

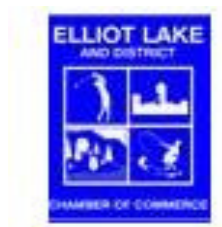
ELLIOT LAKE

2006

Business Retention + Expansion



Final Tally Report



Company Information

(C1) What is the legal form of this business

Corporation	58	58%
Sole Proprietorship	28	28%
Non-Profit Corporation	0	0%
Branch Plant	0	0%
Partnership	11	11%
Cooperative	0	0%
Other	3	3%
Total count	100	100%

(C2) Is this a business franchise

Yes	11	11%
No	88	89%
Total count	99	100%

(C3) What primary activity is conducted by your business

11 - Agriculture, forestry, fishing and hunting	1	1%
21 - Mining	1	1%
22 - Utilities	0	0%
23 - Construction	10	10%
31 - Manufacturing, (food, beverage, etc.)	0	0%
32 - Manufacturing, (wood, paper, etc.)	0	0%
33 - Manufacturing, (primary and fabricated metal, etc.)	4	4%
42 - Wholesale trade	0	0%
44 - Retail trade, (motor vehicle, furniture, etc.)	3	3%
45 - Retail trade, (sporting goods, book, music, etc.)	19	19%
48 - Transportation and warehousing, (air, rail, truck, etc.)	0	0%
49 - Transportation and warehousing, (postal service, couriers, etc.)	0	0%
51 - Information	4	4%
52 - Finance and insurance	8	8%
53 - Real estate and rental and leasing	1	1%

54 - Professional, scientific, and technical services	4	4%
55 - Management of companies and enterprises	0	0%
56 - Administrative and support and waste management and remediation services	0	0%
61 - Educational services	1	1%
62 - Health care and social assistance	4	4%
71 - Arts, entertainment, and recreation	1	1%
72 - Accommodation and food services	8	8%
81 - Other services (except public administration)	31	31%
92 - Public administration	0	0%
Total count	100	100%

(C4) What are the main products or services provided at or from this location?

Due to the diversity of the business sectors and the large number of products and services offered, this information is not included in this report.

(C5) Is the owner involved in the day to day operation of the business

Yes	86	86%
No	14	14%
Total count	100	100%

(C6) Is the owner of the business a resident of the community

Yes	80	80%
No	20	20%
Total count	100	100%

(C7) Where is the headquarters for the business

Municipality	78	79%
Elsewhere in Ontario	18	18%
Outside of Ontario	2	2%
Outside of Canada	1	1%
Total count	99	100%

(C8) How many years has this business been in operation in this community

Less than 1 year	4	4%
1 to 3 years	6	6%
4 to 10 years	34	34%
11 to 25 years	31	31%
26 to 35 years	11	11%
Over 35 years	14	14%
Total count	100	100%

(C9) Is this a family-owned business

Yes	61	64%
No	35	36%
Total count	96	100%

Business Climate

(BC1) What is your general impression of this community as a place in which to do business

Excellent	22	22%
Good	51	51%
Fair	19	19%
Poor	8	8%
Total count	100	100%

(BC2a) In the past 3 years has your attitude about doing business in this community changed

Yes	43	43%
No	57	57%
Total count	100	100%

(BC2b) If yes, is your attitude now more positive

Yes	21	49%
No	22	51%
Total count	43	100%

(BC2c) Explain your positive change in attitude?

Internet has opened up new opportunities	1	3%
Ability to run business from home	1	3%
Overall positive feeling about the outlook for Elliot Lake	9	25%
Like the hwy. 108 corridor development plan	1	3%
Increase in the number of customers with more disposable income	3	8%
Growth due to cottage lot development	6	17%
Overall economic improvement in Elliot Lake	5	14%
Increasing business profits	2	5%
New developments (Construction – i.e. No Frills)	3	8%
Increasing population	2	5%

Greater demand for services in Elliot Lake	1	3%
Expanding into a new location	1	3%
New golf course	1	3%

(BC2d) Explain your negative change in attitude?

Price pressure from competition	1	3%
No support from ELNOS	1	3%
No support from the City	1	3%
City outsourcing services (lighting, garbage, etc...)	2	6.5%
Lack of proactive business recruitment	2	6.5%
No post secondary education	1	3%
Poor pool of skilled & unskilled labour	2	6.5%
Elliot Lake Retirement Living gets special treatment from City	2	6.5%
Lack of City support for new business initiatives	3	10%
One industry town – Elliot Lake Retirement Living	1	3%
Elliot Lake Retirement Living needs to purchase more locally	1	3%
City staff not dealing in a honest & forthright manner	1	3%
Sales and profits have decreased recently	1	3%
Increased market competition (home based)	1	3%
High number of people on fixed incomes	1	3%
Lack of new business entering the mall	1	3%
Retail leakage	2	6.5%
A more demanding clientele	1	3%
Need more cooperation between city, agencies and business	1	3%
Local market is too small	1	3%
Unable to receive financial assistance	1	3%
More cooperation between businesses needed	1	3%
Taxes too high	1	3%
Encountering numerous road blocks	1	3%

(BC3) What is your general impression of the Province of Ontario as a place in which to do business

Excellent	19	19%
Good	67	68%
Fair	13	13%
Poor	0	0%

Total count 99 100%

Please Explain

Positive		
Excellent markets	5	9%
Good overall economy	12	23%
Good codes and regulations	1	2%
Province is a customer – good working relationship	1	2%
Strategic location - good access to large markets	2	4%
Good infrastructure	2	4%
Tax structure is fair	1	2%
Good support from provincial government	2	4%
Negative		
Taxes too high	5	9%
Building restrictions impeding business potential	1	2%
Conformity to by-law / compliance issues	2	4%
Poor small business development programs / Information	4	7.5%
Downloading to municipalities is a problem	1	2%
Northern Ontario not represented / lack of awareness of the north	3	6%
Poor Northern Ontario economy – more opportunity in Southern Ontario	1	2%
Poor Ontario economy – more opportunity in Western Canada	1	2%
Too much bureaucracy	4	7.5%
Insurance too high	1	2%
High transportation costs for Northern Ontario	1	2%
Lack of skilled labour	1	2%
Pleasure boat licenses harm the tourism industry	1	2%
Unenthusiastic about the cancellation of spring bear hunt	1	2%

(BC4) Which of the following factors are barriers to the expansion of existing and the development of new businesses in the community

Water/sewer capacity	0	0%
Water/sewer fees	7	8%
Serviced land	16	17%
Resistance from local business	16	17%
Lack of proactive new business recruitment	27	29%
Availability of properly zoned land	23	25%
Availability of different sized parcels of land	15	16%
Approval processes	16	17%
Development charges	6	6%
Business taxes	40	43%
Business insurance	33	35%
Availability of skilled labour	63	68%
Availability of unskilled labour	26	28%
Availability of financing	34	37%
Road and highway system	10	11%
Inadequate waterway identification	0	0%
Water access	0	0%
Availability of water moorings	0	0%
Trucking and distribution	8	9%
Public transit	8	9%
Information technology capacity	5	5%
Security/policing and fire service	8	9%
Availability of natural gas	2	2%
Availability of space for rent or lease	19	20%
Availability of training opportunities	25	27%
Health and medical services	25	27%
Other barriers	11	12%

Note: 93 total companies responded to the above question

Level of satisfaction with the following services provided by local government

(BC5) Planning/ engineering /zoning permits

Very satisfied	10	14%
Somewhat satisfied	40	54%
Somewhat dissatisfied	18	24%
Very dissatisfied	6	8%
Total count	74	100%

(BC5) Health Department/Health Unit approvals

Very satisfied	26	41%
Somewhat satisfied	26	41%
Somewhat dissatisfied	11	17%
Very dissatisfied	0	0%
Total count	63	100%

(BC5) Policing

Very satisfied	36	42%
Somewhat satisfied	41	48%
Somewhat dissatisfied	7	8%
Very dissatisfied	1	1%
Total count	85	100%

(BC5) Fire prevention and services

Very satisfied	51	59%
Somewhat satisfied	34	39%
Somewhat dissatisfied	2	2%
Very dissatisfied	0	0%
Total count	87	100%

(ADD14) By-Law enforcement

Very satisfied	21	26%
Somewhat satisfied	38	46%
Somewhat dissatisfied	12	15%
Very dissatisfied	11	13%
Total count	82	100%

(BC5) Public utilities

Very satisfied	30	34%
Somewhat satisfied	44	51%
Somewhat dissatisfied	10	11%
Very dissatisfied	3	3%
Total count	87	100%

(BC5) Street repair

Very satisfied	12	13%
Somewhat satisfied	51	54%
Somewhat dissatisfied	20	21%
Very dissatisfied	12	13%
Total count	95	100%

(BC5) Snow removal

Very satisfied	31	32%
Somewhat satisfied	49	51%
Somewhat dissatisfied	11	11%
Very dissatisfied	6	6%
*Total count	97	100%

(BC5) Garbage removal

Very satisfied	40	42%
Somewhat satisfied	45	47%
Somewhat dissatisfied	7	7%
Very dissatisfied	4	4%
Total count	96	100%

(BC5) Public transit

Very satisfied	25	36%
Somewhat satisfied	30	43%
Somewhat dissatisfied	11	16%
Very dissatisfied	3	4%
Total count	69	100%

Level of satisfaction with the following services provided by community organizations

(BC5) Medical and health services

Very satisfied	27	30%
Somewhat satisfied	44	48%
Somewhat dissatisfied	18	20%
Very dissatisfied	2	2%
Total count	91	100%

(BC5) Schools

Very satisfied	35	47%
Somewhat satisfied	35	47%
Somewhat dissatisfied	4	5%
Very dissatisfied	1	1%
Total count	75	100%

(BC5) Local training board

Very satisfied	0	0%
Somewhat satisfied	0	0%
Somewhat dissatisfied	0	0%
Very dissatisfied	0	0%
Total count	0	0%

(BC5) Community college

Very satisfied	0	0%
Somewhat satisfied	0	0%
Somewhat dissatisfied	0	0%
Very dissatisfied	0	0%
Total count	0	0%

(BC5) University

Very satisfied	0	0%
Somewhat satisfied	0	0%
Somewhat dissatisfied	0	0%
Very dissatisfied	0	0%
Total count	0	0%

(BC5) Library

Very satisfied	33	44%
Somewhat satisfied	34	45%
Somewhat dissatisfied	6	8%
Very dissatisfied	2	3%
Total count	75	100%

(BC5) Child care services

Very satisfied	16	44%
Somewhat satisfied	18	50%
Somewhat dissatisfied	2	6%
Very dissatisfied	0	0%
Total count	36	100%

(BC5) Cultural facilities

Very satisfied	19	32%
Somewhat satisfied	38	63%
Somewhat dissatisfied	3	5%
Very dissatisfied	0	0%
Total count	60	100%

(BC5) Recreational facilities

Very satisfied	36	41%
Somewhat satisfied	38	43%
Somewhat dissatisfied	7	8%
Very dissatisfied	7	8%
Total count	88	100%

(BC6) What are your specific recommendations to improve the local business climate?

More cost efficient city hall	1	1%
Reevaluate Elliot Lake Retirement Living's impact on community	2	1.5%
Review downtown parking signage	1	1%
Improve job creation (Youth & Adult)	4	3%
Change in municipal government	4	3%
Beautification of community entrance	1	1%
City & Businesses need to work together more	11	9%
Non profit vs. Private competition	2	1.5%
City vs. Private competition	3	2.5%
Business attraction plan	13	11%
Reduce taxes	8	7%
Enforce business property standards	2	1.5%
Training plan for employees	3	2.5%
New housing development	1	1%
Extended transit hours	3	2.5%
Make the downtown store fronts more visible	2	1.5%
Enforce existing by-laws	2	1.5%
New commercial development (industrial park)	3	2.5%
Improve the chamber of commerce	5	4%
Make sure ELNOS & CFDC survive	1	1%
Allow contracting out of city water & sewer plant management	1	1%
Continue waterfront development	2	1.5%
Proactive approach to solving environmental issues	1	1%
Community to become more open to competition	2	1.5%
Build on the retirement living concept (innovation)	2	1.5%
Need high speed internet @ waterfront development	1	1%
Attraction of more events	1	1%
Removal of home based businesses in certain industries	1	1%
Make financing more available	1	1%
Raise the minimum wage	1	1%
Continue the advertising and marketing campaign promoting Elliot Lake	4	3%

Location of the school board in relation to our community	1	1%
Improve peoples attitude towards our community	2	1.5%
Organization that can truly help businesses	3	2.5%
Fix the retail gaps	1	1%

Level of satisfaction with the services provided by the Provincial Government

(BC7) Ministry of Economic Development & Trade

Very satisfied	3	16%
Somewhat satisfied	13	68%
Somewhat dissatisfied	1	5%
Very dissatisfied	2	11%
*Total count	19	100%

(BC7) Ontario Exports Inc

Very satisfied	0	0%
Somewhat satisfied	2	67%
Somewhat dissatisfied	1	33%
Very dissatisfied	0	0%
Total count	3	100%

(BC7) Ministry of Tourism & Recreation

Very satisfied	4	17%
Somewhat satisfied	13	57%
Somewhat dissatisfied	5	22%
Very dissatisfied	1	4%
Total count	23	100%

(BC7) Ministry of Training, Colleges & Universities Business Training and Adjustment Services

Very satisfied	4	17%
Somewhat satisfied	8	33%
Somewhat dissatisfied	6	25%
Very dissatisfied	6	25%
Total count	24	100%

(BC7) Ministry of Agriculture, Food, and Rural Affairs

Very satisfied	2	14%
Somewhat satisfied	5	36%
Somewhat dissatisfied	3	21%
Very dissatisfied	4	29%
Total count	14	100%

(BC7) Ministry of Natural Resources

Very satisfied	8	24%
Somewhat satisfied	17	52%
Somewhat dissatisfied	8	24%
Very dissatisfied	0	0%
Total count	33	100%

(BC7) Ministry of Culture

Very satisfied	0	0%
Somewhat satisfied	1	50%
Somewhat dissatisfied	1	50%
Very dissatisfied	0	0%
Total count	2	100%

(BC7) Ministry of Agriculture & Food, Regional Economic Development staff

Very satisfied	0	0%
Somewhat satisfied	4	57%
Somewhat dissatisfied	3	43%
Very dissatisfied	0	0%
Total count	7	100%

(BC7) Ministry of Northern Development & Mines

Very satisfied	12	35%
Somewhat satisfied	12	35%
Somewhat dissatisfied	7	21%
Very dissatisfied	3	9%
Total count	34	100%

(BC7) Ministry of Environment

Very satisfied	8	35%
Somewhat satisfied	7	30%
Somewhat dissatisfied	7	30%
Very dissatisfied	1	4%
Total count	23	100%

**(BC7) Ministry of Public Infrastructure
Renewal**

Very satisfied	0	0%
Somewhat satisfied	1	17%
Somewhat dissatisfied	1	17%
Very dissatisfied	4	67%
Total count	6	100%

(BC7) Ministry of Transportation

Very satisfied	6	19%
Somewhat satisfied	15	47%
Somewhat dissatisfied	9	28%
Very dissatisfied	2	6%
Total count	32	100%

Level of satisfaction with the services provided by the Federal Government**(BC7) FedNor/Industry Canada**

Very satisfied	5	16%
Somewhat satisfied	16	52%
Somewhat dissatisfied	8	26%
Very dissatisfied	2	6%
Total count	31	100%

**(BC7) Community Futures Development
Corporation**

Very satisfied	16	46%
Somewhat satisfied	12	34%
Somewhat dissatisfied	5	14%
Very dissatisfied	2	6%
Total count	35	100%

**(BC7) Human Resources & Skills Development
Canada**

Very satisfied	15	29%
Somewhat satisfied	27	52%
Somewhat dissatisfied	7	13%
Very dissatisfied	3	6%
Total count	52	100%

**(BC7) National Research Council of Canada,
(IRAP)**

Very satisfied	0	0%
Somewhat satisfied	6	100%
Somewhat dissatisfied	0	0%
Very dissatisfied	0	0%
Total count	6	100%

Level of satisfaction with the services provided by Business Organizations

(ADD15) ELNOS

Very satisfied	30	48%
Somewhat satisfied	19	30%
Somewhat dissatisfied	5	8%
Very dissatisfied	9	14%
Total count	63	100%

(BC7) Chamber of Commerce/Board of Trade

Very satisfied	7	10%
Somewhat satisfied	40	56%
Somewhat dissatisfied	14	19%
Very dissatisfied	11	15%
Total count	72	100%

**(BC7) BIA (Business Improvement Area) or
BTA**

Very satisfied	0	0%
Somewhat satisfied	1	33%
Somewhat dissatisfied	0	0%
Very dissatisfied	2	67%
Total count	3	100%

(BC7) Business or Economic Development Corporation

Very satisfied	6	14%
Somewhat satisfied	17	40%
Somewhat dissatisfied	13	31%
Very dissatisfied	6	14%
Total count	42	100%

(BC7) Business Self-Help/Enterprise Centre

Very satisfied	0	0%
Somewhat satisfied	0	0%
Somewhat dissatisfied	0	0%
Very dissatisfied	0	0%
Total count	0	0%

(BC7) Manufacturing Consortium/Sector Association

Very satisfied	0	0%
Somewhat satisfied	0	0%
Somewhat dissatisfied	0	0%
Very dissatisfied	1	100%
Total count	1	100%

(BC7) Other business organization

Very satisfied	3	75%
Somewhat satisfied	1	25%
Somewhat dissatisfied	0	0%
Very dissatisfied	0	0%
Total count	4	100%

(BC8) What issue, if resolved, would have the greatest impact on the growth of your business?

City to stop selling out dated surveys	1	1%
Removal of the gun registry	1	1%
Return of the spring bear hunt	1	1%
Reduce business taxes	3	3%
Downsize NorDev and Elliot Lake Retirement Living	2	2%
Easier access to capital	6	6%
Bring more events to the city	2	2%

Need for more development	2	2%
Have a major employer come to town	11	11%
Development of business networking	2	2%
Business liaison person @ the City to help business owners	1	1%
More health care professionals	1	1%
Administrators to have more control in education	1	1%
Chamber needs to service businesses better	2	2%
Canada Post needs to lower their rates	1	1%
Services Canada programs have too much red tape	1	1%
Better promotion of events	2	2%
Improved communication between the City and businesses	1	1%
Removal of non profit competition	1	1%
Increase the population	5	5%
Complete the construction of the new No Frills	1	1%
Improve the handicap accessibility at the Hillside plaza	1	1%
Be a more friendly community to snowmobiles and ATVs	2	2%
Enforce by-laws to shut down back yard businesses	4	4%
Remove the smoking by-laws	1	1%
Municipal by-law on pesticides	1	1%
Need a shop local initiative	2	2%
Need lower rental costs	1	1%
Improved policies and initiatives from city hall	1	1%
Improve the demographics of the community	1	1%
The ability to obtain insurance for the U.S market	1	1%
Attract a younger population	1	1%
Availability of rental space	1	1%
Improve roadways	1	1%
Introduce a beautification program	1	1%
Removal of provincial engineering stamp	1	1%
Ability to advertise in places that impact private businesses (i.e. Hospital)	1	1%
No Issues	12	12%
No comment	22	22%

Risk of Closure, Downsizing or Relocation ('red flags')

(FP1) Within the next three years, which of the following do you plan to undertake at this site

Remain the same	48	48%
Downsize	2	2%
Relocate	4	4%
Expand	45	45%
Close	2	2%

Note: 100 total companies responded to the above question

(FP2) Will the downsizing result in a reduced workforce

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

(FP2a) What assistance could be provided to prevent the downsizing of you business?

Government assistance programs don't allow hiring of family	1	50%
Focus has been put on other business	1	50%
Total	2	100%

(FP3) Do you plan to relocate this business within the next three years

Yes	2	50%
No	0	0%
Exploring	2	50%
Total count	4	100%

If yes, when?

Only one business was looking at relocating outside of our community in the next 3 years.

- Three were within the City of Elliot Lake
- One was moving to Sault Ste. Marie

(FP4) Where do you plan to relocate this business

Within the municipality	2	50%
Outside the municipality	0	0%
Elsewhere in Ontario	2	50%
Another Province	0	0%
Outside Canada	0	0%
Total count	4	100%

(FP5) Why are you planning to relocate the business

Head office decision	0	0%
Inadequate facilities in terms of building space	1	25%
Change in markets	1	25%
Distance to markets and suppliers	1	25%
Availability of appropriate labour	2	50%
Expansion limitations	2	50%
Utility infrastructure is inadequate	0	0%
Local regulations too restrictive	0	0%
Business tax incentives in other locations	1	25%
Other reason	2	50%

¹Note: 4 total companies responded to the above question

(FP6) Has a business case been made to head office to justify your company remaining at this site

Yes	0	0%
No	0	0%
Total count	0	0%

(FP7) What assistance, if any, could help to prevent the relocation of this business

Nothing, decision is made	0	0%
Finding an appropriate site location	0	0%
Financing	1	33%
Assistance with the approval process	0	0%
Finding and securing adequate labour	0	0%
Securing training services	2	67%
Accessing appropriate R & D	1	33%
Infrastructure upgrades	1	33%

Changes to tax structure	2	67%
Assistance in making business case to remain	0	0%
Other type of assistance	0	0%

Note: 3 total companies responded to the above question

(FP8) Within the next 3 years, do you plan to undertake major renovations at this site

Yes	15	33%
No	30	67%
Total count	45	100%

(FP9) Within the next 3 years, are you planning to invest in new equipment in your operations

Yes	39	87%
No	6	13%
Total count	45	100%

(FP10) Is your expansion plan based on innovation

Yes	16	36%
No	29	64%
Total count	45	100%

(FP11) Will your expansion lead to any of the following

An increase in work force	39	87%
An increase in floor space	23	51%
Additional product line(s)	31	69%
Additional services for customers	38	84%
Additional investment in equipment and technology	34	76%
Importing goods or services to Canada	6	13%
An increase in export of goods or services	5	11%
Process improvements	23	51%
An increase in demand for skills training	22	49%
Other results	1	2%

¹Note: 45 total companies responded to the above question

(FP12) Is your business experiencing difficulties with its expansion plans

Yes	11	24%
No	34	76%
Total count	45	100%

(FP13) Please identify difficulties you are experiencing with the expansion plans

Financing	9	82%
Developing a marketing plan	5	45%
Developing a business plan	5	45%
Labour availability	6	55%
ADD16 Availability of local contractors	2	18%
Land availability	2	18%
Labour force training	4	36%
Availability of buildings	3	27%
Importing of goods and services	0	0%
Exporting of goods and services	0	0%
Road and highway system	0	0%
Highway and Roadside signs	1	9%
Trucking and distribution	0	0%
Warehousing	0	0%
Electrical supply	0	0%
Water infrastructure	0	0%
Waste water infrastructure	0	0%
Sewer capacity	0	0%
Finding/developing strategic alliances	3	27%
Local by-laws	4	36%
Other difficulties	2	18%

Note: 11 total companies responded to the above question

(FP14) How will this expansion be financed

Cash	9	47%
Line of credit	5	26%
Credit card	0	0%
New owner equity	0	0%
Venture capital	0	0%
Private investment	4	21%
Short term bank loan (< 1 yr)	2	11%

Long term bank loan (> 1 yr)	9	47%
Other type of financing	1	5%

Note: 19 total companies responded to the above question

(FP15) Within the next 3 years, do you plan to close this business

Yes	0	0%
No	2	100%
Total count	2	100%

(FP16) What are the reasons for closing this business

Head office decision	0	0%
Facilities, e.g. buildings too small	0	0%
Loss or charge of customers/clients	0	0%
Distance to markets and inputs	0	0%
Labour supply	0	0%
Management - Labour relations	0	0%
Local infrastructure	0	0%
Expansion limitations	0	0%
Profitability	0	0%
Health/environmental regulations	0	0%
Unable to find a purchaser	0	0%
Retirement	0	0%
Loss/or change of export/product mandate	0	0%
Other reason	0	0%

Note: 0 total companies responded to the above question

(FP17) What assistance, if any, could help prevent the closure of the business

Nothing, decision is made	0	0%
Finding new site	0	0%
Financing	0	0%
Approval process	0	0%
Succession planning	0	0%
Employee purchase	0	0%
Improvement to local infrastructure	0	0%
Identifying prospective purchaser	0	0%
Export assistance	0	0%
Business planning	0	0%

Marketing	0	0%
Other type of assistance	0	0%

Note: 0 total companies responded to the above question

Company Information

(C10) Does this business have a succession plan

Yes	38	38%
No	62	62%
Total count	100	100%

(C11) Does this business have a business plan

Yes	68	69%
No	30	31%
Total count	98	100%

(C12) Does this business have a marketing plan

Yes	63	63%
No	37	37%
Total count	100	100%

(C13) How many employees work at this location

Owner(s)	16	16%
1 - 4	34	34%
5 - 9	28	28%
10 - 14	7	7%
15 - 19	4	4%
20 - 29	4	4%
30 - 49	5	5%
50 - 99	2	2%
100 - 299	0	0%
300 or more	0	0%
Total count	100	100%

(C14) How many of these employees are...

	Total Number	Percentage
Permanent Full Time	490	53%
Permanent Part Time	359	39%
Seasonal / Temporary	65	7%
Contract Employees	11	1%
Totals	925	100%

(C15) Employee place of residence

- 77 out of 100 businesses interviewed have 100% of their employees living within the community
- 23 out of 100 businesses interviewed have at least one or more employees living within the region
- 2 out of 100 businesses interviewed have at least one or more employees living outside the region

(C16) Is your workplace:

Unionized	7	7%
Non-unionized	92	93%
Total count	99	100%

Business Development

(BD1) Is this business location the only location

Yes	78	78%
No	22	22%
Total count	100	100%

(BD2) Is this location the headquarters

Yes	5	25%
No	15	75%
Total count	20	100%

(BD3) Where are the other locations for this business

This municipality	3	14%
Outside this municipality but in the region	15	71%
Elsewhere in Ontario	14	67%
Another Province	9	43%
Outside Canada	6	29%

Note: 21 total companies responded to the above question

(BD4) How satisfied are you with the current site of this business in this community

Completely satisfied	65	65%
Somewhat satisfied	27	27%
Somewhat dissatisfied	4	4%
Very dissatisfied	4	4%
Total count	100	100%

(BD5) Why are you not completely satisfied with this site

Site is too small	13	37%
Site is too large	0	0%
No opportunity for expansion	12	34%
Condition of building	11	31%
General appearance of site	10	29%
Utilities/energy, that is the type, level or quantity	2	6%

available		
Location is inconvenient for customers	12	34%
Access to research and development in the area	2	6%
Availability of skilled labour	10	29%
Availability of unskilled labour	6	17%
Location is inconvenient for employees	1	3%
Roads & highway system	2	6%
Trucking & distribution	4	11%
Public transit	3	9%
Policing/ security /fire protection	3	9%
Business taxes	7	20%
Community business support	4	11%
General appearance of community	0	0%
Other reason	8	23%

Note: 35 total companies responded to the above question

(BD6a) Is this a home-based business operated from the owners residence

Yes	15	15%
No	85	85%
Total count	100	100%

(BD6b) Does the owner of this business own or lease the facility

Own	42	49%
Lease	43	51%
Total count	85	100%

(BD7) When does the lease expire

Month to month	13	30%
This calendar year	5	12%
Next year	5	12%
In 2 to 3 years	7	16%
Over 3 years from now	13	30%
Total count	43	100%

(BD8) Do you anticipate any problems in renewing the lease

Yes	4	9%
No	39	91%
Total count	43	100%

(BD8) Explain

3 of the 4 respondents were concerned that the owners of their buildings in which their business was located in may sell in the near future. This leaves them with a feeling of uncertainty about future negotiations. The other business had no comment.

(BD9) Following energy sources USED by this business

Electricity/hydro	96	96%
Natural gas	83	83%
Fuel oil	5	5%
Propane	3	3%
Wind	0	0%
Bio-diesel	0	0%
Other (alternative energy)	5	5%
No preference	2	2%

Note: 100 total companies responded to the above question

(BD9) Following energy sources PREFERRED by this business

Electricity/hydro	72	76%
Natural gas	70	74%
Fuel oil	5	5%
Propane	2	2%
Wind	13	14%
Bio-diesel	2	2%
Other (alternative energy)	14	15%
No preference	1	1%

Note: 95 total companies responded to the above question

(BD10) Why don't you use the type of energy you PREFER

Not available in this community	9	36%
Not available to my site	5	20%
Insufficient/inadequate availability of supply	4	16%
Price	9	36%
Cost of installation	8	32%
Other	6	24%

Note: 25 total companies responded to the above question

(BD11a) Do you have concerns with respect to energy supply, management or efficiency

Yes	55	56%
No	44	44%
Total count	99	100%

(BD11b) What are your concerns with respect to your current energy supply, management or efficiency

Inconsistent supply/periodic brownouts	23	41%
Unusually high-energy consumption	11	20%
Loss of productivity	11	20%
Cost of energy	52	93%
Other	6	11%

Note: 56 total companies responded to the above question

(BD12) Would your business benefit from engineering or technical support with respect to energy conservation and efficiency

Yes	43	43%
No	56	57%
Total count	99	100%

(BD13) Indicate which Internet access you USE

Dial-up	21	23%
High Speed: Cable	34	37%
High Speed: DSL	35	38%
High Speed: Wireless	3	3%
High Speed: Satellite	2	2%
High Speed: T1	4	4%
Internet read devices (blackberry)	1	1%

Note: 93 total companies responded to the above question

(BD13) Indicate which Internet access you PREFER

Dial-up	6	7%
High Speed: Cable	40	44%
High Speed: DSL	37	41%
High Speed: Wireless	5	6%
High Speed: Satellite	2	2%
High Speed: T1	7	8%
Internet read devices (blackberry)	2	2%

Note: 90 total companies responded to the above question

(BD13) Indicate which On Line applications you USE

Own website	41	46%
On others websites	61	68%
Email	88	98%
E-commerce (online sales transactions)	27	30%
E-commerce (online business/marketing)	25	28%
Government reporting/payments	27	30%
Finance & accounting	52	58%
Customer service	45	50%
Broadening market potential	31	34%
Human resource mgt/training	30	33%
Distribution/supplier network	37	41%
Marketing	33	37%
Video conferencing	13	14%

Note: 90 total companies responded to the above question

(BD13) Indicate which On Line applications you PREFER

Own website	41	49%
On others websites	51	61%
Email	68	82%
E-commerce (online sales transactions)	26	31%
E-commerce (online business/marketing)	24	29%
Government reporting/payments	26	31%
Finance & accounting	42	51%
Customer service	28	34%
Broadening market potential	23	28%

Human resource mgt/training	20	24%
Distribution/supplier network	26	31%
Marketing	25	30%
Video conferencing	14	17%

Note: 83 total companies responded to the above question

(BD13) Indicate which Voice Communications you USE

Personal Data Application (PDA)	10	10%
Pagers	3	3%
Cellular telephones	77	79%
Digital telephones (touch tones)	93	95%
Voice over internet protocol	5	5%
Other	7	7%

Note: 98 total companies responded to the above question

(BD13) Indicate which Voice Communications you Prefer

Personal Data Application (PDA)	11	12%
Pagers	1	1%
Cellular telephones	58	64%
Digital telephones (touch tones)	82	90%
Voice over internet protocol	9	10%
Other	5	5%

Note: 91 total companies responded to the above question

Importance of Information Technology Internet Access

(BD13) Internet access - Dial up

Very important	13	46%
Somewhat important	6	21%
Not at all important	9	32%
Total count	28	100%

(BD13) Internet access - High Speed: Cable

Very important	29	66%
Somewhat important	9	20%
Not at all important	6	14%
Total count	44	100%

(BD13) Internet access - High Speed: DSL

Very important	32	74%
Somewhat important	5	12%
Not at all important	6	14%
Total count	43	100%

(BD13) Internet access - High Speed: Wireless

Very important	5	38%
Somewhat important	1	8%
Not at all important	7	54%
Total count	13	100%

(BD13) Internet access - High Speed: Satellite

Very important	2	20%
Somewhat important	1	10%
Not at all important	7	70%
Total count	10	100%

(BD13) Internet access - High Speed: T1

Very important	4	31%
Somewhat important	1	8%
Not at all important	8	62%
Total count	13	100%

(BD13) Internet access - Internet ready devices (blackberry)

Very important	2	20%
Somewhat important	1	10%
Not at all important	7	70%
Total count	10	100%

Importance of Information Technology On Line Applications

(BD13) On Line Applications - Own website

Very important	37	61%
Somewhat important	13	21%
Not at all important	11	18%
Total count	61	100%

(BD13) On Line Applications - On others websites

Very important	46	64%
Somewhat important	14	19%
Not at all important	12	17%
Total count	72	100%

(BD13) On Line Applications - Email

Very important	75	79%
Somewhat important	12	13%
Not at all important	8	8%
Total count	95	100%

(BD13) On Line Applications - e-commerce (online sales transactions)

Very important	23	47%
Somewhat important	9	18%
Not at all important	17	35%
Total count	49	100%

(BD13) On Line Applications - e-commerce (online business/marketing)

Very important	22	48%
Somewhat important	5	11%
Not at all important	19	41%
Total count	46	100%

(BD13) Government reporting/payments

Very important	21	45%
Somewhat important	8	17%
Not at all important	18	38%
Total count	47	100%

(BD13) Finance & accounting

Very important	44	65%
Somewhat important	8	12%
Not at all important	16	24%
Total count	68	100%

(BD13) Customer service

Very important	33	60%
Somewhat important	12	22%
Not at all important	10	18%
Total count	55	100%

(BD13) Broadening market potential

Very important	24	47%
Somewhat important	13	25%
Not at all important	14	27%
Total count	51	100%

(BD13) Human resource mgt/training

Very important	22	44%
Somewhat important	11	22%
Not at all important	17	34%
Total count	50	100%

(BD13) Distribution/supplier network

Very important	33	63%
Somewhat important	9	17%
Not at all important	10	19%
Total count	52	100%

(BD13) Marketing

Very important	24	44%
Somewhat important	15	27%
Not at all important	16	29%
Total count	55	100%

(BD13) Video conferencing

Very important	13	34%
Somewhat important	5	13%
Not at all important	20	53%
Total count	38	100%

Importance of Information Technology Voice Communications**(BD13) Voice communications - Personal Data Application (PDA)**

Very important	10	43%
Somewhat important	4	17%
Not at all important	9	39%
Total count	23	100%

(BD13) Voice communications - Pagers

Very important	1	7%
Somewhat important	2	14%
Not at all important	11	79%
Total count	14	100%

(BD13) Voice communications - Cellular telephones

Very important	55	69%
Somewhat important	19	24%
Not at all important	6	8%
Total count	80	100%

(BD13) Voice communications - Digital telephones (touch tone)

Very important	85	89%
Somewhat important	7	7%
Not at all important	3	3%
Total count	95	100%

(BD13) Voice communications - Voice over internet protocol

Very important	6	30%
Somewhat important	4	20%
Not at all important	10	50%
Total count	20	100%

(BD13) Voice communications - Other

Very important	7	78%
Somewhat important	0	0%
Not at all important	2	22%
Total count	9	100%

(BD14) What is keeping you from implementing any of these new telecommunication technologies

Telecommunication infrastructure in community	8	8%
Start-up cost of service	22	22%
Ongoing cost of service	23	23%
Privacy and/or security concerns (e-commerce)	8	8%
Experience with telecommunication applications	7	7%
ADD17 Availability of local service technicians	11	11%
Local training opportunities for staff	8	8%
Effectiveness of technology	11	11%
Have what is needed	48	48%
Other barrier	16	16%

Note: 100 total companies responded to the above question

In the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive

(BD15) Product research and development

Very important	45	62%
Somewhat important	23	32%
Not at all important	5	7%
Total count	73	100%

(BD15) Market development, locally

Very important	67	74%
Somewhat important	20	22%
Not at all important	4	4%
Total count	91	100%

(BD15) Market development, outside local area

Very important	44	51%
Somewhat important	33	38%
Not at all important	10	11%
Total count	87	100%

(BD15) Access to international markets

Very important	8	33%
Somewhat important	5	21%
Not at all important	11	46%
Total count	24	100%

(BD15) Access to importing of products and services

Very important	16	43%
Somewhat important	12	32%
Not at all important	9	24%
Total count	37	100%

(BD15) Add or change in products and services

Very important	40	51%
Somewhat important	34	44%
Not at all important	4	5%
Total count	78	100%

(BD15) Strategic alliances

Very important	38	51%
Somewhat important	25	34%
Not at all important	11	15%
Total count	74	100%

(BD15) Improving worker productivity

Very important	48	65%
Somewhat important	18	24%
Not at all important	8	11%
Total count	74	100%

(BD15) ISO9000/14000 or HACCP standards

Very important	10	42%
Somewhat important	8	33%
Not at all important	6	25%
Total count	24	100%

(BD15) Industry/professional standards

Very important	27	64%
Somewhat important	8	19%
Not at all important	7	17%
Total count	42	100%

(BD15) Availability of labour

Very important	56	62%
Somewhat important	27	30%
Not at all important	7	8%
Total count	90	100%

(BD15) Workplace health and safety

Very important	58	64%
Somewhat important	23	26%
Not at all important	9	10%
Total count	90	100%

(BD15) Workplace skill development

Very important	58	62%
Somewhat important	27	29%
Not at all important	8	9%
Total count	93	100%

(BD15) Energy costs

Very important	62	67%
Somewhat important	22	24%
Not at all important	8	9%
Total count	92	100%

(BD15) ADD18 Insurance rates

Very important	56	62%
Somewhat important	29	32%
Not at all important	5	6%
Total count	90	100%

(BD15) Water/sewer availability

Very important	40	48%
Somewhat important	25	30%
Not at all important	19	23%
Total count	84	100%

(BD15) Water/sewer costs

Very important	39	46%
Somewhat important	28	33%
Not at all important	18	21%
Total count	85	100%

(BD15) Improved customer service

Very important	68	74%
Somewhat important	19	21%
Not at all important	5	5%
Total count	92	100%

(BD15) Availability of telecommunication services

Very important	62	67%
Somewhat important	27	29%
Not at all important	4	4%
Total count	93	100%

(BD15) Exchange rate for Canadian dollar

Very important	39	51%
Somewhat important	23	30%
Not at all important	15	19%
Total count	77	100%

(BD15) Resolution of cross boarder issues

Very important	29	40%
Somewhat important	18	25%
Not at all important	25	35%
Total count	72	100%

(BD15) Accessing capital

Very important	43	52%
Somewhat important	26	32%
Not at all important	13	16%
Total count	82	100%

(BD15) Business planning

Very important	58	64%
Somewhat important	29	32%
Not at all important	3	3%
Total count	90	100%

(BD15) Strategic marketing

Very important	55	60%
Somewhat important	30	33%
Not at all important	6	7%
Total count	91	100%

(BD15) Other competitive factors

Very important	7	100%
Somewhat important	0	0%
Not at all important	0	0%
Total count	7	100%

(BD16) Does the business import products or services from outside the municipality

Yes	80	80%
No	20	20%
Total count		100 100%

(BD16) Does the business import products or services from outside Ontario but within Canada

Yes	56	56%
No	44	44%
Total count		100 100%

(BD16) Does the business import products or services from outside Canada

Yes	41	41%
No	59	59%
Total count		100 100%

(BD17) What products or services would you like to purchase locally that are now being purchased outside of the area?

Heavy equipment (and parts)	2	4%
Canoes	1	2%
Boats & motors	1	2%
Bear stands	1	2%
Skilled trades people	1	2%
Office supplies & equipment	21	38%
Health care supplies	1	2%
Nutritional supplements	1	2%
Computer services	2	4%
Computer hardware	6	11%
Local produce	1	2%
Retail supplies	2	4%
Professional upholster	1	2%
Accounting services	1	2%
Food warehouse	2	4%
Locally manufactured furniture	1	2%
Bulk fuel & oil	3	6%

Large cube trucks	1	2%
Safety supplies	1	2%
Shoes	1	2%
Clothing	1	2%
Electrical cable	1	2%
Uniforms	1	2%

(BD18a) Do you participate in a product and / or service buyer-supplier network

Yes	37	37%
No	63	63%
Total count		100 100%

(BD18b) Would a product and/or service buyer-supplier network be of benefit to your business

Yes	61	61%
No	39	39%
Total count		100 100%

(BD18c) Is there a concentration of firms in your area that could provide complimentary products or services

Yes	33	33%
No	67	67%
Total count		100 100%

Business Development - Markets

(MA1) Interested in pursuing any of the following with other businesses

Joint product purchasing	19	28%
Joint marketing	38	57%
Collaboration/networking/information	48	72%
Other	4	6%
None	5	7%

Note: 67 total companies responded for to the above question

(MA2) What is the approximate percentage of the business CURRENT total dollar sales in each of the following markets

Sales within Canada	<u>95%</u>
Sales within the U.S	<u>5%</u>
Sales within Europe	<u>0%</u>
Sales within Asia	<u>0%</u>
Sales in Other areas	<u>0%</u>

(MA2) What is the approximate percentage of the business total dollar sales 3 YEARS AGO in each of the following markets

Sales within Canada	<u>95%</u>
Sales within the U.S	<u>5%</u>
Sales within Europe	<u>0%</u>
Sales within Asia	<u>0%</u>
Sales in Other areas	<u>0%</u>

(MA3) What is the approximate percentage of the business CURRENT total dollar sales from each of the following markets within Canada

Sales within the area	<u>78%</u>
Sales outside area, but in Ontario	<u>18%</u>
Sales outside Ontario, but in Canada	<u>5%</u>

(MA3) What is the approximate percentage of the business total dollar sales 3 YEARS AGO from each of the following markets within Canada

Sales within the area	<u>78%</u>
Sales outside area, but in Ontario	<u>17%</u>
Sales outside Ontario, but in Canada	<u>5%</u>

(MA4) How are you responding to these changes in sales?

Increase price of products / services	1	4%
Reserve capital for the future	1	4%
Increase or decrease distribution depending on where sales are coming from	4	15%
Offer better customer service and products to existing customers	2	7%
Increase product line / focus on profitable product lines	5	19%
Becoming more innovative	1	4%
Use of technology to reach markets (i.e. e-commerce)	2	7%
Entering new markets / "niche" markets	3	11%
Change in business plan	1	4%
Increase sales through expansion	2	7%
Allowing market trends to determine retail sales	1	4%
Increasing marketing efforts / change marketing strategy	3	11%
Not responding since change is beyond the control of the business	1	4%

(MA5) To which countries do you export most of you products and services? If more than three, please tell me the top three. If USA only, indicate the specific states.

Top Countries		
U.S.	11	79%
Peru	1	7%
Chile	2	14%
Total	14	100%
Key U.S. States		
Washington	1	9%
New York	1	9%
California	1	9%
Michigan	3	27%
Okalahoma	1	9%
North Carolina	1	9%
Alaska	1	9%
Illinois	1	9%
Pennsylvania	1	9%
Florida	1	9%
Total	12	100%

(MA6) During the past 3 years, what has been your total dollar sales trend at this location

Increased	56	57%
Decreased	9	9%
Uneven sales pattern	15	15%
Same/no significant change	19	19%
Total count	99	100%

(MA7) What are your expectations for next years total dollar sales compared to last year

Higher	56	56%
Lower	10	10%
Same	27	27%
Not sure	7	7%
Total count	100	100%

Please Explain

Higher		
Better reputation / more word of mouth advertising	1	3%
Optimistic about sales / expansion	11	30%
Comment – Difficult to project because costs of operation are difficult to predict (energy / insurance costs)	1	3%
Customers have bigger budgets / more disposable income	1	3%
Higher sales due to management effectiveness	2	5%
Increase in customer base	2	5%
Expanding into new markets	2	5%
Staff become more effective / efficient	1	3%
Investment in new equipment	1	3%
New development within the city helping business	1	3%
Economic climate improving	1	3%
Positive change in demographics (more retirees)	1	3%
New business that is still growing	1	3%
Lower		
Higher than expected sales last year	1	3%
Increase in competition / new competition	2	5%
Decreasing sales	1	3%
Canadian dollar too strong	1	3%
Same		
Operating at full capacity	1	3%
Insignificant change in sales	2	5%
Will not increase unless community has a 'positive change' (change in city admin.)	1	3%
Not Sure		
Volatile market	2	5%

(MA8) Is the competition in your market...

Increasing	33	33%
Decreasing	10	10%
Staying the same	57	57%
Total count	100	100%

(MA9) Is your market share...

Increasing	43	43%
Decreasing	7	7%
Staying the same	50	50%
Total count	100	100%

(MA10) Do you receive market research and/or trend information regarding your sector from the following

Industry/sector/association newsletters	54	57%
Industry/sector/association website	43	45%
Government publications	34	36%
Government websites	28	29%
ADD19 Email lists	26	27%
Consultants	21	22%
Trade shows	34	36%
Economic Development Office	6	6%
Business networking	33	35%
Suppliers	58	61%
Other information source	21	22%

Note: 95 total companies responded to the above question

(MA11) How do you identify your customers needs

Customer surveys	26	26%
Customer comment cards	19	19%
Informal customer contact	91	91%
Customer complaints	60	60%
Customer database management	20	20%
Sales calls	37	37%

Trade or industry publications	35	35%
Marketing publications	25	25%
Electronic communications (Internet, web page)	37	37%
Other ways	7	7%

Note: 100 total companies responded to the above question

(MA12) How do you market your products/services - within Ontario/Canada

Internet	42	43%
Flyers/Brochures	55	57%
Trade Show Attendance	34	35%
General Publications	57	59%
Distributor	12	12%
Sponsorship of events	57	59%
Business cards	85	88%
Other ways	43	44%

Note: 97 total companies responded to the above question

(MA12) How do you market your products/services - Outside Canada

Internet	9	100%
Flyers/Brochures	7	78%
Trade Show Attendance	4	44%
General Publications	3	33%
Distributor	2	22%
Sponsorship of events	2	22%
Business cards	6	67%
Other ways	2	22%

Note: 9 total companies responded to the above question

Business Development – Financial

(F1) Past 3 years, identify financial/lending sources: Investigated

Bank	55	75%
Trust Company	3	4%
Credit Union	7	10%
Community Futures Development Corporation	10	14%
Business Development Bank of Canada	9	12%
Private	11	15%
ADD20 ELNOS	16	22%
Venture Capitalists	1	1%
Other	29	40%

Note: 73 total companies responded to the above question

(F1) Past 3 years, identify financial/lending sources: Secured

Bank	42	66%
Trust Company	0	0%
Credit Union	3	5%
Community Futures Development Corporation	6	9%
Business Development Bank of Canada	4	6%
Private	11	17%
ADD20 ELNOS	13	20%
Venture Capitalists	0	0%
Other	22	34%

Note: 64 total companies responded to the above question

(F1) Past 3 years, identify financial/lending sources: Use for Operations

Bank	76	80%
Trust Company	2	2%
Credit Union	11	12%
Community Futures Development Corporation	5	5%
Business Development Bank of Canada	4	4%
Private	8	8%
ADD20 ELNOS	14	15%
Venture Capitalists	0	0%
Other	21	22%

Note: 95 total companies responded to the above question

(F1) Past 3 years, identify financial/lending sources: Use for Expansion

Bank	12	40%
Trust Company	0	0%
Credit Union	1	3%
Community Futures Development Corporation	2	7%
Business Development Bank of Canada	1	3%
Private	4	13%
ADD20 ELNOS	11	37%
Venture Capitalists	0	0%
Other	17	57%

Note: 30 total companies responded to the above question

(F2a) How far in advance do you plan your financial performance

Not at all	11	11%
Daily	2	2%
Weekly	4	4%
Monthly	14	14%
Quarterly	12	12%
Yearly	52	52%
2 years	0	0%
3 years	3	3%
4 years	0	0%
5 years	2	2%
Total count	100	100%

(F2b) How often do you review your financial plan against your actual performance

Not at all	11	11%
Daily	9	9%
Weekly	20	20%
Monthly	30	30%
Quarterly	14	14%
Yearly	15	15%
2 years	0	0%
3 years	1	1%
4 years	0	0%
5 years	0	0%
Total count	100	100%

(F2c) Would you like information related to financial planning

Request information	7	23%
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Note: 31 total companies responded to the above question

(F2c) Would you like assistance related to financial planning

Request Assistance	0	0%
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Note: 22 total companies responded to the above question

Workforce Development

(WD1) During the past 3 years, has the number of employees in this business...

Increased	38	38%
Decreased	14	14%
Remain same	47	47%
Don't know	1	1%
Total count	100	100%

(WD2) What factors are responsible for this change

Business did not exist before	2	4%
Technological changes in your business	6	12%
Increase or decrease in market competition	14	27%
Management effectiveness	12	24%
Corporate decision or policies	6	12%
More or less subcontracting	2	4%
Renovation or expansion	9	18%
Increase or decrease in sales	32	63%
New products or services introduced	13	25%
Entered new market	3	6%
Increase or decrease in market share	14	27%
Contracts/outourcing	2	4%
Other	7	14%

Note: 51 total companies responded to the above question

(WD3) During the next 3 years, do you think the number of employees in this business will...

Increased	42	42%
Decreased	4	4%
Remain same	48	48%
Don't know	6	6%
Total count	100	100%

(WD4) What factors will be responsible for this change

Technological changes in your business	9	20%
Increase or decrease in market competition	14	30%
Management effectiveness	16	35%
Corporate decision or policies	10	22%
More or less subcontracting	4	9%
Renovation or expansion	15	33%
Increase or decrease in sales	32	70%
New products or services introduced	22	48%
Entered new market	14	30%
Increase or decrease in market share	18	39%
Contracts/outsourcing	4	9%
Other	1	2%

Note: 46 total companies responded to the above question

(WD5) How do you rate the availability of workers in this area for your business needs

Excellent	4	4%
Good	25	26%
Fair	30	31%
Poor	39	40%
Total count	98	100%

(WD5) Explain

Good workers are not available	1	2%
People unwilling to work	8	17%
Limited workers with specialized skills	21	45%
Understand availability is poor, therefore working on employee retention	1	2%
Lack of potential to recruit qualified people	1	2%
Lack of basic skills	3	6%
Wages are low	1	2%
Understand business and I need to train employees in house	1	2%
Unskilled labour hard to find	3	6%
The location of the city makes it difficult to recruit employees	2	4%
Can't give employees enough hours	1	2%
Government programs deterring people from	1	2%

working		
We need to work on ethics training	1	2%
There are many people looking for work	1	2%
Better training programs needed	1	2%

(WD6) How do you rate the quality of the workforce in this area for your business needs

Excellent	3	3%
Good	32	33%
Fair	35	36%
Poor	28	29%
Total count	98	100%

(WD6) Explain

Many people on assistance who don't want to work	5	14%
Not qualified for the job / does not have specialized skill set	13	37%
Must spend time & investment in training new employees	3	9%
Lack of ambition	3	9%
Poor work ethic	5	14%
Lack of basic skills	3	9%
Lack of training opportunities	2	6%
Increased wages could help to attract more qualified employees	1	3%

(WD7) How do you rate the stability of the workforce in the area for your business needs

Excellent	7	7%
Good	40	41%
Fair	31	32%
Poor	20	20%
Total count	98	100%

(WD7) Explain

Negative		
Decreasing stability of the workforce	1	5%
Skilled workers are transient	3	14%
Lack of full time work in the community	4	19%
People who are here want to be here	1	5%
Lack of jobs elsewhere	1	5%
Good student workers move on to further education	1	5%
Lack of training opportunities for employees	2	10%
Employees move on due to better wages	2	10%
People would rather be on assistance vs. working	3	14%
Stability poor due to the fact the business is seasonal	1	5%
Poor stability due to the quality of employees	1	5%
Positive		
Stability of the workforce is increasing	1	5%

(WD8) What are the CURRENT TYPE of employee needs of your business

Skilled trades	31	33%
Unskilled trades	21	22%
Industry specialists	4	4%
Manufacturing technology	0	0%
Computer technology/programming	4	4%
Environmental technology/management	1	1%
Electronic engineering	0	0%
Clerical	0	0%
Sales	11	12%
Business Administration	11	12%
Product development	0	0%
Market development	1	1%
Other business needs	8	8%
Apprenticeship	7	7%

Note: 95 total companies responded to the above question

(WD8) What are the CURRENT NUMBER of employee needs of your business

Skilled trades	24	39%
Unskilled trades	16	26%
Industry specialists	5	8%
Manufacturing technology	0	0%
Computer technology/programming	1	2%
Environmental technology/management	3	5%
Electronic engineering	0	0%
Clerical	0	0%
Sales	5	8%
Business Administration	1	2%
Product development	0	0%
Market development	0	0%
Other business needs	3	5%
Apprenticeship	4	6%
Total employees needed	62	100%

(WD8) What are the 3 YEAR PROJECTED NUMBER of employee needs of your business

Skilled trades	61	29%
Unskilled trades	84	41%
Industry specialists	3	1%
Manufacturing technology	0	0%
Computer technology/programming	6	3%
Environmental technology/management	5	2%
Electronic engineering	0	0%
Clerical	0	0%
Sales	19	9%
Business Administration	11	5%
Product development	0	0%
Market development	1	0%
Other business needs	12	6%
Apprenticeship	5	2%
Total employees needed	207	100%

What is the CHANGE between CURRENT and PROJECTED Number of employees

Skilled trades	37
Unskilled trades	68
Industry specialists	-2
Manufacturing technology	0
Computer technology/programming	5
Environmental technology/management	2
Electronic engineering	0
Clerical	0
Sales	14
Business Administration	10
Product development	0
Market development	1
Other business needs	9
Apprenticeship	1
Total Change in Employees	145

(WD9) Are you able to recruit sufficient qualified employees for this location

Yes	56	57%
No	43	43%
Total count	99	100%

(WD10) What specific skills or qualifications do you have difficulty in recruiting for your business?

Trained technicians (automotive) / small engine mechanics	3	6%
People with a strong work ethic	6	12%
Certified travel agents	1	2%
Qualified trades people (Electrician, Plumber, Gas-fitters, Pressman, Carpenter)	9	18%
People knowledgeable of automotive and heavy equipment	1	2%
People knowledgeable of electronics	1	2%
Funeral director	1	2%
Home / commercial renovation	1	2%

People with common sense / responsible behavior	2	4%
Environmental Engineers	1	1%
Sales staff	3	6%
Heavy equipment operators	2	4%
Information technology skills	2	4%
Financial advisors	1	2%
Drivers with appropriate licenses	1	2%
Certified appraiser	1	2%
Cooks and Servers	4	8%
Hairstylists	1	2%
Qualified artistic & teaching personnel	1	2%
Bilingual skills	1	2%
Hygienist technician	1	2%
Technician for medical appliances / health assistant products	1	2%
Chiropractors, massage & physio therapists	1	2%
Alternative health (registered)	1	2%
Unskilled labour	2	4%
No one currently needed	1	2%

(WD11) Are the recruitment problems limited to...

Community	32	82%
Industry Sector	23	59%
Total count	39	100%

(WD12a) Does this business have difficulty retaining employees

Yes	16	16%
No	83	84%
Total count	99	100%

(WD12b) What are the reasons for these difficulties

Wages	6	38%
Competition	1	6%
Seasonal	5	31%
Other	8	50%
Total count	16	100%

(WD12c) Would you like information on employee retention strategies

Yes	5	36%
No	9	64%
Total count	14	100%

Does your workforce need to improve skills in any of the following areas

(WD13) Reading

Yes	15	15%
No	83	85%
Total count	98	100%

(WD13) Numeracy

Yes	14	14%
No	84	86%
Total count	98	100%

(WD13) Oral communication

Yes	30	31%
No	68	69%
Total count	98	100%

(WD13) Written communication

Yes	20	21%
No	77	79%
Total count	97	100%

(WD13) Supervisory

Yes	22	23%
No	74	77%
Total count	96	100%

(WD13) Computer software

Yes	38	39%
No	59	61%
Total count	97	100%

(WD13) Computer hardware

Yes	23	24%
No	74	76%
Total count	97	100%

(WD13) Sales and marketing

Yes	34	35%
No	63	65%
Total count	97	100%

(WD13) Financial management

Yes	17	17%
No	81	83%
Total count	98	100%

(WD13) Customer service

Yes	48	49%
No	50	51%
Total count	98	100%

(WD13) Working with others

Yes	30	31%
No	67	69%
Total count	97	100%

(WD13) Health and safety

Yes	27	28%
No	71	72%
Total count	98	100%

(WD13) Quality assurance

Yes	27	28%
No	70	72%
Total count	97	100%

(WD13) Other skills need improved

Yes	4	100%
No	0	0%
Total count	4	100%

(WD14) Where do your employees receive training

Local community college	7	7%
Distance education	8	8%
In-house	82	83%
Customized training	39	39%
University	4	4%

Note: 99 total companies responded to the above question

(WD15) What are the most significant barriers to your employees receiving the necessary training

Cost	41	58%
Awareness of existing training programs	16	23%
Awareness of training support programs	16	23%
Relevant training is not offered at community college	15	21%
Distance to training facility	39	55%
Availability of training locally	45	63%
Unable to release employees	19	27%
Losing trained employees to other businesses	18	25%
Awareness of legislated training	8	11%
Loss of productivity during training period	29	41%
Other barriers	3	4%

Note: 71 total companies responded to the above question

(WD16a) Would a mentoring program benefit the businesses in this community

Yes	46	46%
No	28	28%
Not sure	25	25%
Total count	99	100%

(WD16b) Would your business benefit from a mentoring program in any one of the following areas

Business planning	23	52%
Marketing	27	61%
Financial	22	50%
Technical	21	48%
Human resources	20	45%
Production	14	32%
Logistics (distribution)	11	25%
Other area	7	16%

Note: 44 total companies responded to the above question

(WD16c) Would you or your company be willing to participate as a mentor in a mentoring program

Business planning	18	60%
Marketing	16	53%
Financial	9	30%
Technical	11	37%
Human resources	12	40%
Production	9	30%
Logistics (distribution)	5	17%
Other area	7	23%

Note: 30 total companies responded to the above question

Local Community

(LC1a) Do you know of a business that would have an interest in locating in this community

Yes	11	11%
No	89	89%
Total count		100 100%

(LC1b) Would you be willing to provide the contact information for business

Yes	4	36%
No	7	64%
Total count		11 100%

(LC1c) Would you be willing to contact this company on behalf of our community

Yes	6	86%
No	1	14%
Total count		7 100%

(LC2) Interest in participating in a Business Ambassador program for this community

Yes	50	51%
No	49	49%
Total count		99 100%

(ADD1) Are you satisfied with the availability of products in our community?

Yes	47	47%
No	52	52%
No comment	1	1%
Total count		100 100%

(ADD2) Please explain?

Office Supplies	12	21%
Shoe store	5	9%
Paint supplies	1	2%
Need to improve the retail gaps	17	30%

Vehicle parts	2	3.5%
Clothing store	4	7%
Understand the concept of supply & demand	2	3.5%
More fast food restaurants	1	2%
Shortage of lodging	1	2%
Vehicle rentals	1	2%
Poor customer service	1	2%
Lack of distributors/increased shipping costs/increased prices	1	2%
Products not always available	1	2%
Cost of products	1	2%
The necessities are available	1	2%
Able to purchase everything locally	1	2%
Local product are not available at competitive prices	3	5%
Need computer products	1	2%
Need for qualified computer technicians	1	2%

(LC3) Which new suppliers of products or services would you like to see added to this community

Big box Stores (Wal-Mart, Target, Giant Tiger, bigger Canadian Tire, etc...)	7	6.5%
Boutique / stores geared towards tourists	1	1%
Shoe store / shoe repair store	12	11%
Retail stores	3	3%
Technical services store	1	1%
IT support / printer / computer hardware store	6	5.5%
Copier / Cash register services	1	1%
Pest control services	1	1%
Repair Work services (plumber, electrician, etc...)	3	3%
Office supply store	18	16%
Truck rental agency	1	1%
Women's clothing store	5	5%
Men's clothing store / Work clothing	7	6.5%
Children's clothing store	6	5.5%
Telecommunication supplies	1	1%
More fast food restaurants (i.e. Taco Bell, etc...)	2	2%

Fresh bakery / chocolate store	2	2%
Hardware store	2	2%
Would like new No Frills store to be finished soon	1	1%
Chiropractor supplies	1	1%
First-class restaurant	2	2%
More manufacturing businesses	2	2%
Architect	2	2%
Accounting services	1	1%
Youth oriented retail stores & services	1	1%
More gas stations / full service / open 24 hrs	4	4%
Food services supply company / repair company	1	1%
Book store	1	1%
Tire supplier	1	1%
Windshield repair services	1	1%
Praxair services	1	1%
Wholesalers	1	1%
Would like to see mine property used for other uses	1	1%
Automotive parts supplier	1	1%
Specialists (medical)	2	2%
Local College	1	1%
More Lodging	1	1%
Hot tub & pool store	1	1%
Boat / motor store	1	1%
Specialty building / plumbing / electrical supplies	2	2%
More paint needed to be kept in stock	1	1%
Non North American car dealership	1	1%

(ADD3) Are you satisfied with the hours of operation of our local businesses?

Yes	52	52%
No	46	46%
No comment	2	2%

Total count 100 100%

(ADD4) Please explain

Working people can't shop during the week	17	28%
Businesses need better weekend hours	6	10%
Hardware store close at noon on Saturday	26	44%
Optician not open on the weekend	1	2%
Businesses closing for lunch	2	3%
Able to shop within existing store hours	1	2%
Evening shopping at the mall see limited traffic	1	2%
No customized service	1	2%
More hours of operations = more cost	1	2%
Businesses hours of operations match our target market	1	2%
The community needs a 24 hour gas station	1	2%

(LC4a) Does the local community have an economic development plan

Yes	66	67%
No	9	9%
Don't know	24	24%
Total count	99	100%

(LC4b) Is this plan being effectively implemented

Yes	26	40%
No	11	17%
Don't know	28	43%
Total count	65	100%

(ADD5) Over the last several years there has been a marked increase in the number of events in the City. Have these events had a positive or negative impact on your business?

Positive	47	47
Negative	5	5
No impact observed	46	46
No comment	2	2
Total count	100	100%

(ADD6) Please explain

Positive		
Events promote the city	1	2%
Events increase business	13	28%
Events help tourist operators / restaurants / hotels	2	2%
Events attract tourists / visitors, brings back former residents	6	13%
Creates activity on business website	1	2%
High school reunion (50 th) had big impact	4	9%
Comment – Bring in more events	2	4%
Negative		
Events have a negative impact on downtown businesses	3	7%
NorDev doesn't partner with other businesses	1	2%
Events create staffing problems	1	2%
Poor planning of events negatively impacts businesses	4	9%
Events decrease traffic flow in the mall, and therefore impacts profits	1	2%
No Impact		
Dog sled races does not increase restaurant or accommodation activity	2	4%
Sporting events have little impact	1	2%
Events have no impact on business	4	9%

(ADD7) Were you aware of these events in time to take better advantage of them?

Yes	73	73%
No	12	12%
Sometimes	1	1
No comment	14	14%

Total count 100 100%

(ADD8) Would you be interested in information on how to take better advantage of these opportunities?

Yes	39	39%
No	49	49%
No comment	12	12%
Total count		100 100%

(ADD9) Does non-profit competition impact your business positively or negatively?

Positive	5	5%
Negative	21	21%
No Impact observed	69	69%
No comment	5	5%
Total count		100 100%

(ADD10) Please explain

Non profit organizations forcing lower prices	2	12%
All competition is good for business	1	6%
Elliot Lake Retirement Living / NorDev	9	53%
Local businesses don't want more competition (protectionism ideology)	1	6%
Underground economy has an effect on business	1	6%
There is no non profit competition in my industry	1	6%
There is a movement from retail space to home based businesses	1	6%
Non profit organizations increase sales	1	6%
Government organizations are not willing to work with private businesses	1	6%
Development of the ATV and snowmobile trails have a positive impact on my business	1	6%

(ADD11) Do the local demographics have a positive or negative impact on your business?

Positive	38	38%
Negative	28	28%
No impact observed	31	31%
No comment	3	3%

Total count 100 100%

(ADD12) Please explain

People from Southern Ontario view things differently	2	6%
Everything is becoming about servicing retirees and cottager's	8	22%
Changing demographics of our city will make it difficult for those on social assistance and fixed incomes	2	6%
We are missing middle aged people	8	22%
Seniors have less disposable income	4	11%
Aging population will require more health care	3	8%
Elliot Lake is a senior's community	1	3%
Concerned with the age of a potential employee	1	3%
There is a need for high incomes	3	8%
Too many low income seniors	1	3%
Retirees are relocating to our community	1	3%
Concerned with the age of our population	1	3%

(ADD13) Do you think it is important for all businesses, including home-based businesses, to register with the City as part of a business standards programme?

Yes	77	77%
No	20	20%
No comment	3	3%

Total count 100 100%

(LC5) Does the local municipality take an adequate role in business and economic development

Yes	41	41%
No	36	36%
Unaware of what is being done	23	23%
Total count	100	100%

(LC5) Elaborate

Disclosure of business plan is not open to the public	1	6%
City is concentrating on tourism only	1	6%
The BR+E program is important to the local business climate and would like to see it continue	1	6%
Local municipality stunts growth in this community	1	6%
Issue with the way Elliot Lake Retirement Living was awarded the golf course	3	18%
Need to increase our population	1	3%
There appears to be no plan	1	3%
There is no initiative to create good paying jobs	1	3%
No assistance from the community	1	3%
Municipality is self serving	1	3%
Review economic development plan	1	6%
Attract new business	1	6%
Inconsistency in the rules about starting or running a business	1	6%
City hall must review the way that non profit organizations operate within our business community	1	6%

(LC6) List the community's advantages as a place to do business.

Ability to work from home	2	1%
Close to sources of raw material	2	1%
Good for word of mouth advertising	2	1%
Good tourist destination	5	3%
Good retirement area	1	0.5%
Low costs (building, housing, living, labour)	36	19%
Availability of land for expansion	2	1%

Availability of skilled labour	1	0.5%
Good infrastructure	5	2.5%
Excellent quality of life	39	21%
Good location	12	6.5%
Good schools	3	1.5%
Size of local community / size of markets	7	4%
Good local events	2	1%
Proactive community	3	1.5%
Little competition	7	4%
Access to financial resources (ELNOS, CFDC)	5	3%
Demographics have a positive impact on business (i.e. retirees)	11	6%
Isolation / travel distance dissuades out of town shopping	6	3.5%
Small town size is a benefit	10	6%
Cottage lot development	1	0.5%
Good overall local business climate	2	1%
Good hospital / medical services	3	1.5%
Potential for growth	1	0.5%
Layout of the city	3	1.5%
Good amenities / services	2	1%
Ability to know customers well (due to the city's small size)	4	2%
Loyal customers	1	0.5%
Good overall economy	3	1.5%
Good transportation services	1	0.5%
Good overall labour market	1	0.5%
Good municipal planning / foresight	3	1.5%
Community ability to survive (closing of the mines)	1	0.5%
Happy with current business location	1	0.5%
NorDev marketing	1	0.5%
Under serviced markets	1	0.5%
Community has a mall	1	0.5%
Increasing population	2	1%
Availability of rental space	4	2%
Stable community	1	0.5%
Presence of first nations clientele	1	0.5%

(LC7) List 3 of the community's disadvantages as a place to do business?

Distance to other communities / highway	40	23%
High number of social assistance recipients	1	.5%
Youth out migration	2	1%
Elliot Lake Retirement Living is a problem	1	.5%
Too much competition	2	1%
We need more industrial land	6	3.5%
Taxes are too high	14	8%
Issues with council, municipal leadership, and municipal employees	8	5%
Lack of opportunities for new business	9	5.5%
Poor water quality	1	.5%
Current demographics	5	3%
Poor workforce, Lack of skilled & Unskilled	5	3%
Lack of employment in town	4	2.5%
Lack of advertising of local events	2	1%
Large number of low fixed income seniors	5	3%
High cost of transportation	12	7%
Size of the market/limited customers	4	2.5%
Lack of services	10	6%
Lack of stores	5	3%
Increasing competition from out of town	2	1%
Image of the city	3	2%
Poor signage	2	1%
Poor business cooperation	3	2%
Home based business competition	2	1%
Public transit needs improving	1	.5%
Poor overall local economy	2	1%
Lack of new commercial real estate	4	2.5%
Lack of training facilities	1	.5%
Poor roads	3	2%
By-laws preventing ATV's & snowmobiles access to local businesses	2	1%
Layout of the city	1	.5%
Poor city planning	1	.5%
Population	2	1%
Bus tours taking shoppers out of town	1	.5%
High cost of living	2	1%
Closed minded businesses	1	.5%

Poor economic stability	1	.5%
Aging population	1	.5%
No storage facilities left in town	1	.5%
Lack of employees	1	.5%
No post secondary education available	1	.5%
Old boys club	1	.5%

(LC8) What other comments about this community as a place in which to do business would you like to raise?

Remove the protectionism atmosphere from the community	1	2.5%
Change the attitude toward Elliot Lake being only a retirement community	1	2.5%
Need to attract people with more disposable income	1	2.5%
Need more resources for business attraction	2	5%
Lack of interest in new business start ups	1	2.5%
Can be successful in business if you work hard at it	2	5%
Local businesses need support	1	2.5%
Need jobs that will attract young people	1	2.5%
Small town, hard to keep everyone happy	3	8%
Need to put a stop to loitering	1	2.5%
Like to see an economic plan to please everyone	1	2.5%
Buy local shopping campaign	2	5%
Economic tourism development	1	2.5%
Loosen business standards	1	2.5%
ELNOS management needs to improve	1	2.5%
The businesses are not community minded enough	1	2.5%
Too much focus on negativity	1	2.5%
Need for more multi businesses	1	2.5%
Improve the industrial parks	1	2.5%
Build a highway from Chapleau to the 108	1	2.5%
Address non profit competition	1	2.5%
Cost of fuel	1	2.5%
No transit to either industrial park	1	2.5%
Elliot Lake is a beautiful community	1	2.5%

Businesses need to improve customer service	1	2.5%
Raise the standards of local businesses	1	2.5%
City spends money foolishly	1	2.5%
Not enough services for the seniors	1	2.5%
Enforcement of by-laws regarding building appearances	1	2.5%
Create a fair playing field for businesses	1	2.5%
Develop parameters in which Elliot Lake Retirement Living must work within	1	2.5%
Review garbage dump management	1	2.5%
Believe in Elliot Lake as a place in which to do business	1	2.5%
People can't depend on Elliot Lake Retirement Living only	1	2.5%

(LC9) Availability of skilled labour

Excellent	3	3%
Good	25	25%
Fair	30	30%
Poor	41	41%
Total count	99	100%

(LC9) Labour costs

Excellent	10	10%
Good	49	49%
Fair	33	33%
Poor	7	7%
Total count	99	100%

(LC9) Transportation costs

Excellent	2	2%
Good	21	22%
Fair	45	47%
Poor	27	28%
Total count	95	100%

(LC9) Availability of transportation

Excellent	3	3%
Good	48	49%
Fair	33	34%
Poor	13	13%
Total count	97	100%

(LC9) Availability of appropriately zoned land

Excellent	1	1%
Good	27	33%
Fair	29	36%
Poor	24	30%
Total count	81	100%

(LC9) Land costs

Excellent	8	9%
Good	44	52%
Fair	26	31%
Poor	7	8%
Total count	85	100%

(LC9) Cost of construction

Excellent	2	2%
Good	32	36%
Fair	42	48%
Poor	12	14%
Total count	88	100%

(LC9) Cost of leasing space

Excellent	3	4%
Good	32	40%
Fair	35	44%
Poor	10	13%
Total count	80	100%

(LC9) Local permit process

Excellent	2	2%
Good	38	46%
Fair	30	37%
Poor	12	15%
Total count	82	100%

(LC9) Availability of utilities

Excellent	21	22%
Good	50	52%
Fair	19	20%
Poor	6	6%
Total count	96	100%

(LC9) Access to markets/ customers /clients

Excellent	15	16%
Good	44	46%
Fair	33	35%
Poor	3	3%
Total count	95	100%

(LC9) Access to Suppliers

Excellent	1	1%
Good	47	49%
Fair	37	39%
Poor	11	11%
Total count	96	100%

(LC9) Municipal taxes

Excellent	1	1%
Good	18	19%
Fair	43	46%
Poor	32	34%
Total count	94	100%

(LC9) Quality of life

Excellent	69	69%
Good	26	26%
Fair	5	5%
Poor	0	0%
Total count	100	100%

(LC9) Water and sewer capacity

Excellent	42	43%
Good	47	48%
Fair	5	5%
Poor	3	3%
Total count	97	100%

(LC9) Development charges

Excellent	2	3%
Good	25	40%
Fair	35	56%
Poor	1	2%
Total count	63	100%

(LC9) Support from municipality

Excellent	8	9%
Good	38	40%
Fair	26	28%
Poor	22	23%
Total count	94	100%

(LC9) Support from local business

Excellent	10	10%
Good	54	56%
Fair	23	24%
Poor	10	10%
Total count	97	100%

(LC9) Support from local residents

Excellent	21	22%
Good	52	54%
Fair	20	21%
Poor	4	4%
Total count	97	100%

(LC9) Municipal by-laws

Excellent	5	5%
Good	37	40%
Fair	33	35%
Poor	18	19%
Total count	93	100%

(LC9) Telecommunication infrastructure capacity

Excellent	30	31%
Good	54	55%
Fair	9	9%
Poor	5	5%
Total count	98	100%

(LC9) Size of local market

Excellent	5	5%
Good	36	38%
Fair	38	40%
Poor	15	16%
Total count	94	100%

(LC9) Access to research and development

Excellent	5	6%
Good	23	28%
Fair	28	34%
Poor	27	33%
Total count	83	100%

(LC9) Access to training facilities

Excellent	1	1%
Good	6	7%
Fair	27	29%
Poor	58	63%
Total count	92	100%

(LC10) Describe how local business associations and/or economic development offices could assist your business sector

Marketing seminars	39	45%
Access to capital seminars	25	29%
Trade shows	46	53%
Business networking sessions	39	45%
Export development programs and services	9	10%
Joint advertising and marketing	49	57%
Attraction of related supply/service businesses	30	35%
Workforce planning / employee training /attraction	41	48%
ID of opportunities for shared use of buildings	26	30%
Productivity improvement workshops	37	43%
Website development	36	42%
E-marketing	32	37%
Other	7	8%

Note: 86 total companies responded to the above question

(ADD22) Is there anything else that we have not asked you about that we need to know?

We need to decrease the amount of red tape for businesses	1	8%
Continue marketing the city	1	8%
We need to improve city council	1	8%
We need to better plan festivals so that businesses are not forced to close during regular hours of operation	1	8%
Create a shop local campaign	1	8%
Youth retention program	1	8%
Youth attraction program	1	8%

Proactive business recruitment	1	8%
We need to utilize the expertise within the community	1	8%
Need a strong chamber	1	8%
More environmental protection	1	8%
Small business organizations do not have the services required to help business	1	8%

Tourism

(T1a) Which of the following best describes your tourism business

Accommodation only	0	0%
Accommodation and food services	3	60%
Food services only	0	0%
Attraction	0	0%
Tour guide	0	0%
Retail Travel Agency	0	0%
Wholesale Tour Operator	0	0%
Other	2	40%

Note: 5 total companies responded to the above question

(T1b) Where is your business located

Downtown	1	20%
Highway/commercial area	1	20%
Outlying village	0	0%
Outlying non-urban area	3	60%
Total count	5	100%

(T1c) What time of year is your business open

Year round	3	60%
Summer only	1	20%
Winter only	0	0%
Spring summer and fall	1	20%
Other	0	0%
Total count	5	100%

(T2a) Which of the following best describes the current tourism industry in you area

Year round tourism/visitor traffic	4	80%
Summer only tourism/visitor traffic	1	20%
Winter only tourism/visitor traffic	0	0%
Mostly summer but some off-season traffic	0	0%
Total count	5	100%

(T2b) Does your tourism business have the potential to expand into either of the identified areas

Shoulder reasons	0	0%
Year round	0	0%
Total count	0	0%

(T3) Is this a good area in which to operate a tourism business

Yes	5	100%
No	0	0%
Total count	5	100%

(T4a) What are the advantages to operating a tourism business in this area?

Natural Beauty of the area	1	1%
Activities (snowmobiling, ATVing & canoeing)	1	1%
No over crowding	1	1%
Lots of potential with waterfront development	1	1%
Quality of life	1	1%
Easy access to the outdoors	1	1%
Two hours from the U.S. market	1	1%
Infrastructure of trails system in place	1	1%
Wild life	1	1%
Access to lakes	1	1%

(T4b) What are the challenges to operating a tourism business in this area?

No coordinated activities in this sector	1	14%
No coordinated marketing effort	2	28%
The impression that Elliot Lake is far away	1	14%
Not enough co-operation between competitors	1	14%
Availability to financing	1	14%
Municipal bureaucracy	2	28%
Change in demographics	1	14%

(T5) What could be done to make your community a more physically appealing tourist area

Improve signage	5	100%
Improve general appearance of roadside areas	4	80%
Provide clean, well-kept & well signed public washrooms	3	60%
Enforce property standards	4	80%
Address building in poor condition	5	100%
Enforce weed by-laws	2	40%
More and better festivals and events	4	80%
More niche market specialty shops	2	40%
More restaurants	1	20%
More entertainment facilities	2	40%
Improved tourism information centre	3	60%
Other	0	0%

Note: 5 total companies responded to the above question

(T6) What four community assets would you most like to see developed

Walking and bike trails	4	80%
Public parking	1	20%
Park and/or green space	1	20%
Public cultural facilities – libraries/museums/entertainment centres	3	60%
Sport or recreation facilities	5	100%
Farmers markets and open markets	3	60%
Waterfront access/marinas/boat landings	3	60%
Public washrooms conveniently located in the downtown	0	0%
Other	0	0%

Note: 5 total companies responded to the above question

Do you actively use tour packaging to attract clients in any of the following scenarios

(T7a) Your site/amenities only

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

(T7a) Including 1 other off-site partner

Yes	0	0%
No	3	100%
Total count		3 100%

(T7a) Including 2 or more off-site partners

Yes	0	0%
No	3	100%
Total count		3 100%

(T7b) Who handles the promotion of the packages

Self	1	100%
Self and partner	0	0%
Tour/travel agents	0	0%
Tourism association/information centre	0	0%

Note: 1 total companies responded to the above question

(T7c) Who handles the financial transactions of selling the packages

Self	1	100%
Self and partner	0	0%
Tour/travel agents	0	0%
Tourism association/information centre	0	0%

Note: 1 total companies responded to the above question

(T8) What is your relationship with the local Visitor/Tourism Information Centre

Regularly provide brochures	3	60%
Inform about product offerings and vacancies	1	20%
Little or no communications	1	20%
Total count		5 100%

(T9) Currently who would you like to see as your main target markets

Corporate	3	60%
Motor coach groups/travel trade	2	40%
Leisure travelers	3	60%

Outdoor enthusiasts/outdoor recreationalists	4	80%
Local within 100 km	4	80%
Ontario	3	60%
Quebec	3	60%
Other Provinces	3	60%
US	4	80%
Europe	1	20%
Asia	1	20%
South America	1	20%
Australia	1	20%

Note: 5 total companies responded to the above question

(T9) In the future, who would you like to see as your main target markets

Corporate	2	50%
Motor coach groups/travel trade	2	50%
Leisure travelers	2	50%
Outdoor enthusiasts/outdoor recreationalists	3	75%
Local within 100 km	3	75%
Ontario	2	50%
Quebec	2	50%
Other Provinces	2	50%
US	3	75%
Europe	1	25%
Asia	0	0%
South America	0	0%
Australia	0	0%

Note: 4 total companies responded to the above question

(T10) Do you participate in any of the following advertising campaigns

Local co-op advertising campaigns	1	50%
Regional co-op advertising campaigns	0	0%
Provincial co-op advertising campaigns (OTMP)	1	50%
National co-op advertising campaigns (CTC)	0	0%
International co-op advertising campaigns	0	0%
Other	0	0%

Note: 2 total companies responded to the above question

Rate your level of satisfaction with the following co-op advertising campaigns

(T11) Local co-op advertising

Excellent	0	0%
Good	1	50%
Fair	1	50%
Poor	0	0%
Total count	2	100%

(T11) Regional co-op advertising

Excellent	0	0%
Good	0	0%
Fair	1	100%
Poor	0	0%
Total count	1	100%

(T11) Provincial co-op advertising

Excellent	0	0%
Good	1	100%
Fair	0	0%
Poor	0	0%
Total count	1	100%

(T11) National co-op advertising

Excellent	0	0%
Good	0	0%
Fair	1	100%
Poor	0	0%
Total count	1	100%

(T11) International co-op advertising

Excellent	0	0%
Good	0	0%
Fair	1	100%
Poor	0	0%
Total count	1	100%

(T12) Where do you get your market research regarding tourism trends, market and growth opportunities

Ministry of Tourism and Recreation	3	60%
Tourism Association	1	20%
Economic Development Department	1	20%
Canadian Tourism Commission	1	20%
American Bus Association	0	0%
Ontario Motor Coach Association	0	0%
Quebec Bus Association	0	0%
Conferences	0	0%
In-House (from clients)	2	40%
Other	0	0%

Note: 5 total companies responded to the above question

(T13) Would you like additional information related to tourism market research

Yes	1	33%
No	2	67%
Total count	3	100%

(T14) Currently what is the primary products that attract visitors to the area and your business

Adventure	5	100%
Agri-tourism	0	0%
Arts and culture	3	60%
Cycling	3	60%
Culinary	0	0%
Ecotourism	2	40%
Family focus	4	80%
Food	1	20%
Fishing	4	80%
General attraction	3	60%
Guided attraction	3	60%
Heritage	2	40%
Music	4	80%
Museums	0	0%
Outdoor activities	1	20%
Performing arts	4	80%

Trails	2	40%
Snowmobiling	3	60%
ATV adventures	4	80%
Sightseeing	4	80%
Other	2	40%

Note: 5 total companies responded to the above question

(T14) 3 years into the future what do you feel will be the primary products that attract visitors to the area and your business

Adventure	4	100%
Agri-tourism	0	0%
Arts and culture	3	75%
Cycling	3	75%
Culinary	0	0%
Ecotourism	2	50%
Family focus	4	100%
Food	1	25%
Fishing	2	50%
General attraction	3	75%
Guided attraction	2	50%
Heritage	2	50%
Music	3	75%
Museums	0	0%
Outdoor activities	1	25%
Performing arts	4	100%
Trails	2	50%
Snowmobiling	2	50%
ATV adventures	3	75%
Sightseeing	3	75%
Other	2	50%

Note: 4 total companies responded to the above question

Rate your level of satisfaction with the tourism facilities in your area

(T15) Availability of public washrooms

Excellent	0	0%
Good	2	40%
Fair	2	40%
Poor	1	20%
Total count	5	100%

(T15) Condition and cleanliness of public washrooms

Excellent	0	0%
Good	2	50%
Fair	2	50%
Poor	0	0%
Total count	4	100%

(T15) Highway signage

Excellent	0	0%
Good	0	0%
Fair	4	80%
Poor	1	20%
Total count	5	100%

(T15) Highway rest areas

Excellent	0	0%
Good	1	20%
Fair	1	20%
Poor	3	60%
Total count	5	100%

(T15) Information Centres

Excellent	0	0%
Good	3	60%
Fair	1	20%
Poor	1	20%
Total count	5	100%

(T15) Attraction

Excellent	0	0%
Good	0	0%
Fair	3	60%
Poor	2	40%
Total count	5	100%

(T15) Accommodations

Excellent	0	0%
Good	3	60%
Fair	2	40%
Poor	0	0%
Total count	5	100%

(T15) Food Services

Excellent	0	0%
Good	2	40%
Fair	3	60%
Poor	0	0%
Total count	5	100%

(T15) Retail

Excellent	0	0%
Good	1	20%
Fair	4	80%
Poor	0	0%
Total count	5	100%

(T16) Has your community initiated a Premier Ranked Tourism Destination Initiative (PRTD)

Yes	0	0%
No	2	50%
Don't know	2	50%
Total count	4	100%

(T17) What are the major barriers to the expansion of your tourist business

Access to financing	3	100%
Seasonality	1	33%
Trained staff	2	67%
Effective regional tourism promotion	2	67%
Outdated facilities & infrastructure	2	67%
Safe Water issues and regulations	1	33%
Other tourism barriers	0	0%

Note: 3 total companies responded to the above question

(T18a) Would you like to see a Super Host Training Program provided for your staff

Yes	5	100%
No	0	0%
Training has been provided	0	0%
Total count	5	100%

(T18b) What is preventing you from accessing Super Host training

Funding	3	75%
Time	2	50%
Access to Training	3	75%
Other	0	0%

Note: 4 total companies responded for

How beneficial are the following to your business

(T19) Local 1 day events

Very beneficial	0	0%
Somewhat beneficial	1	20%
Minor benefit	2	40%
No benefit	2	40%
Needs improvement	0	0%
Total count	5	100%

(T19) Festivals

Very beneficial	0	0%
Somewhat beneficial	4	80%
Minor benefit	1	20%
No benefit	0	0%
Needs improvement	0	0%
Total count	5	100%

(T19) Sporting events

Very beneficial	0	0%
Somewhat beneficial	2	40%
Minor benefit	3	60%
No benefit	0	0%
Needs improvement	0	0%
Total count	5	100%

(T19) Ontario Tourism Marketing Partnership (OTMP)

Very beneficial	1	20%
Somewhat beneficial	0	0%
Minor benefit	4	80%
No benefit	0	0%
Needs improvement	0	0%
Total count	5	100%

(T19) Canadian Tourism Commission marketing

Very beneficial	0	0%
Somewhat beneficial	0	0%
Minor benefit	3	60%
No benefit	0	0%
Needs improvement	2	40%
Total count	5	100%

(T19) Local Tourist Association marketing

Very beneficial	0	0%
Somewhat beneficial	1	20%
Minor benefit	3	60%
No benefit	0	0%
Needs improvement	1	20%
Total count	5	100%

(T19) Local Chamber of Commerce marketing

Very beneficial	0	0%
Somewhat beneficial	0	0%
Minor benefit	2	40%
No benefit	1	20%
Needs improvement	2	40%
Total count	5	100%

(T19) Website

Very beneficial	2	40%
Somewhat beneficial	1	20%
Minor benefit	1	20%
No benefit	1	20%
Needs improvement	0	0%
Total count	5	100%

(T19) Tourism Information Centres

Very beneficial	0	0%
Somewhat beneficial	2	40%
Minor benefit	3	60%
No benefit	0	0%
Needs improvement	0	0%
Total count	5	100%

(T19) Travel agencies

Very beneficial	0	0%
Somewhat beneficial	0	0%
Minor benefit	2	40%
No benefit	3	60%
Needs improvement	0	0%
Total count	5	100%

(T19) Tour companies

Very beneficial	0	0%
Somewhat beneficial	1	20%
Minor benefit	2	40%
No benefit	1	20%
Needs improvement	1	20%
Total count	5	100%

(T19) Public washrooms

Very beneficial	0	0%
Somewhat beneficial	0	0%
Minor benefit	1	20%
No benefit	4	80%
Needs improvement	0	0%
Total count	5	100%

(T19) Highway signage

Very beneficial	2	40%
Somewhat beneficial	2	40%
Minor benefit	1	20%
No benefit	0	0%
Needs improvement	0	0%
Total count	5	100%

(T19) Public rest and picnic areas

Very beneficial	0	0%
Somewhat beneficial	2	40%
Minor benefit	2	40%
No benefit	0	0%
Needs improvement	1	20%
Total count	5	100%

(T19) Public viewpoints/outlook stops

Very beneficial	0	0%
Somewhat beneficial	3	60%
Minor benefit	1	20%
No benefit	1	20%
Needs improvement	0	0%
Total count	5	100%

(T19) Public trails

Very beneficial	1	20%
Somewhat beneficial	2	40%
Minor benefit	1	20%
No benefit	1	20%
Needs improvement	0	0%
Total count	5	100%

(T19) Magazines - tourism focus

Very beneficial	0	0%
Somewhat beneficial	4	80%
Minor benefit	1	20%
No benefit	0	0%
Needs improvement	0	0%
Total count	5	100%

(T19) Magazines - general literature

Very beneficial	0	0%
Somewhat beneficial	2	40%
Minor benefit	2	40%
No benefit	1	20%
Needs improvement	0	0%
Total count	5	100%

(T19) Newspapers - tourism focus

Very beneficial	0	0%
Somewhat beneficial	2	40%
Minor benefit	3	60%
No benefit	0	0%
Needs improvement	0	0%
Total count	5	100%

(T19) Newspapers - general

Very beneficial	0	0%
Somewhat beneficial	3	60%
Minor benefit	2	40%
No benefit	0	0%
Needs improvement	0	0%
Total count	5	100%

(T19) Tourism guides - travel guides

Very beneficial	0	0%
Somewhat beneficial	1	20%
Minor benefit	2	40%
No benefit	2	40%
Needs improvement	0	0%
Total count	5	100%

(T19) Tourism guides - lure guides

Very beneficial	0	0%
Somewhat beneficial	1	20%
Minor benefit	2	40%
No benefit	2	40%
Needs improvement	0	0%
Total count	5	100%

(T19) Multi-packages including your site

Very beneficial	0	0%
Somewhat beneficial	2	40%
Minor benefit	2	40%
No benefit	1	20%
Needs improvement	0	0%
Total count	5	100%

Retail/Service Business

(RB1) Are you located in an identifiable commercial district

Yes	74	84%
No	14	16%
Total count	88	100%

(RB2) Are you located in

Downtown	40	54%
Highway/commercial strip plaza	7	9%
Regional shopping mall	8	11%
Other principle shopping network	0	0%
Power centre/big box new format retail	0	0%
Tourist area/destination	0	0%
Neighbourhood commercial	1	1%
Industrial Park	22	30%
ADD21 Residential area	3	4%

Note: 74 total companies responded to the above question

(RB3a) Is there a strategy or plan in place for promoting and managing your commercial district

Yes	12	15%
No	46	57%
Don't know	23	28%
Total count	81	100%

If yes, please respond to following Retail strategies or plans

(RB3b) It identifies the issues important to the future of my business

Yes	8	73%
No	1	9%
Don't know	2	18%
Total count	11	100%

(RB3b) It proposes actions to address those issues

Yes	7	64%
No	3	27%
Don't know	1	9%
Total count		11 100%

(RB3b) It is being implemented effectively

Yes	7	64%
No	3	27%
Don't know	1	9%
Total count		11 100%

(RB3b) It is a comprehensive and integrated plan

Yes	6	55%
No	3	27%
Don't know	2	18%
Total count		11 100%

(RB3b) The plan is primarily focused on retail marketing and promotion

Yes	9	82%
No	1	9%
Don't know	1	9%
Total count		11 100%

(RB4) Is there an organization or group that represents the interests of your commercial district

Business Improvement Area Association	3	4%
Development corporation or Board of Management	0	0%
Chamber of Commerce	73	87%
Committee of Council	7	8%
Ratepayers association	2	2%
Other	4	5%

Note: 84 total companies responded to the above question

Using the scale provided, please rate the condition of your commercial district

Physical Setting

(RB5) Street furniture (lights, bulbs, waste containers)

Excellent	13	15%
Good	42	49%
Fair	10	12%
Needs improving	20	24%
Total count	85	100%

(RB5) Public amenities (parks, fountains, washrooms)

Excellent	8	10%
Good	27	33%
Fair	12	15%
Needs improving	34	42%
Total count	81	100%

(RB5) Plantings, trees, flower boxes

Excellent	23	28%
Good	31	38%
Fair	8	10%
Needs improving	20	24%
Total count	82	100%

(RB5) Graffiti and litter

Excellent	13	15%
Good	43	51%
Fair	18	21%
Needs improving	11	13%
Total count	85	100%

Transportation

(RB5) Sidewalks, pedestrian environment

Excellent	9	11%
Good	41	49%
Fair	7	8%
Needs improving	26	31%
Total count	83	100%

(RB5) Traffic flow on streets in the area

Excellent	7	8%
Good	48	56%
Fair	21	25%
Needs improving	9	11%
Total count	85	100%

(RB5) Adequacy of public transit

Excellent	15	18%
Good	35	43%
Fair	10	12%
Needs improving	22	27%
Total count	82	100%

(RB5) Accessibility for people with disabilities

Excellent	5	6%
Good	36	42%
Fair	19	22%
Needs improving	25	29%
Total count	85	100%

Parking

(RB5) Number of parking spots/facilities

Excellent	4	5%
Good	38	47%
Fair	21	26%
Needs improving	18	22%
Total count	81	100%

(RB5) Parking signage

Excellent	4	5%
Good	46	57%
Fair	16	20%
Needs improving	15	19%
Total count	81	100%

(RB5) Fees, enforcement

Excellent	8	10%
Good	35	44%
Fair	18	23%
Needs improving	19	24%
Total count	80	100%

Gateways/Entrances**(RB5) Highway signage/tourism directional signs**

Excellent	10	12%
Good	41	49%
Fair	19	23%
Needs improving	14	17%
Total count	84	100%

(RB5) Roadside advertising

Excellent	8	10%
Good	41	49%
Fair	17	20%
Needs improving	17	20%
Total count	83	100%

(RB5) Visual identity of the area - unifying banners

Excellent	2	2%
Good	35	42%
Fair	24	29%
Needs improving	22	27%
Total count	83	100%

Storefronts

(RB5) Exterior appearance of facades

Excellent	2	3%
Good	27	34%
Fair	26	33%
Needs improving	25	31%
Total count	80	100%

(RB5) Windows displays

Excellent	2	3%
Good	30	38%
Fair	28	35%
Needs improving	20	25%
Total count	80	100%

(RB5) Signage

Excellent	4	5%
Good	35	42%
Fair	28	34%
Needs improving	16	19%
Total count	83	100%

Other Issues/Social Conditions

(RB5) Vagrancy/homelessness/panhandling

Excellent	37	44%
Good	32	38%
Fair	7	8%
Needs improving	9	11%
Total count	85	100%

(RB5) Vandalism

Excellent	8	9%
Good	43	51%
Fair	15	18%
Needs improving	19	22%
Total count	85	100%

(RB5) Public safety services

Excellent	14	16%
Good	40	47%
Fair	17	20%
Needs improving	14	16%
Total count	85	100%

(RB5) Conditions of housing stock

Excellent	5	7%
Good	37	54%
Fair	20	29%
Needs improving	7	10%
Total count	69	100%

Competitive Position**(RB5) Appropriate mix of businesses**

Excellent	4	5%
Good	44	54%
Fair	21	26%
Needs improving	13	16%
Total count	82	100%

(RB5) Appropriate range of quality/price for target markets

Excellent	1	1%
Good	39	50%
Fair	28	36%
Needs improving	10	13%
Total count	78	100%

(RB5) Number of vacancies/turnover

Excellent	6	7%
Good	35	42%
Fair	26	31%
Needs improving	16	19%
Total count	83	100%

Joint Marketing/Position

(RB5) Organization of special events

Excellent	7	9%
Good	36	45%
Fair	15	19%
Needs improving	22	28%
Total count	80	100%

(RB5) Uniform hours of operation

Excellent	4	5%
Good	40	49%
Fair	20	24%
Needs improving	18	22%
Total count	82	100%

(RB5) Customer service programs

Excellent	1	1%
Good	23	30%
Fair	22	29%
Needs improving	31	40%
Total count	77	100%

(RB5) Advertising campaigns

Excellent	1	1%
Good	26	34%
Fair	20	26%
Needs improving	30	39%
Total count	77	100%

Programs or services that could be used to benefit business

(RB6) Store design and layout assistance

Yes	22	27%
No	60	73%
Total count	82	100%

(RB6) Networking events

Yes	44	54%
No	38	46%
Total count	82	100%

(RB6) Coop advertising/joint marketing

Yes	44	53%
No	39	47%
Total count	83	100%

(RB6) Building improvement loan/grant programs

Yes	36	44%
No	45	56%
Total count	81	100%

(RB6) Sign improvement loan/grant programs

Yes	33	41%
No	47	59%
Total count	80	100%

(RB6) Physical improvements in public areas (benches, lighting, etc.)

Yes	35	43%
No	47	57%
Total count	82	100%

(RB6) Business directories, brochures, maps

Yes	53	64%
No	30	36%
Total count	83	100%

(RB6) Mentorship programs - business to business counseling

Yes	30	37%
No	52	63%
Total count	82	100%

(RB6) Analysis and reporting on the downtown market/economy

Yes	33	42%
No	45	58%
Total count		78 100%

(RB6) Retail and special event coordination

Yes	35	44%
No	45	56%
Total count		80 100%

(RB6) Customer service training

Yes	41	48%
No	44	52%
Total count		85 100%

(RB6) Marketing on the web

Yes	34	41%
No	49	59%
Total count		83 100%

(RB6) Training in financial management & product pricing

Yes	20	25%
No	61	75%
Total count		81 100%

(RB6) Succession planning

Yes	25	30%
No	58	70%
Total count		83 100%

(RB6) Improved telecommunications infrastructure (internet access, debit machines, etc.)

Yes	27	33%
No	55	67%
Total count		82 100%

(RB6) Other

Yes	2	40%
No	3	60%

Total count 5 100%

(RB7) What are your top 3 suggestions for improving the retail business environment

Repair or remove eyesore buildings	50	59%
More and better festivals and events	22	26%
More niche market specialty shops	11	13%
More restaurants and entertainment facilities	13	15%
More hotels/accommodations	11	13%
More and better signage	13	15%
Improved streetscape	15	18%
Uniform store hours	8	9%
Extended store hours	16	19%
Improved parking	19	22%
Focused downtown revitalization strategy	26	31%
Financial support to improve store front facades	24	28%
Retail gap analysis and recruitment program	22	26%
Other	4	5%

Note: 85 total companies responded to the above question

(RB8) Retail skills would you like to see improved

Retaining existing or attracting new customers	37	58%
Assessing new technologies	18	28%
Staff training and development	21	33%
Visual merchandising	15	23%
Product pricing	10	16%
Financial management	13	20%
Marketing	21	33%
Evaluating market opportunities	16	25%
Dealing with the competition	25	39%
Customer service training	30	47%
Other	4	6%

Note: 64 total companies responded to the above question

(RB8) Retail skills would you like to see in workshops

Retaining existing or attracting new customers	33	60%
Assessing new technologies	20	36%
Staff training and development	22	40%
Visual merchandising	14	25%
Product pricing	10	18%
Financial management	11	20%
Marketing	19	35%
Evaluating market opportunities	15	27%
Dealing with the competition	24	44%
Customer service training	27	49%
Other	1	2%

Note: 55 total companies responded to the above question

(RB9) Are any of the following costs of operation a serious concern to the success of your business

Business & property taxes	34	38%
Rent & lease	22	24%
Full time employee costs	27	30%
Part time employee costs	25	28%
Insurance rates	35	39%
Cost of utilities	44	49%
Transportation costs	1	1%
Fuel costs	6	7%
Availability of financing	1	1%
Advertising costs	1	1%
Building maintenance costs	1	1%

Note: 89 total companies responded to the above question

(RB10) What four community assets would you most like to see developed in your community

Walking and bike trails	38	46%
Public parking	17	20%
Parks and/or green space	28	34%
Public cultural facilities	24	29%
Sports or recreation facilities	59	71%
Farmers market	46	55%
Waterfront access to marinas	38	46%
Public washrooms located downtown	30	36%
Directional signs	28	34%
Other	15	18%

Note: 83 total companies responded to the above question

Manufacturing

(MF1) What are your current plans regarding the plant operation

Maintain the current size of production	4	100%
Expand size of plant and diversify products	0	0%
Maintain current size, but diversify	0	0%
Downsize	0	0%
Exit the industry by transferring to new owner	0	0%
Total count	4	100%

(MF2a) Do you compete for business against sister plants within your corporate organization

Yes	0	0%
No	4	100%
Total count	4	100%

(MF2b) Are these sister plants

Newer	0	0%
Larger	0	0%
More efficient	0	0%
About the same/little difference	0	0%
In Ontario	0	0%
In Canada	0	0%
Outside of Canada	0	0%

Note: 0 total companies responded to the above question

(MF3) Where is your primary product in its life cycle

Emerging	0	0%
Growing	1	33%
Maturing	2	67%
Declining	0	0%
Total count	3	100%

(MF3) Where is your secondary product in its life cycle

Emerging	0	0%
Growing	1	33%
Maturing	2	67%
Declining	0	0%
Total count	3	100%

(MF4a) What percentage of your products components are "outsourced" from another manufacturer

0 - 10%	1	25%
11 - 25%	1	25%
26 - 50%	1	25%
50% +	1	25%
Total count	4	100%

(MF4c) From what areas do you primarily "outsource" products

Within Canada	3	75%
USA	2	50%
Japan	0	0%
Europe	0	0%
China	0	0%
Australia	0	0%
India	0	0%
Other	2	50%

Note: 4 total companies responded to the above question

(MF5a) Is there a new technology emerging that will change your primary product or how it is produced

Yes	0	0%
No	4	100%
Total count	4	100%

(MF5b) In which of the following will new technology play a key role

Production/manufacturing innovation	0	0%
Product/service innovation	0	0%
Telecommunications/Internet	0	0%
Computer software/IT	0	0%
Distribution/inventory innovation	0	0%
Confidential	0	0%
Other	0	0%

Note: 0 total companies responded to the above question

(MF6a) As a percent of sales, how much does the company spend on research and development (R&D)

0%	2	50%
Under 3%	0	0%
3% - 6%	0	0%
Over 6%	2	50%
Total count	4	100%

(MF6b) Do you conduct R&D at

This location	2	100%
Head office	0	0%
Other branch location	0	0%
Other	0	0%

Note: 2 total companies responded to the above question

(MF6d) New product development

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

Are any of the following factors barriers to your business undertaking research and development

(MF6e) Financing

Yes	0	0%
No	2	100%
Total count	2	100%

(MF6e) Proto type development

Yes	0	0%
No	2	100%
Total count		2 100%

(MF6e) Expertise

Yes	0	0%
No	2	100%
Total count		2 100%

(MF6e) Human resources

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

(MF6e) Other barriers

Yes	0	0%
No	0	0%
Total count		0 0%

Is your business focused on implementing any of the following process improvements

(MF7) Productivity improvement (lean mfg.)

Yes	3	100%
No	0	0%
Total count		3 100%

(MF7) Six sigma and quality

Yes	3	100%
No	0	0%
Total count		3 100%

(MF7) Energy efficiency

Yes	2	67%
No	1	33%
Total count		3 100%

(MF7) Waste product recovery

Yes	2	67%
No	1	33%
Total count	3	100%

(MF7) Health and safety activities

Yes	3	100%
No	0	0%
Total count	3	100%

(MF7) Administrative support toward ISO Certification

Yes	1	33%
No	2	67%
Total count	3	100%

(MF7) Vendor/supplier network for product improvement

Yes	3	100%
No	0	0%
Total count	3	100%

(MF7) Other process improvements

Yes	0	0%
No	0	0%
Total count	0	0%

Is your manufacturing process currently certified

(MF8) Quality certifications

Yes	0	0%
No	2	100%
Total count	2	100%

(MF8) HACCP

Yes	0	0%
No	2	100%
Total count	2	100%

(MF8) ISO

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

(MF8) Other certified process

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

Plant and equipment

(MF9a) At capacity

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

(MF9a) Underutilized

Yes	2	100%
No	0	0%
Total count	2	100%

(MF9a) Out-dated

Yes	1	100%
No	0	0%
Total count	1	100%

(MF9b) If your plant or equipment is underutilized, are you interested in cooperating with another business to bring the plant or equipment to full capacity

Yes	0	0%
No	2	100%
Total count	2	100%

(MF10) Is your manufacturing firm a

Potential exporter	0	0%
First time exporter	0	0%
Single market exporter	1	33%
Multi-market exporter	2	67%
Total count	3	100%

(MF11) Looking forward to the next 3 years, how important will the development of export markets be in ensuring that your business remains competitive

Very important	2	50%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	2	50%
Total count	4	100%

Information request of government programs and services to help your business succeed in the global market**(MF12) General export information**

Yes	0	0%
No	2	100%
Total count	2	100%

(MF12) Export training and skills development

Yes	0	0%
No	2	100%
Total count	2	100%

(MF12) Export counseling

Yes	0	0%
No	2	100%
Total count	2	100%

(MF12) Market entry support

Yes	0	0%
No	2	100%
Total count	2	100%

(MF12) Export financing

Yes	0	0%
No	2	100%
Total count	2	100%

(MF12) In-market assistance

Yes	0	0%
No	2	100%
Total count	2	100%

(MF12) Accessing information on provincial/federal export support programs

Yes	0	0%
No	2	100%
Total count	2	100%

(MF12) Exporting marketing plans

Yes	0	0%
No	2	100%
Total count	2	100%

(MF12) Export pricing

Yes	0	0%
No	2	100%
Total count	2	100%

(MF12) Export documentation

Yes	0	0%
No	2	100%
Total count	2	100%

(MF12) Customs clearance

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

(MF12) Legal requirements

Yes	0	0%
No	2	100%
Total count	2	100%

(MF12) Banking considerations

Yes	0	0%
No	2	100%
Total count	2	100%

(MF12) Regulatory compliance

Yes	0	0%
No	2	100%
Total count	2	100%

(MF12) Warehousing and distribution

Yes	0	0%
No	2	100%
Total count	2	100%

(MF12) Product promotion

Yes	0	0%
No	2	100%
Total count	2	100%

(MF12) Other government services

Yes	0	0%
No	0	0%
Total count	0	0%

(MF13) List the research institutions, federal/provincial agencies, and business service and product suppliers that are key to your success and future competitiveness?

IRAP	1	100%
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Mining Industry

(MI1) Which of the following best described this business

Assaying and analytical services	0	0%
Drilling services and supplies	0	0%
Consulting and engineering	1	100%
Mineral exploration and development	0	0%
Mining and mineral extraction	0	0%
Geophysical services and supplies	0	0%
Equipment supply and service	0	0%
Mine contracting	0	0%
Investment and financial services	0	0%
Safety and security supplies	0	0%
Other	0	0%

Note: 1 total companies responded to the above question

(MI2) Do you sell the products or services to

Individuals	1	100%
Wholesalers/suppliers	1	100%
Retailers	0	0%
Contractors/sub-contractors/consultants	1	100%
Mining or mineral extraction companies	1	100%
Metal markets	0	0%
Other	1	100%

Note: 1 total companies responded to the above question

(MI3) Do you feel that the economic importance of the mining industry is understood by the business community to be a vital part of the economy of this community

Yes	0	0%
No	1	100%
Total count	1	100%

(MI4) In what ways could local business associations and/or economic development offices assist the mining businesses of the area

Marketing and trade promotion	1	100%
Investment and financial planning assistance	0	0%
Co-ordination or entrepreneur and education	0	0%
Co-ordination of industry issues with govt	0	0%
Identifying and tracking labour availability	1	100%
Lobbying of government taxes/regulations/etc	0	0%
Other	0	0%

Note: 1 total companies responded to the above question

(MI5) In what ways could the local government assist in the mining businesses of the area

Streamlining of local regulatory	0	0%
Advice/guidance on prep. of official plans	0	0%
Development of strategic plan for community	0	0%
Review of taxes and fees	1	100%
Establishment of special entrepreneur zones	0	0%
Investment and financing assistance	0	0%
Infrastructure maintenance and improvement	1	100%
Co-ordination of business initiative	0	0%
Database of available local skilled labour	1	100%
Marketing, trade and promotion	1	100%
Other	0	0%

Note: 1 total companies responded to the above question

How important are each of the following factors in ensuring that this business remains competitive

(MI6) Creating a new or different role for sector

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	1	100%

Total count 1 100%

(MI6) More co-operative marketing with other like businesses

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	1	100%

Total count 1 100%

(MI6) More co-operative marketing with government agencies

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	1	100%

Total count 1 100%

(MI6) Development of export markets

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	1	100%

Total count 1 100%

(MI6) Direct marketing to consumer/buyer

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%

Total count 1 100%

(MI6) Improved Transportation (air, water, rail)

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI6) Improved Infrastructure (sewer, water, energy/power)

Very important	0	0%
Somewhat important	0	0%
Not very important	1	100%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI6) Improved Telecommunications

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI6) Other

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	0	0%

During the next 12 months how critical will each of the following factors be to this business

(MI7a) Commodity prices

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI7a) Land use issues (access, tenure, etc.)

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

**(MI7a) Permitting and regulations
(process/changes to/increasing regulation)**

Very important	1	100%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI7a) Overall cost of doing business

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI7a) Attracting capital and financing

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	1	100%
Total count	1	100%

(MI7a) Shortage of skilled labour

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI7a) Aging workforce

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI7a) Public concern and opposition to industry

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI7a) International competition

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	1	100%
Total count	1	100%

(MI7a) Technological changes

Very important	0	0%
Somewhat important	0	0%
Not very important	1	100%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI7a) Other

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	0	0%

During the next 3 years how critical will each of the following factors be to this business

(MI7b) Commodity prices

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI7b) Land use issues (access, tenure, etc.)

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

**(MI7b) Permitting and regulations
(process/changes to/increasing regulation)**

Very important	1	100%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI7b) Overall cost of doing business

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI7b) Attracting capital and financing

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	1	100%
Total count	1	100%

(MI7b) Shortage of skilled labour

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI7b) Aging workforce

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI7b) Public concern and opposition to industry

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI7b) International competition

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	1	100%
Total count	1	100%

(MI7b) Technological changes

Very important	0	0%
Somewhat important	0	0%
Not very important	1	100%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(MI7b) Other

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	0	0%

Natural Resources

(NR1) What natural resources products does this business rely upon

Forestry	0	0%
Commercial fishery	0	0%
Fur	0	0%
Wild rice	0	0%
Berries	0	0%
Aggregates	1	100%
Other	0	0%
Total count	1	100%

(NR2) Do you sell your products primarily to

Wholesalers/suppliers	0	0%
Retailers	0	0%
Individuals	0	0%
Manufacturing Mills	0	0%
Some other group	1	100%
Total count	1	100%

(NR4) In what ways could local business associations or economic development offices assist your industry

Marketing and trade promotion and coordination	1	100%
Investment and financial planning assistance	0	0%
Co-ordination of entrepreneur and education workshops	0	0%
Co-ordination of industry issues with government	0	0%
Identifying and tracking labour availability	0	0%
Lobbying of government	0	0%
Other	0	0%

Note: 1 total companies responded to the above question

(NR5) In what ways could local government assist the forestry business of your area

Streamlining of local regulatory processes	0	0%
Advice/guidance on prep. of official plans	0	0%
Development of strategic plan for community	0	0%
Review of taxes and fees	0	0%
Establishment of special entrepreneur zones	0	0%
Investment and financing assistance	0	0%
Infrastructure maintenance and improvement	0	0%
Co-ordination of business initiative	0	0%
Database of available local skilled labour	0	0%
Marketing, trade and promotion	0	0%
Other	0	0%

Note: 0 total companies responded to the above question

How important are each of the following factors in ensuring that this business remains competitive

(NR6) Creating a new or different role for sector

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	1	100%
Not applicable	0	0%
Total count	1	100%

(NR6) More co-operative marketing with other like businesses

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	1	100%
Not applicable	0	0%
Total count	1	100%

(NR6) More co-operative marketing with government agencies

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	1	100%
Not applicable	0	0%
Total count	1	100%

(NR6) Development of export markets

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	1	100%
Not applicable	0	0%
Total count	1	100%

(NR6) Direct marketing to consumer/buyer

Very important	1	100%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR6) Improved Transportation (air, water, rail)

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	1	100%
Not applicable	0	0%
Total count	1	100%

(NR6) Improved Infrastructure (sewer, water, energy/power)

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	1	100%
Total count	1	100%

(NR6) Improved Telecommunications

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	1	100%
Total count	1	100%

(NR6) Other

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	0	0%

During the next 12 months how critical will each of the following factors be to this business

(NR7a) Commodity prices

Very important	0	0%
Somewhat important	0	0%
Not very important	1	100%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR7a) Land use issues (access, tenure, etc.)

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR7a) Permitting and regulations (process/changes to/increasing regulation)

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR7a) Overall cost of doing business

Very important	1	100%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR7a) Attracting capital and financing

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	1	100%
Total count	1	100%

(NR7a) Shortage of skilled labour

Very important	0	0%
Somewhat important	0	0%
Not very important	1	100%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR7a) Aging workforce

Very important	0	0%
Somewhat important	0	0%
Not very important	1	100%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR7a) Public concern and opposition to industry

Very important	0	0%
Somewhat important	0	0%
Not very important	1	100%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR7a) International competition

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	1	100%
Not applicable	0	0%
Total count	1	100%

(NR7a) Technological changes

Very important	0	0%
Somewhat important	0	0%
Not very important	1	100%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR7a) Other

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	0	0%

During the next 3 years how critical will each of the following factors be to this business

(NR7b) Commodity prices

Very important	0	0%
Somewhat important	0	0%
Not very important	1	100%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR7b) Land use issues (access, tenure, etc.)

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

**(NR7b) Permitting and regulations
(process/changes to/increasing regulation)**

Very important	0	0%
Somewhat important	1	100%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR7b) Overall cost of doing business

Very important	1	100%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR7b) Attracting capital and financing

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	1	100%
Total count	1	100%

(NR7b) Shortage of skilled labour

Very important	0	0%
Somewhat important	0	0%
Not very important	1	100%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR7b) Aging workforce

Very important	0	0%
Somewhat important	0	0%
Not very important	1	100%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR7b) Public concern and opposition to industry

Very important	0	0%
Somewhat important	0	0%
Not very important	1	100%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR7b) International competition

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	1	100%
Not applicable	0	0%
Total count	1	100%

(NR7b) Technological changes

Very important	0	0%
Somewhat important	0	0%
Not very important	1	100%
Not at all important	0	0%
Not applicable	0	0%
Total count	1	100%

(NR7b) Other

Very important	0	0%
Somewhat important	0	0%
Not very important	0	0%
Not at all important	0	0%
Not applicable	0	0%
Total count	0	0%

(NR8) Which products do you sell

Pulp	0	0%
Paper	0	0%
Veneer	0	0%
Panel	0	0%
Oriented Strand Board	0	0%
Lumber	0	0%
By-products/value added commodities	0	0%
Service Provider	0	0%
Other	1	100%

Note: 1 total companies responded to the above question