

# THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS

## STAFF REPORT

**DATE:** February 25, 2021  
**TO:** Community & Economic Development Committee (C&EDC)  
**FROM:** Tiffany MacLaren, Community Economic & Cultural Coordinator  
**SUBJECT: Survey Results - Business Retention Project**

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### **RECOMMENDATION:**

**THAT the Committee receive this report for information.**

### **BACKGROUND:**

Valley Heartland, a non-profit organization established by the Federal Government to support entrepreneurs in Lanark County and North Leeds, conducted a Business Retention & Expansion (BR&E) survey for Lanark County. In April 2019 the Final BR&E Survey Data Report was released for the County with a subsequent report, specific to Mississippi Mills, being released in June 2019.

### **DISCUSSION:**

Committee member, Ron MacMeekin, worked with Valley Heartland in the collection of survey data. At the November C&EDC meeting, Ron requested a project update be brought back to the committee.

### **SUMMARY:**

The Lanark County BR&E Survey Data report and the Mississippi Mills BR&E Survey Data report are attached for the information of the Community & Economic Development Committee.

Respectfully submitted by,

A handwritten signature in black ink that reads "Tiffany MacLaren". The signature is written in a cursive, flowing style.

Tiffany MacLaren,  
Community Economic & Cultural Coordinator

**ATTACHMENTS:**

Lanark County BR&E Survey Data Report  
Mississippi Mills BR&E Survey Data Report



**LANARK  
COUNTY**

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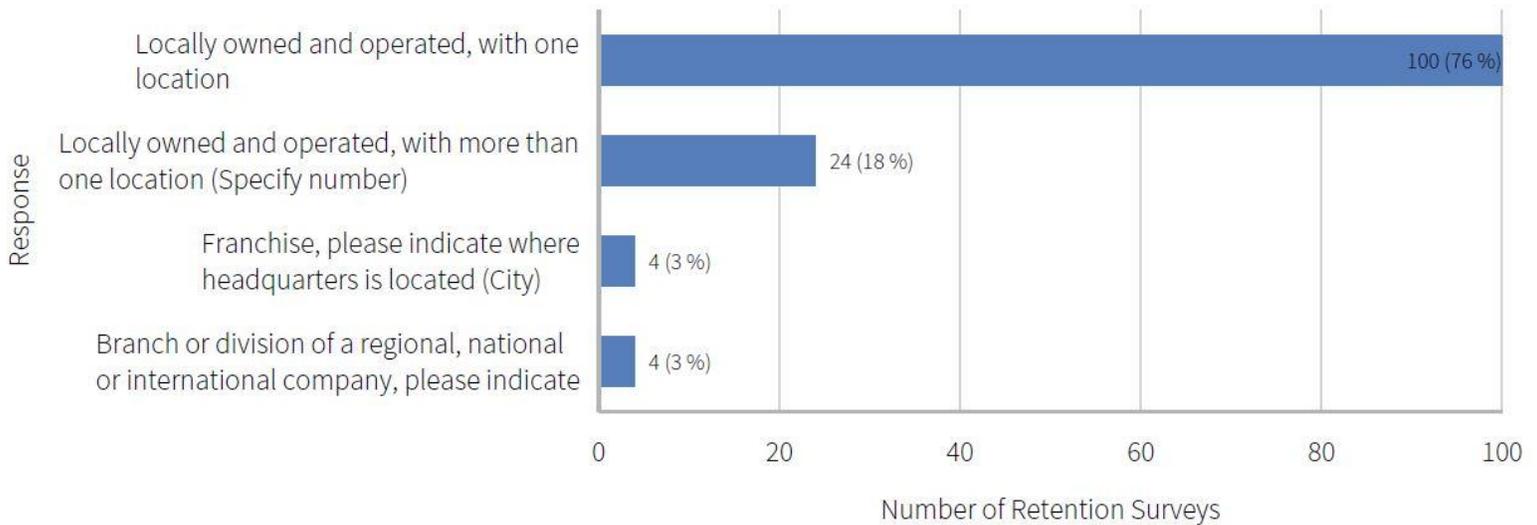
# Lanark County

## Final BR+E Survey Data Report

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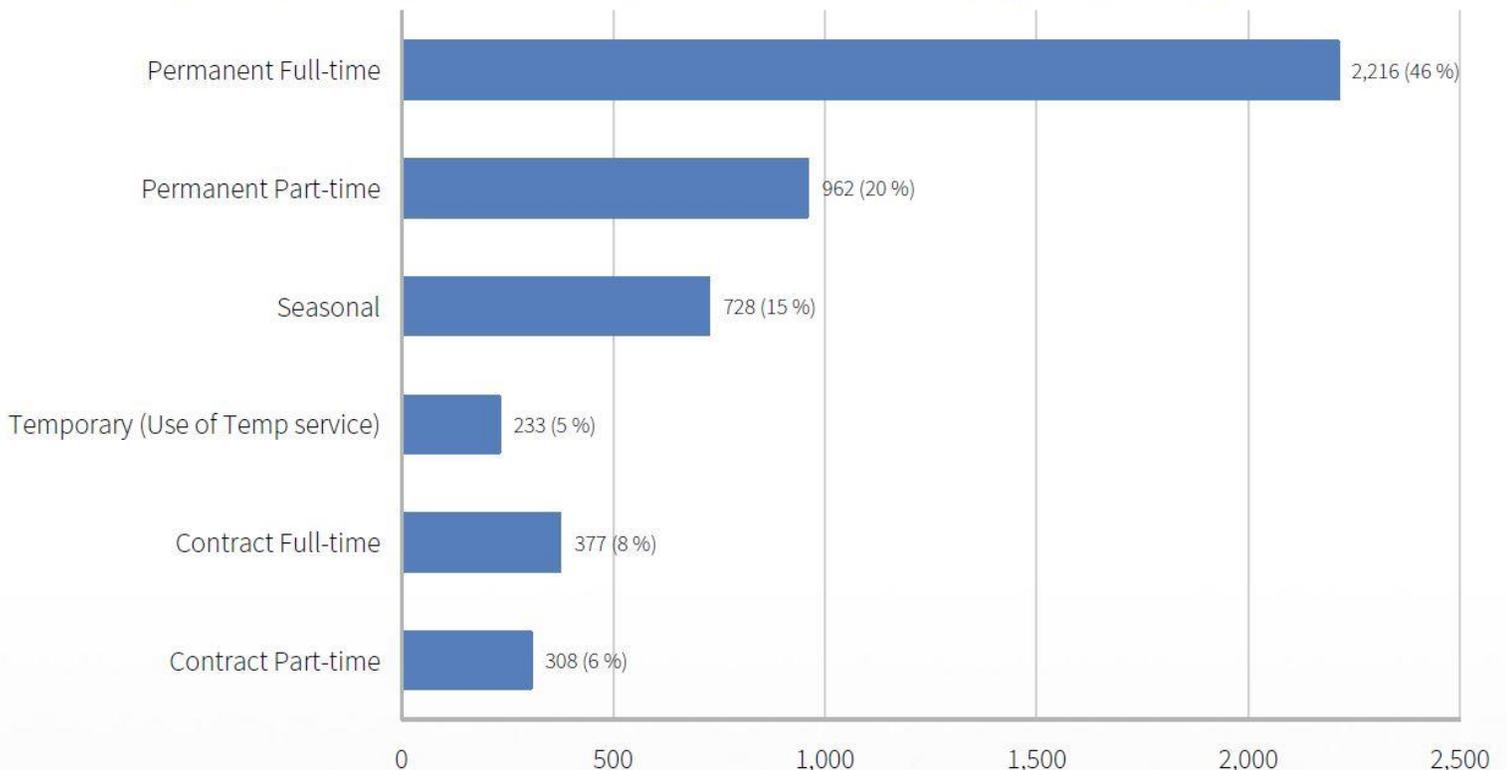
**Source: Executive Pulse  
April 25, 2019**

## BI1. Which of the following best describes your business?

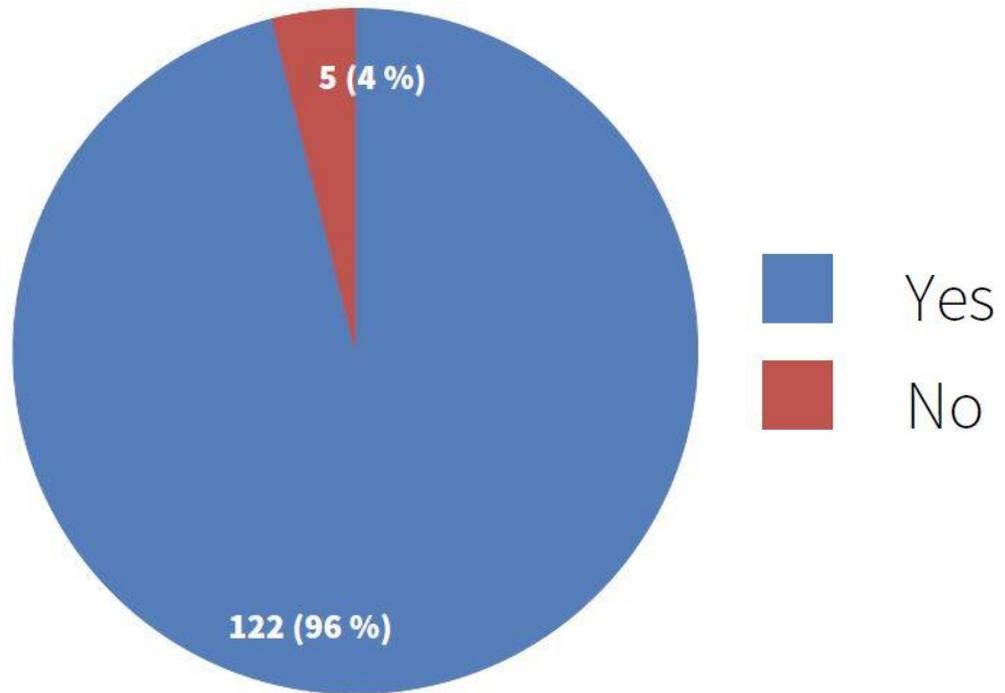


## Including owner/owners, please confirm your total number of employees operating at this location

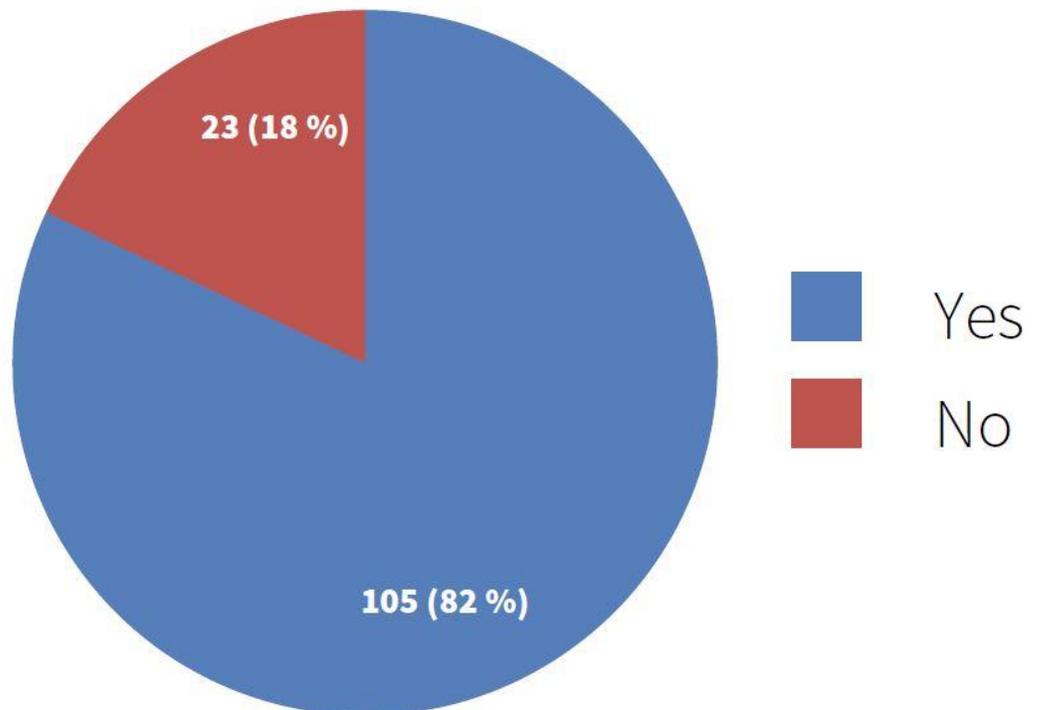
### Including owner/owners, please confirm your total number of employees operating at this location



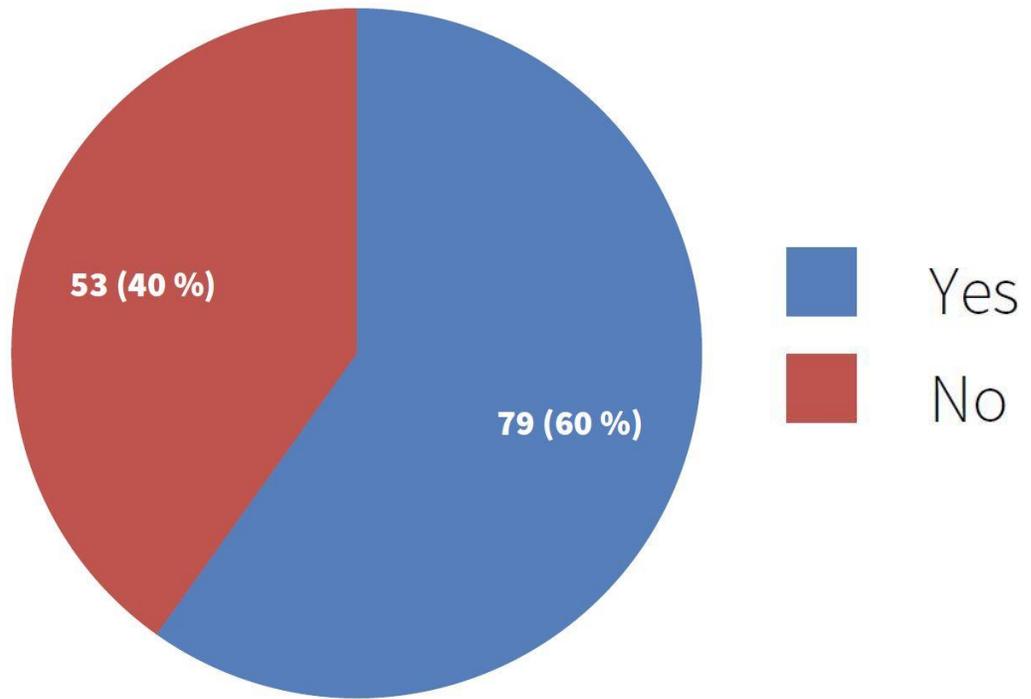
**BI2. Is at least one of the owners involved in the day-to-day operation of the business?**



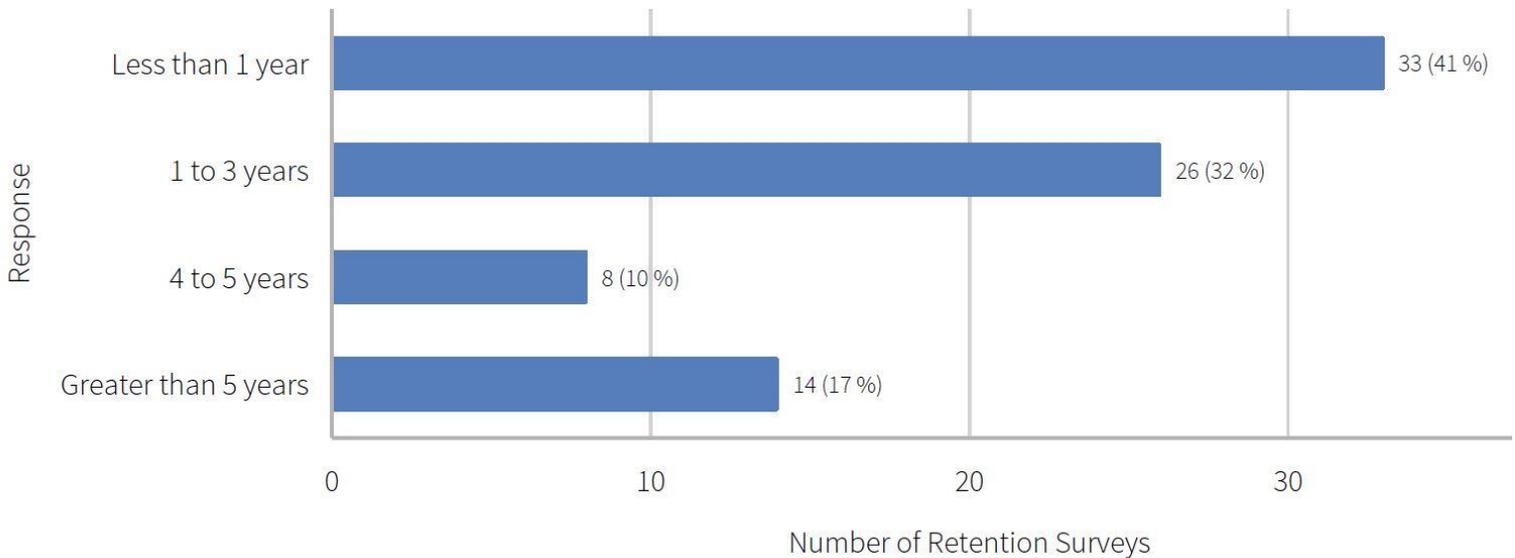
**BI3. Is at least one of the owners a resident of the community?**



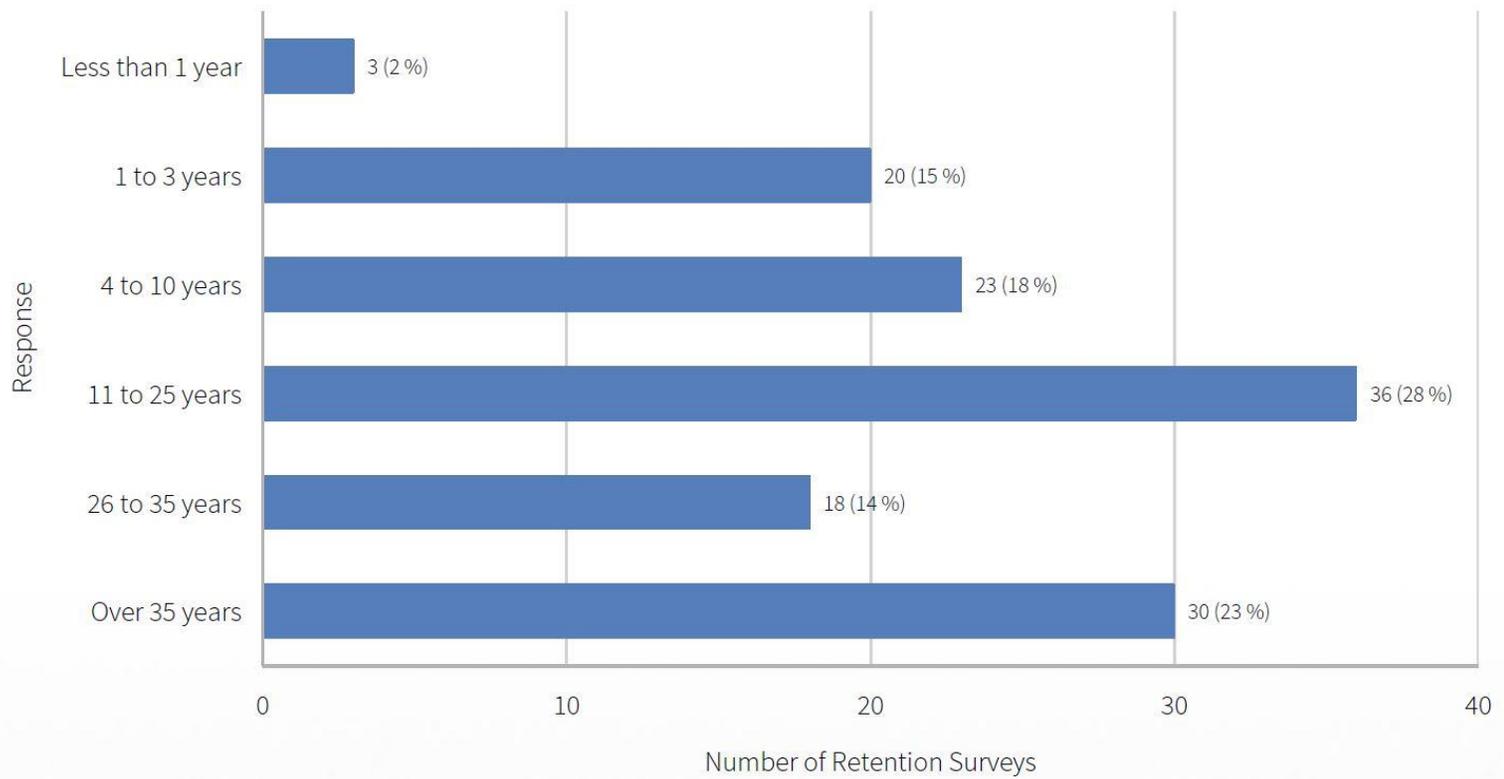
### BI4a. Does your business have a business plan?



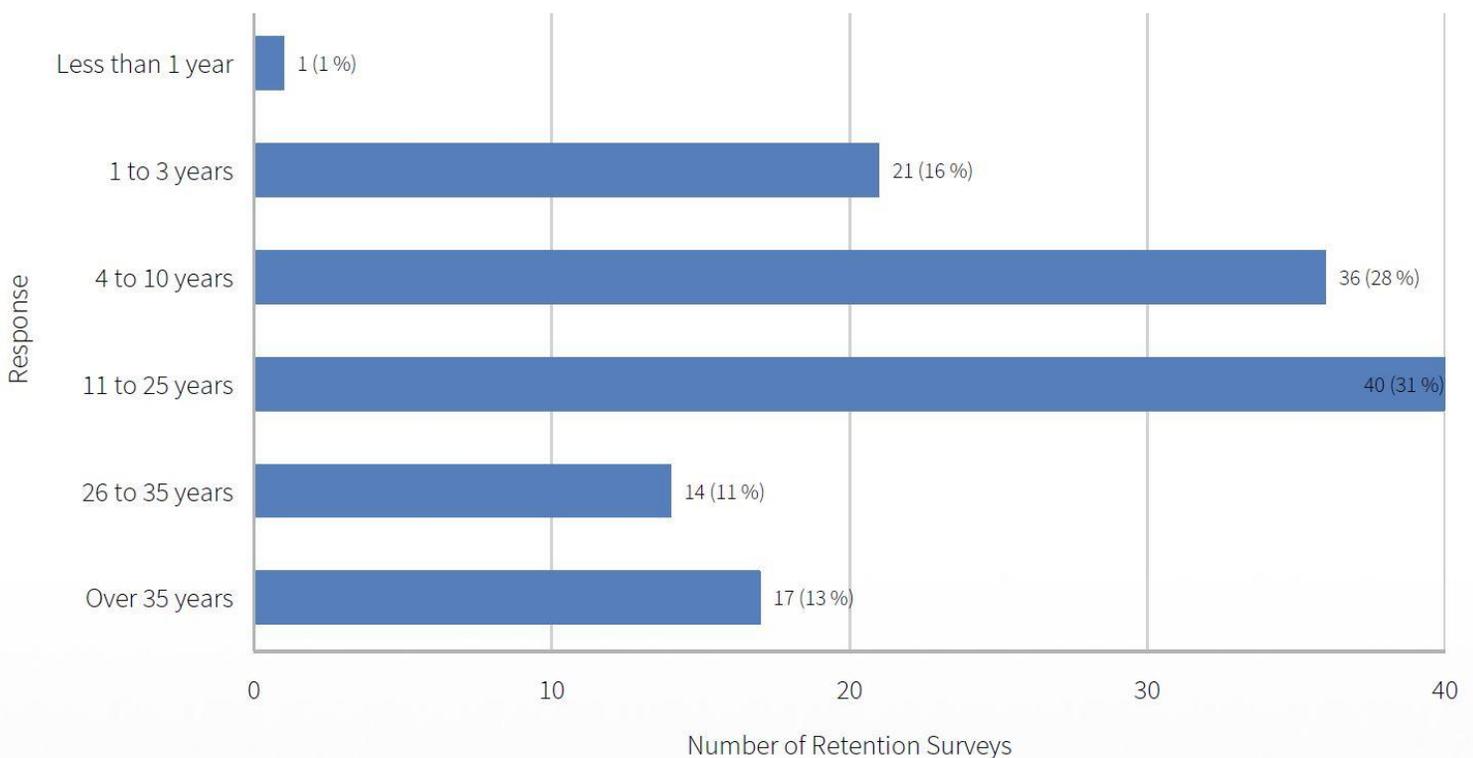
### BI4b. Of those that indicated they do have a business plan - When was it last updated?



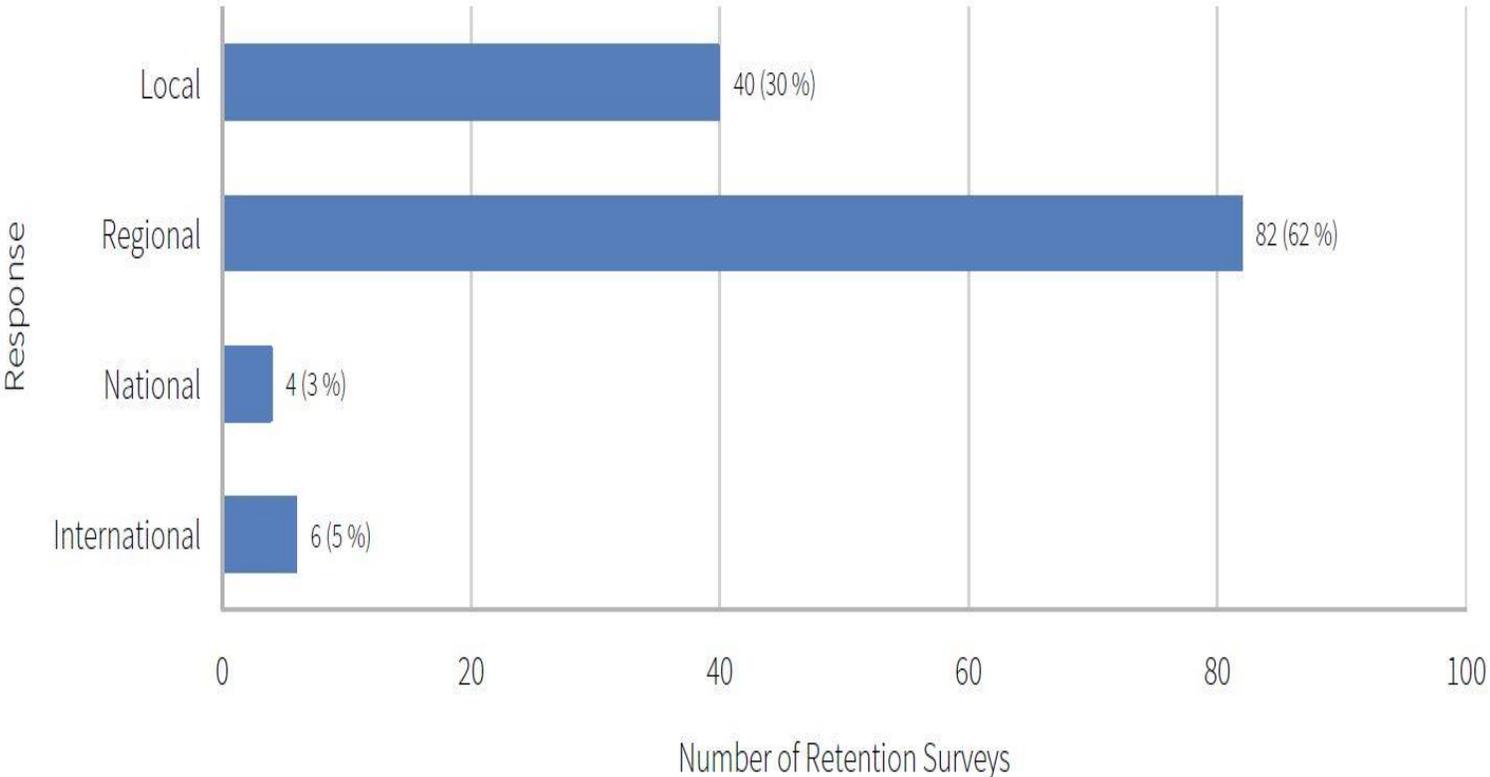
## BI5. How many years has your business been in operation in this community?



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

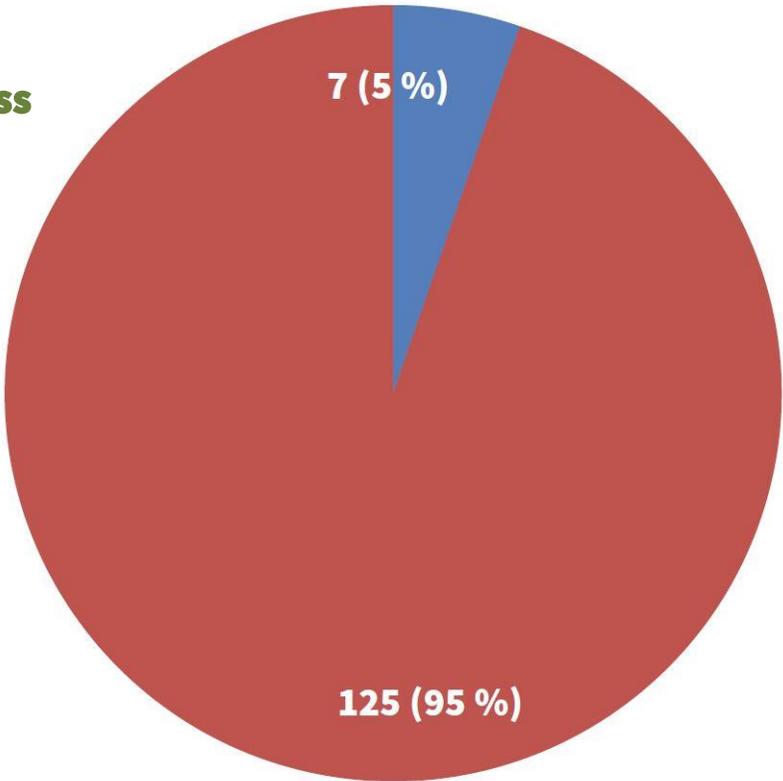


### BI9. The primary market of your business is

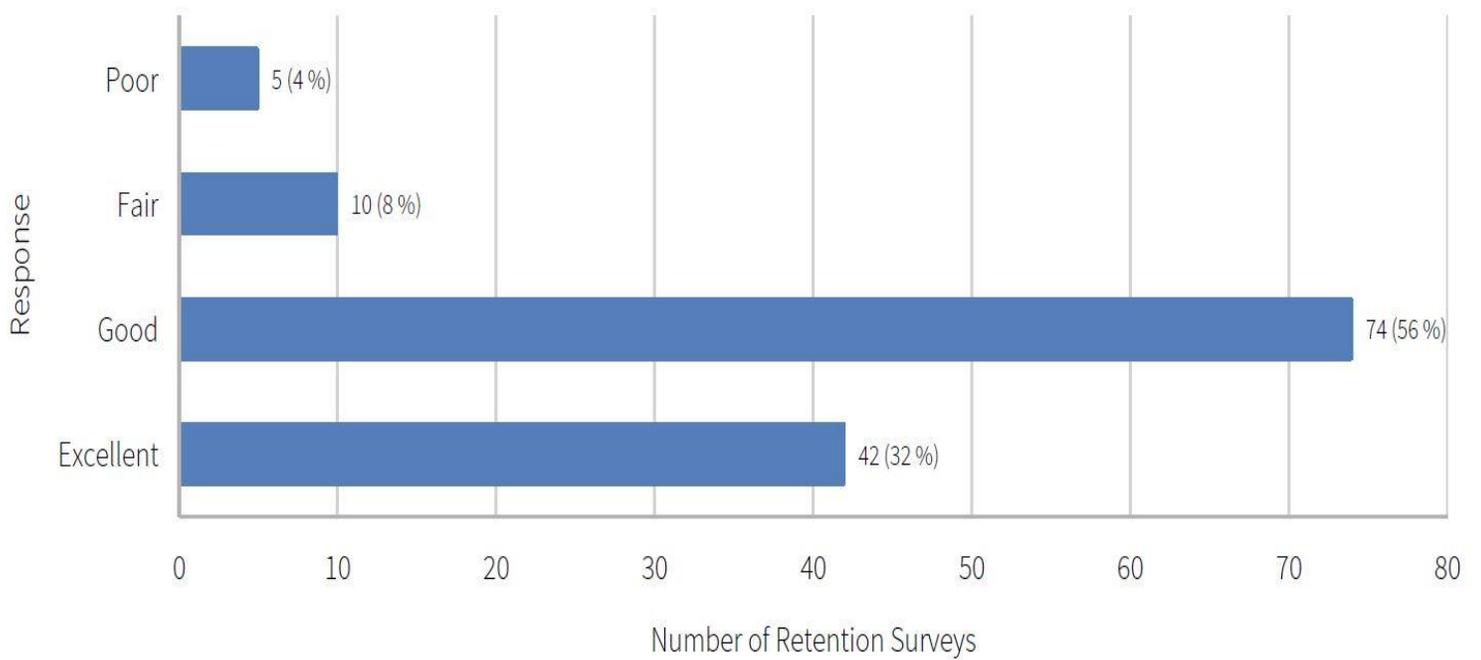


### CQ2a. Is your business unionized?

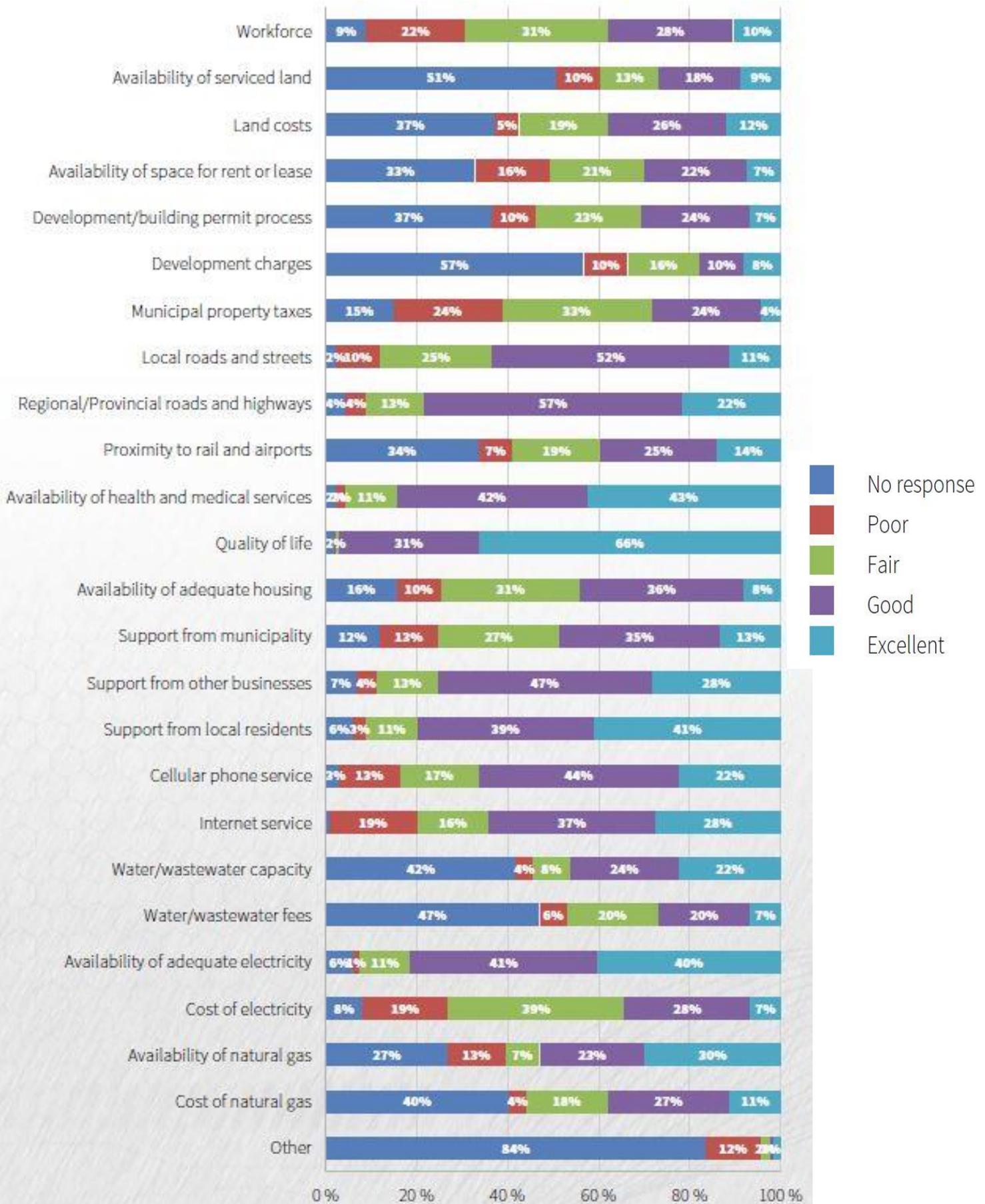
- Yes
- No



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



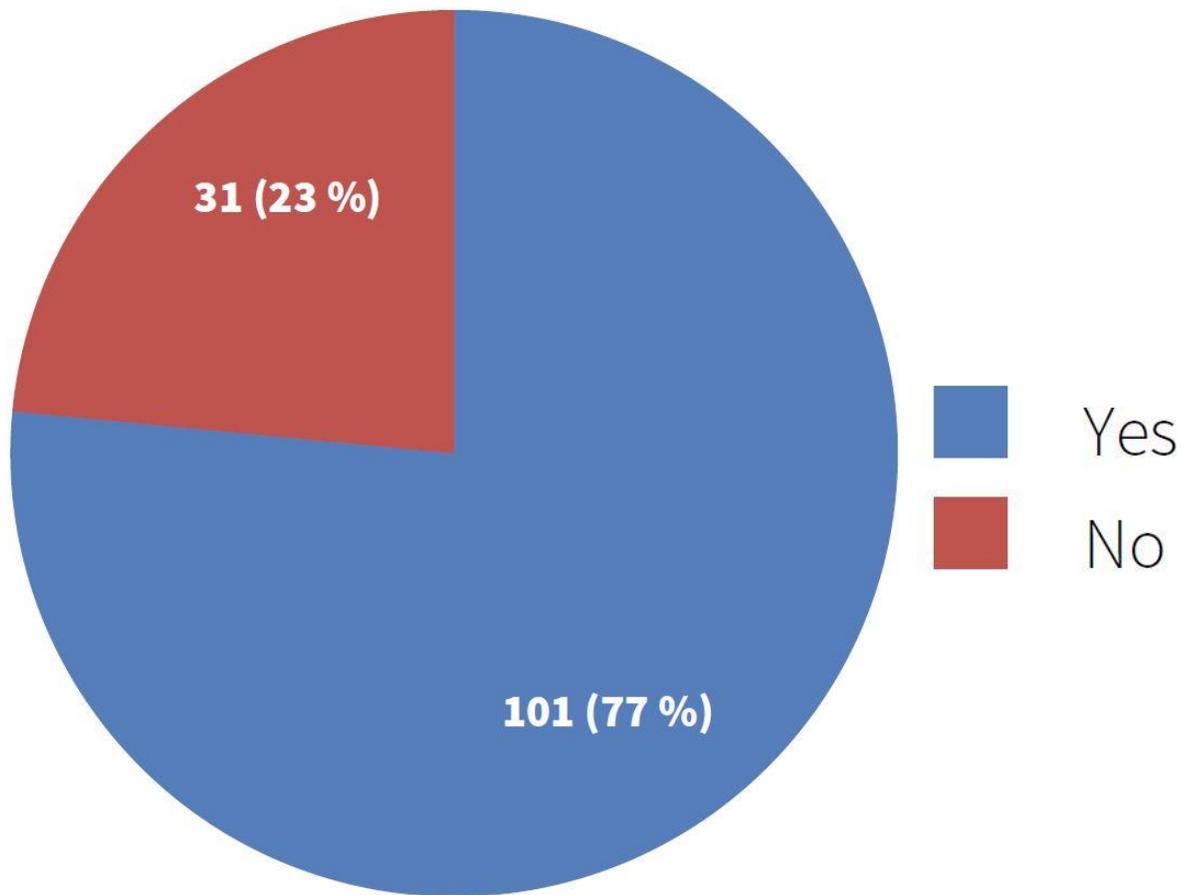
# How would you rate the following factors of doing business in this community?



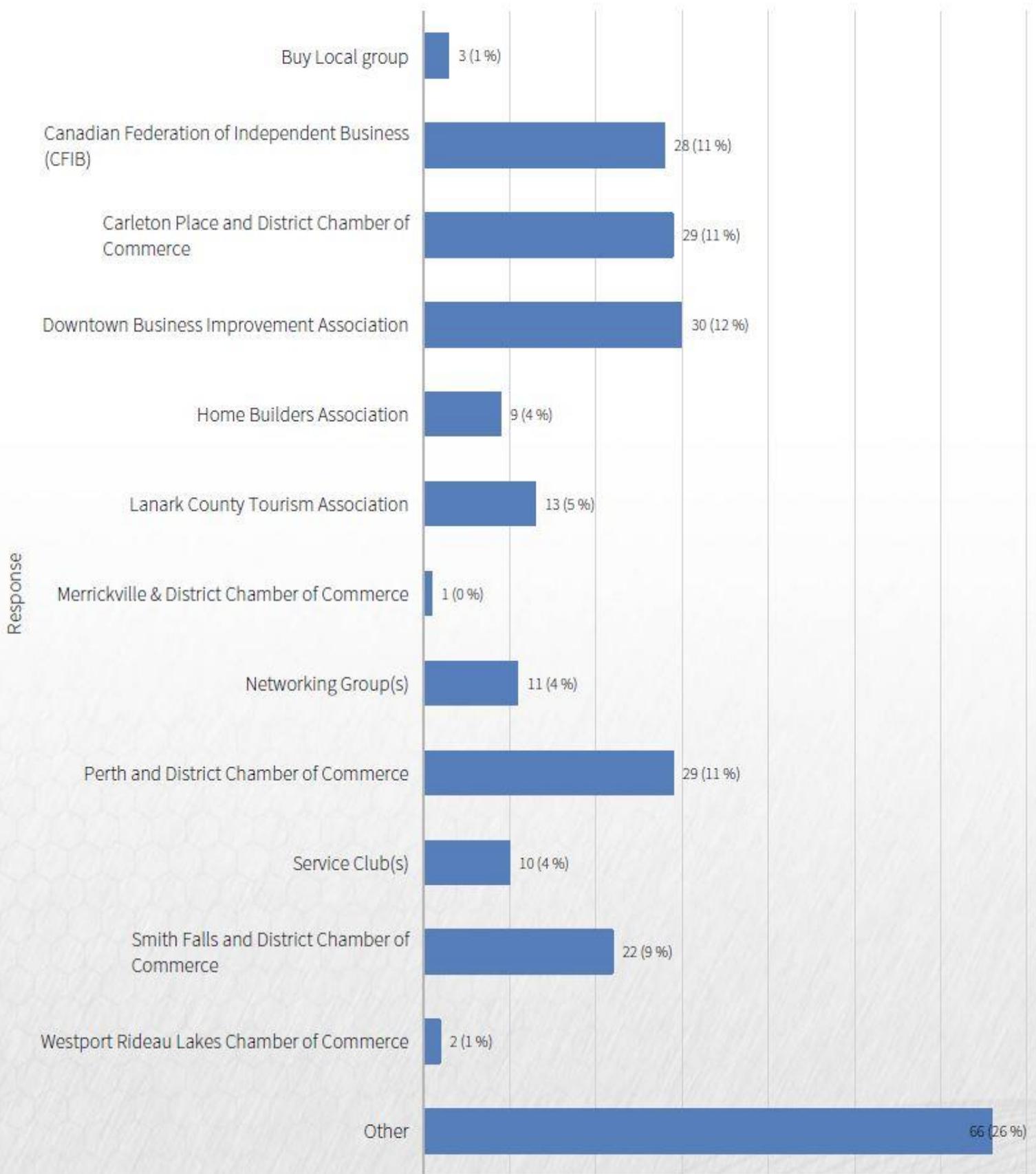
## From the perspective of your business, rate your level of satisfaction with each of the following community services.



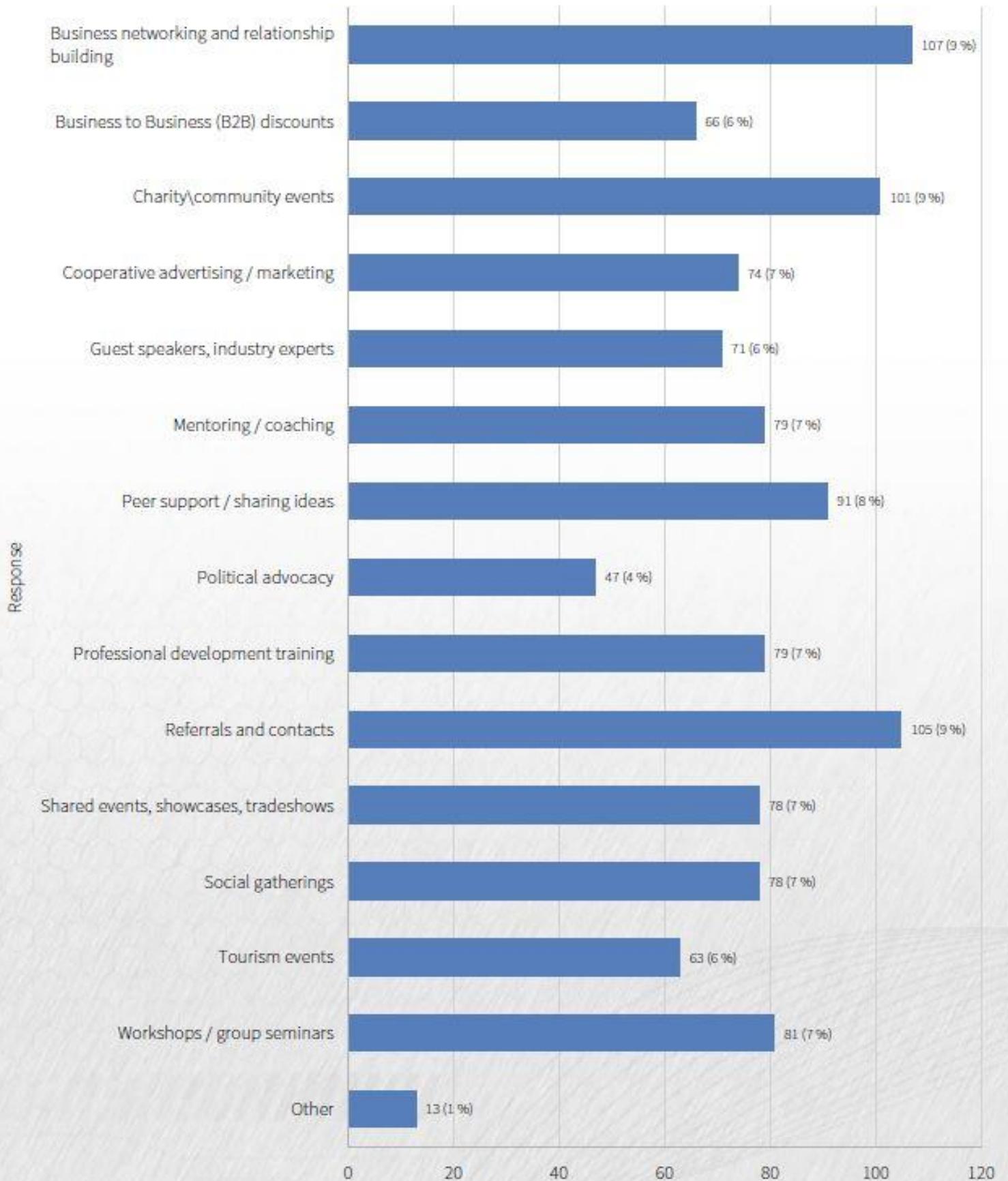
**CQ3a. Are you a member of any business organization(s)?**



### 3b. Are you a member of any business organization(s)? - If Yes, mark all that apply

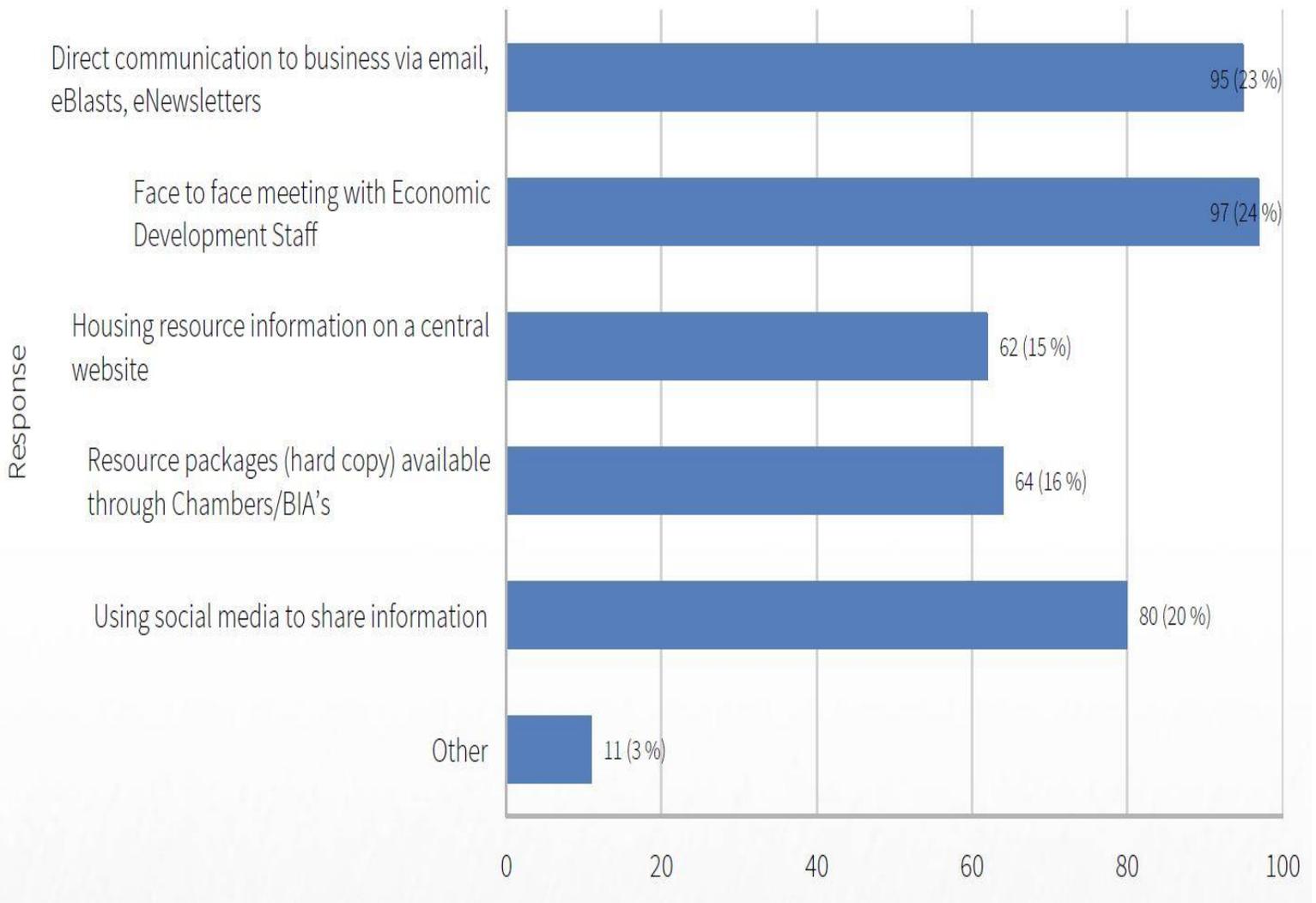


## CQ4. Whether you are a member of any business/service organization or not, what services/activities are of value to your business?

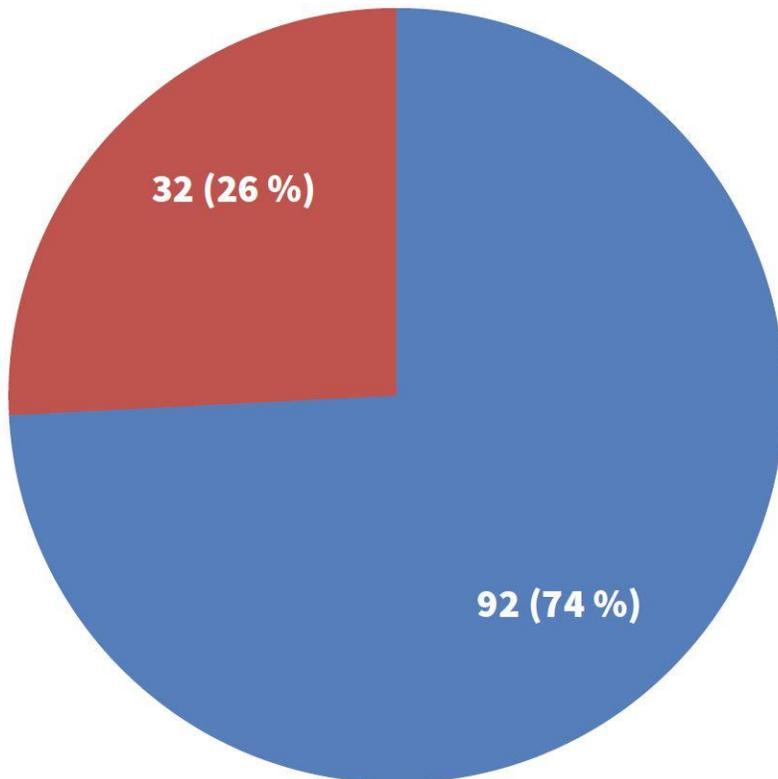
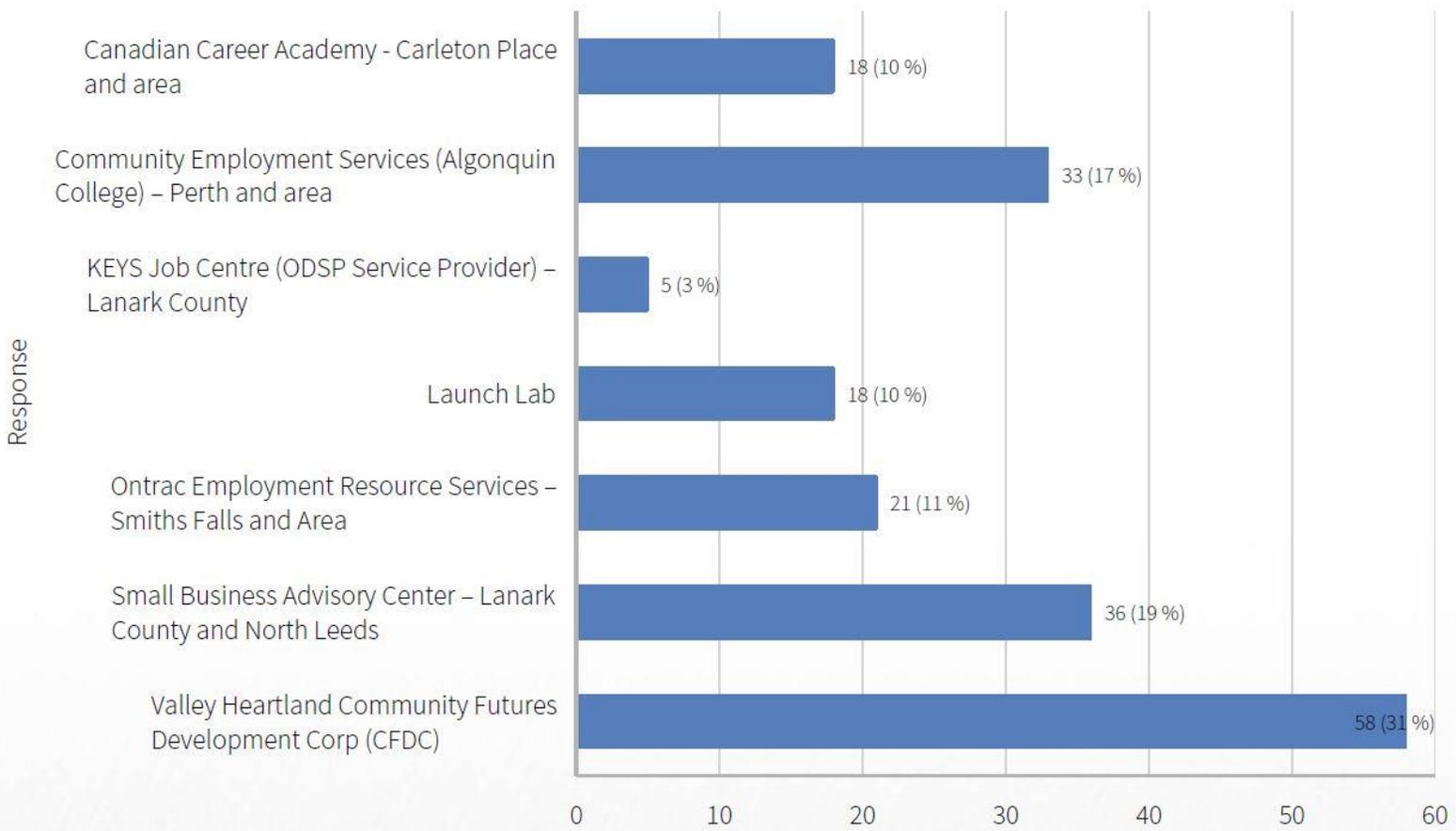


**CQ13. There are numerous business and service organizations in Lanark County that provide programs/funding/resources for the business community to support business retention & expansion.**

**What methods do you believe would be most effective to inform and keep businesses up to date on the many resources available?**



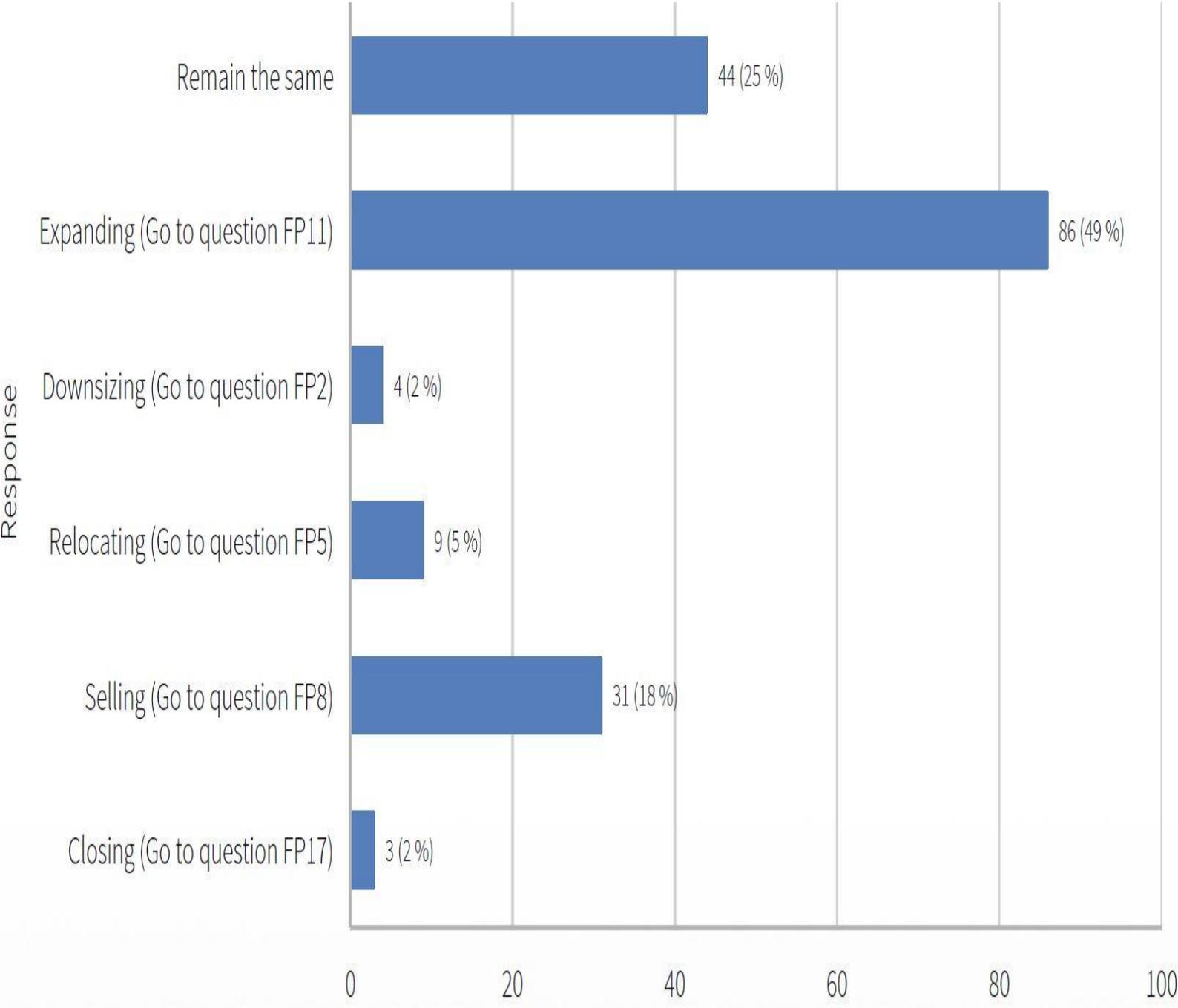
**CQ14. Have you ever accessed any programs and/or services from any of the following Service Providers in Lanark County?**



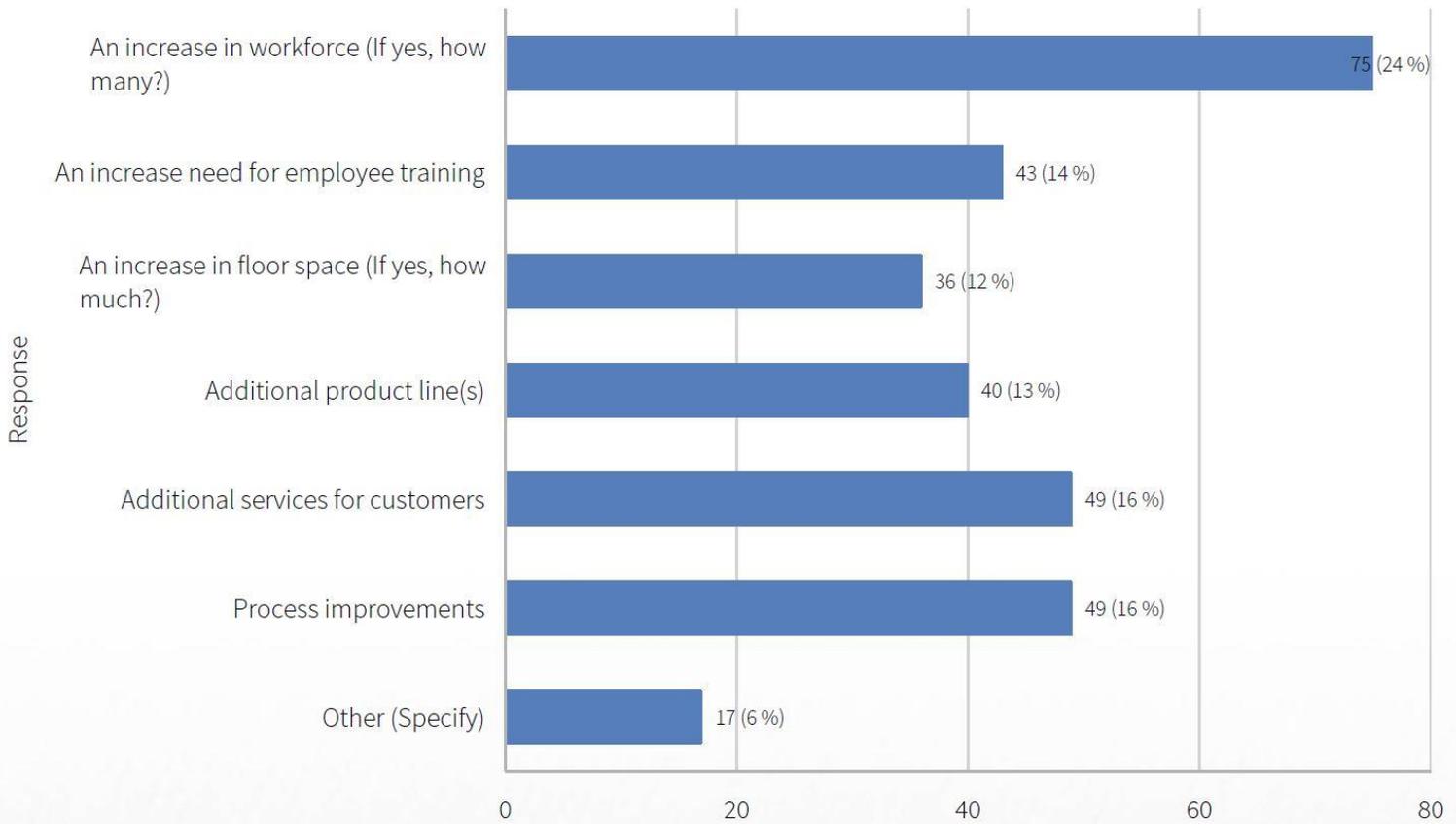
**CQ15. Would you like more information on the Service Providers in your area and the programs/services they offer?**



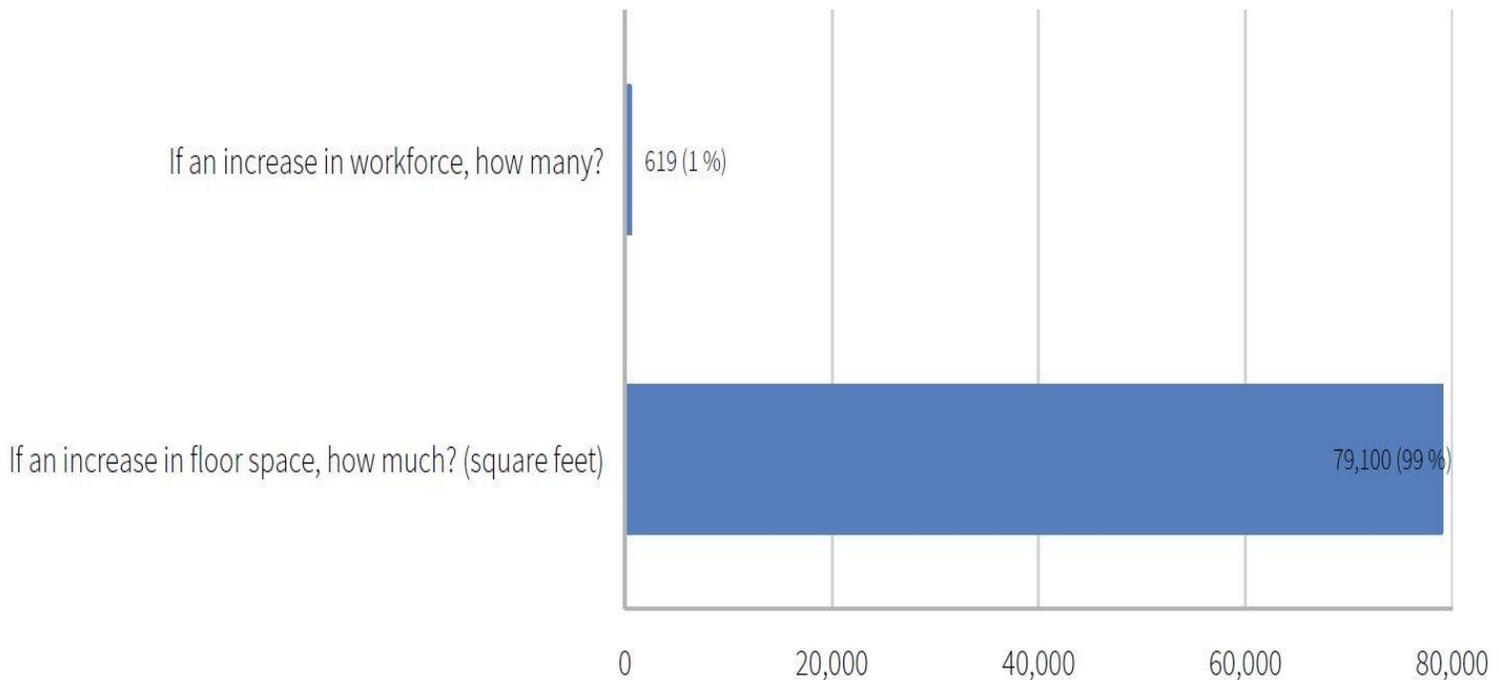
**FP1a. Within the next 18 months, which do you plan on:**



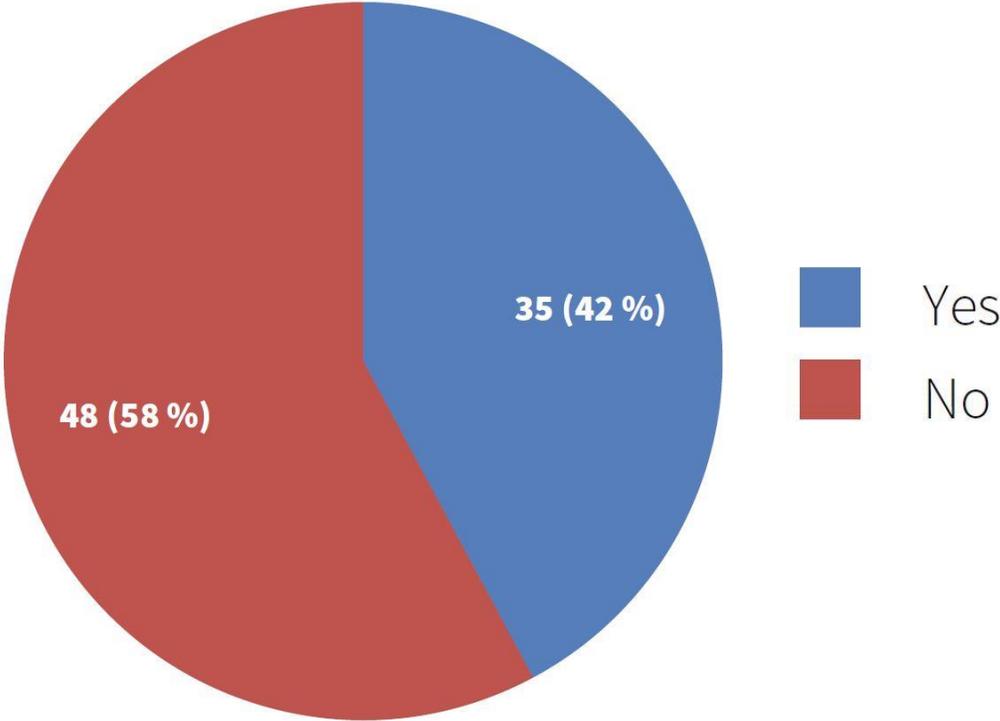
## FP12. Will your expansion require or lead to



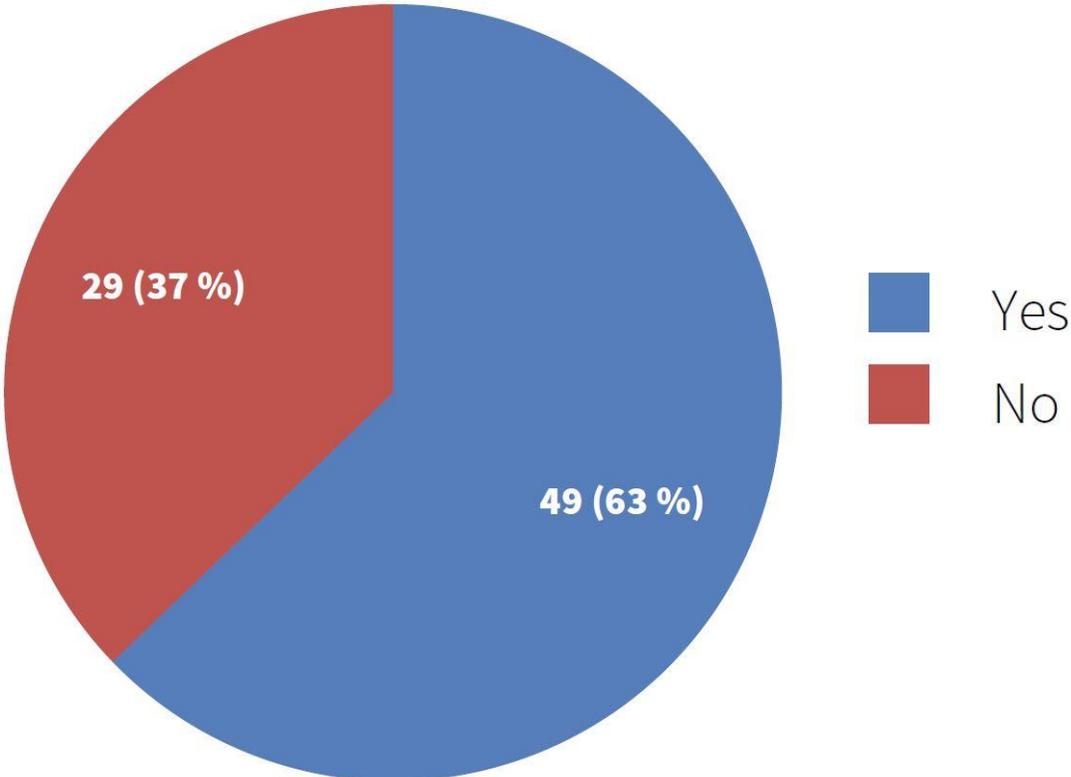
## Impacts to workforce and floor space



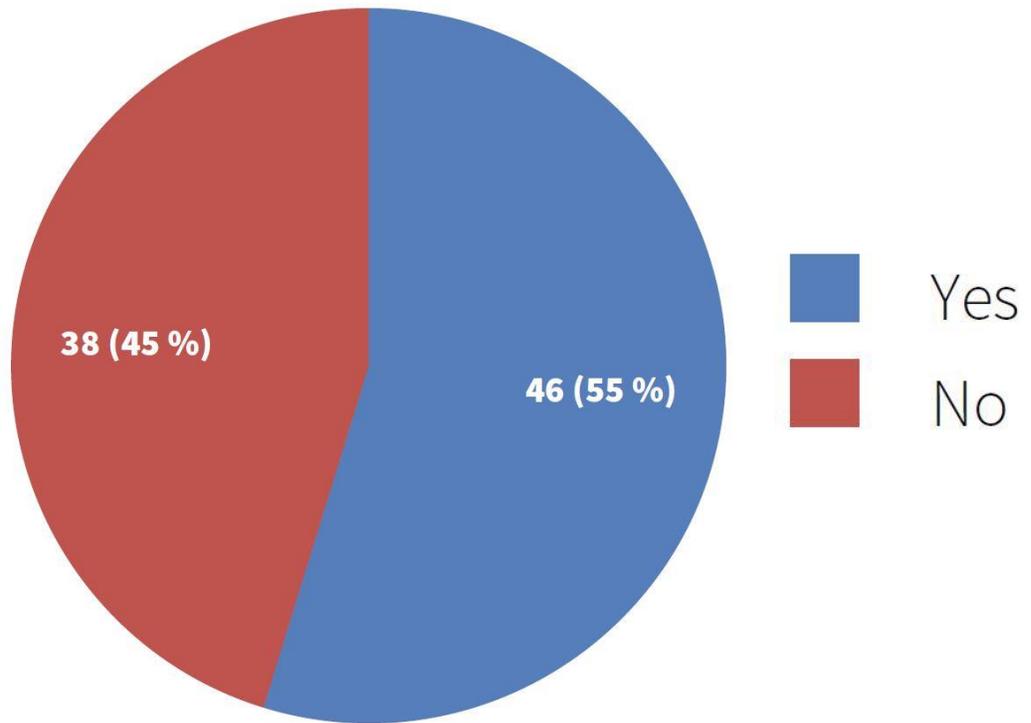
**FP15. Is your business currently experiencing difficulties with your expansion plans?**



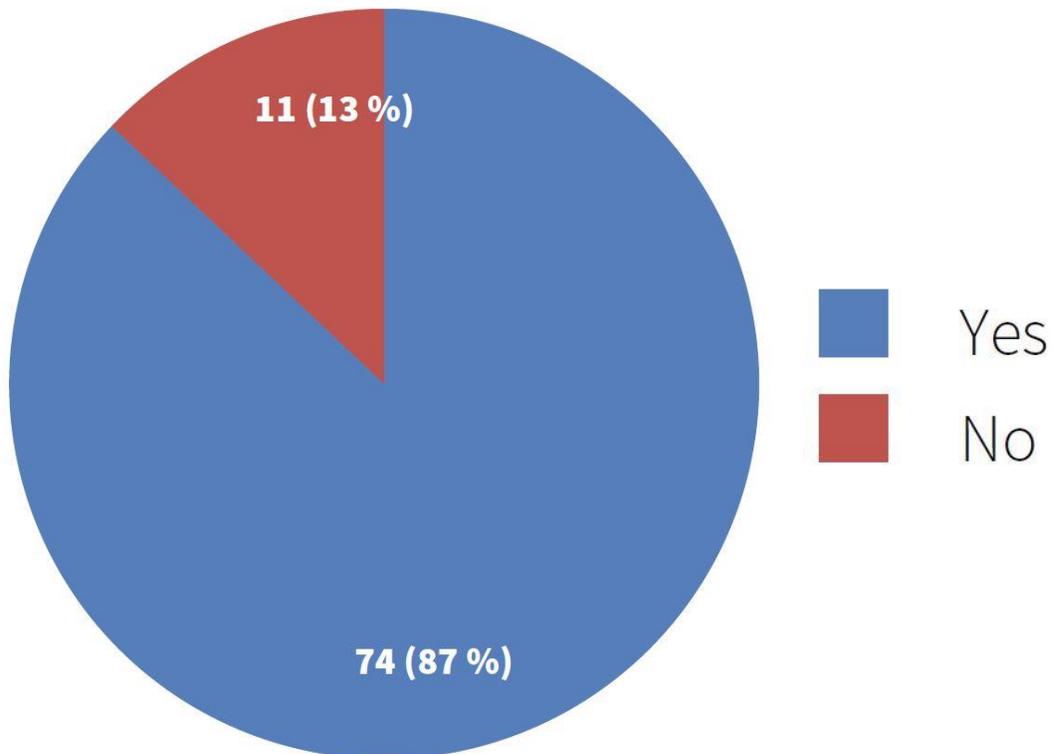
**FP16. Could the community potentially provide some assistance to support your expansion plans?**



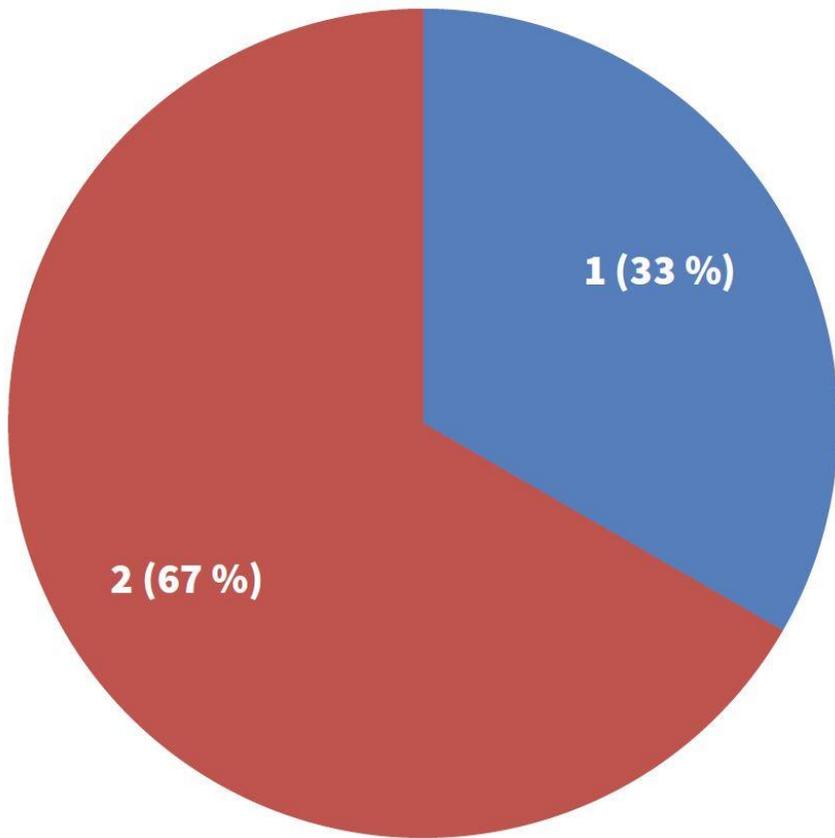
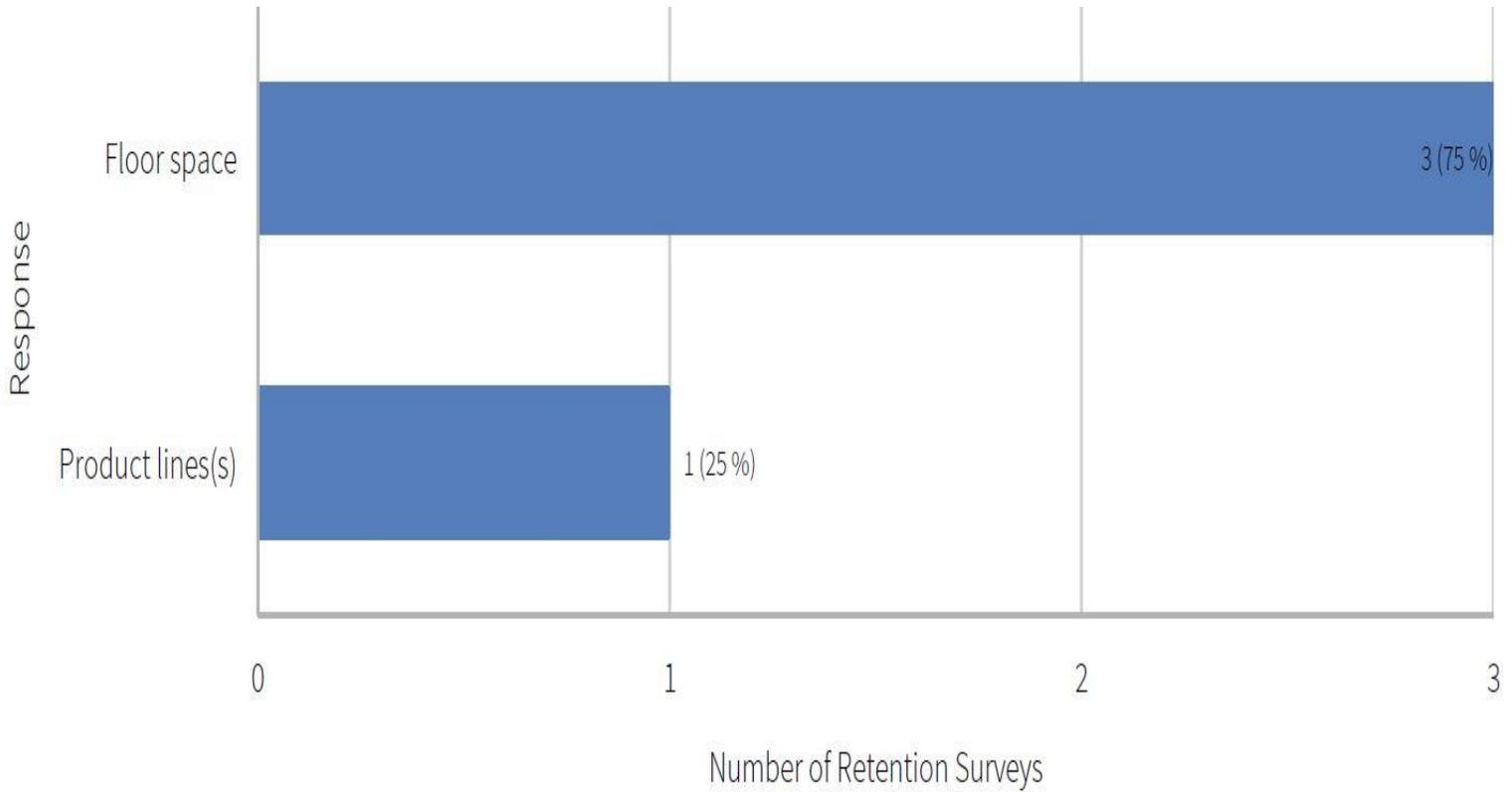
**FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?**



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

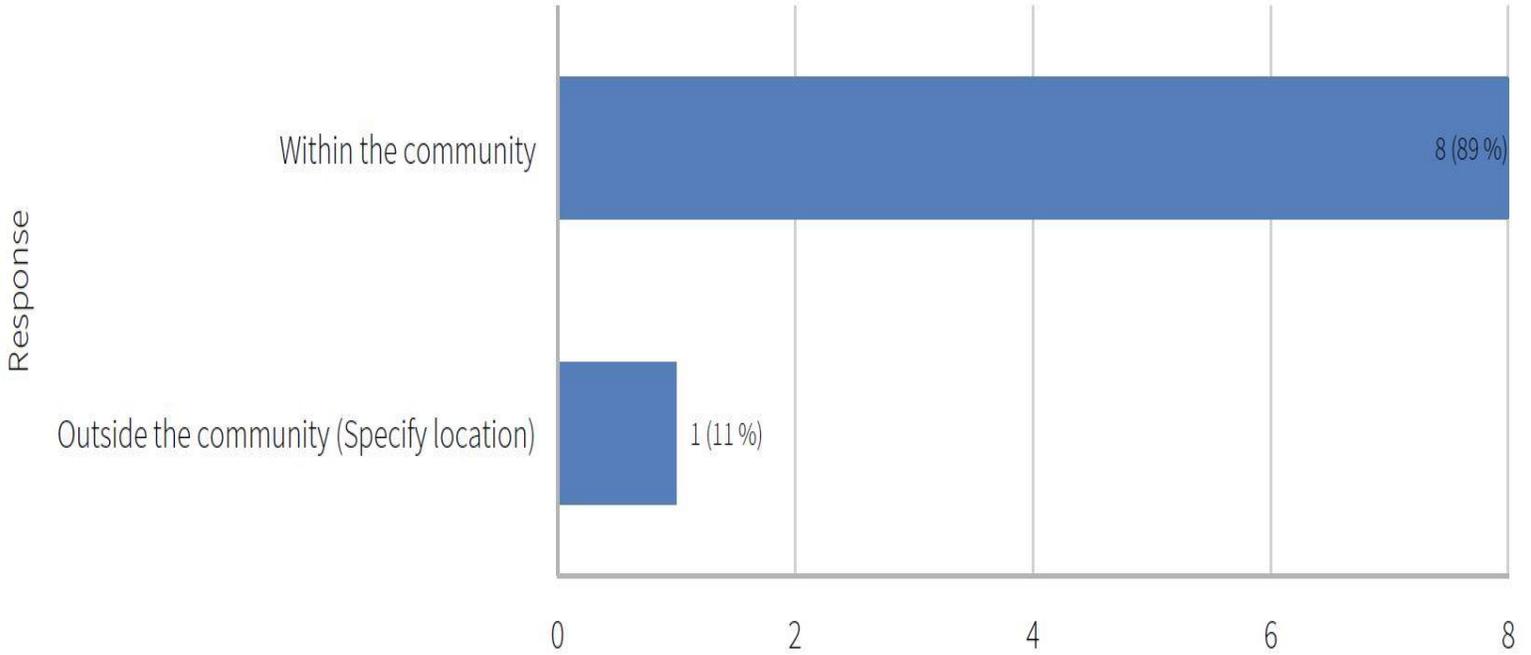


### FP3. Will your downsizing lead to a decrease in?

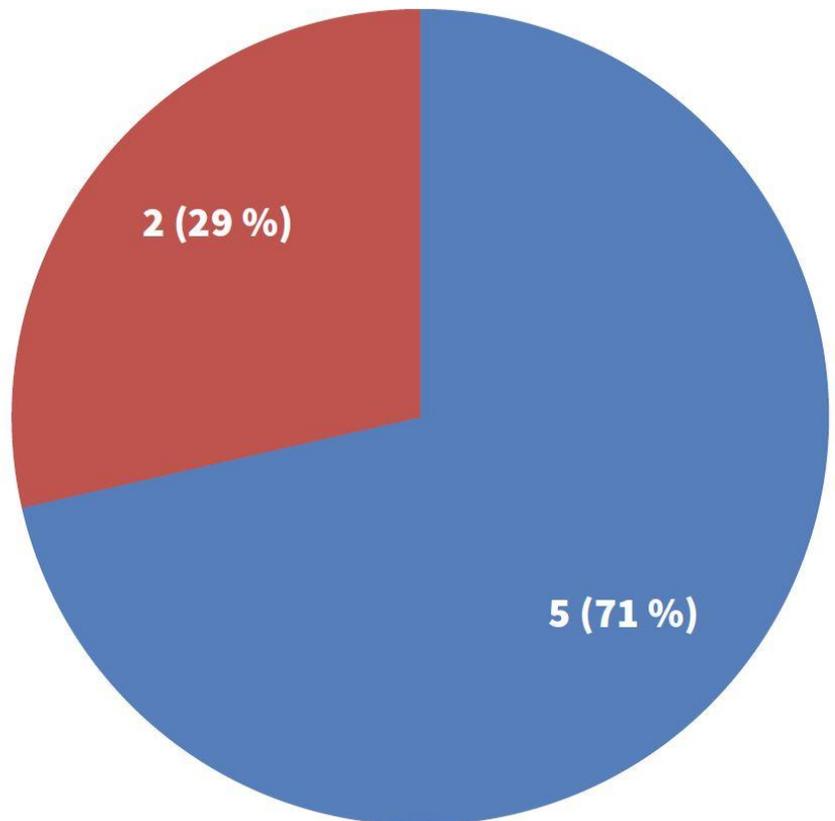


### FP4. Is there any assistance that could be provided to prevent/limit the downsizing of your business?

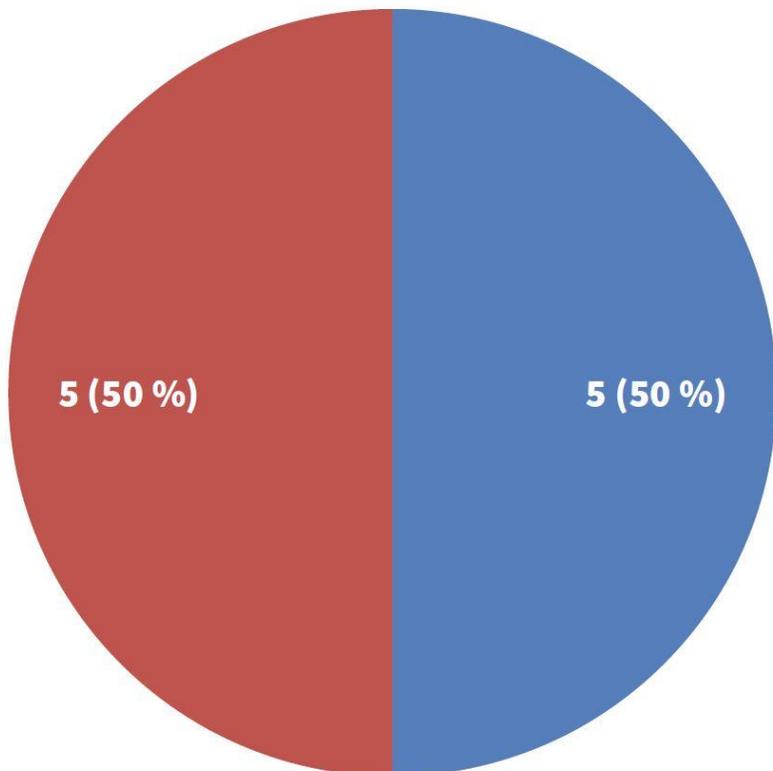
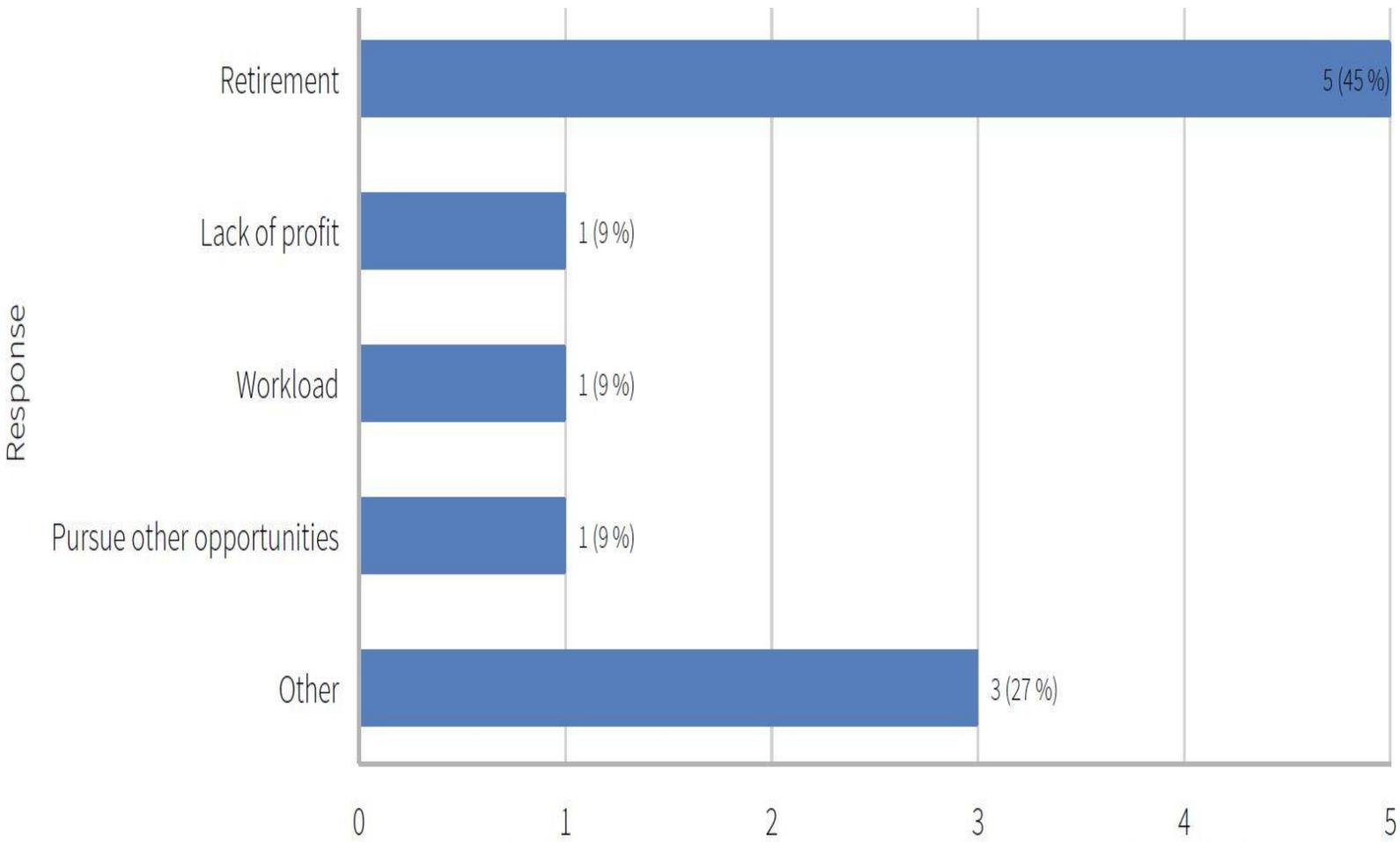
### FP5. Where do you plan to relocate this business?



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

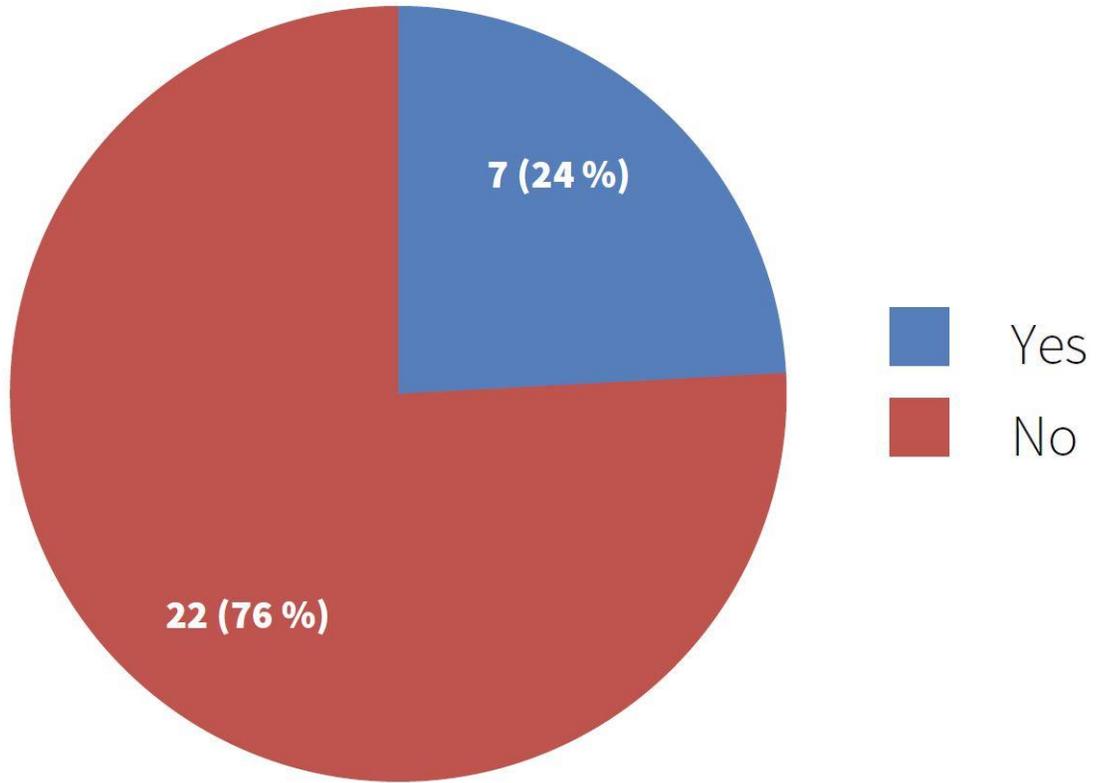


### FP8. Why are you selling your business?

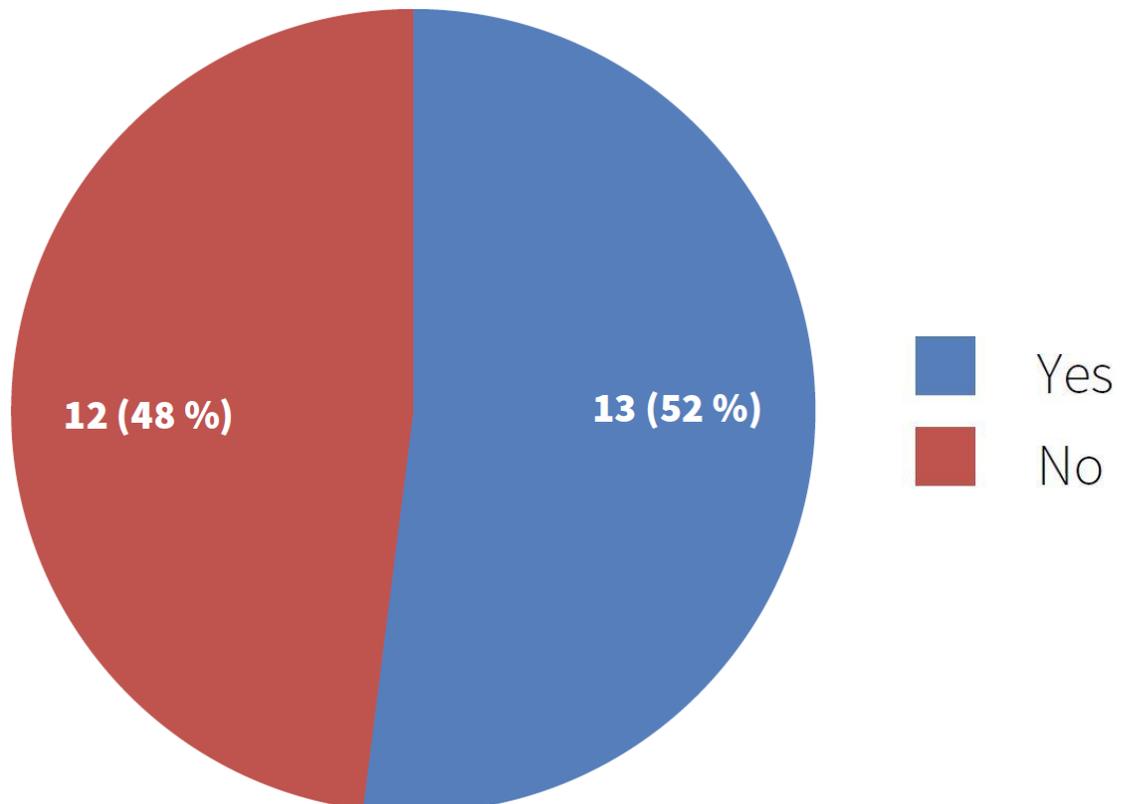


### FP10. Would you like assistance/information on selling your business?

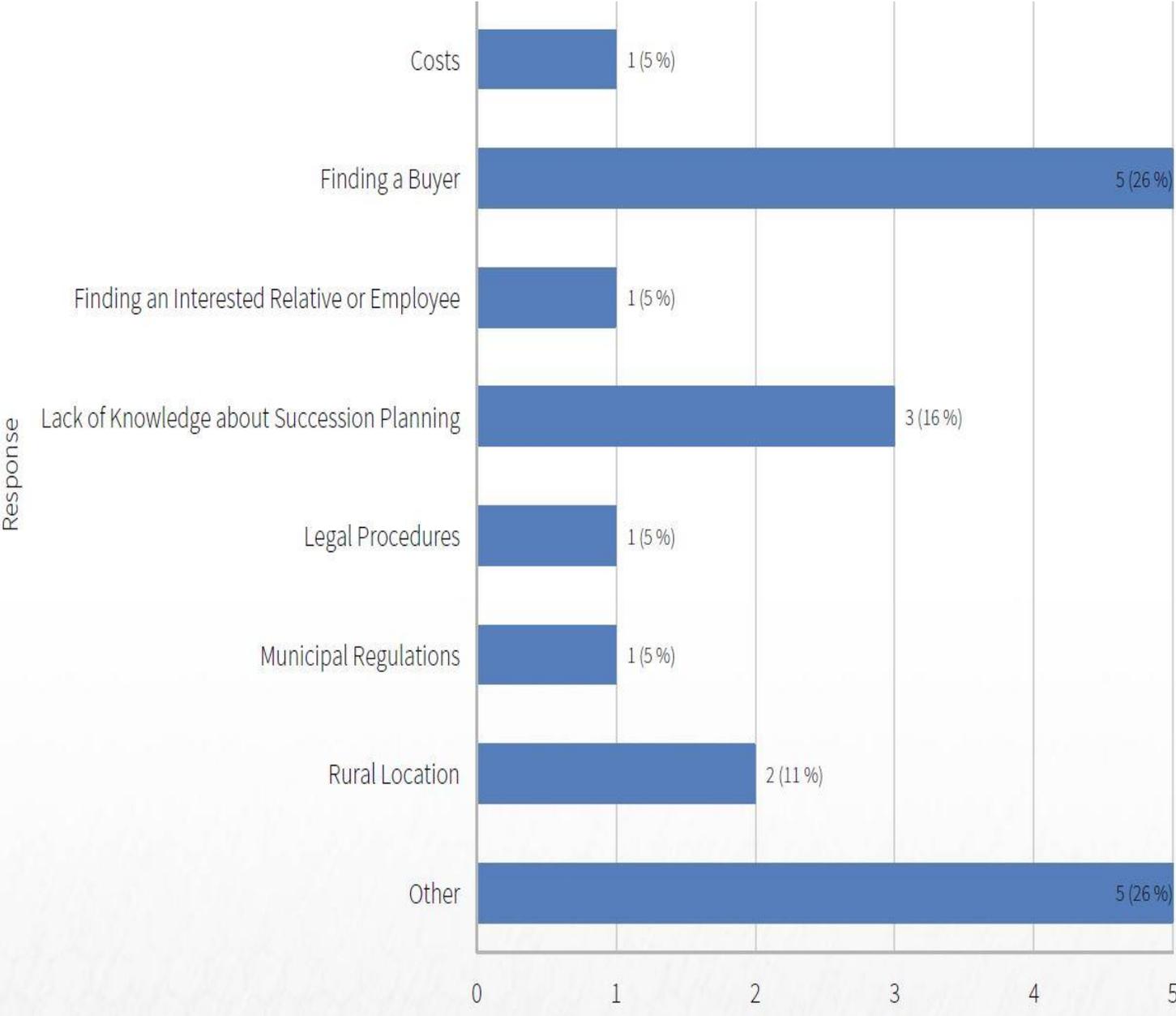
**FP9a. Do you have a succession plan for your business?**



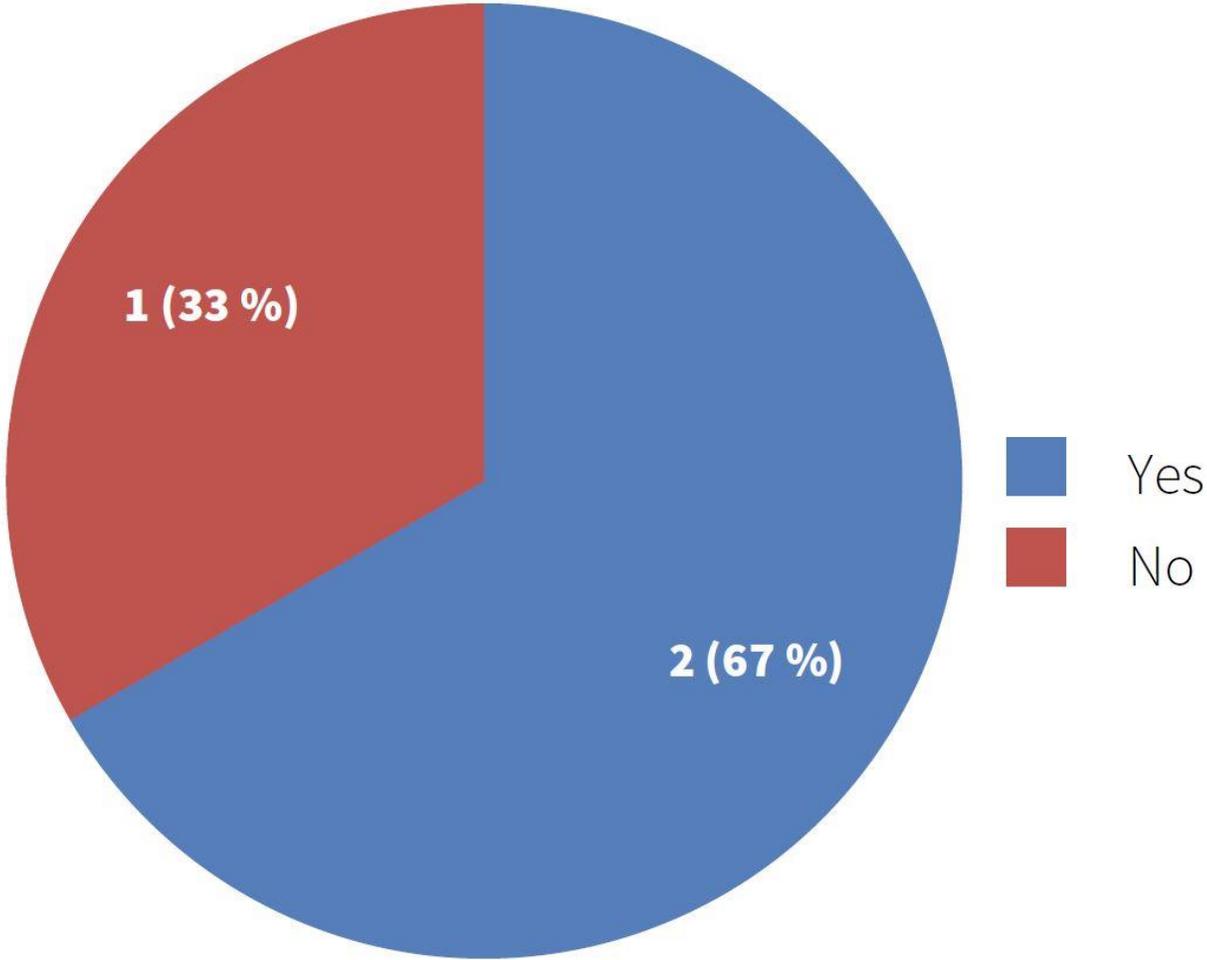
**FP9b. Would you like assistance/information with developing a succession plan?**



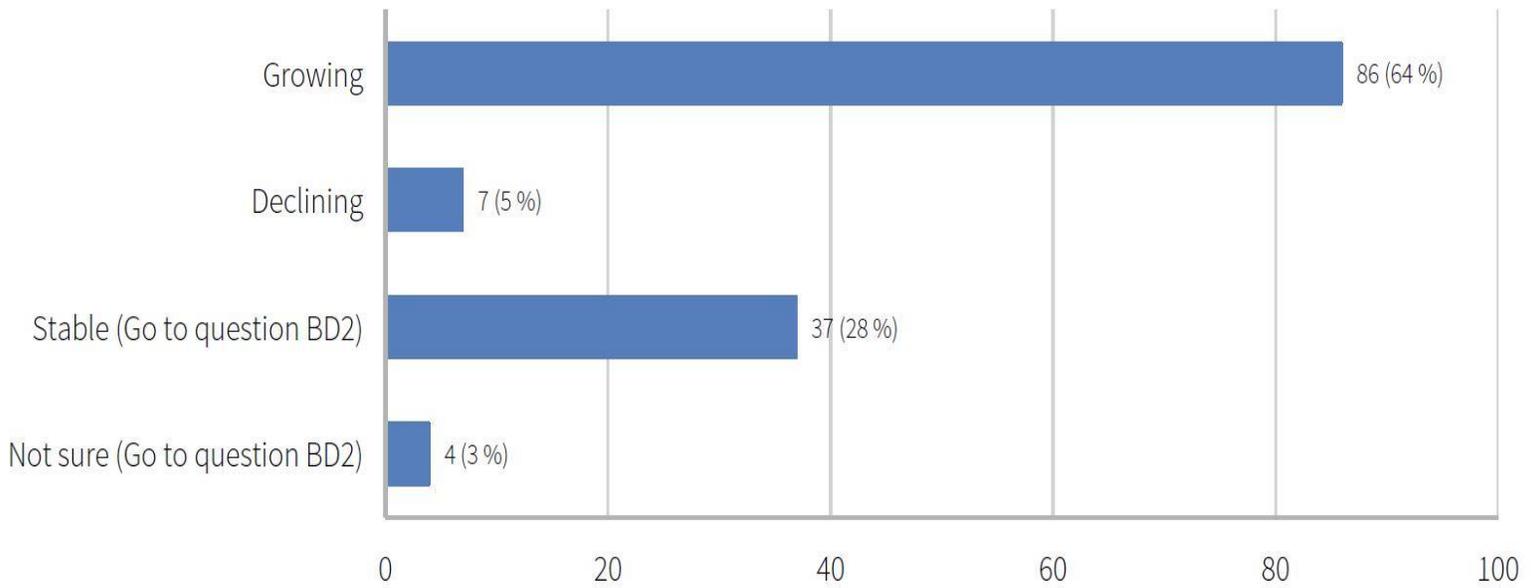
**CQ6. What types of barriers, if any, do you believe will be an obstacle in your succession plan?**



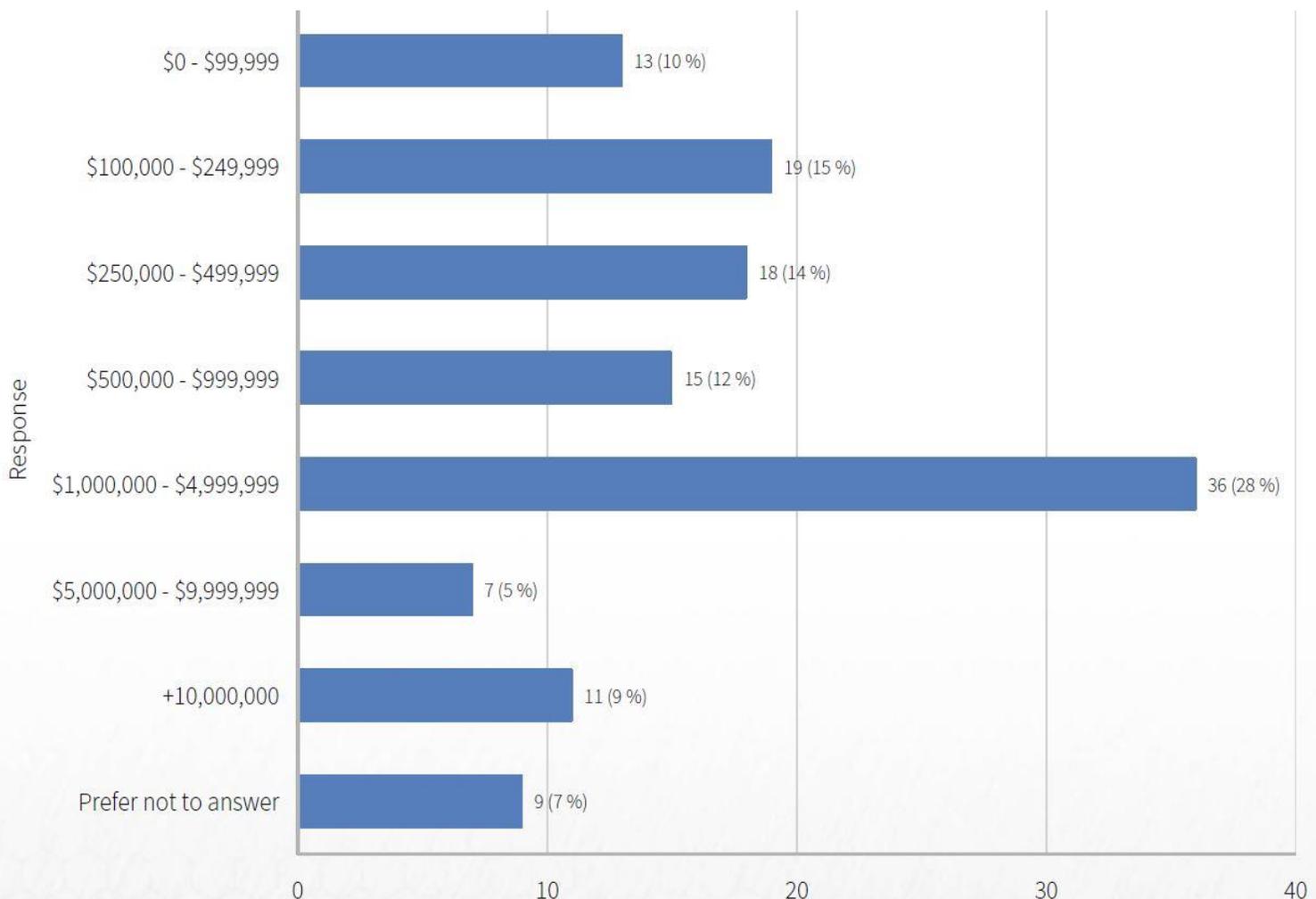
**FP17. Do you plan to close this business at this location without re-opening in another location?**



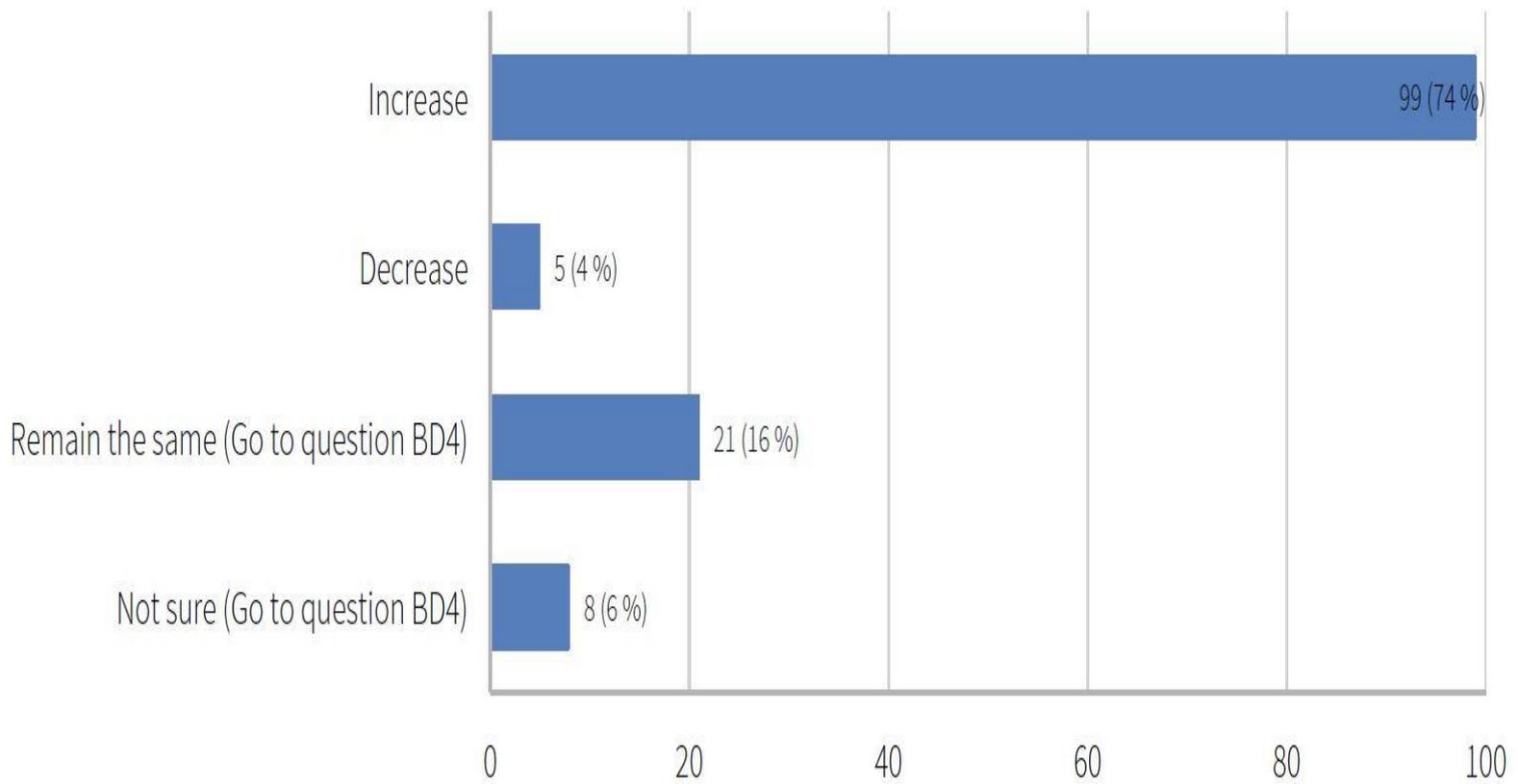
## BD1a. What is the outlook for your industry?



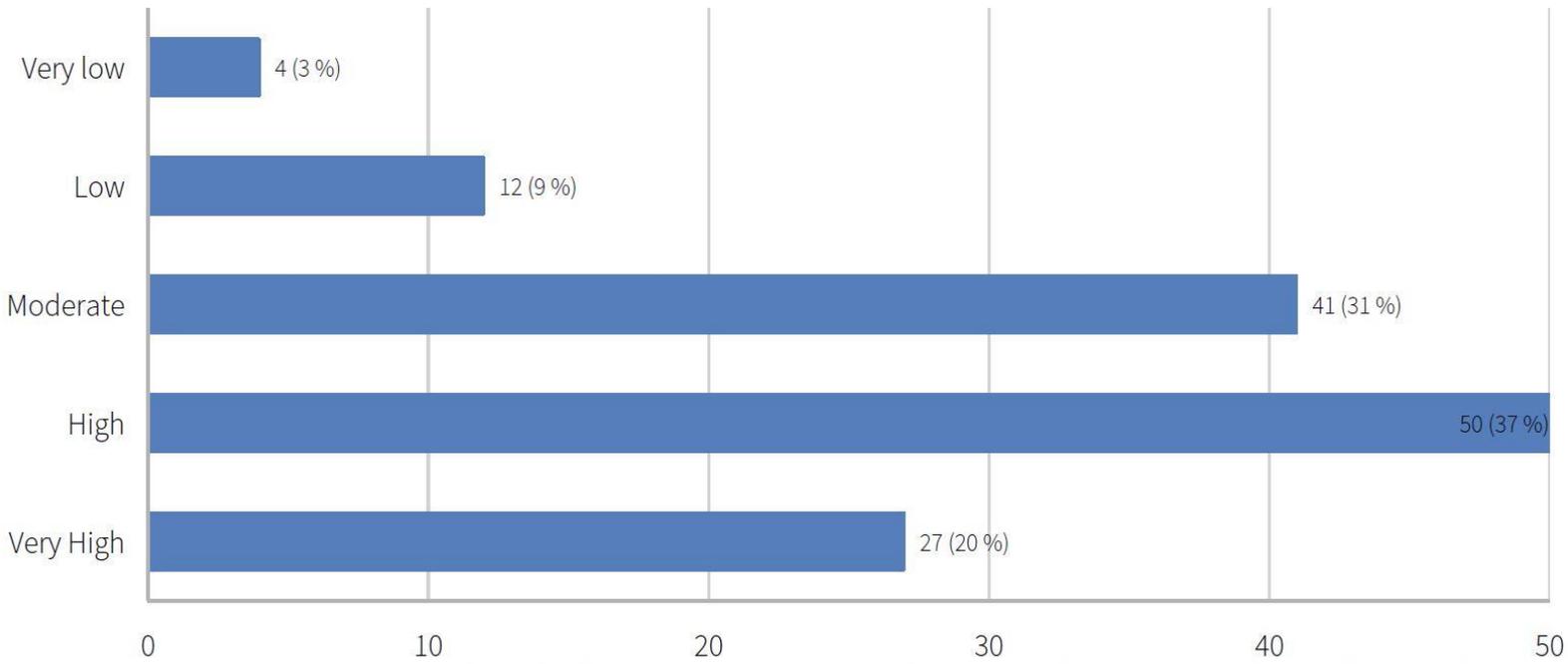
## BD2. Please give an approximate annual sales range for your business:



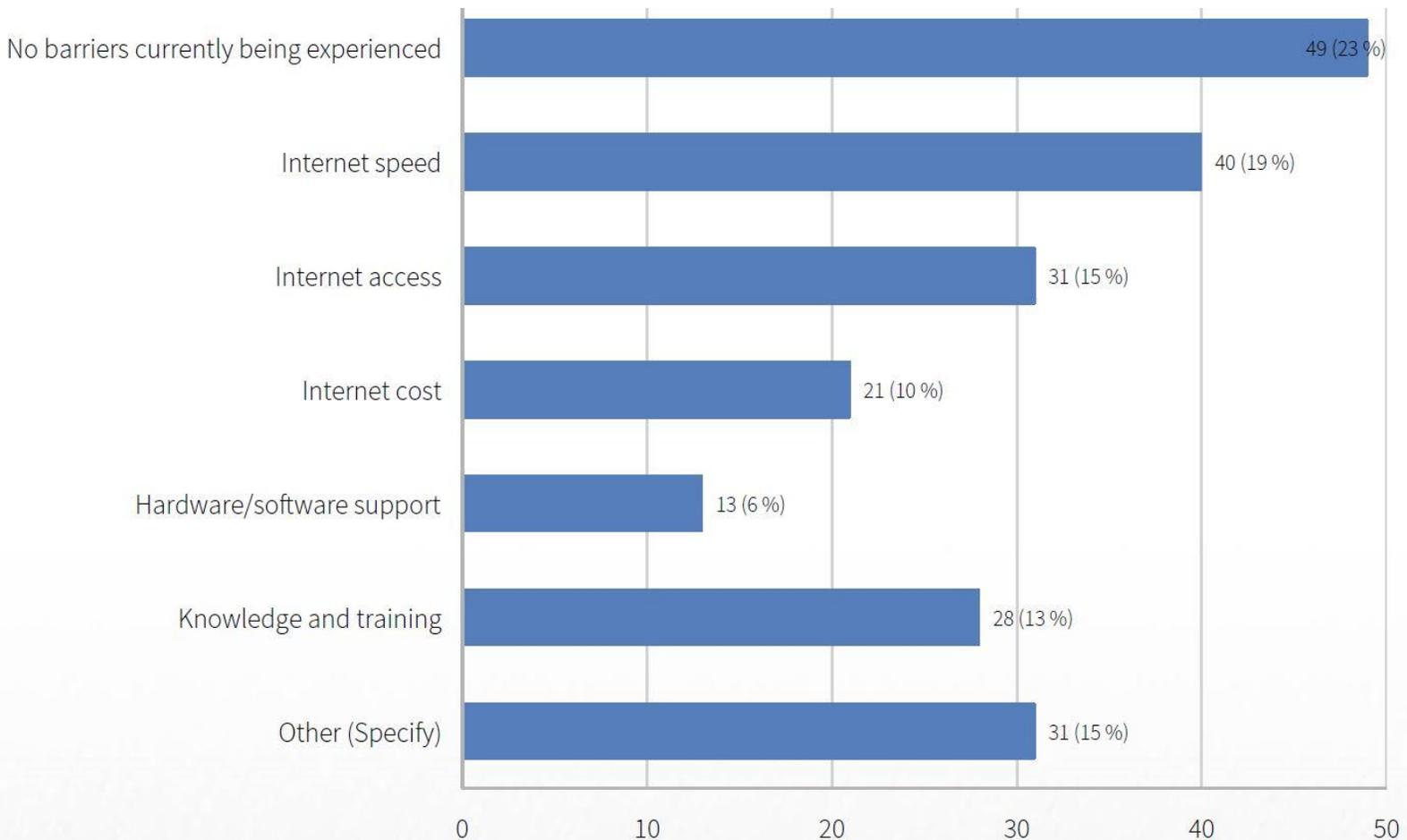
**BD3a. Are your projected sales in the next year expected to:**



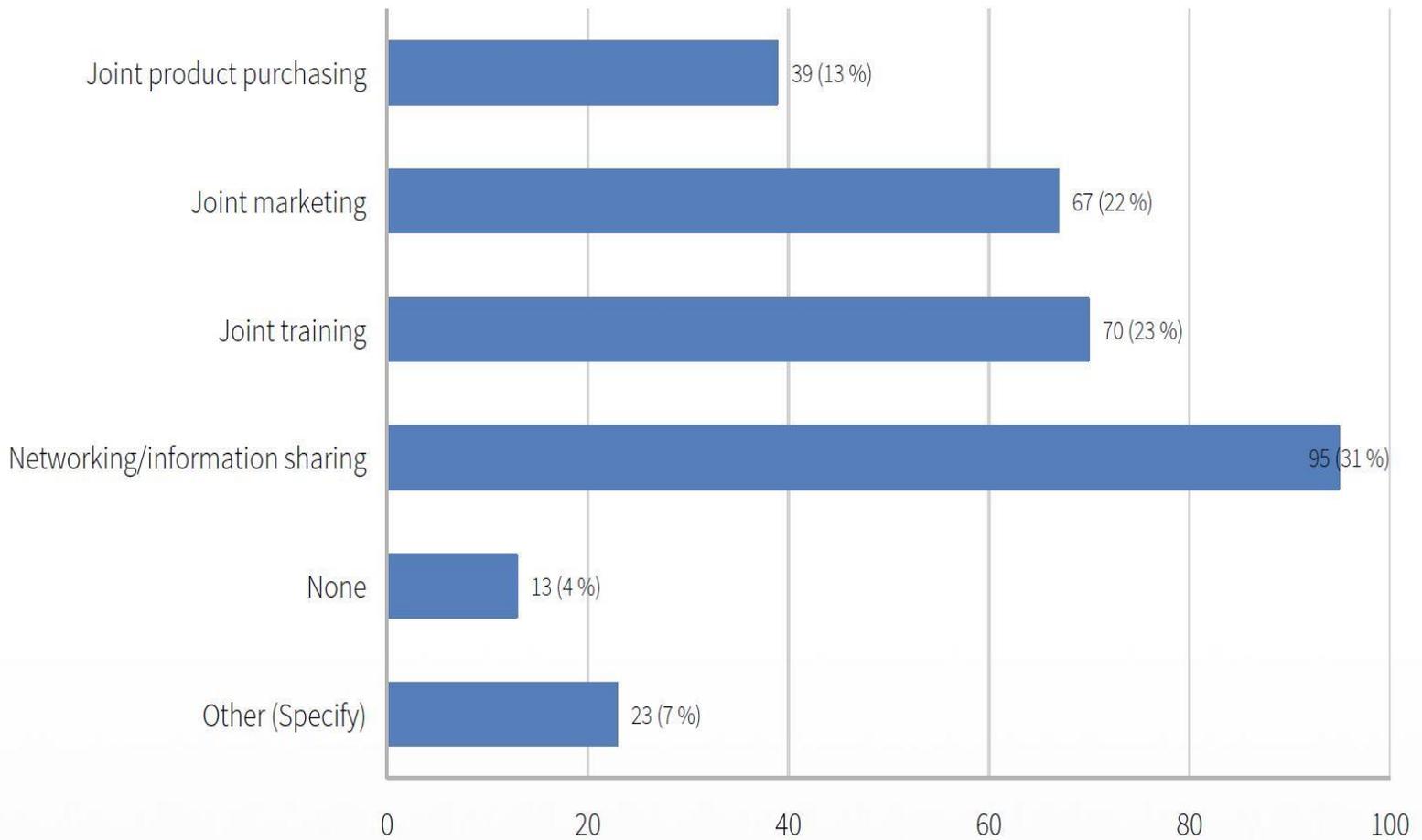
### BD4. How would you rate your business related to the use of technology?



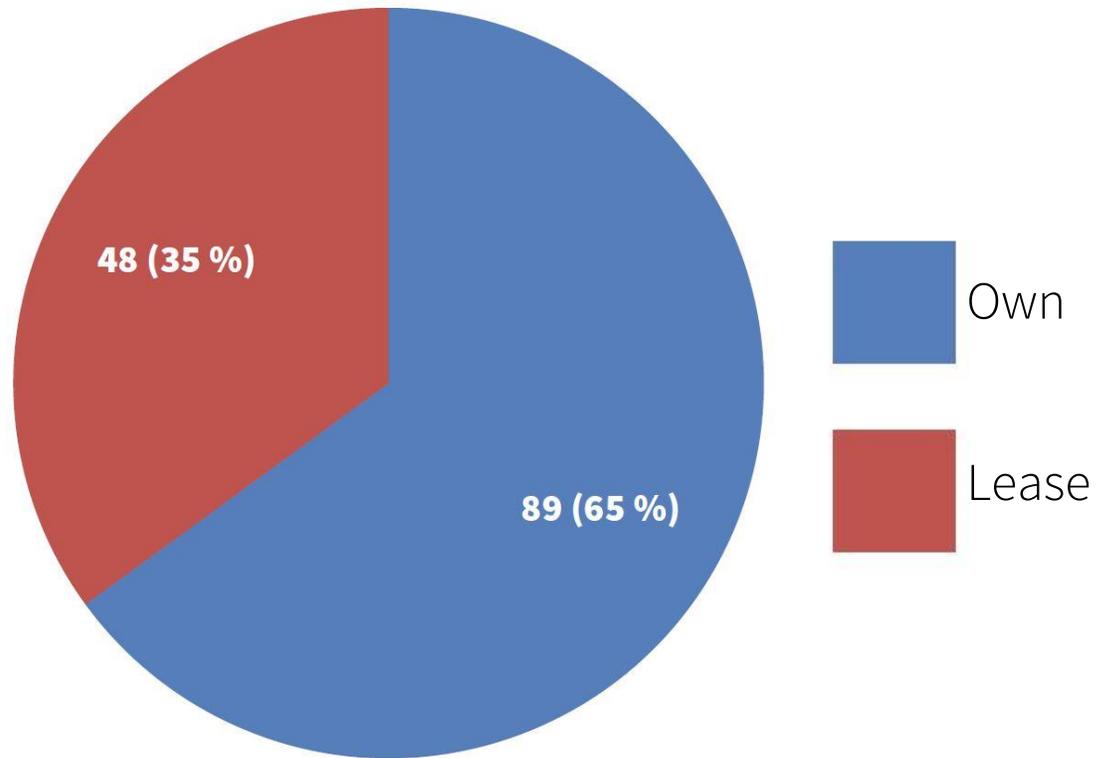
### BD5. Is your business currently experiencing any barriers related to your information technology requirements?



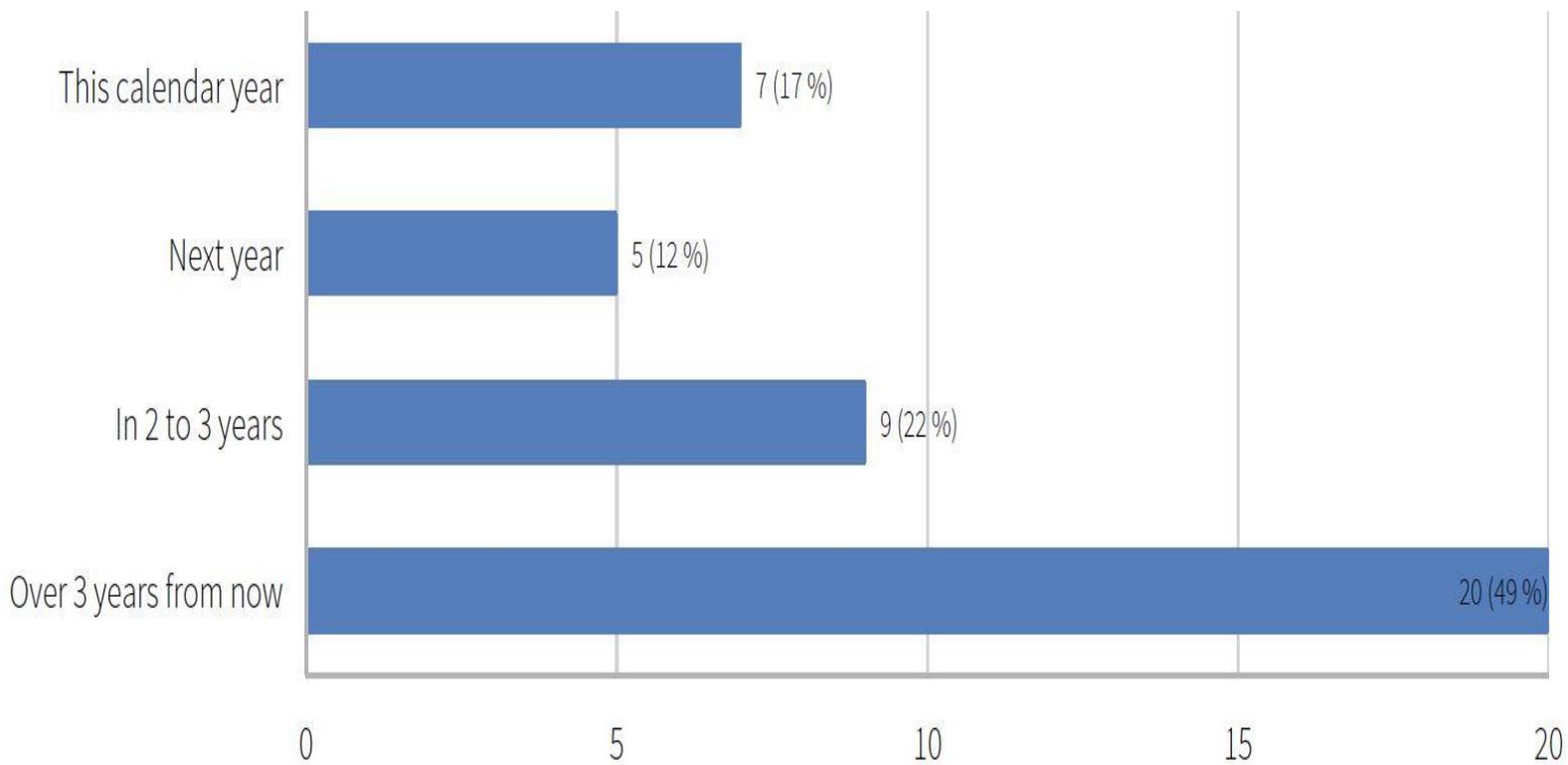
**BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?**



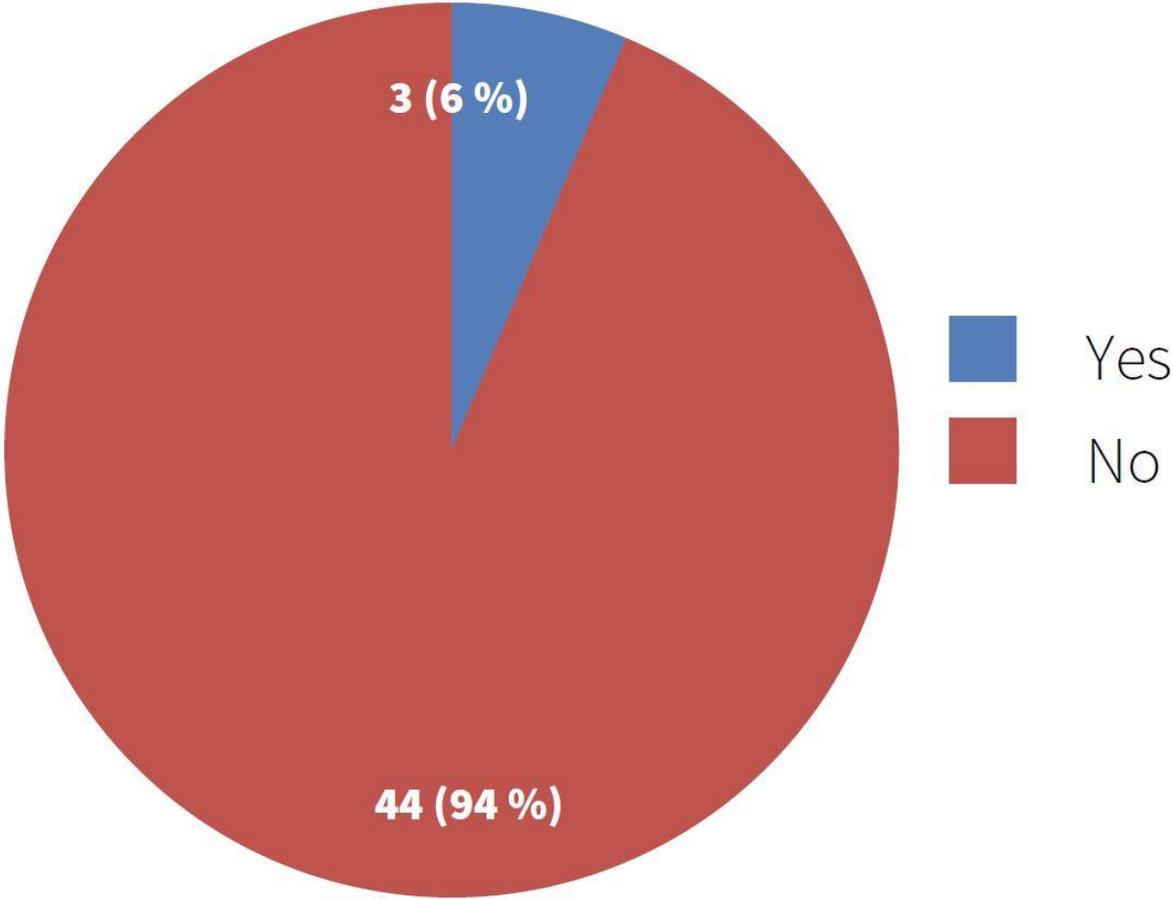
### BD8a. Does your business own or lease its facility/facilities?



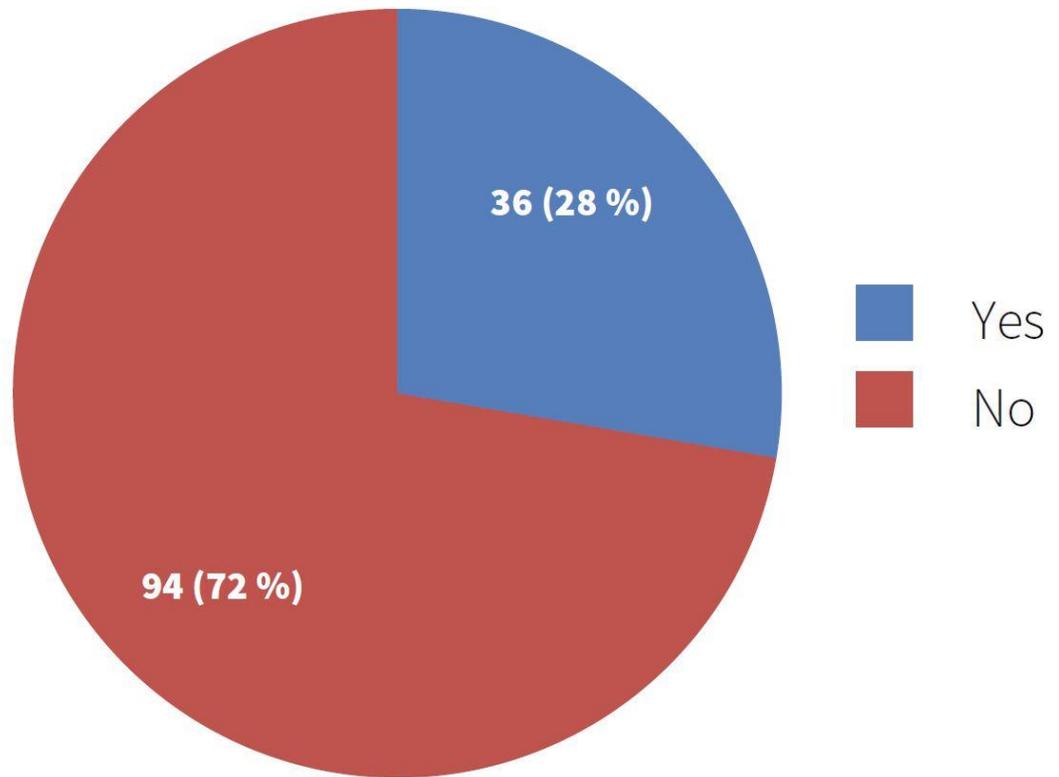
### BD8b. When does the lease expire?



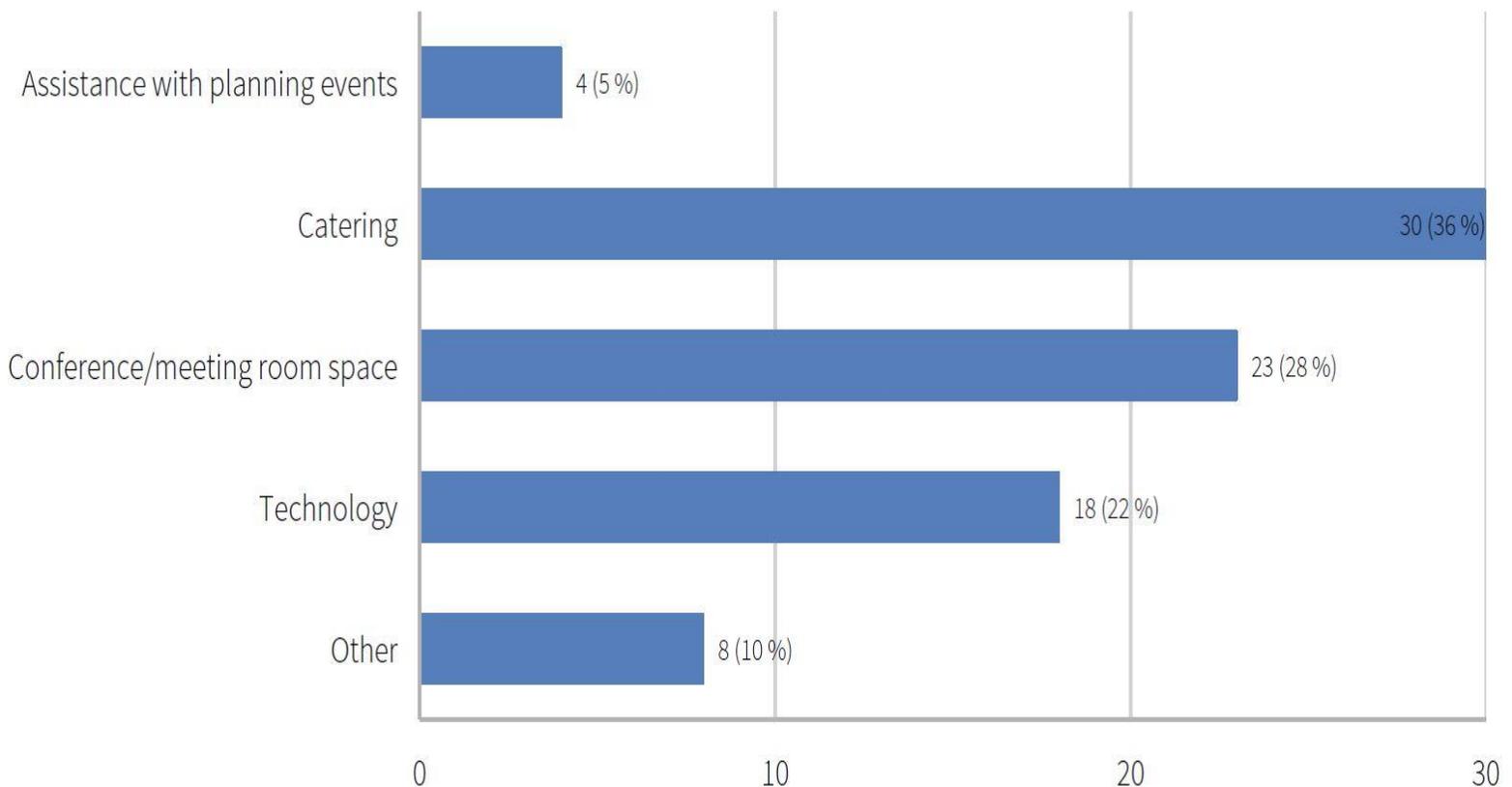
**BD8c. Do you anticipate any problems in renewing the lease?**



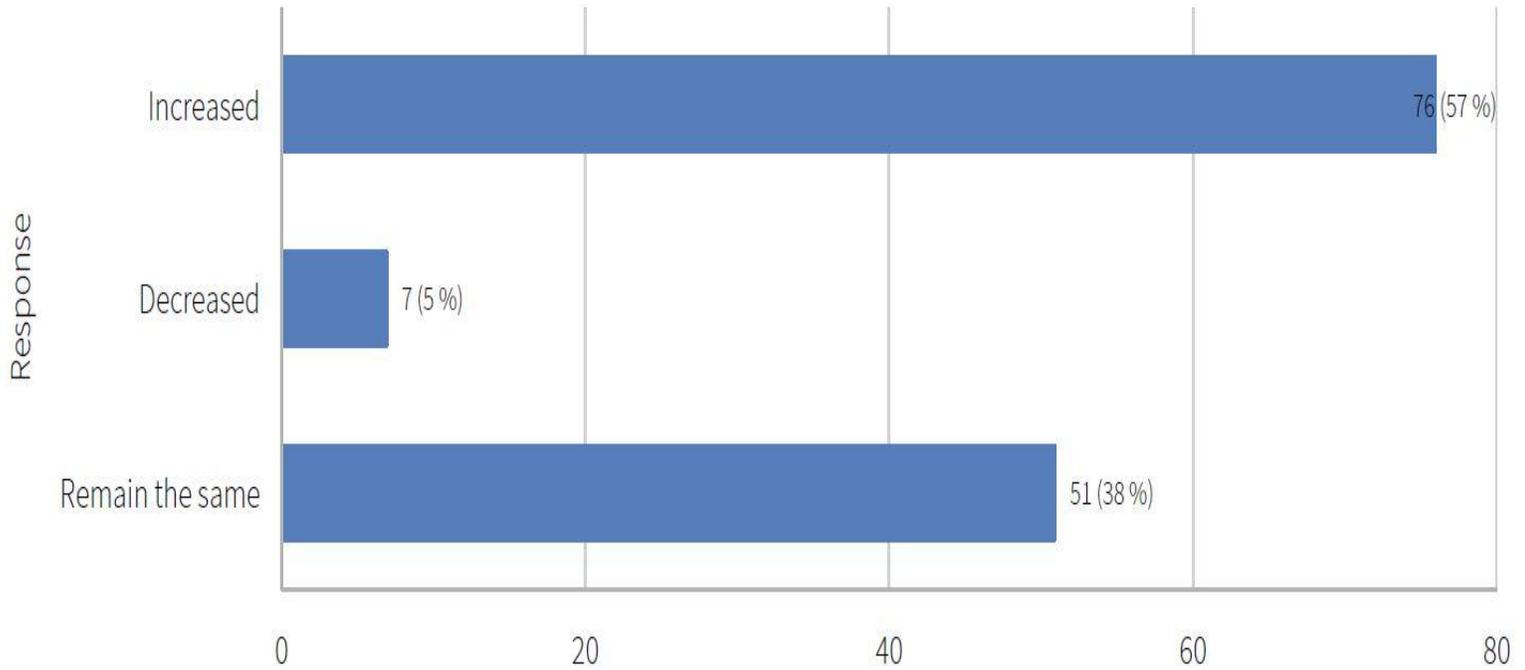
**CQ11a. Do you host business meetings/events that require overnight accommodations?**



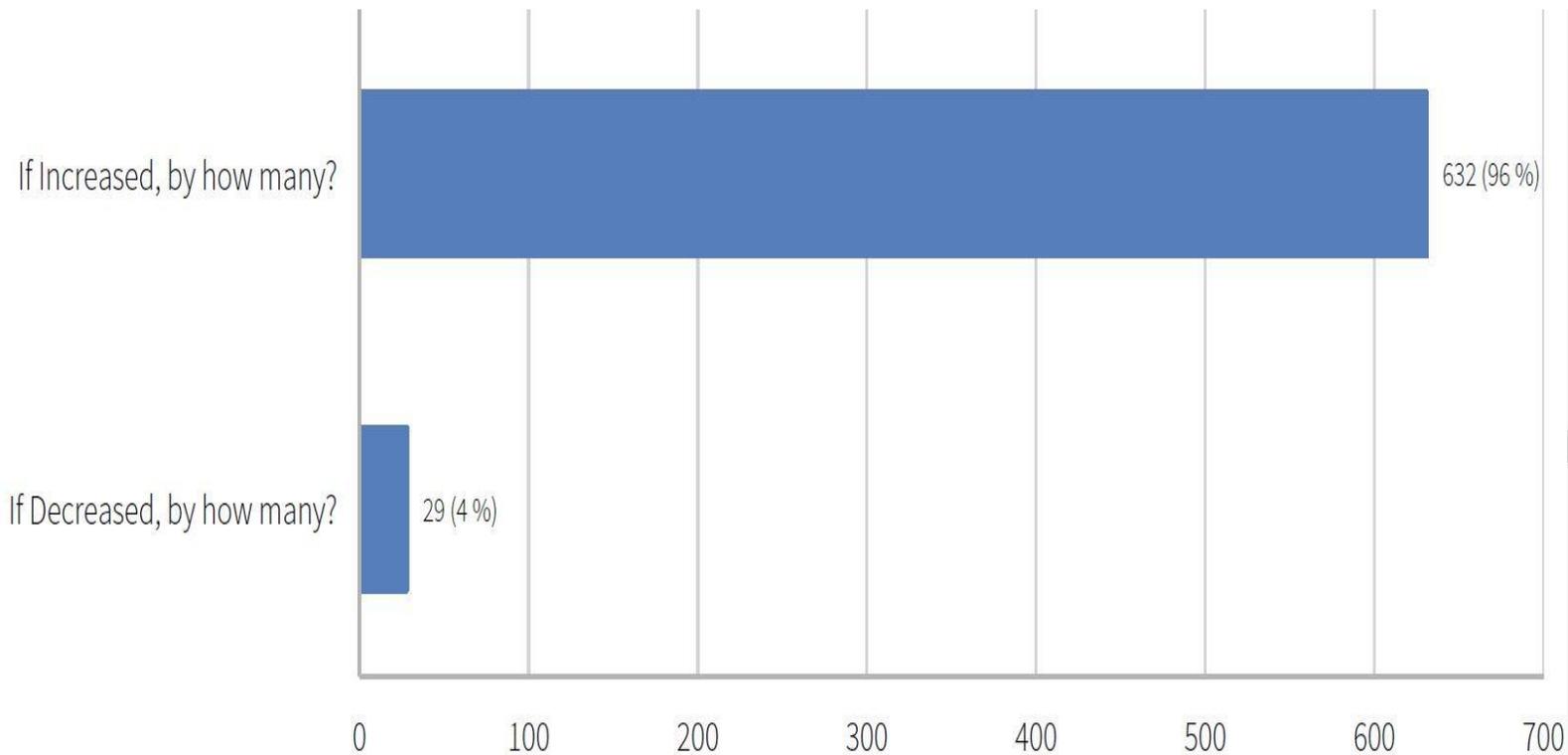
**CQ12. What amenities/services, if any, are required when you host business meetings/events**



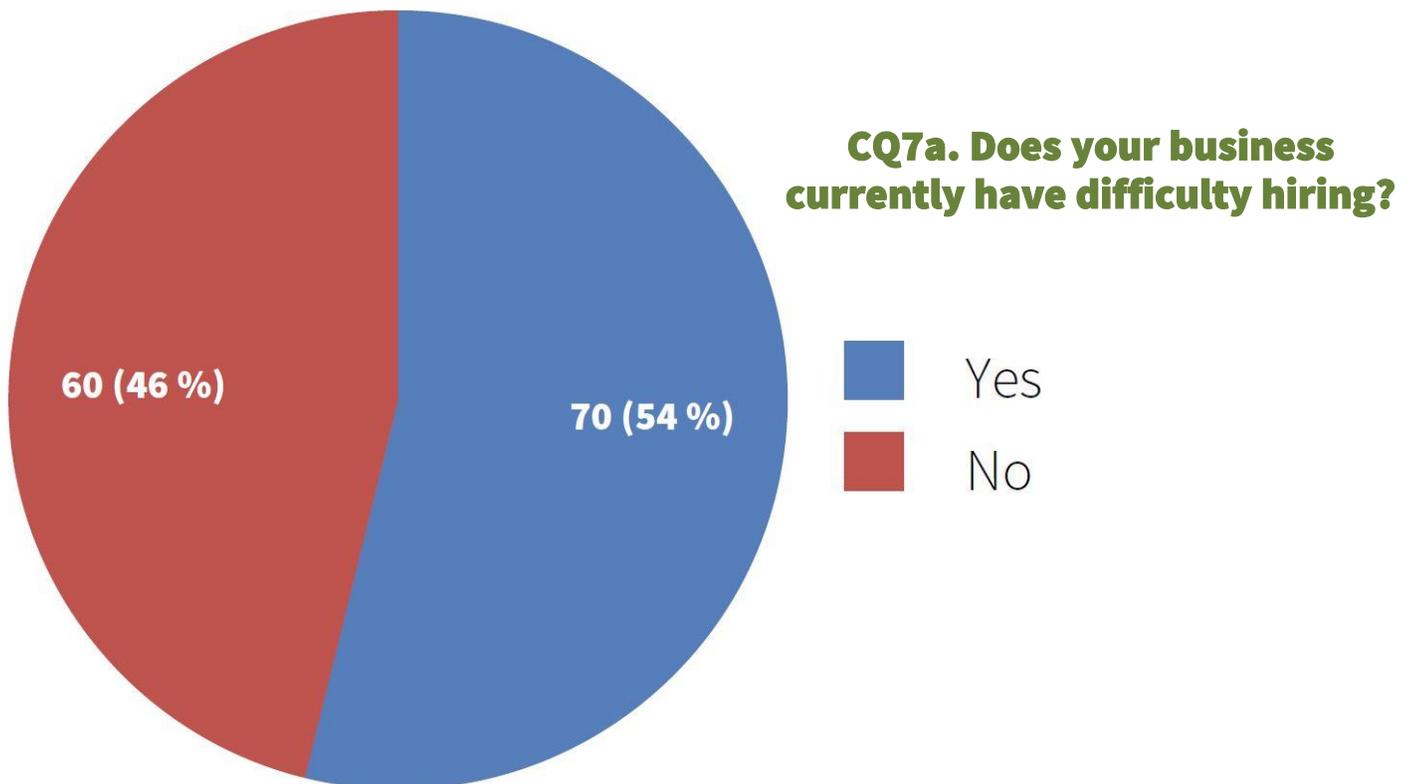
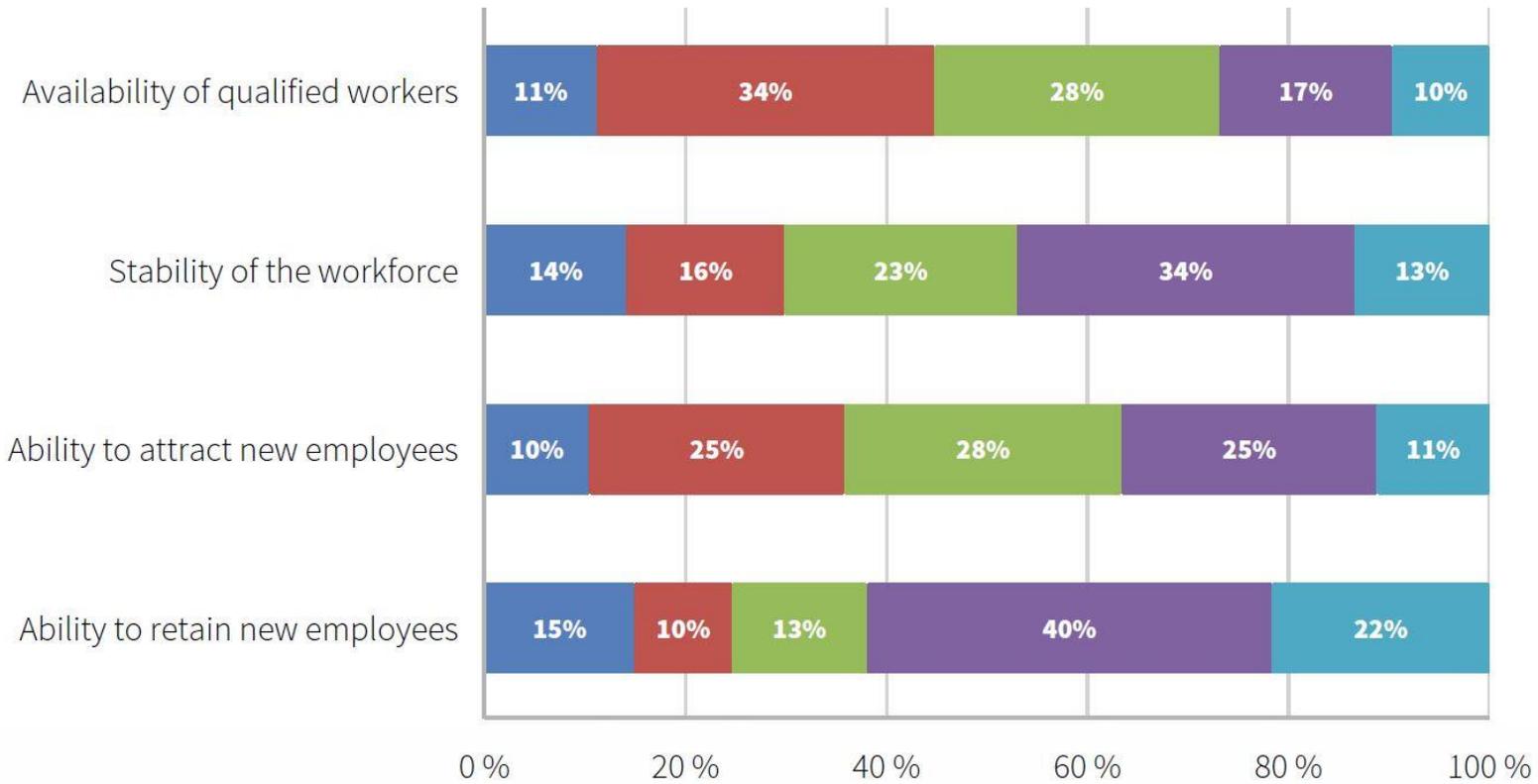
**WF1a. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?**



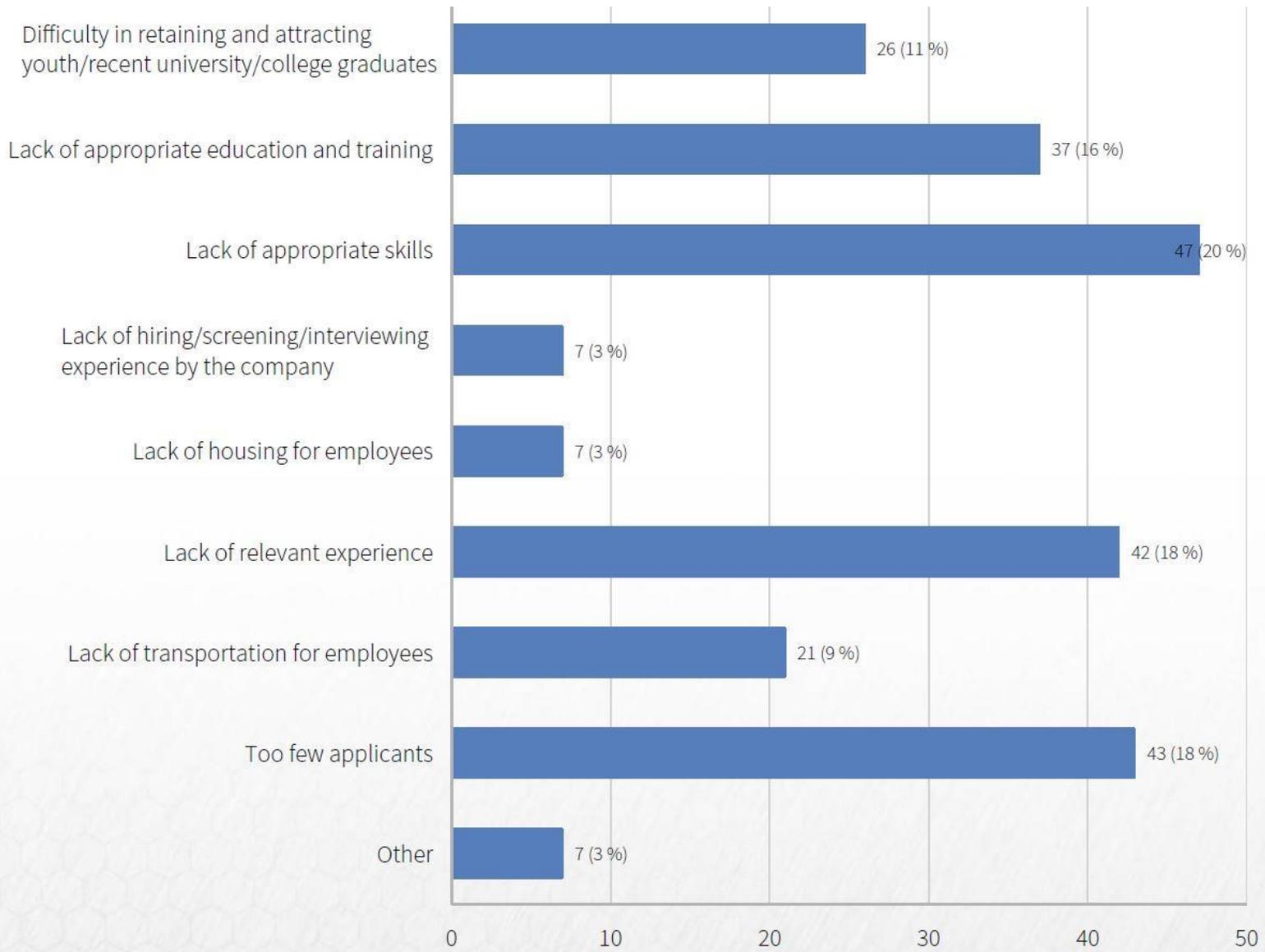
**If increased or decreased, by how many?**



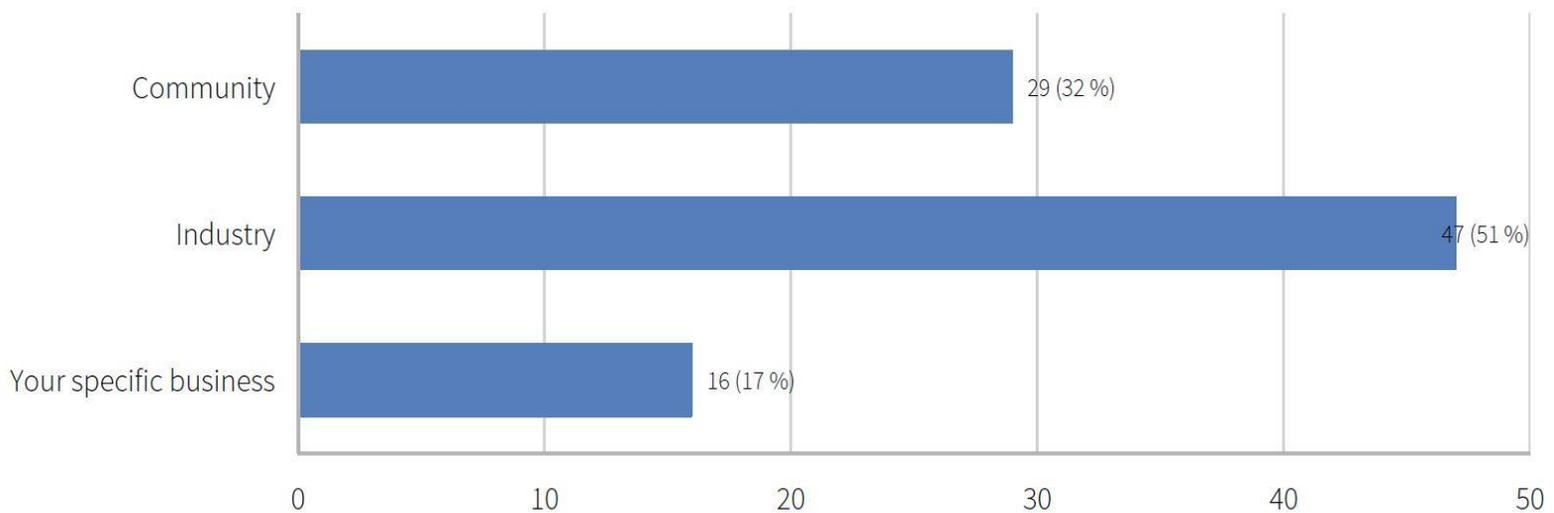
## How would you rate the following factors in this community for your business needs?



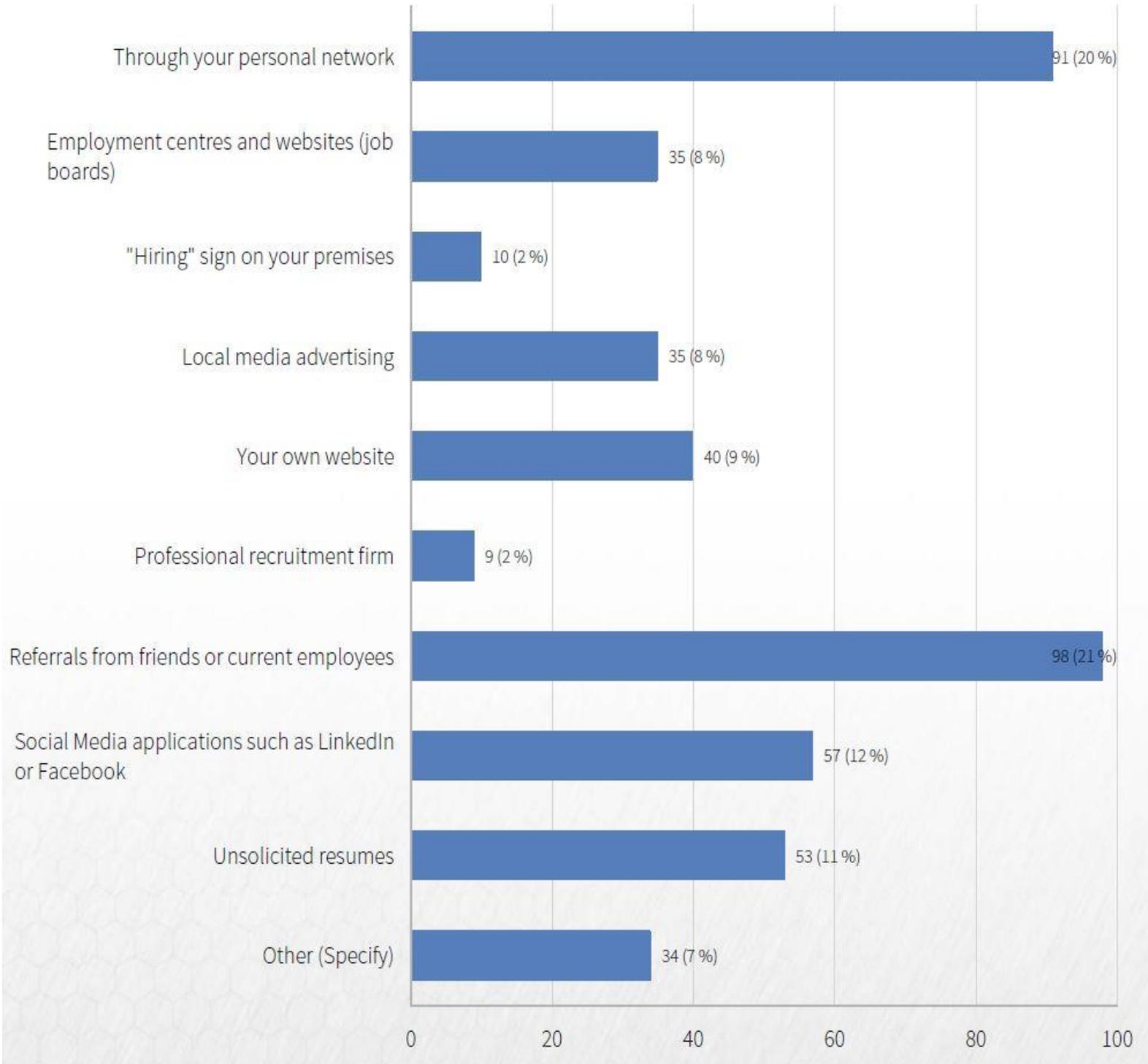
**7b. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges? (Select all that apply)**



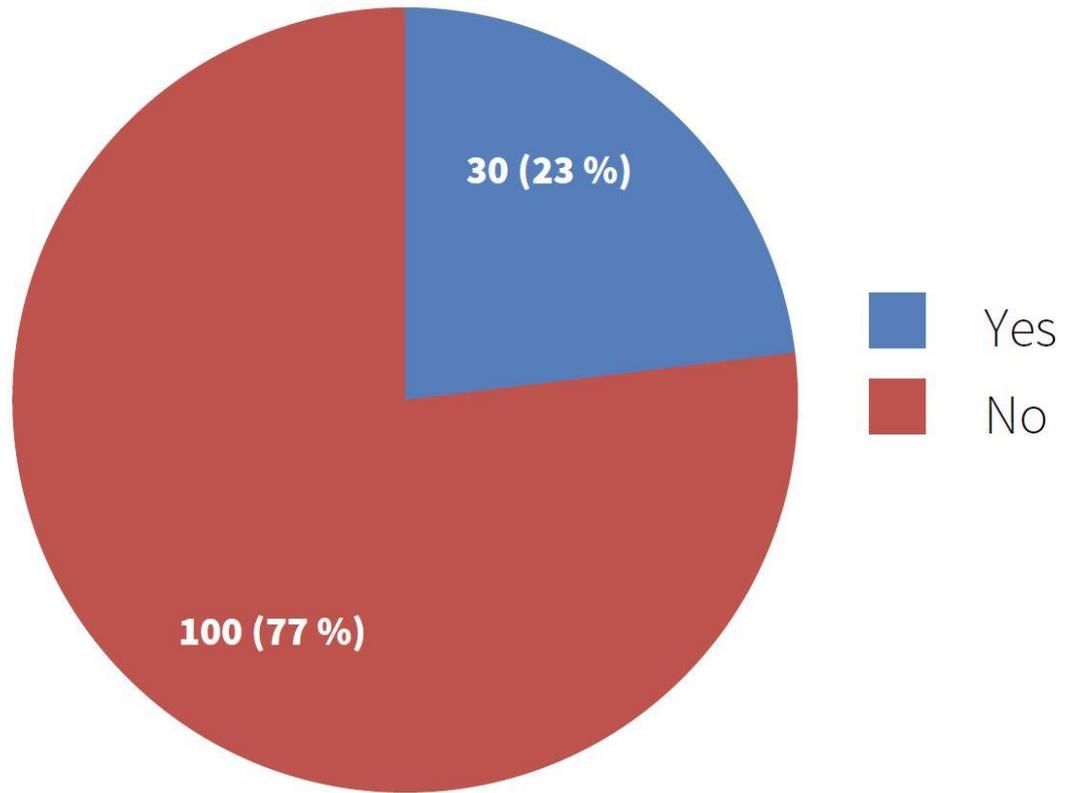
**7d. Are the hiring challenges specifically related to**



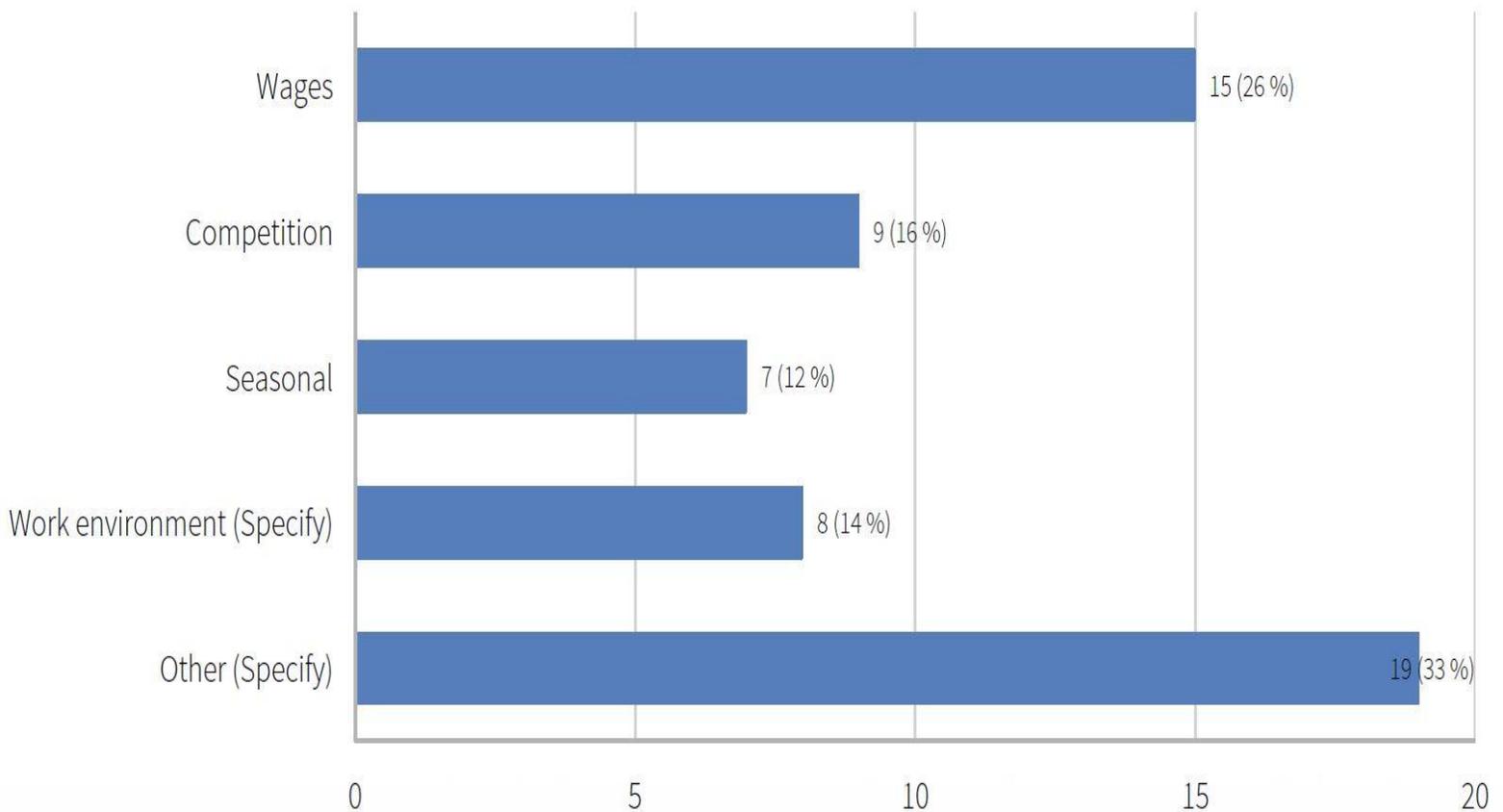
## WF4. How do you currently recruit new employees?



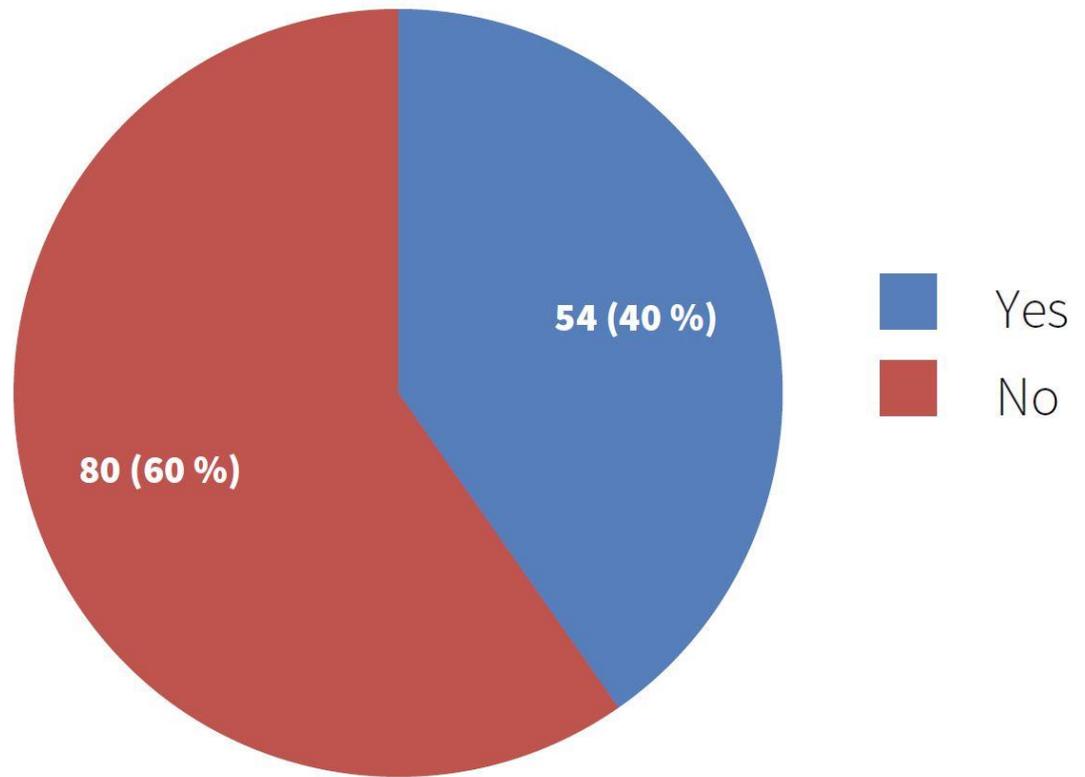
### WF5a. Does your business have difficulty retaining employees?



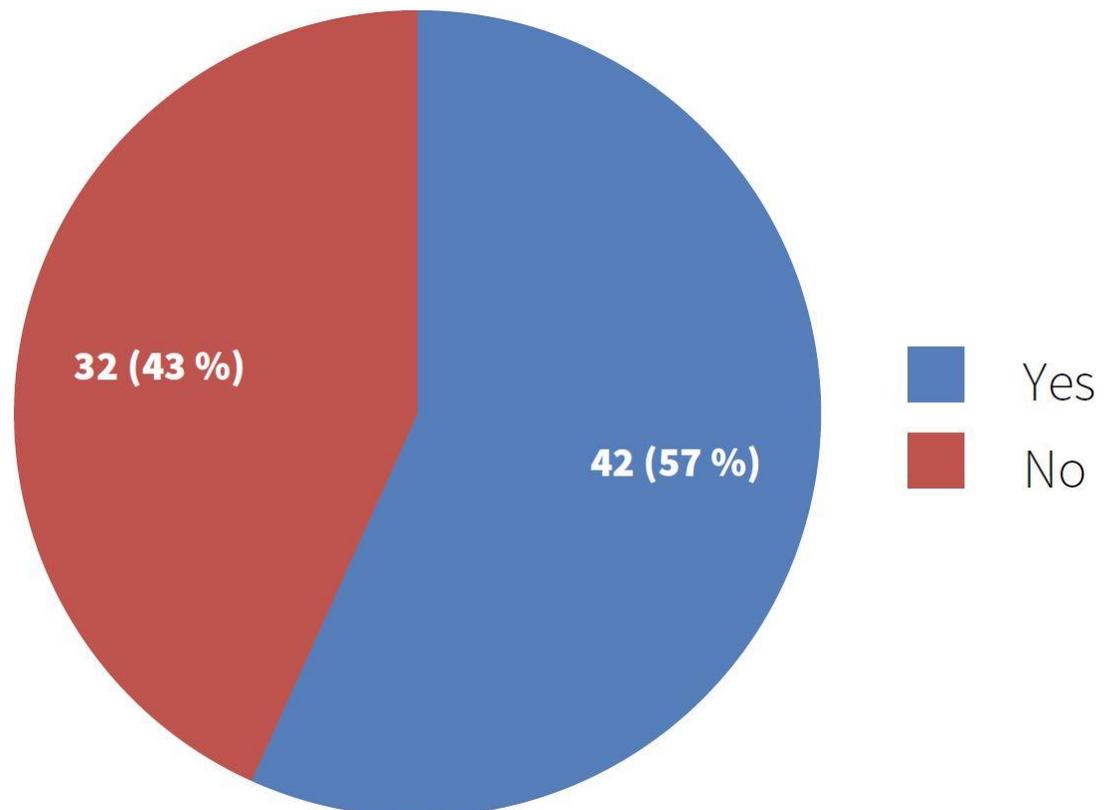
### WF5b. What are the reasons for these difficulties in retaining employees?



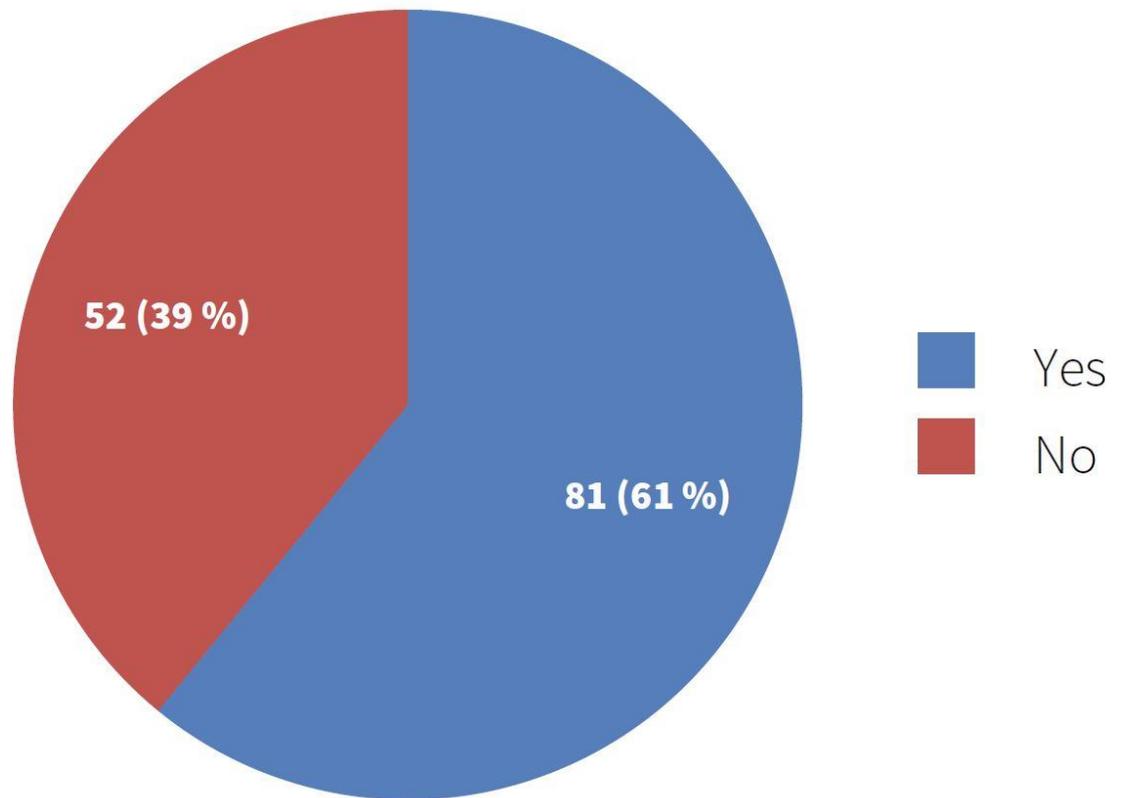
**WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?**



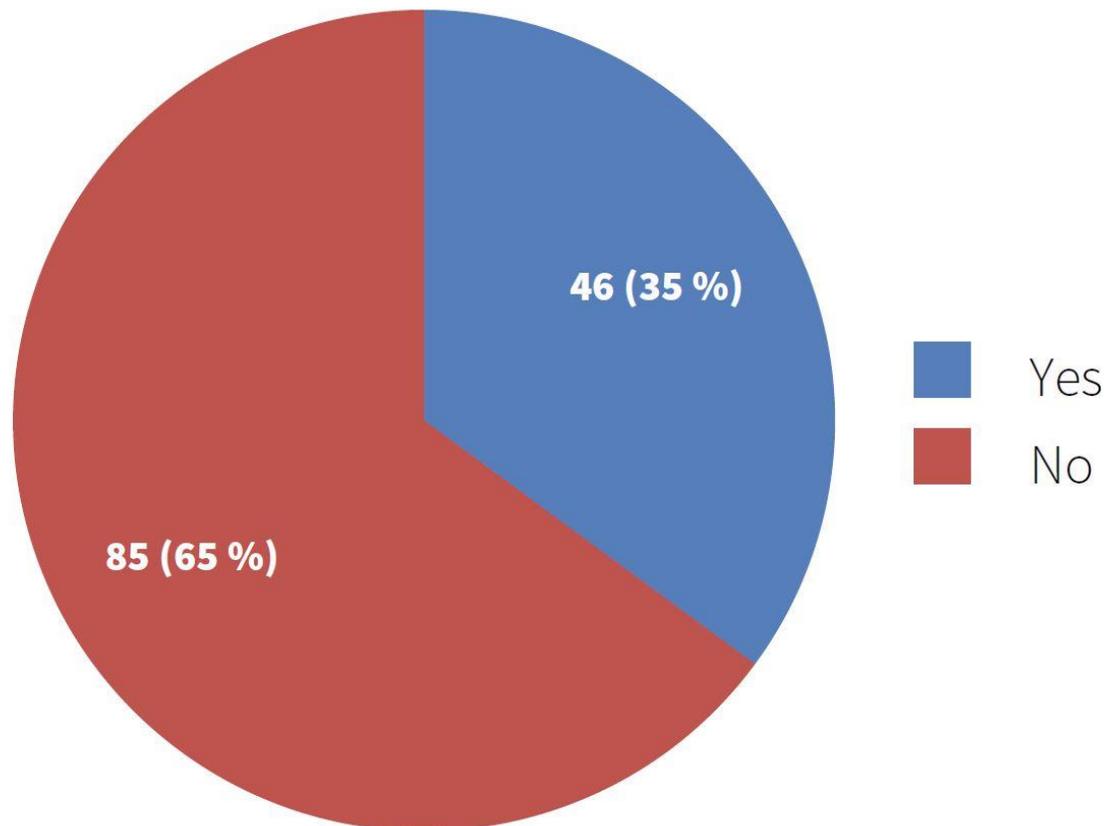
**WF6. If No, are you interested in information?**



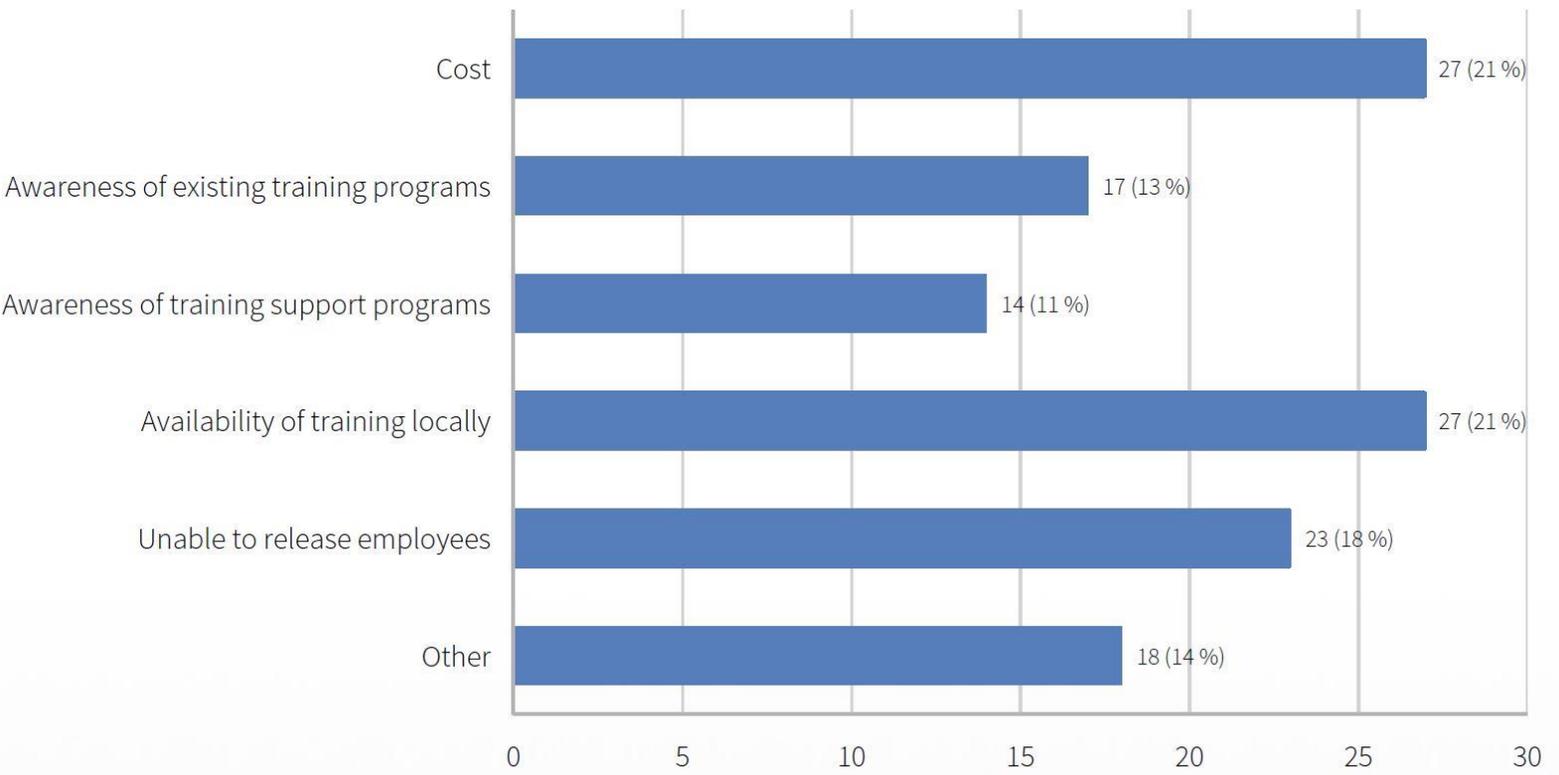
**WF7. Does your business currently use any external training?**



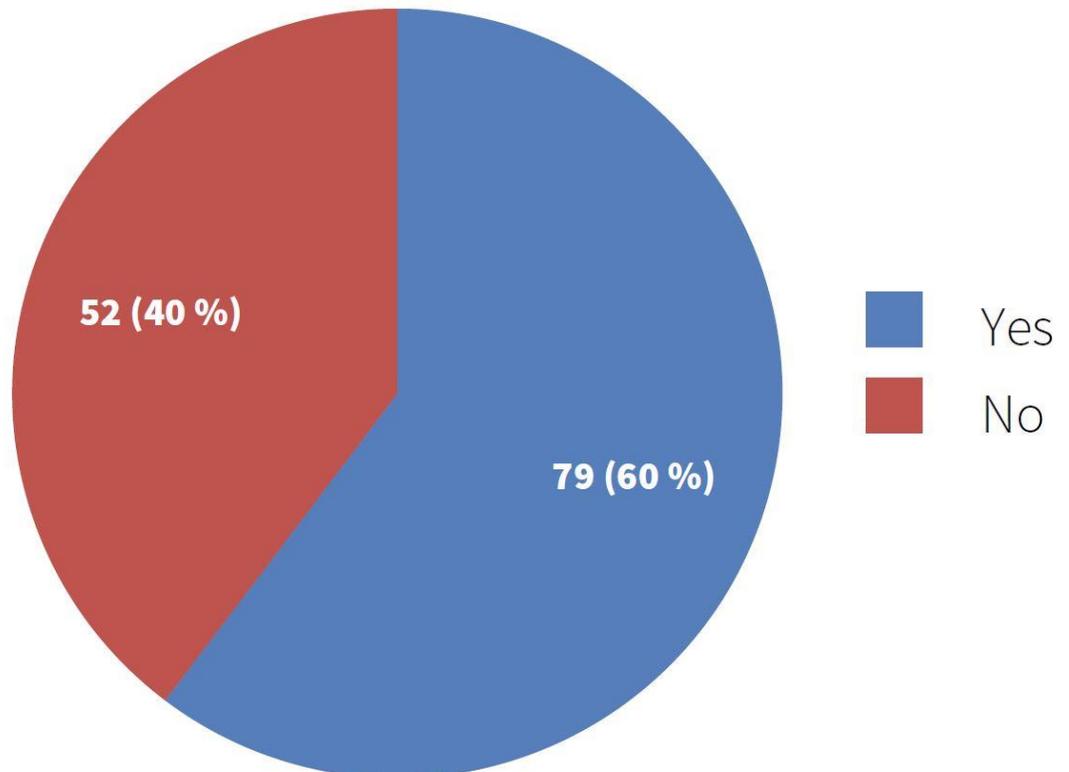
**WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?**



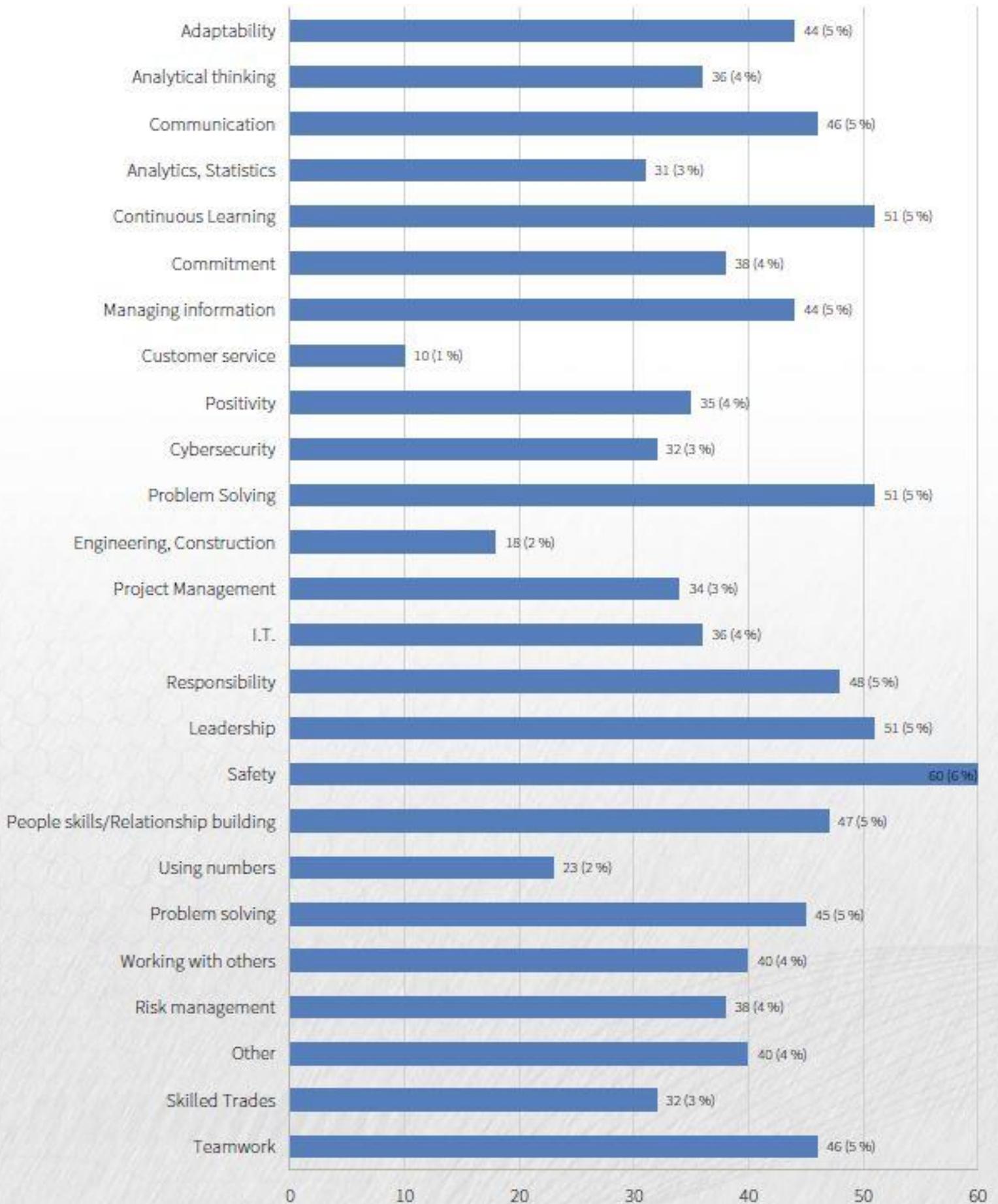
**WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify**



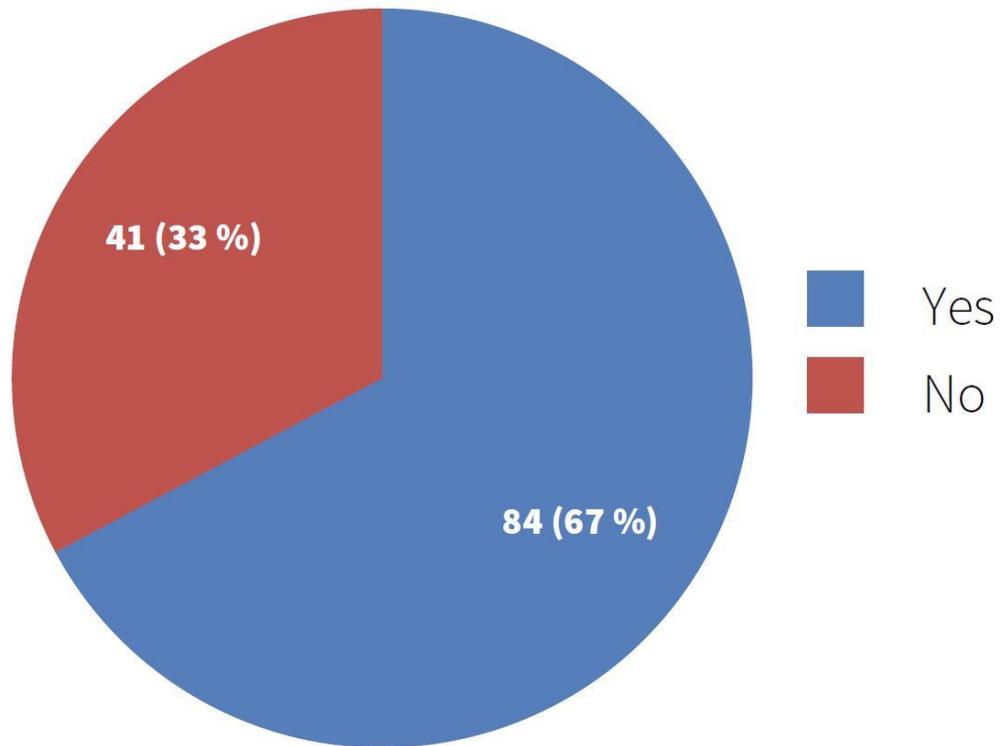
**WF9. Are there any training programs/topics that would be beneficial to you and your employees?**



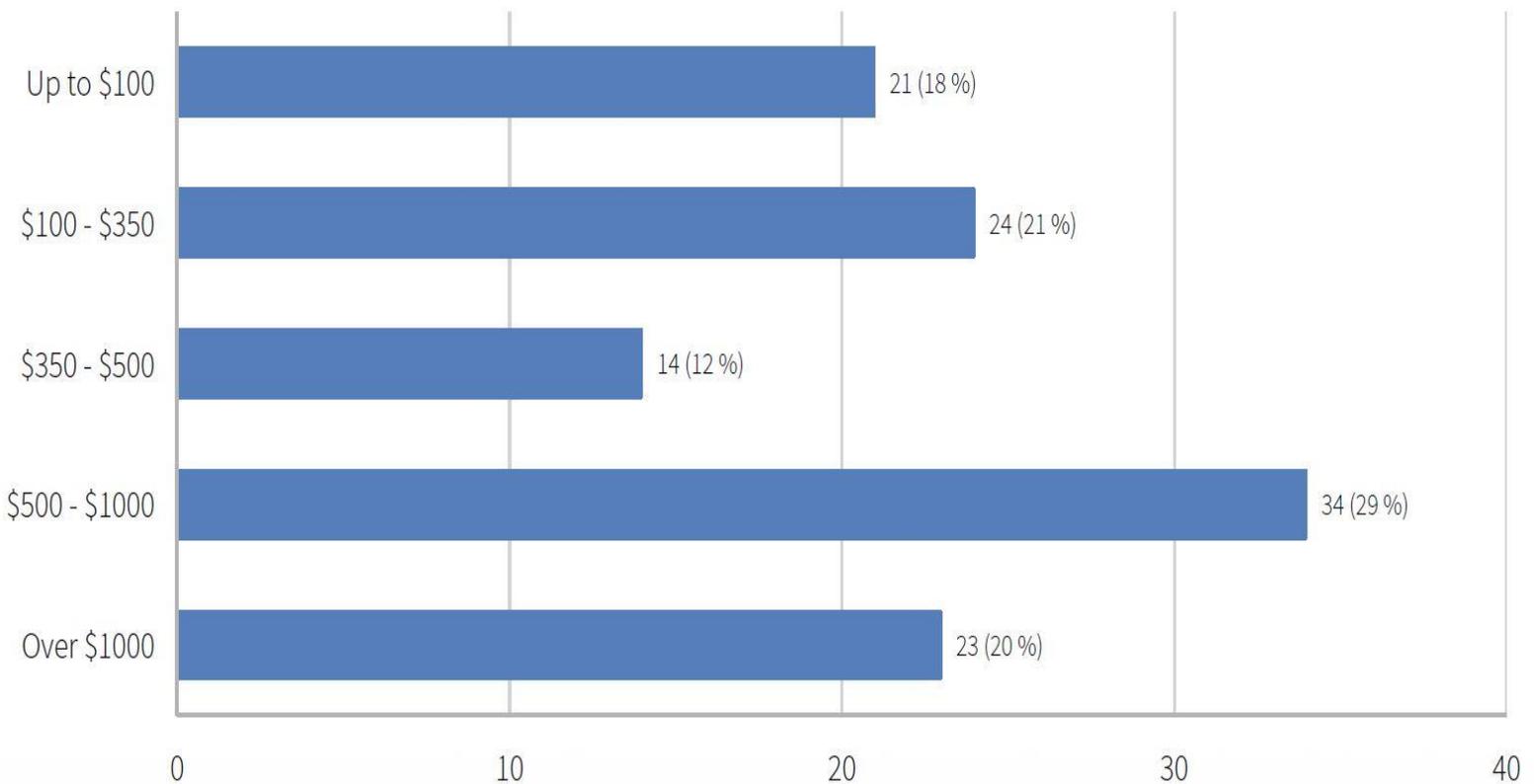
## CQ8. What skills will emerge over the next 1-5 years that will require training that your current workforce does not have?



**CQ9. Would you like assistance in addressing any skills gaps you have indicated above?**

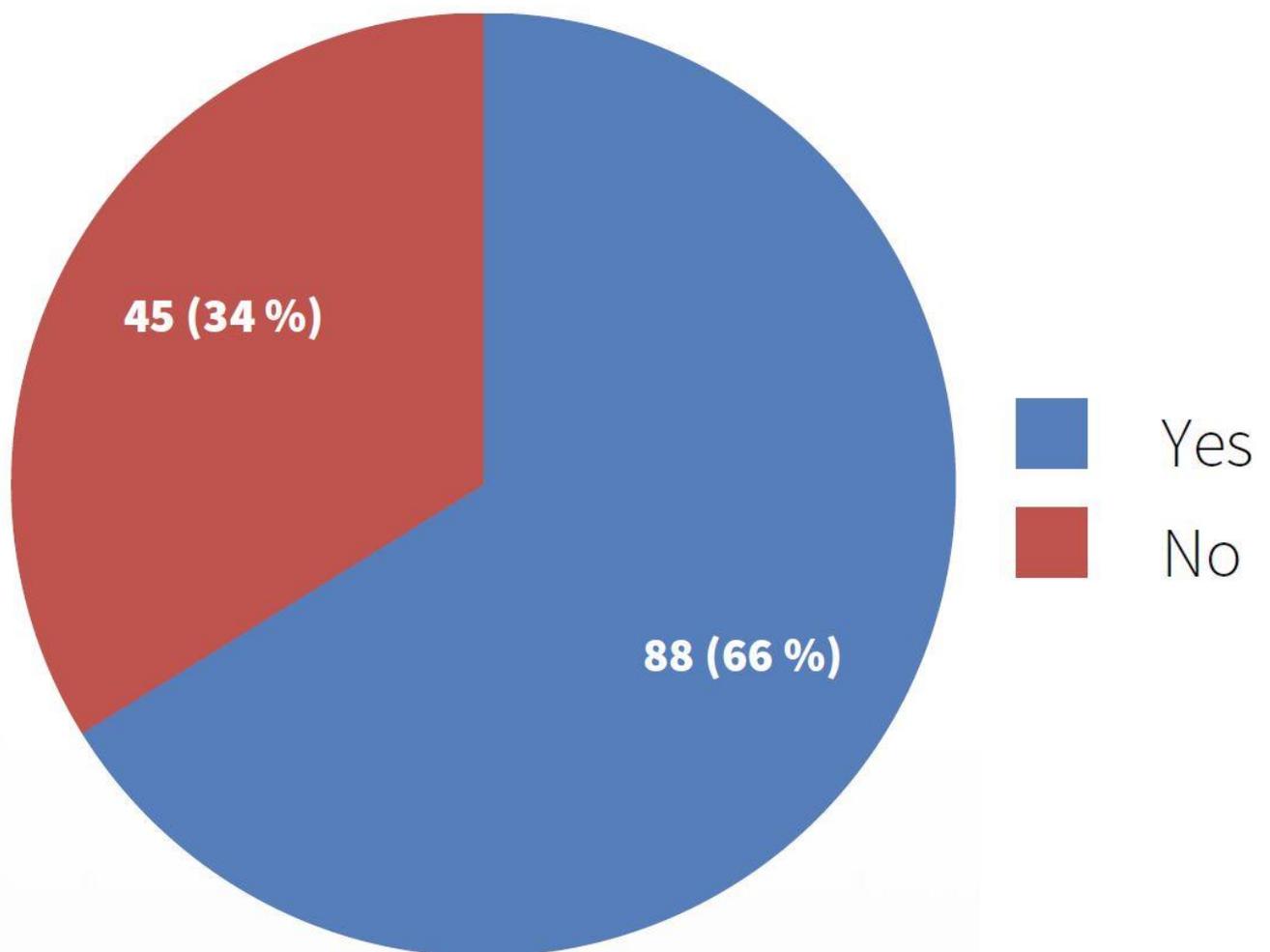


**CQ10. How much does your organization invest annually per employee for their learning and development activities?**

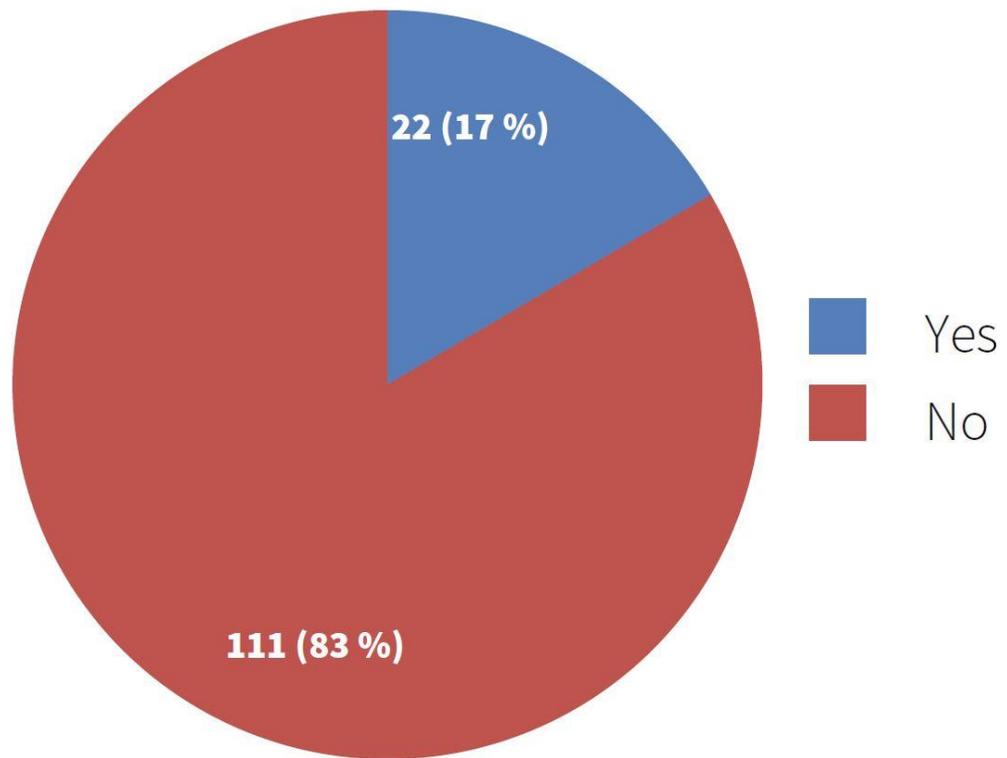


**CQ5. Ontario Colleges offer “Applied Research and Innovation” programs that promote collaboration between business/industry and post-secondary institutions to solve a business problem or to support new innovation. Activities may involve the development and prototyping of new products, feasibility studies, clinical trials, and technical consultation and market research.**

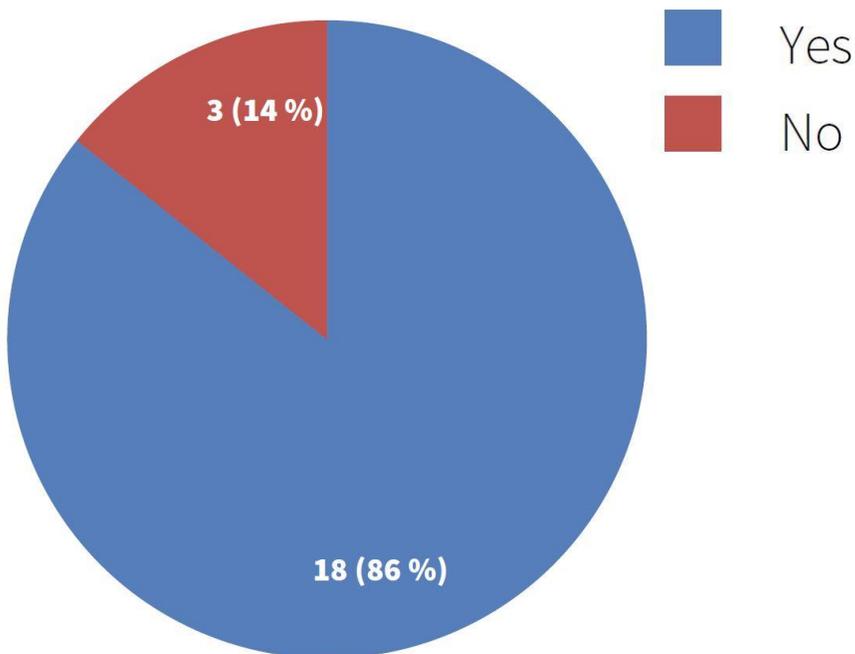
**Are you interested in learning more about these programs?**



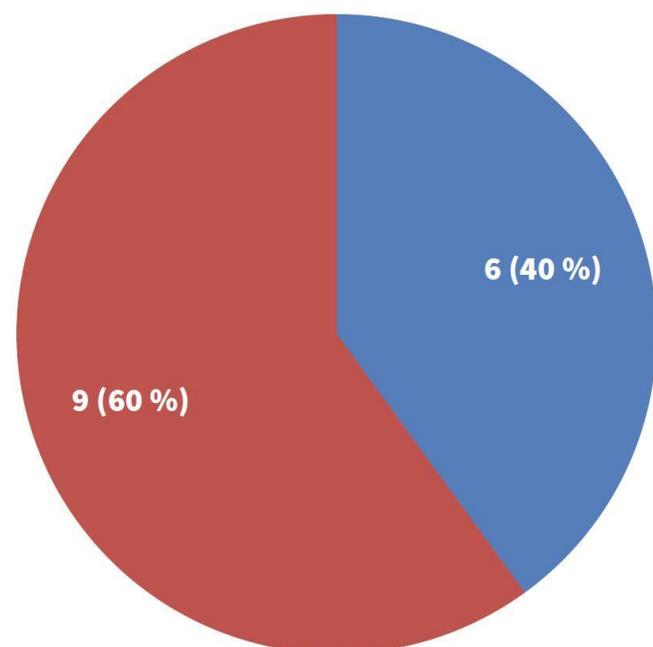
**CD1a. Do you know of a business that may have an interest in locating in this community?**



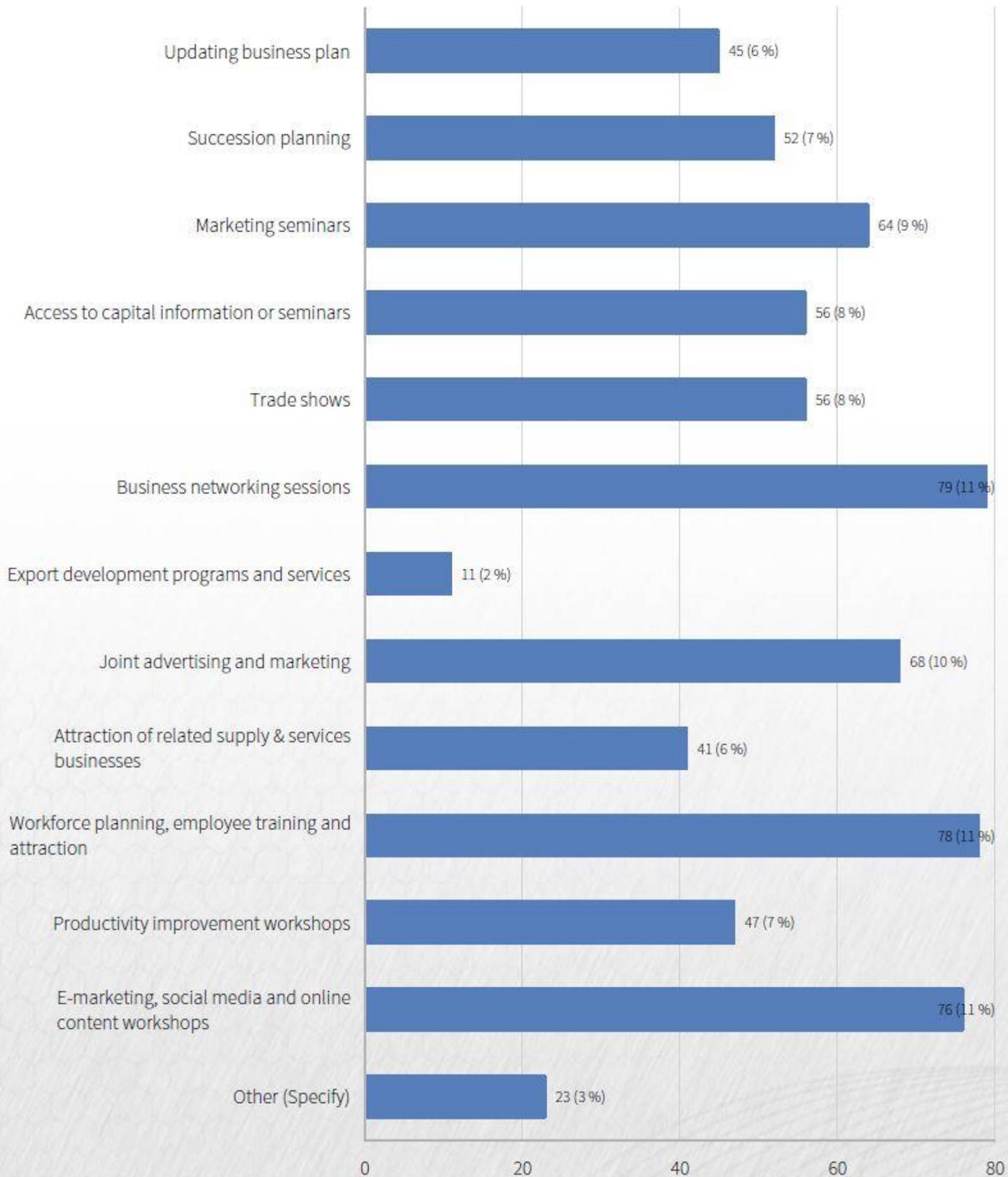
**b. If yes, would you be willing to contact this business on behalf of our community?**



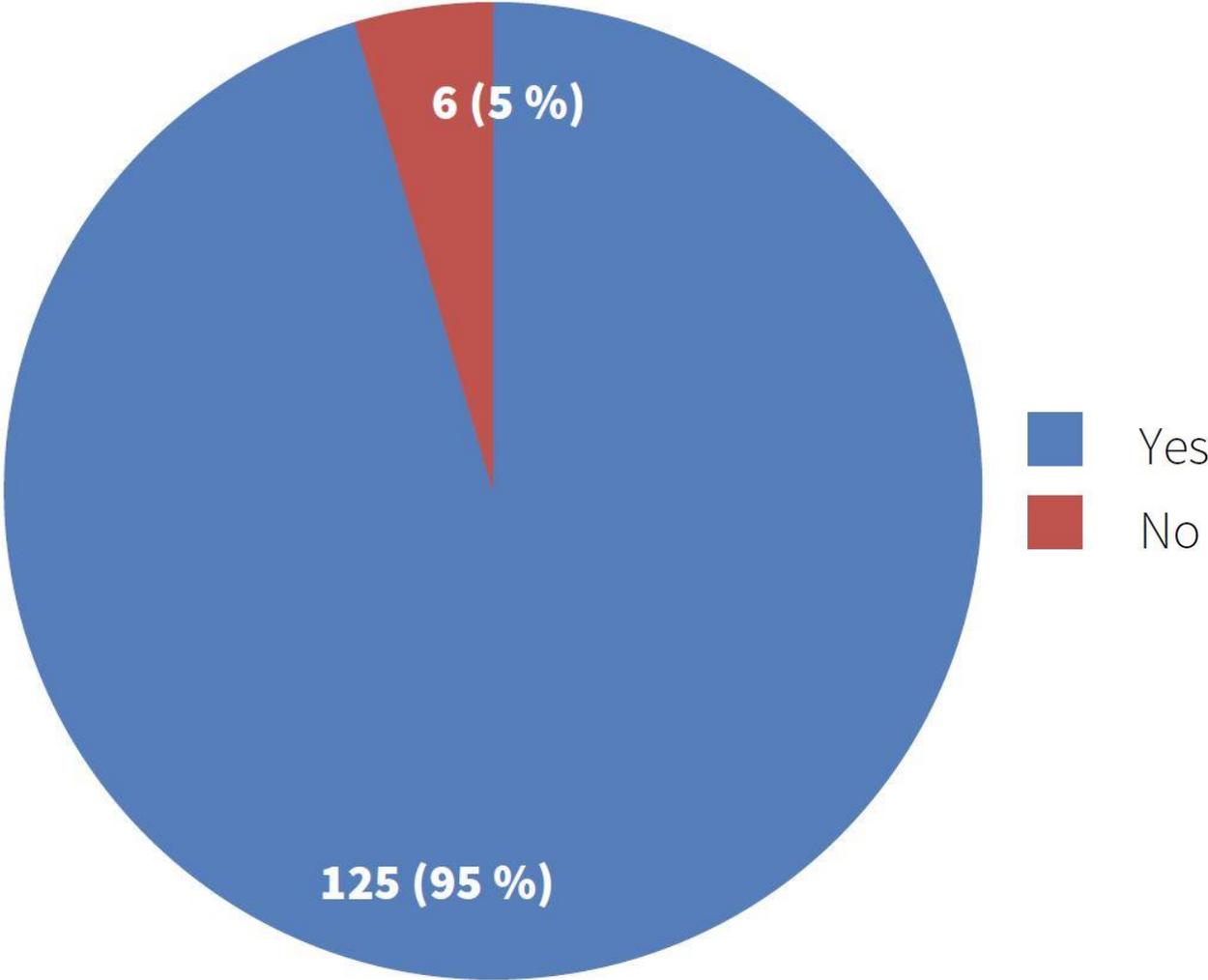
**If yes, would you be willing to provide the contact information for this business**



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



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





# Mississippi Mills Final BR+E Survey Results

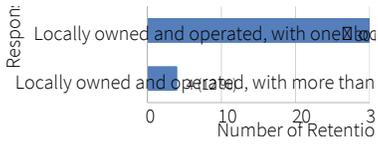
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June 20, 2019

**CD/CSD**

Responses	Total	
Lanark County - Mississippi Mills	36	100 %
Total	36	100 %

### B11. Which of the following best describes your business?

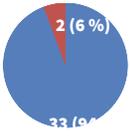


Responses	Total	
Locally owned and operated, with one location	30	88 %
Locally owned and operated, with more than one location (Specify number)	4	12 %
<b>Total</b>	<b>34</b>	<b>100 %</b>

**B12. Is at least one of the owners involved in the day-to-day operation of the business?**

Responses	Total	
Yes	35	100 %
Total	35	100 %

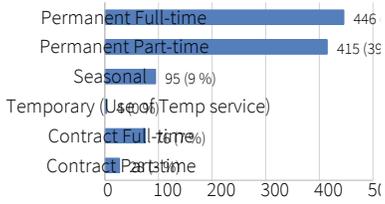
### B13. Is at least one of the owners a resident of the community?



■ N

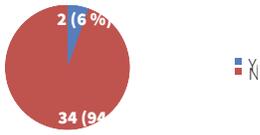
Responses	Total	
Yes	33	94 %
No	2	6 %
Total	35	100 %

**Including owner/owners, please confirm your total number of employees operating at this location**



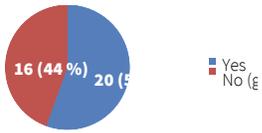
Responses	Total	
	Count	Percentage
Permanent Full-time	446	42 %
Permanent Part-time	415	39 %
Seasonal	95	9 %
Temporary (Use of Temp service)	4	0 %
Contract Full-time	76	7 %
Contract Part-time	28	3 %
<b>Total</b>	<b>1,064</b>	<b>100 %</b>

### CQ2a. Is your business unionized?



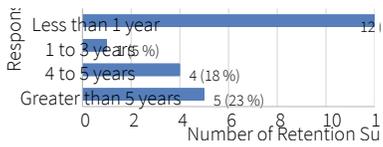
Responses	Total	
Yes	2	6%
No	34	94%
Total	36	100%

### BI4a. Does your business have a business plan?



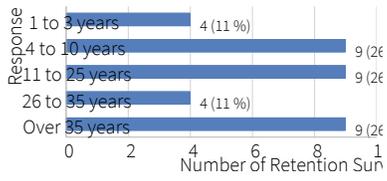
Responses	Total	
Yes	20	56%
No (go to BI5)	16	44%
Total	36	100%

### BI4b. Does your business have a business plan? - When was it last updated?



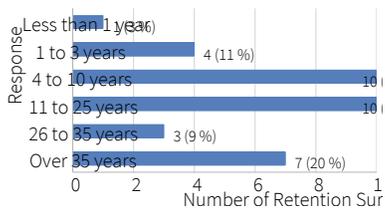
Responses	Total	
Less than 1 year	12	55 %
1 to 3 years	1	5 %
4 to 5 years	4	18 %
Greater than 5 years	5	23 %
Total	22	100 %

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



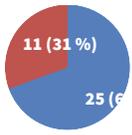
Responses	Total	
1 to 3 years	4	11 %
4 to 10 years	9	26 %
11 to 25 years	9	26 %
26 to 35 years	4	11 %
Over 35 years	9	26 %
<b>Total</b>	<b>35</b>	<b>100 %</b>

### B16. How many years have the current owner/owners been operating this business?



Responses	Total	
Less than 1 year	1	3 %
1 to 3 years	4	11 %
4 to 10 years	10	29 %
11 to 25 years	10	29 %
26 to 35 years	3	9 %
Over 35 years	7	20 %
<b>Total</b>	<b>35</b>	<b>100 %</b>

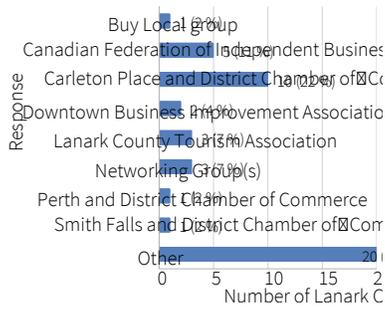
**CQ3a. Are you a member of any business organization(s)?**



■ Y  
■ N

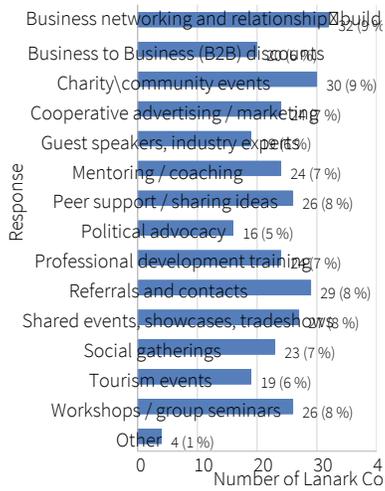
Responses	Total	
Yes	25	69 %
No	11	31 %
Total	36	100 %

### 3b. Are you a member of any business organization(s)? - If Yes, mark all that apply



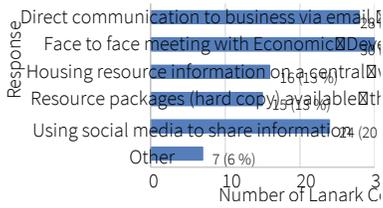
Responses	Total	
Buy Local group	1	2 %
Canadian Federation of Independent Business (CFIB)	5	11 %
Carleton Place and District Chamber of Commerce	10	22 %
Downtown Business Improvement Association	2	4 %
Lanark County Tourism Association	3	7 %
Networking Group(s)	3	7 %
Perth and District Chamber of Commerce	1	2 %
Smith Falls and District Chamber of Commerce	1	2 %
Other	20	43 %
<b>Total</b>	<b>46</b>	<b>100 %</b>

### CQ4. Whether you are a member of any business/service organization or not, what services/activities are of value to your business?



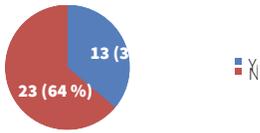
**CQ13. There are numerous business and service organizations in Lanark County that provide programs/funding/resources for the business community to support business retention & expansion.**

**What methods do you believe would be most effective to inform and keep businesses up to date on the many resources available?**



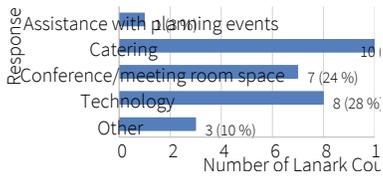
Responses	Total	
Direct communication to business via email, eBlasts, eNewsletters	28	23 %
Face to face meeting with Economic Development Staff	30	25 %
Housing resource information on a central website	16	13 %
Resource packages (hard copy) available through Chambers/BIA's	15	13 %
Using social media to share information	24	20 %
Other	7	6 %
<b>Total</b>	<b>120</b>	<b>100 %</b>

**CQ11a. Do you host business meetings/events that require overnight accommodations?**



Responses	Total	
	Yes	13
No	23	64 %
Total	36	100 %

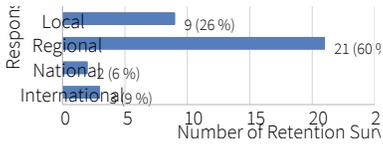
### CQ12. What amenities/services, if any, are required when you host business meetings/events



Responses	Total	
Assistance with planning events	1	3 %
Catering	10	34 %
Conference/meeting room space	7	24 %
Technology	8	28 %
Other	3	10 %
<b>Total</b>	<b>29</b>	<b>100 %</b>

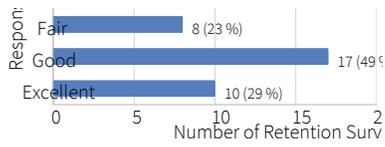
If Other, please specify	Total	
Accommodation	2	67 %
have a network to support this.	1	33 %
<b>Total</b>	<b>3</b>	<b>100 %</b>

### BI9. The primary market of your business is



Responses	Total	
Local	9	26 %
Regional	21	60 %
National	2	6 %
International	3	9 %
<b>Total</b>	<b>35</b>	<b>100 %</b>

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



Responses	Total	
Fair	8	23 %
Good	17	49 %
Excellent	10	29 %
<b>Total</b>	<b>35</b>	<b>100 %</b>

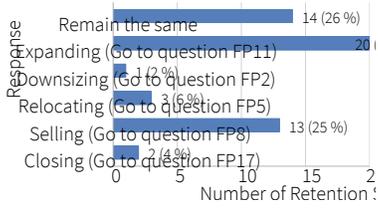
## How would you rate the following factors of doing business in this community?



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

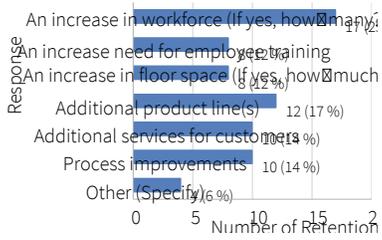


**FP1a. Within the next 18 months, which do you plan on:**



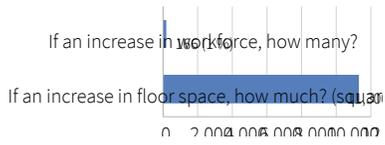
Responses	Total	
Remain the same	14	26 %
Expanding (Go to question FP11)	20	38 %
Downsizing (Go to question FP2)	1	2 %
Relocating (Go to question FP5)	3	6 %
Selling (Go to question FP8)	13	25 %
Closing (Go to question FP17)	2	4 %
<b>Total</b>	<b>53</b>	<b>100 %</b>

## FP12. Will your expansion require or lead to



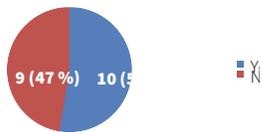
Responses	Total	
An increase in workforce (If yes, how many?)	17	25 %
An increase need for employee training	8	12 %
An increase in floor space (If yes, how much?)	8	12 %
Additional product line(s)	12	17 %
Additional services for customers	10	14 %
Process improvements	10	14 %
Other (Specify)	4	6 %
<b>Total</b>	<b>69</b>	<b>100 %</b>

## Will your expansion require or lead to



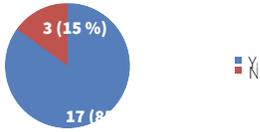
Responses	Total	
	If an increase in workforce, how many?	166
If an increase in floor space, how much? (square feet)	11,300	99 %
<b>Total</b>	<b>11,466</b>	<b>100 %</b>

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



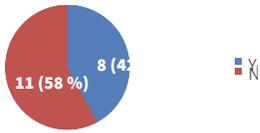
Responses	Total	
Yes	10	53 %
No	9	47 %
Total	19	100 %

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



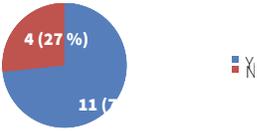
Responses	Total	
	Yes	17
No	3	15 %
Total	20	100 %

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



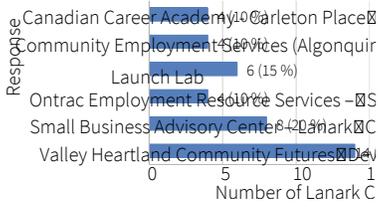
Responses	Total	
Yes	8	42 %
No	11	58 %
Total	19	100 %

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



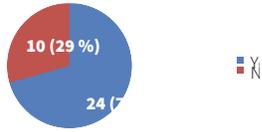
Responses	Total	
	Yes	11
No	4	27 %
Total	15	100 %

**CQ14. Have you ever accessed any programs and/or services from any of the following Service Providers in Lanark County?**



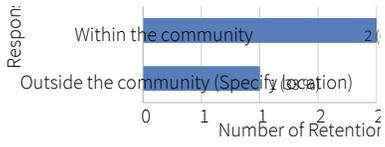
Responses	Total	
Canadian Career Academy - Carleton Place and area	4	10 %
Community Employment Services (Algonquin College) – Perth and area	4	10 %
Launch Lab	6	15 %
Ontrac Employment Resource Services – Smiths Falls and Area	4	10 %
Small Business Advisory Center – Lanark County and North Leeds	8	20 %
Valley Heartland Community Futures Development Corp (CFDC)	14	35 %
<b>Total</b>	<b>40</b>	<b>100 %</b>

**CQ15. Would you like more information on the Service Providers in your area and the programs/services they offer?**



Responses	Total	
	Yes	24
No	10	29 %
Total	34	100 %

### FP5. Where do you plan to relocate this business?

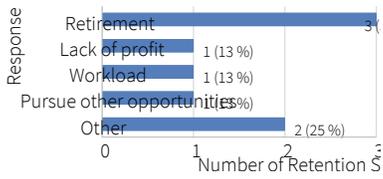


Responses	Total	
Within the community	2	67 %
Outside the community (Specify location)	1	33 %
<b>Total</b>	<b>3</b>	<b>100 %</b>

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

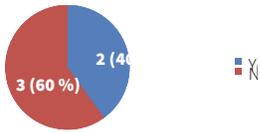
Responses	Total	
Yes	2	100 %
Total	2	100 %

## FP8. Why are you selling your business?



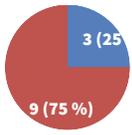
Responses	Total	
Retirement	3	38 %
Lack of profit	1	13 %
Workload	1	13 %
Pursue other opportunities	1	13 %
Other	2	25 %
<b>Total</b>	<b>8</b>	<b>100 %</b>

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



Responses	Total	
Yes	2	40 %
No	3	60 %
Total	5	100 %

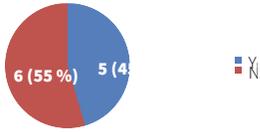
### FP9a. Do you have a succession plan for your business?



■ N

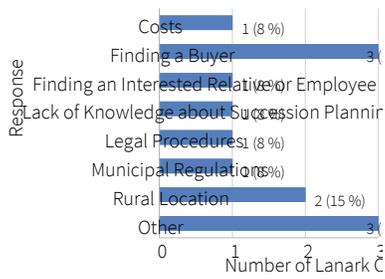
Responses	Total	
Yes	3	25 %
No	9	75 %
Total	12	100 %

**FP9b. Do you have a succession plan for your business? - Would you like assistance/information with developing a succession plan?**



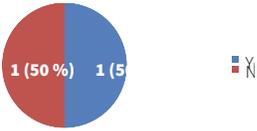
Responses	Total	
Yes	5	45 %
No	6	55 %
<b>Total</b>	<b>11</b>	<b>100 %</b>

### CQ6. What types of barriers, if any, do you believe will be an obstacle in your succession plan?



Responses	Total	
Costs	1	8 %
Finding a Buyer	3	23 %
Finding an Interested Relative or Employee	1	8 %
Lack of Knowledge about Succession Planning	1	8 %
Legal Procedures	1	8 %
Municipal Regulations	1	8 %
Rural Location	2	15 %
Other	3	23 %
<b>Total</b>	<b>13</b>	<b>100 %</b>

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

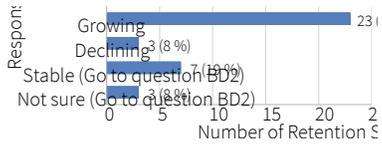


Responses	Total	
Yes	1	50 %
No	1	50 %
Total	2	100 %

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

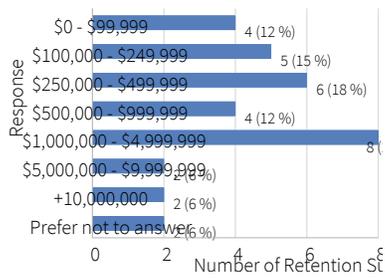
Responses	Total	
Yes	1	100 %
Total	1	100 %

### BD1a. What is the outlook for your industry?



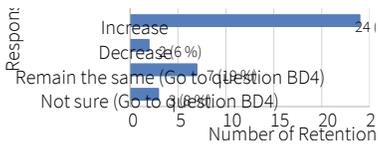
Responses	Total	
Growing	23	64 %
Declining	3	8 %
Stable (Go to question BD2)	7	19 %
Not sure (Go to question BD2)	3	8 %
<b>Total</b>	<b>36</b>	<b>100 %</b>

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



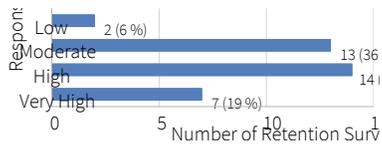
Responses	Total	
\$0 - \$99,999	4	12 %
\$100,000 - \$249,999	5	15 %
\$250,000 - \$499,999	6	18 %
\$500,000 - \$999,999	4	12 %
\$1,000,000 - \$4,999,999	8	24 %
\$5,000,000 - \$9,999,999	2	6 %
+10,000,000	2	6 %
Prefer not to answer	2	6 %
<b>Total</b>	<b>33</b>	<b>100 %</b>

**BD3a. Are your projected sales in the next year expected to:**



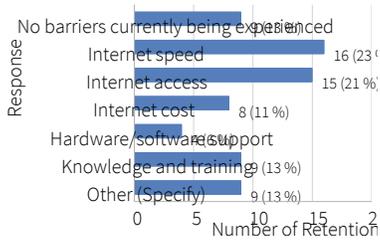
Responses	Total	
Increase	24	67 %
Decrease	2	6 %
Remain the same (Go to question BD4)	7	19 %
Not sure (Go to question BD4)	3	8 %
<b>Total</b>	<b>36</b>	<b>100 %</b>

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



Responses	Total	
Low	2	6%
Moderate	13	36%
High	14	39%
Very High	7	19%
<b>Total</b>	<b>36</b>	<b>100%</b>

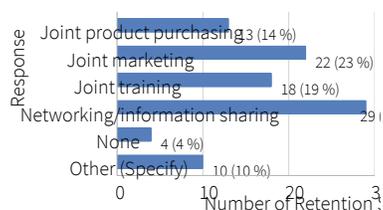
## BD5. Is your business currently experiencing any barriers related to your information technology requirements?



Responses	Total	
No barriers currently being experienced	9	13 %
Internet speed	16	23 %
Internet access	15	21 %
Internet cost	8	11 %
Hardware/software support	4	6 %
Knowledge and training	9	13 %
Other (Specify)	9	13 %
<b>Total</b>	<b>70</b>	<b>100 %</b>

If Other, please specify	Total	
Bell customer service.	1	11 %
Cost of software to do in house.	1	11 %
Cost of technology	1	11 %
If Algonquin had local presence to do computer training	1	11 %
Internet reliability	2	22 %
Lack of WIFI; Business social media driven	1	11 %
No cell phone or internet access at business location	1	11 %
<b>Total</b>	<b>8</b>	<b>100 %</b>

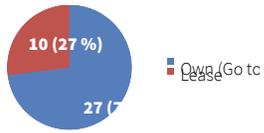
**BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?**



Responses	Total	
Joint product purchasing	13	14 %
Joint marketing	22	23 %
Joint training	18	19 %
Networking/information sharing	29	30 %
None	4	4 %
Other (Specify)	10	10 %
<b>Total</b>	<b>96</b>	<b>100 %</b>

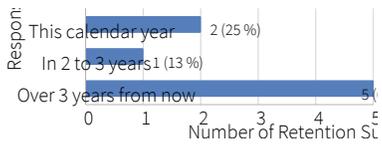
If Other, please specify	Total	
All in some capacity	1	10 %
Business to business - possibly not retail, will explain	1	10 %
First Aid Training; Fall arrest training	1	10 %
Joint marketing & networking already built into supply mgmt system	1	10 %
Local small business involvement; Sip and Savour tours; Chamber of Commerce; LC Tourism	1	10 %
MM as a place to live and work, as opposed to the city	1	10 %
Private/Public partnerships	1	10 %
<b>Total</b>	<b>7</b>	<b>100 %</b>

### BD8a. Does your business own or lease its facility/facilities?



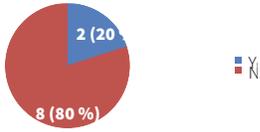
Responses	Total	
Own (Go to Workforce Section)	27	73 %
Lease	10	27 %
<b>Total</b>	<b>37</b>	<b>100 %</b>

**BD8b. Does your business own or lease its facility/facilities? - When does the lease expire?**



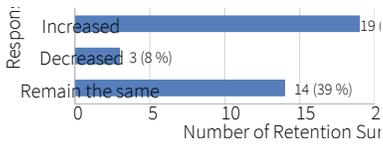
Responses	Total	
This calendar year	2	25%
In 2 to 3 years	1	13%
Over 3 years from now	5	63%
<b>Total</b>	<b>8</b>	<b>100%</b>

**BD8c. Does your business own or lease its facility/facilities? - Do you anticipate any problems in renewing the lease?**



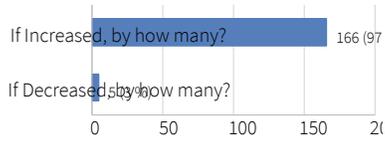
Responses	Total	
Yes	2	20 %
No	8	80 %
Total	10	100 %

**WF1a. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?**



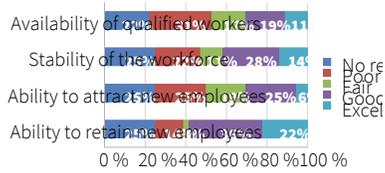
Responses	Total	
Increased	19	53 %
Decreased	3	8 %
Remain the same	14	39 %
<b>Total</b>	<b>36</b>	<b>100 %</b>

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



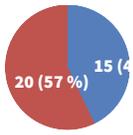
Responses	Total	
If Increased, by how many?	166	97 %
If Decreased, by how many?	5	3 %
<b>Total</b>	<b>171</b>	<b>100 %</b>

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



Responses	No response		Poor		Fair		Good		Excellent		Total	
Stability of the workforce	9	26 %	8	24 %	4	22 %	10	26 %	5	26 %	36	25 %
Availability of qualified workers	8	23 %	11	33 %	6	33 %	7	18 %	4	21 %	36	25 %
Ability to attract new employees	9	26 %	9	27 %	7	39 %	9	23 %	2	11 %	36	25 %
Ability to retain new employees	9	26 %	5	15 %	1	6 %	13	33 %	8	42 %	36	25 %
<b>Total</b>	<b>35</b>	<b>100 %</b>	<b>33</b>	<b>100 %</b>	<b>18</b>	<b>100 %</b>	<b>39</b>	<b>100 %</b>	<b>19</b>	<b>100 %</b>	<b>144</b>	<b>100 %</b>

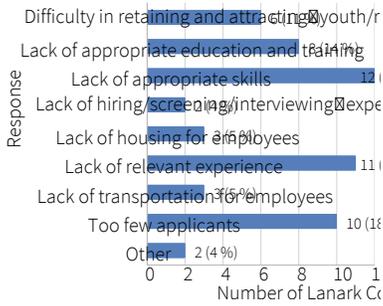
**CQ7a. Does your business currently have difficulty hiring?**



■ No  
■ Yes

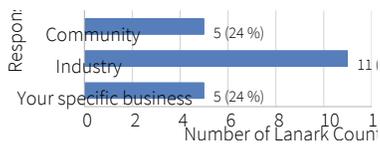
Responses	Total	
	Yes	15
No	20	57 %
<b>Total</b>	<b>35</b>	<b>100 %</b>

**7b. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges? (Select all that apply)**



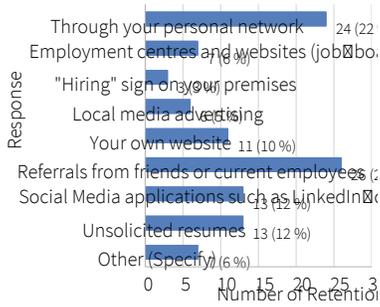
Responses	Total	
Difficulty in retaining and attracting youth/recent university/college graduates	6	11 %
Lack of appropriate education and training	8	14 %
Lack of appropriate skills	12	21 %
Lack of hiring/screening/interviewing experience by the company	2	4 %
Lack of housing for employees	3	5 %
Lack of relevant experience	11	19 %
Lack of transportation for employees	3	5 %
Too few applicants	10	18 %
Other	2	4 %
<b>Total</b>	<b>57</b>	<b>100 %</b>

**7d. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to**



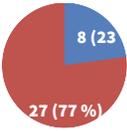
Responses	Total	
Community	5	24 %
Industry	11	52 %
Your specific business	5	24 %
<b>Total</b>	<b>21</b>	<b>100 %</b>

#### WF4. How do you currently recruit new employees?



Responses	Total	
Through your personal network	24	22 %
Employment centres and websites (job boards)	7	6 %
"Hiring" sign on your premises	3	3 %
Local media advertising	6	5 %
Your own website	11	10 %
Referrals from friends or current employees	26	24 %
Social Media applications such as LinkedIn or Facebook	13	12 %
Unsolicited resumes	13	12 %
Other (Specify)	7	6 %
<b>Total</b>	<b>110</b>	<b>100 %</b>

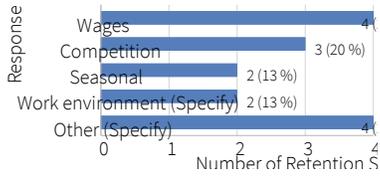
**WF5a. Does your business have difficulty retaining employees?**



■ Yes  
■ No (Go to question WF6)

Responses	Total	
Yes	8	23 %
No (Go to question WF6)	27	77 %
<b>Total</b>	<b>35</b>	<b>100 %</b>

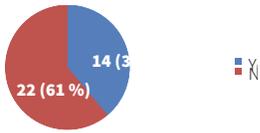
**WF5b. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees? (Read list. Select all that apply.)**



Responses	Total	
Wages	4	27 %
Competition	3	20 %
Seasonal	2	13 %
Work environment (Specify)	2	13 %
Other (Specify)	4	27 %
<b>Total</b>	<b>15</b>	<b>100 %</b>

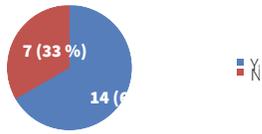
If Other, please specify	Total	
Competition provides higher wages	1	25 %
Lack of full time work	1	25 %
Too far from larger market in Ottawa	1	25 %
Transient nature.; migration.; Wage low for new mature hires.	1	25 %
<b>Total</b>	<b>4</b>	<b>100 %</b>

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



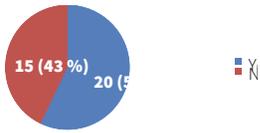
Responses	Total	
Yes	14	39 %
No	22	61 %
Total	36	100 %

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



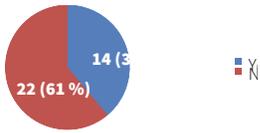
Responses	Total	
Yes	14	67 %
No	7	33 %
Total	21	100 %

### WF7. Does your business currently use any external training?



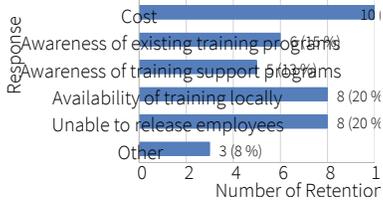
Responses	Total	
Yes	20	57%
No	15	43%
Total	35	100%

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



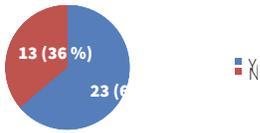
Responses	Total	
	Yes	14
No	22	61%
<b>Total</b>	<b>36</b>	<b>100%</b>

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



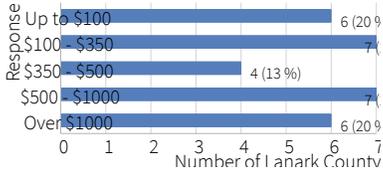
Responses	Total	
Cost	10	25 %
Awareness of existing training programs	6	15 %
Awareness of training support programs	5	13 %
Availability of training locally	8	20 %
Unable to release employees	8	20 %
Other	3	8 %
<b>Total</b>	<b>40</b>	<b>100 %</b>

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



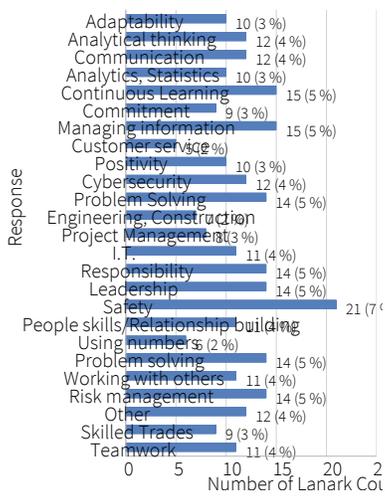
Responses	Total	
	Yes	23
No	13	36 %
<b>Total</b>	<b>36</b>	<b>100 %</b>

**CQ10. How much does your organization invest annually per employee for their learning and development activities?**

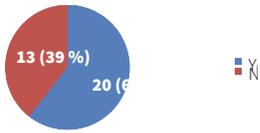


Responses	Total	
Up to \$100	6	20 %
\$100 - \$350	7	23 %
\$350 - \$500	4	13 %
\$500 - \$1000	7	23 %
Over \$1000	6	20 %
<b>Total</b>	<b>30</b>	<b>100 %</b>

**CQ8. What skills will emerge over the next 1-5 years that will require training that your current workforce does not have? - Employability**



### CQ9. Would you like assistance in addressing any skills gaps you have indicated above?

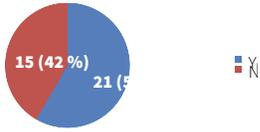


Responses	Total	
Yes	20	61 %
No	13	39 %
Total	33	100 %

**CQ5. Ontario Colleges offer “Applied Research and Innovation” programs that promote collaboration between business/industry and post-secondary institutions to solve a business problem or to support new innovation.**

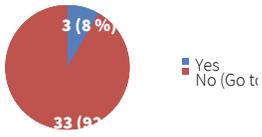
**Activities may involve the development and prototyping of new products, feasibility studies, clinical trials, and technical consultation and market research.**

**Are you interested in learning more about these programs?**



Responses	Total	
Yes	21	58 %
No	15	42 %
Total	36	100 %

**CD1a. Do you know of a business that may have an interest in locating in this community?**

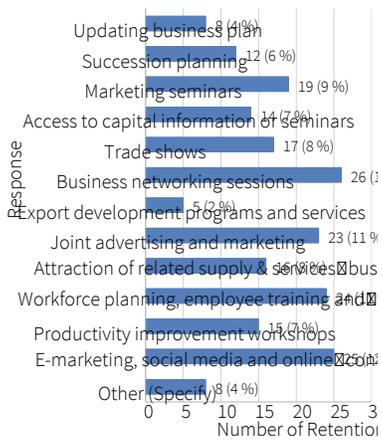


Responses	Total	
Yes	3	8 %
No (Go to question CD2)	33	92 %
<b>Total</b>	<b>36</b>	<b>100 %</b>

**b. Would you be willing to contact this business on behalf of our community or provide the contact information for this business? - Contact business directly**

Responses	Total	
Yes	2	100 %
Total	2	100 %

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



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

Responses	Total	
Yes	35	100 %
Total	35	100 %