession plan for your business?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP9. Do you have a succession plan for your business? - Would you like assistance/information with developing a succession plan?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP10. Would you like assistance/information on selling your business?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP12. Will your expansion require or lead to

Responses	Series 1	Series 1 (%)
An increase in workforce (If yes, how many?)	11	27.5%
An increase need for employee training	5	12.5%
An increase in floor space (If yes, how much?)	7	17.5%
Additional product line(s)	5	12.5%
Additional services for customers	6	15.0%
Process improvements	4	10.0%
Other (Specify)	2	5.0%
Total	40	100.0%

FP12. Will your expansion require or lead to

Responses	Series 1	Series 1 (%)
If an increase in workforce, how many?	30	0.1%
If a decrease in workforce, how many?	0	0.0%
If an increase in floor space, how much? (square feet)	57,800	99.9%
Total	57,830	100.0%

FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

Responses	Series 1	Series 1 (%)
Yes	6	50.0%
No	6	50.0%
Total	12	100.0%

FP14. Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

Responses	Series 1	Series 1 (%)
Yes	10	76.9%
No	3	23.1%
Total	13	100.0%

FP15. Is your business currently experiencing difficulties with your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	7	53.8%
No	6	46.2%
Total	13	100.0%

FP16. Could the community potentially provide some assistance to support your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	8	61.5%
No	5	38.5%
Total	13	100.0%

FP17. Do you plan to close this business at this location without re-opening in another location?

Responses	Series 1	Series 1 (%)
Yes	1	50.0%
No	1	50.0%
Total	2	100.0%

FP18. Could the community potentially provide any assistance to prevent the closure of your business?

Responses	Series 1	Series 1 (%)
No	2	100.0%
Total	2	100.0%

BD1. What is the outlook for your industry?

Responses	Series 1	Series 1 (%)
Growing	11	40.7%
Declining	4	14.8%
Stable (Go to question BD2)	10	37.0%
Not sure (Go to question BD2)	2	7.4%
Total	27	100.0%

BD2. Please give an approximate annual sales range for your business

Responses	Series 1	Series 1 (%)
\$0 - \$99,999	9	34.6%
\$100,000 - \$249,999	4	15.4%
\$250,000 - \$499,999	3	11.5%
\$500,000 - \$999,999	1	3.8%
\$1,000,000 - \$4,999,999	3	11.5%
+10,000,000	1	3.8%
Prefer not to answer	5	19.2%
Total	26	100.0%

BD3. Are your projected sales in the next year expected to

Responses	Series 1	Series 1 (%)
Increase	11	42.3%
Decrease	3	11.5%
Remain the same (Go to question BD4)	8	30.8%
Not sure (Go to question BD4)	4	15.4%
Total	26	100.0%

BD4. How would you rate your business related to the use of technology?

Responses	Series 1	Series 1 (%)
Very low	1	3.7%
Low	3	11.1%
Moderate	12	44.4%
High	9	33.3%
Very High	2	7.4%
Total	27	100.0%

BD5. Is your business currently experiencing any barriers related to your information technology requirements?

Responses	Series 1	Series 1 (%)
No barriers currently being experienced	10	28.6%
Internet speed	7	20.0%
Internet access	6	17.1%
Internet cost	3	8.6%
Hardware/software support	2	5.7%
Knowledge and training	6	17.1%
Other (Specify)	1	2.9%
Total	35	100.0%

BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?

Responses	Series 1	Series 1 (%)
Joint product purchasing	6	12.2%
Joint marketing	13	26.5%
Joint training	9	18.4%
Networking/information sharing	13	26.5%
None	7	14.3%
Other (Specify)	1	2.0%
Total	49	100.0%

BD8. Does your business own or lease its facility/facilities?

Responses	Series 1	Series 1 (%)
Own (Go to Workforce Section)	15	55.6%
Lease	12	44.4%
Total	27	100.0%

BD8. Does your business own or lease its facility/facilities? - When does the lease expire?

Responses	Series 1	Series 1 (%)
This calendar year	2	18.2%
Next year	1	9.1%
In 2 to 3 years	3	27.3%
Over 3 years from now	5	45.5%
Total	11	100.0%

BD8. Does your business own or lease its facility/facilities? - Do you anticipate any problems in renewing the lease?

Responses	Series 1	Series 1 (%)
Yes	1	8.3%
No	11	91.7%
Total	12	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Series 1	Series 1 (%)
Increased	8	29.6%
Decreased	4	14.8%
Remain the same	15	55.6%
Total	27	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Series 1	Series 1 (%)
If Increased, by how many?	47	81.0%
If Decreased, by how many?	11	19.0%
Total	58	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Availability of qualified workers

Responses	Series 1	Series 1 (%)
No response	5	18.5%
Poor	8	29.6%
Fair	2	7.4%
Good	11	40.7%
Excellent	1	3.7%
Total	27	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Stability of the workforce

Responses	Series 1	Series 1 (%)
No response	7	25.9%
Poor	6	22.2%
Fair	3	11.1%
Good	9	33.3%
Excellent	2	7.4%
Total	27	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to attract new employees

Responses	Series 1	Series 1 (%)
No response	5	18.5%
Poor	6	22.2%
Fair	3	11.1%
Good	13	48.1%
Total	27	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to retain new employees

Responses	Series 1	Series 1 (%)
No response	6	22.2%
Poor	3	11.1%
Fair	4	14.8%
Good	12	44.4%
Excellent	2	7.4%
Total	27	100.0%

WF3. Does your business currently have difficulty hiring?

Responses	Series 1	Series 1 (%)
Yes	10	38.5%
No (Go to question WF4)	16	61.5%
Total	26	100.0%

WF3. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges?

Responses	Series 1	Series 1 (%)
Too few applicants	6	23.1%
Lack of appropriate skills or training	8	30.8%
Lack of relevant experience	7	26.9%
Other	5	19.2%
Total	26	100.0%

WF3. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to the community or industry?

Responses	Series 1	Series 1 (%)
Community	7	53.8%
Industry	6	46.2%
Total	13	100.0%

WF4. How do you currently recruit new employees?

Responses	Series 1	Series 1 (%)
Through your personal network	15	23.4%
Employment centres and websites (job boards)	8	12.5%
"Hiring" sign on your premises	1	1.6%
Local media advertising	5	7.8%
Your own website	3	4.7%
Professional recruitment firm	3	4.7%
Referrals from friends or current employees	14	21.9%
Social Media applications such as LinkedIn or Facebook	3	4.7%
Unsolicited resumes	9	14.1%
Other (Specify)	3	4.7%
Total	64	100.0%

WF5. Does your business have difficulty retaining employees?

Responses	Series 1	Series 1 (%)
Yes	5	20.0%
No (Go to question WF6)	20	80.0%
Total	25	100.0%

WF5. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees?

Responses	Series 1	Series 1 (%)
Wages	3	23.1%
Competition	4	30.8%
Seasonal	3	23.1%
Work environment (Specify)	1	7.7%
Other (Specify)	2	15.4%
Total	13	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?

Responses	Series 1	Series 1 (%)
Yes	7	25.9%
No	20	74.1%
Total	27	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs? - If No, are you interested in information?

Responses	Series 1	Series 1 (%)
Yes	11	55.0%
No	9	45.0%
Total	20	100.0%

WF7. Does your business currently use any external training?

Responses	Series 1	Series 1 (%)
Yes	11	40.7%
No	16	59.3%
Total	27	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?

Responses	Series 1	Series 1 (%)
Yes	11	44.0%
No	14	56.0%
Total	25	100.0%

WF9. Are there any training programs/topics that would be beneficial to you and your employees?

Responses	Series 1	Series 1 (%)
Yes	8	30.8%
No	18	69.2%
Total	26	100.0%

CD1. Do you know of a business that may have an interest in locating in this community?

Responses	Series 1	Series 1 (%)
Yes	3	11.1%
No (Go to question CD2)	24	88.9%
Total	27	100.0%

1. Would you be willing to provide the contact information for the business in support of a community business attraction strategy? - Contact business directly

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

1. Would you be willing to contact this company on behalf of our community as part of a business attraction strategy? - Provide the contact information for this business

Responses	Series 1	Series 1 (%)
Yes	2	100.0%
Total	2	100.0%

CD5. What assistance or opportunities would be beneficial to support your business?

Responses	Series 1	Series 1 (%)
Updating business plan	7	6.6%
Succession planning	4	3.8%
Marketing seminars	7	6.6%
Access to capital seminars	10	9.4%
Trade shows	11	10.4%
Business networking sessions	13	12.3%
Joint advertising and marketing	17	16.0%
Attraction of related supply & services businesses	14	13.2%
Workforce planning, employee training and attraction	7	6.6%
Productivity improvement workshops	4	3.8%
E-marketing, social media and online content workshops	10	9.4%
Other (Specify)	2	1.9%
Total	106	100.0%

CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?

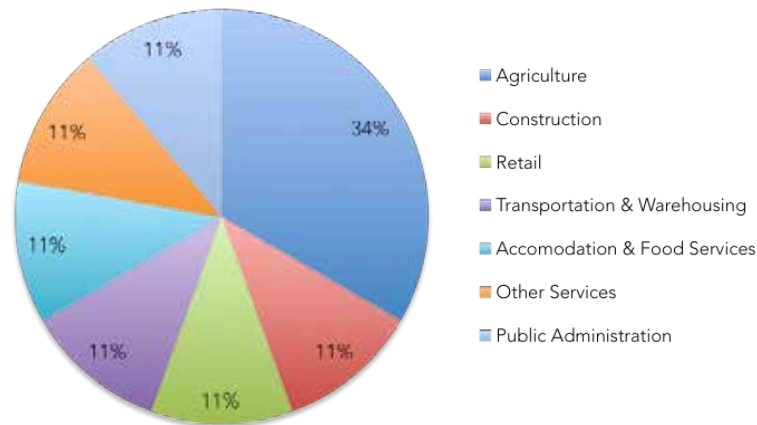
Responses	Series 1	Series 1 (%)
Yes	24	100.0%
Total	24	100.0%

Appendix N: Ryerson Community Overview & Survey Results

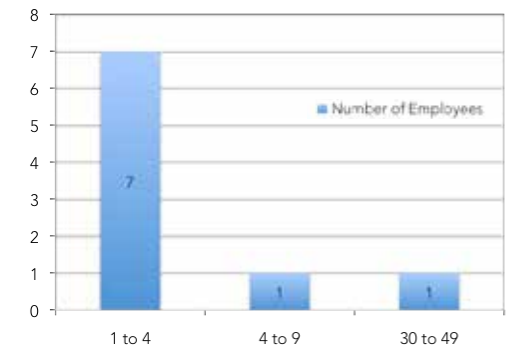
PARTICIPANT PROFILE

Of the **9 businesses** that participated in the interviews, 78% were "locally owned and operated with one location" and 22% were "locally owned and operated with more than one location".

The 9 businesses surveyed were represented in the following industries:



Data indicated that out of the 9* businesses surveyed:



WORKFORCE



0%

of businesses stated they are looking to hire within the next 18 months

22%



of businesses stated they have difficulty finding qualified people

EXPANSION OPPORTUNITIES



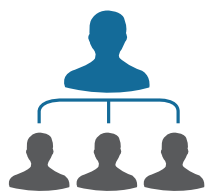
18%

of businesses stated they are looking to expand within the next 18 months

11%



of businesses stated there is limited service land or available space for rent or lease.

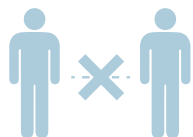


EXIT STRATEGY

of businesses stated they plan to retire in the next 18 months

11%

100%



of those stated they do not have a succession plan.

REGIONAL COLLABORATION



82%

of businesses stated they had no contact with service organizations and were unaware of programs and services available.

of businesses stated they are interested in collaborating on local and regional initiatives.

75%

TOP DISADVANTAGES AS A PLACE TO DO BUSINESS

- Difficult to compete against larger centres
- Seasonality of businesses paired with small unqualified population with low incomes
- Distance to major markets results in high transportation costs

TOP ADVANTAGES AS A PLACE TO DO BUSINESS

- ☐ Available and affordable land with low taxes, no development charges and accommodating zoning
- ☐ Naturally beautiful with access to many lakes and water bodies. Slower paced lifestyle
- ☐ Strong community feel - businesses and residents work together and are willing to help each other. Easy to build "word of mouth" reputation



*Note: Number of responses may not correspond to the number of surveys completed due to respondents not answering identified questions.

Power Search - Summary

BI1. Which of the following best describes your business?

Responses	Series 1	Series 1 (%)
Locally owned and operated, with one location	7	77.8%
Locally owned and operated, with more than one location (Specify number)	2	22.2%
Total	9	100.0%

BI2. Is at least one of the owners involved in the day-to-day operation of the business?

Responses	Series 1	Series 1 (%)
Yes	8	88.9%
No	1	11.1%
Total	9	100.0%

BI3. Is at least one of the owners a resident of the community?

Responses	Series 1	Series 1 (%)
Yes	8	100.0%
Total	8	100.0%

BI4. Does your business have a business plan?

Responses	Series 1	Series 1 (%)
Yes	3	37.5%
No (go to BI5)	5	62.5%
Total	8	100.0%

BI4. Does your business have a business plan? - When was it last updated?

Responses	Series 1	Series 1 (%)
Less than 1 year	1	25.0%
1 to 3 years	1	25.0%
Greater than 5 years	2	50.0%
Total	4	100.0%

BI5. How many years has your business been in operation in this community?

Responses	Series 1	Series 1 (%)
1 to 3 years	1	11.1%
4 to 10 years	1	11.1%
11 to 25 years	3	33.3%
26 to 35 years	2	22.2%
Over 35 years	2	22.2%
Total	9	100.0%

BI6. How many years have the current owner/owners been operating this business?

Responses	Series 1	Series 1 (%)
1 to 3 years	1	11.1%
4 to 10 years	1	11.1%
11 to 25 years	3	33.3%
26 to 35 years	2	22.2%
Over 35 years	2	22.2%
Total	9	100.0%

BI7. Including owner/owners, how many employees work at this location?

Responses	Series 1	Series 1 (%)
1 - 4	7	77.8%
5 - 9	1	11.1%
30 - 49	1	11.1%
Total	9	100.0%

BI9. The primary market of your business is

Responses	Series 1	Series 1 (%)
Local	2	22.2%
Regional	7	77.8%
Total	9	100.0%

BC1. What is your general impression of this community as a place to do business?

Responses	Series 1	Series 1 (%)
Poor	2	22.2%
Fair	2	22.2%
Good	5	55.6%
Total	9	100.0%

BC2. In the past 3 years has your attitude about doing business in this community changed?

Responses	Series 1	Series 1 (%)
Yes, more positive (Go to question BC2b.)	4	44.4%
Yes, more negative (Go to question BC2c.)	2	22.2%
No change (Go to question BC3)	3	33.3%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Workforce

Responses	Series 1	Series 1 (%)
No response	4	44.4%
Poor	2	22.2%
Fair	2	22.2%
Good	1	11.1%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of serviced land

Responses	Series 1	Series 1 (%)
No response	4	44.4%
Fair	1	11.1%
Good	4	44.4%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Land costs

Responses	Series 1	Series 1 (%)
No response	5	55.6%
Poor	1	11.1%
Fair	1	11.1%
Good	2	22.2%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of space for rent or lease

Responses	Series 1	Series 1 (%)
No response	8	88.9%
Good	1	11.1%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development/building permit process

Responses	Series 1	Series 1 (%)
No response	6	66.7%
Poor	1	11.1%
Good	1	11.1%
Excellent	1	11.1%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development charges

Responses	Series 1	Series 1 (%)
No response	9	100.0%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Municipal property taxes

Responses	Series 1	Series 1 (%)
Poor	2	22.2%
Fair	4	44.4%
Good	2	22.2%
Excellent	1	11.1%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Local roads and streets

Responses	Series 1	Series 1 (%)
Fair	1	11.1%
Good	8	88.9%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Regional/Provincial roads and highways

Responses	Series 1	Series 1 (%)
Fair	1	11.1%
Good	8	88.9%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Proximity to rail and airports

Responses	Series 1	Series 1 (%)
No response	7	77.8%
Poor	2	22.2%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of health and medical services

Responses	Series 1	Series 1 (%)
Poor	4	44.4%
Fair	3	33.3%
Good	2	22.2%
Total	9	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Quality of life**

Responses	Series 1	Series 1 (%)
Fair	1	11.1%
Good	6	66.7%
Excellent	2	22.2%
Total	9	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of adequate housing**

Responses	Series 1	Series 1 (%)
No response	6	66.7%
Poor	1	11.1%
Good	2	22.2%
Total	9	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Support from municipality**

Responses	Series 1	Series 1 (%)
No response	1	11.1%
Poor	1	11.1%
Fair	3	33.3%
Good	3	33.3%
Excellent	1	11.1%
Total	9	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Support from other businesses**

Responses	Series 1	Series 1 (%)
Poor	1	11.1%
Good	8	88.9%
Total	9	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Support from local residents**

Responses	Series 1	Series 1 (%)
Poor	2	22.2%
Fair	2	22.2%
Good	5	55.6%
Total	9	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Cellular phone service**

Responses	Series 1	Series 1 (%)
No response	1	11.1%
Poor	1	11.1%
Good	7	77.8%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Internet service

Responses	Series 1	Series 1 (%)
No response	1	11.1%
Poor	1	11.1%
Fair	1	11.1%
Good	5	55.6%
Excellent	1	11.1%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater capacity

Responses	Series 1	Series 1 (%)
No response	8	88.9%
Good	1	11.1%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater fees

Responses	Series 1	Series 1 (%)
No response	8	88.9%
Fair	1	11.1%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate electricity

Responses	Series 1	Series 1 (%)
Poor	3	33.3%
Fair	3	33.3%
Good	1	11.1%
Excellent	2	22.2%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of electricity

Responses	Series 1	Series 1 (%)
Poor	4	44.4%
Fair	4	44.4%
Excellent	1	11.1%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of natural gas

Responses	Series 1	Series 1 (%)
No response	8	88.9%
Good	1	11.1%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of natural gas

Responses	Series 1	Series 1 (%)
No response	8	88.9%
Good	1	11.1%
Total	9	100.0%

BC3. How would you rate the following factors of doing business in this community? - Other

Responses	Series 1	Series 1 (%)
No response	7	77.8%
Poor	2	22.2%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Child care services

Responses	Series 1	Series 1 (%)
No response	6	66.7%
Fair	1	11.1%
Good	2	22.2%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Schools (elementary and secondary)

Responses	Series 1	Series 1 (%)
No response	4	44.4%
Poor	1	11.1%
Good	4	44.4%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Post-secondary education (college, university, and private college)

Responses	Series 1	Series 1 (%)
No response	3	33.3%
Poor	3	33.3%
Fair	1	11.1%
Good	2	22.2%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Workforce planning/development board

Responses	Series 1	Series 1 (%)
No response	7	77.8%
Poor	1	11.1%
Good	1	11.1%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Chamber of Commerce/Board of Trade

Responses	Series 1	Series 1 (%)
No response	5	55.6%
Poor	1	11.1%
Fair	1	11.1%
Good	2	22.2%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Business Improvement Area (BIA)

Responses	Series 1	Series 1 (%)
No response	9	100.0%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Community Futures Development Corporation (CFDC)

Responses	Series 1	Series 1 (%)
No response	8	88.9%
Good	1	11.1%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Small Business Enterprise Centre

Responses	Series 1	Series 1 (%)
No response	8	88.9%
Good	1	11.1%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	4	44.4%
Poor	1	11.1%
Good	2	22.2%
Excellent	2	22.2%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	7	77.8%
Good	1	11.1%
Excellent	1	11.1%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Planning, engineering, zoning, and building permits

Responses	Series 1	Series 1 (%)
No response	4	44.4%
Poor	2	22.2%
Fair	1	11.1%
Good	2	22.2%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Economic development services

Responses	Series 1	Series 1 (%)
No response	4	44.4%
Fair	2	22.2%
Good	2	22.2%
Excellent	1	11.1%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Health department/health unit approvals

Responses	Series 1	Series 1 (%)
No response	2	22.2%
Poor	1	11.1%
Fair	1	11.1%
Good	5	55.6%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Police services

Responses	Series 1	Series 1 (%)
Fair	1	11.1%
Good	8	88.9%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Fire services

Responses	Series 1	Series 1 (%)
No response	1	11.1%
Poor	1	11.1%
Fair	1	11.1%
Good	5	55.6%
Excellent	1	11.1%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Recreation facilities

Responses	Series 1	Series 1 (%)
Poor	3	33.3%
Fair	2	22.2%
Good	3	33.3%
Excellent	1	11.1%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Cultural facilities

Responses	Series 1	Series 1 (%)
No response	2	22.2%
Poor	1	11.1%
Fair	3	33.3%
Good	2	22.2%
Excellent	1	11.1%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Parks and open spaces

Responses	Series 1	Series 1 (%)
No response	1	11.1%
Fair	1	11.1%
Good	7	77.8%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Support from local residents

Responses	Series 1	Series 1 (%)
No response	2	40.0%
Fair	2	40.0%
Good	1	20.0%
Total	5	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Street/road repair

Responses	Series 1	Series 1 (%)
Fair	2	22.2%
Good	7	77.8%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Snow removal

Responses	Series 1	Series 1 (%)
Fair	1	11.1%
Good	6	66.7%
Excellent	2	22.2%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Garbage/recycling

Responses	Series 1	Series 1 (%)
Fair	2	22.2%
Good	6	66.7%
Excellent	1	11.1%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Public transit

Responses	Series 1	Series 1 (%)
No response	5	55.6%
Poor	1	11.1%
Fair	1	11.1%
Good	2	22.2%
Total	9	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	8	88.9%
Poor	1	11.1%
Total	9	100.0%

FP1. Within the next 18 months, which do you plan on

Responses	Series 1	Series 1 (%)
Remain the same	7	63.6%
Expanding(Go to question FP11)	2	18.2%
Relocating (Go to question FP5)	1	9.1%
Selling (Go to question FP8)	1	9.1%
Total	11	100.0%

FP3. Which would best describe your plans for your business over the next 3 years? - If Workforce, how many?

Responses	Series 1	Series 1 (%)
If Workforce, how many?	0	0.0%
Total	0	0.0%

FP5. Where do you plan to relocate this business?

Responses	Series 1	Series 1 (%)
Within the community	1	100.0%
Total	1	100.0%

FP8. Why are you selling your business?

Responses	Series 1	Series 1 (%)
Retirement	1	50.0%
Pursue other opportunities	1	50.0%
Total	2	100.0%

FP9. Do you have a succession plan for your business?

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

FP10. Would you like assistance/information on selling your business?

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

FP12. Will your expansion require or lead to

Responses	Series 1	Series 1 (%)
Additional services for customers	1	50.0%
Other (Specify)	1	50.0%
Total	2	100.0%

FP12. Will your expansion require or lead to - If an increase in floor space, how much? (square feet)

Responses	Series 1	Series 1 (%)
If an increase in workforce, how many?	0	0.0%
If a decrease in workforce, how many?	0	0.0%
If an increase in floor space, how much? (square feet)	0	0.0%
Total	0	0.0%

FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

Responses	Series 1	Series 1 (%)
No	2	100.0%
Total	2	100.0%

FP14. Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

Responses	Series 1	Series 1 (%)
No	2	100.0%
Total	2	100.0%

FP15. Is your business currently experiencing difficulties with your expansion plans?

Responses	Series 1	Series 1 (%)
No	2	100.0%
Total	2	100.0%

FP16. Could the community potentially provide some assistance to support your expansion plans?

Responses	Series 1	Series 1 (%)
No	2	100.0%
Total	2	100.0%

BD1. What is the outlook for your industry?

Responses	Series 1	Series 1 (%)
Growing	3	33.3%
Declining	3	33.3%
Stable (Go to question BD2)	3	33.3%
Total	9	100.0%

BD2. Please give an approximate annual sales range for your business

Responses	Series 1	Series 1 (%)
\$0 - \$99,999	5	55.6%
\$100,000 - \$249,999	1	11.1%
\$250,000 - \$499,999	1	11.1%
\$1,000,000 - \$4,999,999	1	11.1%
Prefer not to answer	1	11.1%
Total	9	100.0%

BD3. Are your projected sales in the next year expected to

Responses	Series 1	Series 1 (%)
Increase	3	33.3%
Decrease	1	11.1%
Remain the same (Go to question BD4)	4	44.4%
Not sure (Go to question BD4)	1	11.1%
Total	9	100.0%

BD4. How would you rate your business related to the use of technology?

Responses	Series 1	Series 1 (%)
Low	4	44.4%
Moderate	3	33.3%
High	2	22.2%
Total	9	100.0%

BD5. Is your business currently experiencing any barriers related to your information technology requirements?

Responses	Series 1	Series 1 (%)
No barriers currently being experienced	3	23.1%
Internet speed	3	23.1%
Internet access	2	15.4%
Hardware/software support	2	15.4%
Knowledge and training	3	23.1%
Total	13	100.0%

BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?

Responses	Series 1	Series 1 (%)
Joint product purchasing	2	12.5%
Joint marketing	4	25.0%
Joint training	2	12.5%
Networking/information sharing	4	25.0%
None	3	18.8%
Other (Specify)	1	6.3%
Total	16	100.0%

BD8. Does your business own or lease its facility/facilities?

Responses	Series 1	Series 1 (%)
Own (Go to Workforce Section)	8	80.0%
Lease	2	20.0%
Total	10	100.0%

BD8. Does your business own or lease its facility/facilities? - When does the lease expire?

Responses	Series 1	Series 1 (%)
Over 3 years from now	2	100.0%
Total	2	100.0%

BD8. Does your business own or lease its facility/facilities? - Do you anticipate any problems in renewing the lease?

Responses	Series 1	Series 1 (%)
No	2	100.0%
Total	2	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Series 1	Series 1 (%)
Increased	3	37.5%
Decreased	1	12.5%
Remain the same	4	50.0%
Total	8	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same? - If Decreased, by how many?

Responses	Series 1	Series 1 (%)
If Increased, by how many?	7	77.8%
If Decreased, by how many?	2	22.2%
Total	9	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Availability of qualified workers

Responses	Series 1	Series 1 (%)
No response	4	44.4%
Poor	2	22.2%
Good	3	33.3%
Total	9	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Stability of the workforce

Responses	Series 1	Series 1 (%)
No response	3	33.3%
Poor	2	22.2%
Fair	1	11.1%
Good	3	33.3%
Total	9	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to attract new employees

Responses	Series 1	Series 1 (%)
No response	3	33.3%
Poor	1	11.1%
Fair	1	11.1%
Good	4	44.4%
Total	9	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to retain new employees

Responses	Series 1	Series 1 (%)
No response	3	33.3%
Poor	3	33.3%
Good	3	33.3%
Total	9	100.0%

WF3. Does your business currently have difficulty hiring?

Responses	Series 1	Series 1 (%)
Yes	2	22.2%
No (Go to question WF4)	7	77.8%
Total	9	100.0%

WF3. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges?

Responses	Series 1	Series 1 (%)
Lack of appropriate skills or training	2	33.3%
Lack of relevant experience	2	33.3%
Other	2	33.3%
Total	6	100.0%

WF3. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to the community or industry?

Responses	Series 1	Series 1 (%)
Community	1	33.3%
Industry	2	66.7%
Total	3	100.0%

WF4. How do you currently recruit new employees?

Responses	Series 1	Series 1 (%)
Through your personal network	4	30.8%
Employment centres and websites (job boards)	1	7.7%
Local media advertising	1	7.7%
Your own website	1	7.7%
Referrals from friends or current employees	4	30.8%
Other (Specify)	2	15.4%
Total	13	100.0%

WF5. Does your business have difficulty retaining employees?

Responses	Series 1	Series 1 (%)
Yes	3	33.3%
No (Go to question WF6)	6	66.7%
Total	9	100.0%

WF5. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees?

Responses	Series 1	Series 1 (%)
Wages	1	14.3%
Competition	2	28.6%
Seasonal	2	28.6%
Work environment (Specify)	1	14.3%
Other (Specify)	1	14.3%
Total	7	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?

Responses	Series 1	Series 1 (%)
Yes	1	11.1%
No	8	88.9%
Total	9	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs? - If No, are you interested in information?

Responses	Series 1	Series 1 (%)
No	8	100.0%
Total	8	100.0%

WF7. Does your business currently use any external training?

Responses	Series 1	Series 1 (%)
Yes	2	22.2%
No	7	77.8%
Total	9	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?

Responses	Series 1	Series 1 (%)
Yes	3	33.3%
No	6	66.7%
Total	9	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify

Responses	Series 1	Series 1 (%)
Cost	0	0.0%
Awareness of existing training programs	0	0.0%
Availability of training locally	0	0.0%
No	6	100.0%
Total	6	100.0%

WF9. Are there any training programs/topics that would be beneficial to you and your employees?

Responses	Series 1	Series 1 (%)
Yes	5	55.6%
No	4	44.4%
Total	9	100.0%

CD1. Do you know of a business that may have an interest in locating in this community?

Responses	Series 1	Series 1 (%)
Yes	1	11.1%
No (Go to question CD2)	8	88.9%
Total	9	100.0%

1. Would you be willing to provide the contact information for the business in support of a community business attraction strategy? - Contact business directly

Responses	Series 1	Series 1 (%)
Yes	1	100.0%
Total	1	100.0%

1. Would you be willing to contact this company on behalf of our community as part of a business attraction strategy? - Provide the contact information for this business

Responses	Series 1	Series 1 (%)
No	1	100.0%
Total	1	100.0%

CD5. What assistance or opportunities would be beneficial to support your business?

Responses	Series 1	Series 1 (%)
Updating business plan	2	8.0%
Succession planning	1	4.0%
Marketing seminars	2	8.0%
Access to capital seminars	2	8.0%
Trade shows	3	12.0%
Business networking sessions	3	12.0%
Joint advertising and marketing	4	16.0%
Attraction of related supply & services businesses	2	8.0%
Workforce planning, employee training and attraction	1	4.0%
E-marketing, social media and online content workshops	5	20.0%
Total	25	100.0%

CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?

Responses	Series 1	Series 1 (%)
Yes	8	88.9%
No	1	11.1%
Total	9	100.0%

Appendix O: Regional Survey Results

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Power Search - Summary

BI1. Which of the following best describes your business?

Responses	Series 1	Series 1 (%)
Locally owned and operated, with one location	222	83.1%
Locally owned and operated, with more than one location (Specify number)	24	9.0%
Franchise, please indicate where headquarters is located (City)	10	3.7%
Branch or division of a regional, national or international company, please indicate where the corporate headquarters is located (City + Country)	11	4.1%
Total	267	100.0%

BI2. Is at least one of the owners involved in the day-to-day operation of the business?

Responses	Series 1	Series 1 (%)
Yes	247	95.4%
No	12	4.6%
Total	259	100.0%

BI3. Is at least one of the owners a resident of the community?

Responses	Series 1	Series 1 (%)
Yes	233	90.7%
No	24	9.3%
Total	257	100.0%

BI4. Does your business have a business plan?

Responses	Series 1	Series 1 (%)
Yes	114	44.7%
No (go to BI5)	141	55.3%
Total	255	100.0%

BI4. Does your business have a business plan? - When was it last updated?

Responses	Series 1	Series 1 (%)
Less than 1 year	47	40.5%
1 to 3 years	33	28.4%
4 to 5 years	10	8.6%
Greater than 5 years	26	22.4%
Total	116	100.0%

BI5. How many years has your business been in operation in this community?

Responses	Series 1	Series 1 (%)
Less than 1 year	12	4.5%
1 to 3 years	25	9.4%
4 to 10 years	60	22.5%
11 to 25 years	59	22.1%
26 to 35 years	32	12.0%
Over 35 years	79	29.6%
Total	267	100.0%

BI6. How many years have the current owner/owners been operating this business?

Responses	Series 1	Series 1 (%)
Less than 1 year	11	4.1%
1 to 3 years	34	12.8%
4 to 10 years	73	27.4%
11 to 25 years	82	30.8%
26 to 35 years	38	14.3%
Over 35 years	28	10.5%
Total	266	100.0%

BI7. Including owner/owners, how many employees work at this location?

Responses	Series 1	Series 1 (%)
1 - 4	168	63.9%
5 - 9	49	18.6%
10 - 19	22	8.4%
20 - 29	8	3.0%
30 - 49	11	4.2%
50 - 99	3	1.1%
100 - 299	2	0.8%
Total	263	100.0%

BI9. The primary market of your business is

Responses	Series 1	Series 1 (%)
Local	101	37.8%
Regional	140	52.4%
National	10	3.7%
International	16	6.0%
Total	267	100.0%

BC1. What is your general impression of this community as a place to do business?

Responses	Series 1	Series 1 (%)
No response	2	0.7%
Poor	27	10.1%
Fair	61	22.8%
Good	137	51.3%
Excellent	40	15.0%
Total	267	100.0%

BC2. In the past 3 years has your attitude about doing business in this community changed?

Responses	Series 1	Series 1 (%)
Yes, more positive (Go to question BC2b.)	91	34.2%
Yes, more negative (Go to question BC2c.)	53	19.9%
No change (Go to question BC3)	122	45.9%
Total	266	100.0%

BC3. How would you rate the following factors of doing business in this community? - Workforce

Responses	Series 1	Series 1 (%)
No response	47	17.6%
Poor	57	21.3%
Fair	83	31.1%
Good	66	24.7%
Excellent	14	5.2%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of serviced land

Responses	Series 1	Series 1 (%)
No response	123	46.1%
Poor	50	18.7%
Fair	31	11.6%
Good	55	20.6%
Excellent	8	3.0%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Land costs

Responses	Series 1	Series 1 (%)
No response	80	30.0%
Poor	14	5.2%
Fair	58	21.7%
Good	95	35.6%
Excellent	20	7.5%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development charges

Responses	Series 1	Series 1 (%)
No response	171	64.0%
Poor	28	10.5%
Fair	30	11.2%
Good	29	10.9%
Excellent	9	3.4%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of space for rent or lease

Responses	Series 1	Series 1 (%)
No response	106	39.7%
Poor	82	30.7%
Fair	33	12.4%
Good	37	13.9%
Excellent	9	3.4%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Municipal property taxes

Responses	Series 1	Series 1 (%)
No response	18	6.7%
Poor	66	24.7%
Fair	87	32.6%
Good	81	30.3%
Excellent	15	5.6%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Development/building permit process

Responses	Series 1	Series 1 (%)
No response	77	28.8%
Poor	53	19.9%
Fair	43	16.1%
Good	68	25.5%
Excellent	26	9.7%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Local roads and streets

Responses	Series 1	Series 1 (%)
No response	4	1.5%
Poor	19	7.1%
Fair	34	12.7%
Good	153	57.3%
Excellent	57	21.3%
Total	267	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Regional/Provincial roads and highways**

Responses	Series 1	Series 1 (%)
No response	4	1.5%
Poor	19	7.1%
Fair	34	12.7%
Good	153	57.3%
Excellent	57	21.3%
Total	267	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Proximity to rail and airports**

Responses	Series 1	Series 1 (%)
No response	106	39.7%
Poor	60	22.5%
Fair	43	16.1%
Good	49	18.4%
Excellent	9	3.4%
Total	267	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of health and medical services**

Responses	Series 1	Series 1 (%)
No response	9	3.4%
Poor	67	25.1%
Fair	71	26.6%
Good	103	38.6%
Excellent	17	6.4%
Total	267	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Quality of life**

Responses	Series 1	Series 1 (%)
No response	2	0.7%
Poor	6	2.2%
Fair	21	7.9%
Good	127	47.6%
Excellent	111	41.6%
Total	267	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Availability of adequate housing**

Responses	Series 1	Series 1 (%)
No response	63	23.6%
Poor	49	18.4%
Fair	59	22.1%
Good	81	30.3%
Excellent	15	5.6%
Total	267	100.0%

**BC3. How would you rate the following factors of doing business in this community? -
Support from municipality**

Responses	Series 1	Series 1 (%)
No response	17	6.4%
Poor	48	18.0%
Fair	63	23.6%
Good	106	39.7%
Excellent	33	12.4%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from other businesses

Responses	Series 1	Series 1 (%)
No response	4	1.5%
Poor	19	7.1%
Fair	51	19.1%
Good	156	58.4%
Excellent	37	13.9%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Internet service

Responses	Series 1	Series 1 (%)
No response	11	4.1%
Poor	64	24.0%
Fair	47	17.6%
Good	110	41.2%
Excellent	35	13.1%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Support from local residents

Responses	Series 1	Series 1 (%)
No response	7	2.6%
Poor	16	6.0%
Fair	42	15.7%
Good	142	53.2%
Excellent	60	22.5%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater capacity

Responses	Series 1	Series 1 (%)
No response	138	51.7%
Poor	20	7.5%
Fair	17	6.4%
Good	69	25.8%
Excellent	23	8.6%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cellular phone service

Responses	Series 1	Series 1 (%)
No response	5	1.9%
Poor	39	14.6%
Fair	42	15.7%
Good	138	51.7%
Excellent	43	16.1%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Water/wastewater fees

Responses	Series 1	Series 1 (%)
No response	167	62.5%
Poor	34	12.7%
Fair	34	12.7%
Good	26	9.7%
Excellent	6	2.2%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of adequate electricity

Responses	Series 1	Series 1 (%)
No response	13	4.9%
Poor	46	17.2%
Fair	44	16.5%
Good	129	48.3%
Excellent	35	13.1%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of electricity

Responses	Series 1	Series 1 (%)
No response	24	9.0%
Poor	159	59.6%
Fair	54	20.2%
Good	26	9.7%
Excellent	4	1.5%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Availability of natural gas

Responses	Series 1	Series 1 (%)
No response	101	37.8%
Poor	45	16.9%
Fair	17	6.4%
Good	69	25.8%
Excellent	35	13.1%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Cost of natural gas

Responses	Series 1	Series 1 (%)
No response	146	54.7%
Poor	11	4.1%
Fair	26	9.7%
Good	59	22.1%
Excellent	25	9.4%
Total	267	100.0%

BC3. How would you rate the following factors of doing business in this community? - Other

Responses	Series 1	Series 1 (%)
No response	253	94.8%
Poor	7	2.6%
Fair	1	0.4%
Good	6	2.2%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Child care services

Responses	Series 1	Series 1 (%)
No response	179	67.0%
Poor	17	6.4%
Fair	25	9.4%
Good	31	11.6%
Excellent	15	5.6%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Schools (elementary and secondary)

Responses	Series 1	Series 1 (%)
No response	98	36.7%
Poor	20	7.5%
Fair	30	11.2%
Good	92	34.5%
Excellent	27	10.1%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Post-secondary education (college, university, and private college)

Responses	Series 1	Series 1 (%)
No response	117	43.8%
Poor	28	10.5%
Fair	34	12.7%
Good	70	26.2%
Excellent	18	6.7%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Workforce planning/development board

Responses	Series 1	Series 1 (%)
No response	179	67.0%
Poor	26	9.7%
Fair	25	9.4%
Good	31	11.6%
Excellent	6	2.2%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Chamber of Commerce/Board of Trade

Responses	Series 1	Series 1 (%)
No response	134	50.2%
Poor	17	6.4%
Fair	35	13.1%
Good	63	23.6%
Excellent	18	6.7%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Business Improvement Area (BIA)

Responses	Series 1	Series 1 (%)
No response	224	83.9%
Poor	20	7.5%
Fair	10	3.7%
Good	12	4.5%
Excellent	1	0.4%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Community Futures Development Corporation (CFDC)

Responses	Series 1	Series 1 (%)
No response	210	78.7%
Poor	19	7.1%
Fair	9	3.4%
Good	21	7.9%
Excellent	8	3.0%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Small Business Enterprise Centre

Responses	Series 1	Series 1 (%)
No response	207	77.5%
Poor	21	7.9%
Fair	11	4.1%
Good	20	7.5%
Excellent	8	3.0%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	192	71.9%
Poor	5	1.9%
Fair	5	1.9%
Good	30	11.2%
Excellent	35	13.1%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	240	89.9%
Poor	2	0.7%
Fair	1	0.4%
Good	12	4.5%
Excellent	12	4.5%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Planning, engineering, zoning, and building permits

Responses	Series 1	Series 1 (%)
No response	73	27.3%
Poor	39	14.6%
Fair	66	24.7%
Good	70	26.2%
Excellent	19	7.1%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Economic development services

Responses	Series 1	Series 1 (%)
No response	81	30.3%
Poor	41	15.4%
Fair	49	18.4%
Good	69	25.8%
Excellent	27	10.1%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Health department/health unit approvals

Responses	Series 1	Series 1 (%)
No response	108	40.4%
Poor	17	6.4%
Fair	32	12.0%
Good	78	29.2%
Excellent	32	12.0%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Police services

Responses	Series 1	Series 1 (%)
No response	19	7.1%
Poor	21	7.9%
Fair	40	15.0%
Good	138	51.7%
Excellent	49	18.4%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Fire services

Responses	Series 1	Series 1 (%)
No response	14	5.2%
Poor	8	3.0%
Fair	20	7.5%
Good	145	54.3%
Excellent	80	30.0%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Recreation facilities

Responses	Series 1	Series 1 (%)
No response	24	9.0%
Poor	41	15.4%
Fair	53	19.9%
Good	115	43.1%
Excellent	34	12.7%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Cultural facilities

Responses	Series 1	Series 1 (%)
No response	88	33.0%
Poor	32	12.0%
Fair	49	18.4%
Good	80	30.0%
Excellent	18	6.7%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Parks and open spaces

Responses	Series 1	Series 1 (%)
No response	16	6.0%
Poor	11	4.1%
Fair	36	13.5%
Good	150	56.2%
Excellent	54	20.2%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Support from local residents

Responses	Series 1	Series 1 (%)
No response	5	10.9%
Fair	8	17.4%
Good	19	41.3%
Excellent	14	30.4%
Total	46	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Street/road repair

Responses	Series 1	Series 1 (%)
No response	3	1.1%
Poor	35	13.1%
Fair	71	26.6%
Good	128	47.9%
Excellent	30	11.2%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Snow removal

Responses	Series 1	Series 1 (%)
No response	4	1.5%
Poor	14	5.2%
Fair	41	15.4%
Good	147	55.1%
Excellent	61	22.8%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Garbage/recycling

Responses	Series 1	Series 1 (%)
No response	22	8.2%
Poor	26	9.7%
Fair	40	15.0%
Good	120	44.9%
Excellent	59	22.1%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Public transit

Responses	Series 1	Series 1 (%)
No response	161	60.3%
Poor	69	25.8%
Fair	17	6.4%
Good	16	6.0%
Excellent	4	1.5%
Total	267	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	254	95.1%
Poor	4	1.5%
Fair	1	0.4%
Good	1	0.4%
Excellent	7	2.6%
Total	267	100.0%

FP1. Within the next 18 months, which do you plan on

Responses	Series 1	Series 1 (%)
Remain the same	123	41.6%
Expanding (Go to question FP11)	124	41.9%
Downsizing (Go to question FP2)	11	3.7%
Relocating (Go to question FP5)	15	5.1%
Selling (Go to question FP8)	18	6.1%
Closing (Go to question FP17)	5	1.7%
Total	296	100.0%

FP3. Will your downsizing lead to a decrease in?

Responses	Series 1	Series 1 (%)
Workforce(How many?)	6	31.6%
Floor space	2	10.5%
Product lines(s)	3	15.8%
Services for customers	5	26.3%
Other (Specify)	3	15.8%
Total	19	100.0%

FP3. Which would best describe your plans for your business over the next 3 years? - If Workforce, how many?

Responses	Series 1	Series 1 (%)
If Workforce, how many?	61	100.0%
Total	61	100.0%

FP4. Is there any assistance that could be provided to prevent/limit the downsizing of your business?

Responses	Series 1	Series 1 (%)
Yes	5	45.5%
No	6	54.5%
Total	11	100.0%

FP5. Where do you plan to relocate this business?

Responses	Series 1	Series 1 (%)
Within the community	7	46.7%
Outside the community (Specify location)	5	33.3%
Exploring options	3	20.0%
Total	15	100.0%

FP7. Is there any assistance that could be provided to prevent or assist with the relocation of your business within the community?

Responses	Series 1	Series 1 (%)
Yes	10	83.3%
No	2	16.7%
Total	12	100.0%

FP8. Why are you selling your business?

Responses	Series 1	Series 1 (%)
Retirement	14	40.0%
Lack of profit	3	8.6%
Workload	5	14.3%
Competition	2	5.7%
Personal	6	17.1%
Pursue other opportunities	3	8.6%
Other	2	5.7%
Total	35	100.0%

FP9. Do you have a succession plan for your business?

Responses	Series 1	Series 1 (%)
Yes	2	11.8%
No	15	88.2%
Total	17	100.0%

FP9. Do you have a succession plan for your business? - Would you like assistance/information with developing a succession plan?

Responses	Series 1	Series 1 (%)
Yes	4	25.0%
No	12	75.0%
Total	16	100.0%

FP10. Would you like assistance/information on selling your business?

Responses	Series 1	Series 1 (%)
Yes	8	50.0%
No	8	50.0%
Total	16	100.0%

FP12. Will your expansion require or lead to

Responses	Series 1	Series 1 (%)
An increase in workforce (If yes, how many?)	101	26.7%
An increase need for employee training	44	11.6%
An increase in floor space (If yes, how much?)	58	15.3%
Additional product line(s)	50	13.2%
Additional services for customers	58	15.3%
Process improvements	35	9.3%
Other (Specify)	32	8.5%
Total	378	100.0%

FP12. Will your expansion require or lead to - If an increase in floor space, how much? (square feet)

Responses	Series 1	Series 1 (%)
If an increase in workforce, how many?	300	0.2%
If a decrease in workforce, how many?	0	0.0%
If an increase in floor space, how much? (square feet)	191,800	99.8%
Total	192,100	100.0%

FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

Responses	Series 1	Series 1 (%)
Yes	66	55.0%
No	54	45.0%
Total	120	100.0%

FP14. Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

Responses	Series 1	Series 1 (%)
Yes	105	86.8%
No	16	13.2%
Total	121	100.0%

FP15. Is your business currently experiencing difficulties with your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	64	52.5%
No	58	47.5%
Total	122	100.0%

FP16. Could the community potentially provide some assistance to support your expansion plans?

Responses	Series 1	Series 1 (%)
Yes	81	67.5%
No	39	32.5%
Total	120	100.0%

FP17. Do you plan to close this business at this location without re-opening in another location?

Responses	Series 1	Series 1 (%)
Yes	5	100.0%
Total	5	100.0%

FP18. Could the community potentially provide any assistance to prevent the closure of your business?

Responses	Series 1	Series 1 (%)
Yes	4	80.0%
No	1	20.0%
Total	5	100.0%

BD1. What is the outlook for your industry?

Responses	Series 1	Series 1 (%)
Growing	127	47.9%
Declining	28	10.6%
Stable (Go to question BD2)	91	34.3%
Not sure (Go to question BD2)	19	7.2%
Total	265	100.0%

BD2. Please give an approximate annual sales range for your business

Responses	Series 1	Series 1 (%)
\$0 - \$99,999	66	25.5%
\$100,000 - \$249,999	54	20.8%
\$250,000 - \$499,999	29	11.2%
\$500,000 - \$999,999	22	8.5%
\$1,000,000 - \$4,999,999	27	10.4%
\$5,000,000 - \$9,999,999	8	3.1%
+10,000,000	4	1.5%
Prefer not to answer	49	18.9%
Total	259	100.0%

BD3. Are your projected sales in the next year expected to

Responses	Series 1	Series 1 (%)
Increase	128	49.0%
Decrease	21	8.0%
Remain the same (Go to question BD4)	81	31.0%
Not sure (Go to question BD4)	31	11.9%
Total	261	100.0%

BD4. How would you rate your business related to the use of technology?

Responses	Series 1	Series 1 (%)
Very low	12	4.5%
Low	46	17.4%
Moderate	114	43.0%
High	57	21.5%
Very High	36	13.6%
Total	265	100.0%

BD5. Is your business currently experiencing any barriers related to your information technology requirements?

Responses	Series 1	Series 1 (%)
No barriers currently being experienced	101	23.9%
Internet speed	92	21.7%
Internet access	67	15.8%
Internet cost	67	15.8%
Hardware/software support	29	6.9%
Knowledge and training	53	12.5%
Other (Specify)	14	3.3%
Total	423	100.0%

BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?

Responses	Series 1	Series 1 (%)
Joint product purchasing	63	12.2%
Joint marketing	145	28.0%
Joint training	88	17.0%
Networking/information sharing	143	27.7%
None	60	11.6%
Other (Specify)	18	3.5%
Total	517	100.0%

BD8. Does your business own or lease its facility/facilities?

Responses	Series 1	Series 1 (%)
Own (Go to Workforce Section)	214	80.1%
Lease	53	19.9%
Total	267	100.0%

BD8. Does your business own or lease its facility/facilities? - When does the lease expire?

Responses	Series 1	Series 1 (%)
This calendar year	7	14.6%
Next year	6	12.5%
In 2 to 3 years	7	14.6%
Over 3 years from now	28	58.3%
Total	48	100.0%

BD8. Does your business own or lease its facility/facilities? - Do you anticipate any problems in renewing the lease?

Responses	Series 1	Series 1 (%)
Yes	5	9.6%
No	47	90.4%
Total	52	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

Responses	Series 1	Series 1 (%)
Increased	73	28.1%
Decreased	35	13.5%
Remain the same	149	57.3%
Don't know	3	1.2%
Total	260	100.0%

WF1. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same? - If Decreased, by how many?

Responses	Series 1	Series 1 (%)
If Increased, by how many?	256	61.7%
If Decreased, by how many?	159	38.3%
Total	415	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Availability of qualified workers

Responses	Series 1	Series 1 (%)
No response	47	17.8%
Poor	92	34.8%
Fair	58	22.0%
Good	58	22.0%
Excellent	9	3.4%
Total	264	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Stability of the workforce

Responses	Series 1	Series 1 (%)
No response	45	17.0%
Poor	61	23.1%
Fair	60	22.7%
Good	79	29.9%
Excellent	19	7.2%
Total	264	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to attract new employees

Responses	Series 1	Series 1 (%)
No response	52	19.7%
Poor	62	23.5%
Fair	59	22.3%
Good	84	31.8%
Excellent	7	2.7%
Total	264	100.0%

WF2. How would you rate the following factors in this community for your business needs? - Ability to retain new employees

Responses	Series 1	Series 1 (%)
No response	56	21.2%
Poor	39	14.8%
Fair	47	17.8%
Good	95	36.0%
Excellent	27	10.2%
Total	264	100.0%

WF3. Does your business currently have difficulty hiring?

Responses	Series 1	Series 1 (%)
Yes	107	41.5%
No (Go to question WF4)	151	58.5%
Total	258	100.0%

WF3. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges?

Responses	Series 1	Series 1 (%)
Too few applicants	50	20.3%
Lack of appropriate skills or training	79	32.1%
Lack of relevant experience	62	25.2%
Other	55	22.4%
Total	246	100.0%

WF3. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to the community or industry?

Responses	Series 1	Series 1 (%)
Community	69	51.9%
Industry	64	48.1%
Total	133	100.0%

WF4. How do you currently recruit new employees?

Responses	Series 1	Series 1 (%)
Through your personal network	146	22.3%
Employment centres and websites (job boards)	94	14.4%
"Hiring" sign on your premises	19	2.9%
Local media advertising	35	5.3%
Your own website	25	3.8%
Professional recruitment firm	11	1.7%
Referrals from friends or current employees	154	23.5%
Social Media applications such as LinkedIn or Facebook	35	5.3%
Unsolicited resumes	97	14.8%
Other (Specify)	39	6.0%
Total	655	100.0%

WF5. Does your business have difficulty retaining employees?

Responses	Series 1	Series 1 (%)
Yes	52	20.7%
No (Go to question WF6)	199	79.3%
Total	251	100.0%

WF5. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees?

Responses	Series 1	Series 1 (%)
Wages	17	18.9%
Competition	12	13.3%
Seasonal	30	33.3%
Work environment (Specify)	12	13.3%
Other (Specify)	19	21.1%
Total	90	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?

Responses	Series 1	Series 1 (%)
Yes	75	28.6%
No	187	71.4%
Total	262	100.0%

WF6. Does your business currently participate in any co-op, internship or apprenticeship programs? - If No, are you interested in information?

Responses	Series 1	Series 1 (%)
Yes	82	48.2%
No	88	51.8%
Total	170	100.0%

WF7. Does your business currently use any external training?

Responses	Series 1	Series 1 (%)
Yes	120	45.6%
No	143	54.4%
Total	263	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?

Responses	Series 1	Series 1 (%)
Yes	87	33.7%
No	171	66.3%
Total	258	100.0%

WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify

Responses	Series 1	Series 1 (%)
Cost	0	0.0%
Awareness of existing training programs	0	0.0%
Awareness of training support programs	0	0.0%
Availability of training locally	0	0.0%
Unable to release employees	0	0.0%
Other	0	0.0%
No	171	100.0%
Total	171	100.0%

WF9. Are there any training programs/topics that would be beneficial to you and your employees?

Responses	Series 1	Series 1 (%)
Yes	117	46.1%
No	137	53.9%
Total	254	100.0%

CD1. Do you know of a business that may have an interest in locating in this community?

Responses	Series 1	Series 1 (%)
Yes	38	14.4%
No (Go to question CD2)	225	85.6%
Total	263	100.0%

1. Would you be willing to provide the contact information for the business in support of a community business attraction strategy? - Contact business directly

Responses	Series 1	Series 1 (%)
Yes	22	68.8%
No	10	31.3%
Total	32	100.0%

1. Would you be willing to contact this company on behalf of our community as part of a business attraction strategy? - Provide the contact information for this business

Responses	Series 1	Series 1 (%)
Yes	13	50.0%
No	13	50.0%
Total	26	100.0%

CD5. What assistance or opportunities would be beneficial to support your business?

Responses	Series 1	Series 1 (%)
Updating business plan	58	5.9%
Succession planning	47	4.8%
Marketing seminars	65	6.7%
Access to capital seminars	82	8.4%
Trade shows	96	9.8%
Business networking sessions	119	12.2%
Export development programs and services	12	1.2%
Joint advertising and marketing	148	15.2%
Attraction of related supply & services businesses	92	9.4%
Workforce planning, employee training and attraction	78	8.0%
Productivity improvement workshops	38	3.9%
E-marketing, social media and online content workshops	110	11.3%
Other (Specify)	30	3.1%
Total	975	100.0%

CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?

Responses	Series 1	Series 1 (%)
Yes	251	97.7%
No	6	2.3%
Total	257	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Garbage/recycling

Responses	Series 1	Series 1 (%)
No response	7	53.8%
Fair	1	7.7%
Good	3	23.1%
Excellent	2	15.4%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Public transit

Responses	Series 1	Series 1 (%)
No response	8	61.5%
Poor	5	38.5%
Total	13	100.0%

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services. - Other

Responses	Series 1	Series 1 (%)
No response	13	100.0%
Total	13	100.0%

FP1. Within the next 18 months, which do you plan on

Responses	Series 1	Series 1 (%)
Remain the same	3	23.1%
Expanding(Go to question FP11)	8	61.5%
Selling (Go to question FP8)	2	15.4%
Total	13	100.0%

FP3. Which would best describe your plans for your business over the next 3 years? - If Workforce, how many?

Responses	Series 1	Series 1 (%)
If Workforce, how many?	0	0.0%
Total	0	0.0%

FP8. Why are you selling your business?

Responses	Series 1	Series 1 (%)
Retirement	2	100.0%
Total	2	100.0%

FP9. Do you have a succession plan for your business?

Responses	Series 1	Series 1 (%)
No	2	100.0%
Total	2	100.0%

FP9. Do you have a succession plan for your business? - Would you like assistance/information with developing a succession plan?

Responses	Series 1	Series 1 (%)
No	2	100.0%
Total	2	100.0%

FP10. Would you like assistance/information on selling your business?

Responses	Series 1	Series 1 (%)
Yes	2	100.0%
Total	2	100.0%

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