



where **lifestyle**  
grows good **business**

# Business Retention and Expansion Report

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## Introduction

The United Counties of Leeds and Grenville Business Retention and Expansion (BR+E) report provides a background to the BR+ E program, a Summary of the Survey results, Key Areas of Focus and a Draft Action Plan for consideration by the Counties and its member municipalities, businesses and other organizations and agencies involved in economic development activities in Leeds Grenville.

While the report can be utilized on its own, the Appendices to the report contains all of the quantitative and qualitative data that was generated by the responses from 300 businesses to the over 100 questions that were asked during the survey. Throughout the report the actual questions in the survey are referenced. An example - BI3 indicates that the data being discussed are from responses to the question and for complete results to that question refer to BI3 in the Appendices.

## BR+ E Background

BR+E program is a structured Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) action-oriented approach to business and economic development. BR+E promotes job growth by helping the United Counties of Leeds and Grenville, member municipalities and business support agencies learn about issues and opportunities for local businesses. It helps the Counties and its municipalities prioritize efforts to address the needs of the community and promote job retention and growth.

### Why undertake a BR+E?

- Existing businesses create more jobs
  - o 76-90% of new jobs come from existing businesses
- Existing businesses are already invested in the community
  - o Easier and less expensive to retain business than attract new business
- Existing businesses can be ambassadors for the community
  - o They can assist in identifying potential targets for attraction efforts
- Provides an early warning system
  - o Allows proactive support of businesses that are thinking of expanding; closures could be averted if businesses were connected with existing resources

- Improves the community's self-awareness
  - o Allows improvements to local business climate through strategic planning, policy review and business communications of existing resources and support programs.

## Leadership

The completion of the BR+E program is one of the strategic areas of focus and actions for the Leeds Grenville Economic Development Office in 2018/19. Using the OMAFRA BR+E framework, Counties Economic Development took a leadership role to deliver the following:

- BR+E Program Action Reports
  - o United Counties of Leeds and Grenville
  - o Township of Augusta
  - o Township of Rideau Lakes
  - o Village of Merrickville-Wolford
- BR+E Aggregate Business Survey Report
- BR+E Aggregate Sector Survey
  - o Downtown Retail
  - o Local Food
  - o Tourism
  - o Farm / Agriculture

The BR+E program consisted of trained staff and volunteers from Leeds Grenville Economic Development Office, member municipalities and support agencies visiting businesses and conducting confidential interviews with senior management or owner(s).

This report includes data from all 10 member municipalities in Leeds Grenville. During the project, 300 businesses were interviewed throughout the Counties.

## Four Stage BR+E Process

The BR+E program is a systematic process with four stages. Stages one to three are completed and the Counties will be entering stage four.

### Stage 1 – Project Planning and Survey Development

This stage involved staff and volunteer training, formulating a work plan, updating business data, selecting businesses to be interviewed and fine-tuning the survey.

### Stage 2 – Collect and Analyze

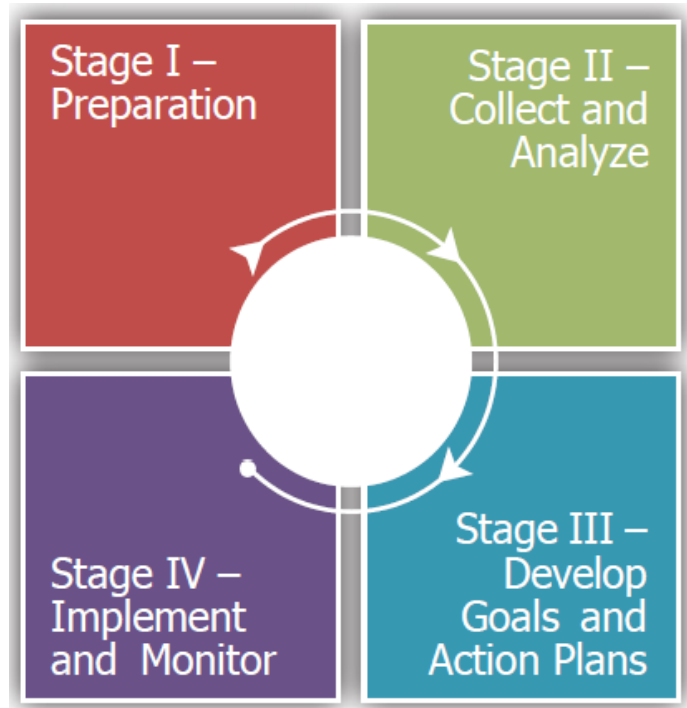
This stage involved completing business surveys, entering data, responding to specific business issues and opportunities, and conducting a data analysis from aggregate results.

### Stage 3 – Develop Goals and Action Plans

Goals and action plans are developed through the BR+E Task Force session that brings together business leaders, Counties council members and senior staff to review survey findings. Staff from the Counties Economic Development Office, Ontario Ministry of Agriculture, Food and Rural Affairs and the Queen's Executive Decision Centre facilitated the session. The Action Plan and final Business Retention and Expansion Report (BR+E Report) were completed by the United Counties of Leeds and Grenville Economic Development Office.

### Stage 4 – Implementation and Monitoring

The BR+E Report is presented to the Council of the United Counties of Leeds and Grenville. The BR+E program recommends hosting a public meeting to communicate the results of the project. The BR+E report will be presented at the Leeds Grenville Economic Development Summit in November. This stage also includes ongoing monitoring and tracking of results.



## Summary of Survey Results

### Business Profile

The Base Survey was completed by 300 businesses. Some businesses also completed an additional survey based on their economic sector. There were 30 Downtown Retail, 22 Local Food, 39 Tourism and 26 Agriculture surveys completed. All economic sectors in Leeds Grenville were well represented in the survey as demonstrated below.

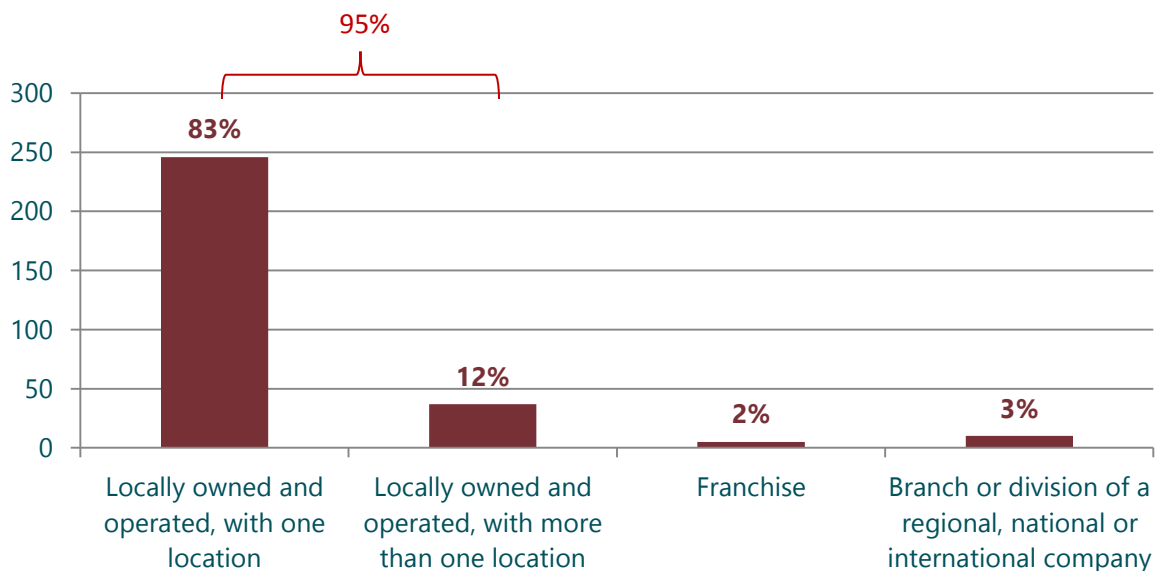
Which NAICS code(s) best describes your business?	Total	
44 - Retail Trade, (motor vehicle, furniture, etc.)	52	16%
72 - Accommodation and Food Services	50	15%
11 - Agriculture, Forestry, Fishing and Hunting	41	12%
71 - Arts, Entertainment, and Recreation	31	10%
23 - Construction	26	8%
81 - Other Services (except Public Administration)	23	7%
45 - Retail Trade, (sporting goods, book, music, etc.)	18	6%
54 - Professional, Scientific, and Technical Services	14	4%
32 - Manufacturing, (wood, paper, etc.)	9	3%
62 - Health Care and Social Assistance	8	2%
48 - Transportation and Warehousing, (air, rail, truck, etc.)	7	2%
31 - Manufacturing, (food, beverage, etc.)	7	2%
52 - Finance and Insurance	6	2%
53 - Real Estate and Rental and Leasing	6	2%
33 - Manufacturing, (primary and fabricated metal, etc.)	6	2%
51 - Information	5	2%
56 - Administrative and Support and Waste Management and Remediation	5	2%
61 - Educational Services	4	1%
41 - (CAN) Wholesale trade	3	1%
49 - Transportation and Warehousing, (postal service, couriers, etc.)	2	1%
22 - Utilities	1	0%

The breakdown of the number of businesses interviewed in each municipality is outlined below. The number of businesses to be sampled in each municipality to provide a 95% confidence level was statistically determined by OMAFRA.

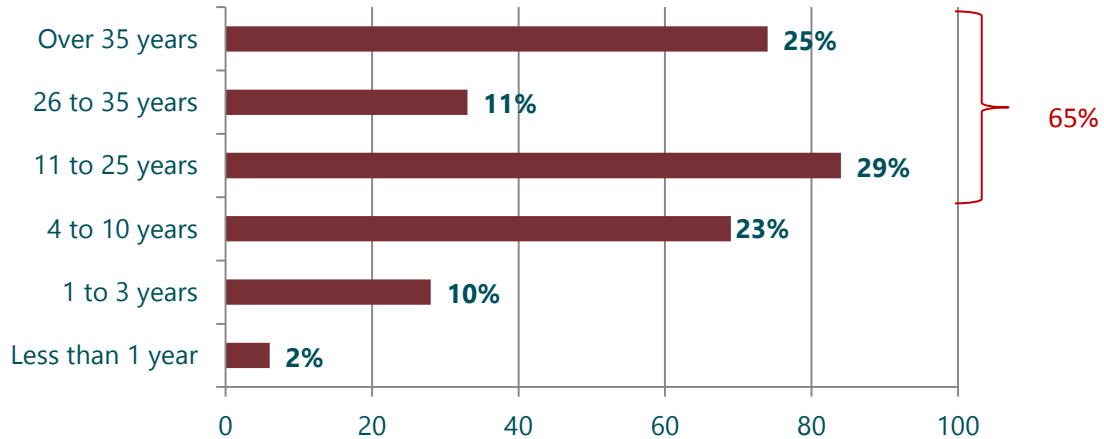
### Leeds Grenville BR+E Survey Counts

Lower Tier	Leeds Grenville Business Directory	Total Business OMAFRA	Number of Businesses to be sampled (Actual)
Athens	110	252	11
Augusta	162	236	40
Edwardsburgh Cardinal	201	423	16
Elizabethtown-Kitley	339	537	22
Front of Yonge	108	267	12
Leeds and the Thousand Islands	341	783	31
Merrickville-Wolford	212	489	61
North Grenville	805	1674	30
Rideau Lakes	459	673	65
Westport	127	265	12
TOTAL	2,864	5559	300

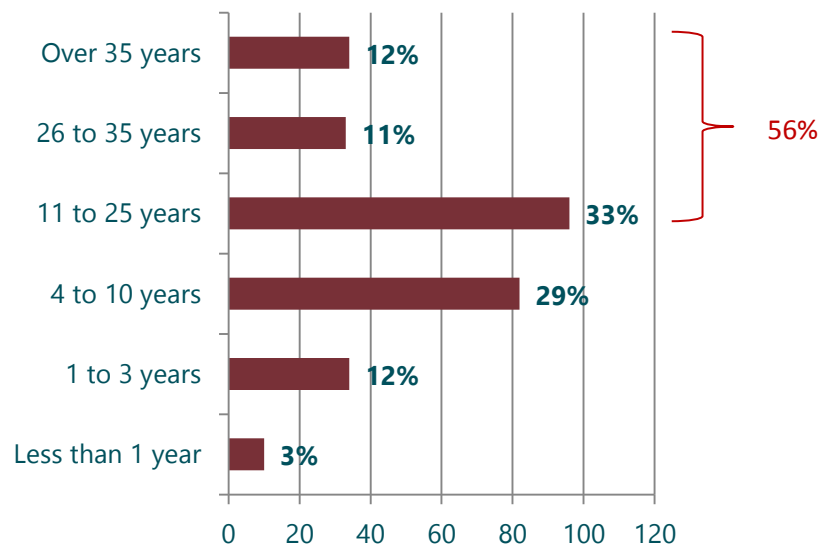
In Leeds Grenville, the majority of businesses are locally owned and operated with one location (83%), followed by locally owned and operated with more than one location (12%). Total local ownership is 95% (BI1).



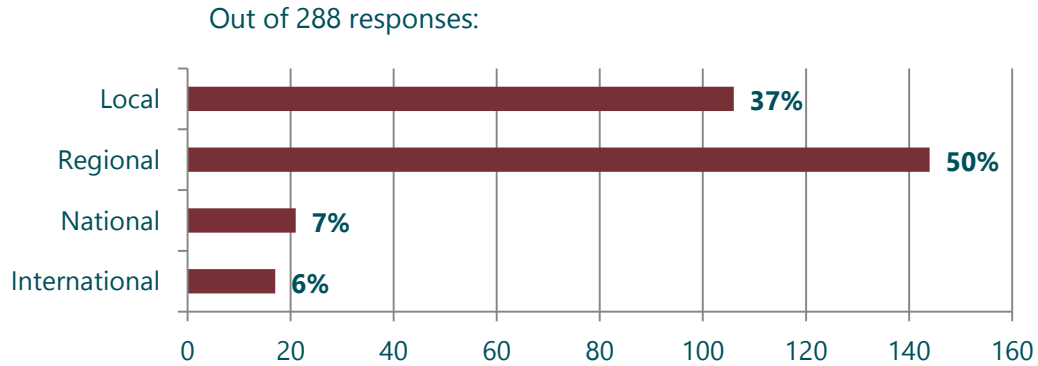
65% of the businesses have been in operation for 11 or more years and 25% of the businesses have been in operation in Leeds Grenville for over 35 years (BI5).



At least one of the owners is involved in the day-to-day operation of 97% of the businesses surveyed (BI2) and 56% of current owners have been operating their businesses for 11 years or more years (BI6).

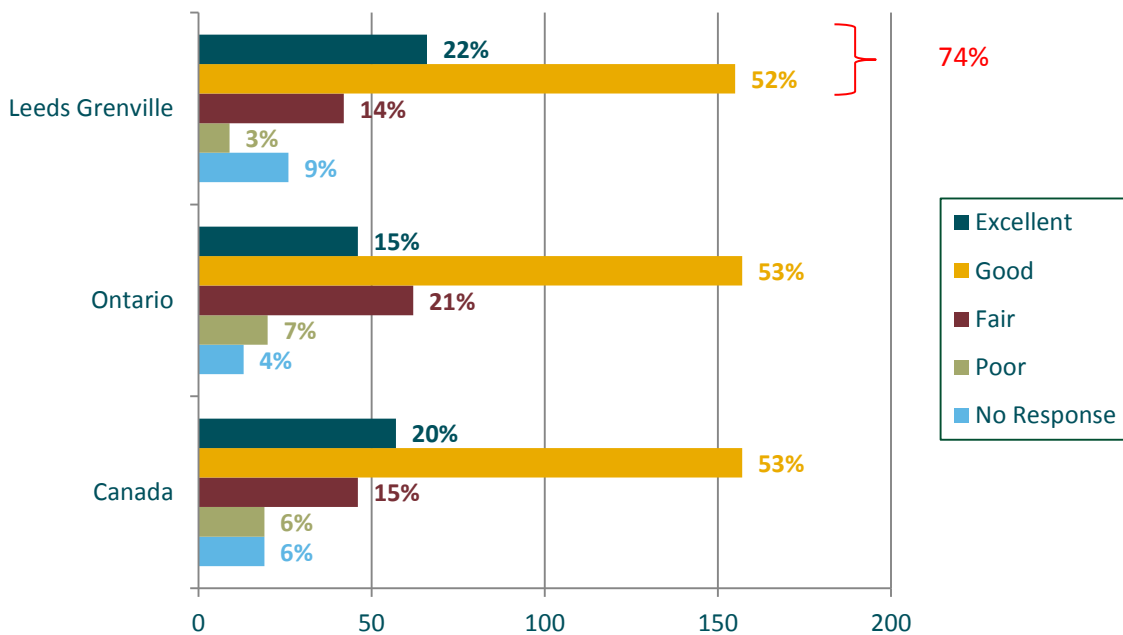


Of the businesses surveyed, 37% serve the local market and 50% serve the regional market. The remainder of the businesses surveyed indicated that they serve the national (7%) or international (6%) markets (BI8).



## Business Climate

The overall business climate in the Counties is very positive, with 74% of those surveyed indicating that Leeds Grenville is a good to excellent place to do business. Ontario and Canada are also rated as favourable jurisdictions to conduct business in; Ontario was rated as 68% and Canada was rated 73% good to excellent, respectively (BC1).

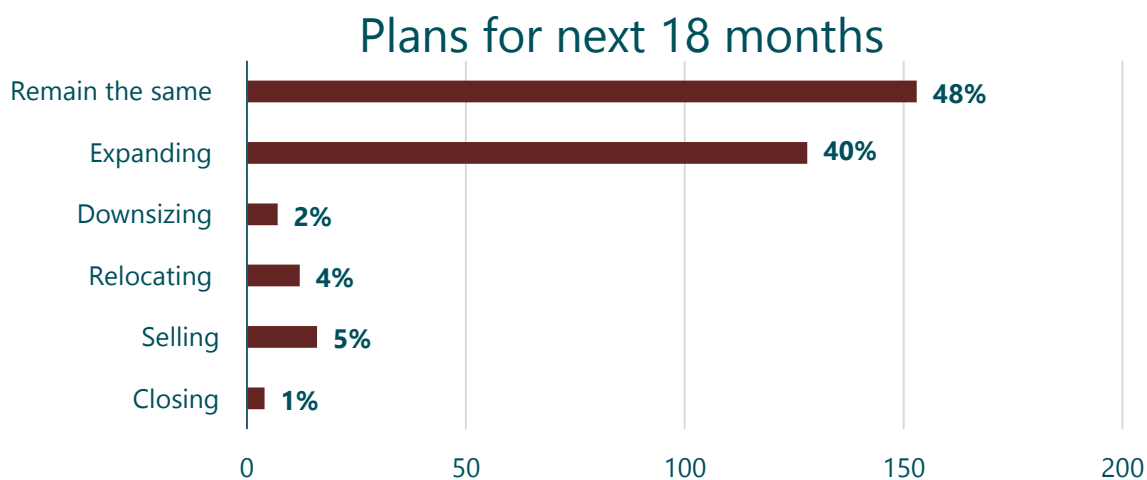


Over the past three years 30% of the businesses indicated that their attitude about doing business has been more positive, 22% indicated that their attitude is more negative and 48% indicated no change in their attitude about doing business in the community (BC2a).

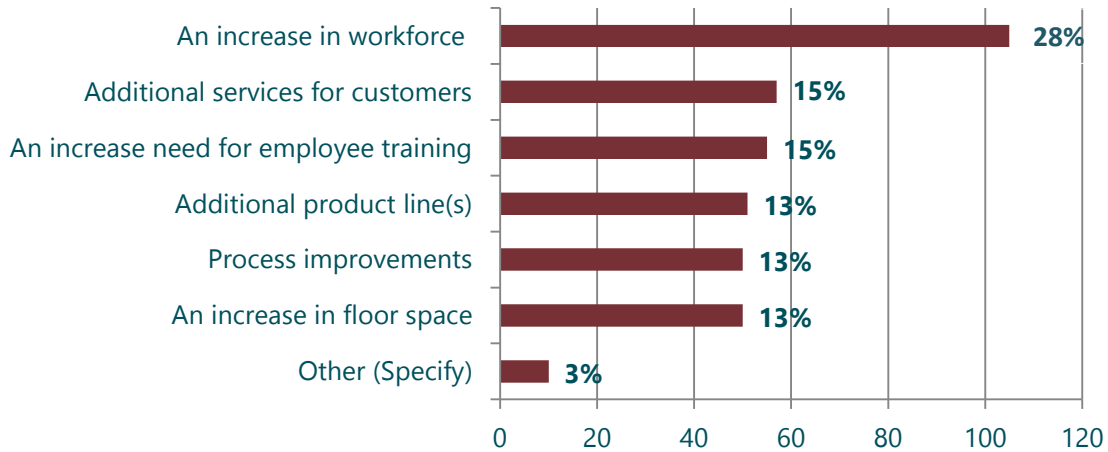
Responses	Total	
Yes, more positive	88	30%
Yes, more negative	63	22%
No change	142	48%
Total	293	100%

Reasons cited for positive changes included growth of business, more support from municipality, more support from the community, more support from other businesses and population growth in the community. Those that felt more negatively, mentioned an increase in regulations at all levels of government, more planning regulations at the local level, lack of population growth in the rural area and the increase in the minimum wage.

A good indicator of how businesses feel about business climate can be found in their future plans. When asked about their plans for the next 18 months, 48% of the businesses indicated that they plan on remaining the same and 40% indicated that they plan on expanding their business. Only 2% of the businesses indicated that they would be downsizing over the next 18 months (FP1a).



Of the companies surveyed, 28% indicated that their expansion plans will lead to 349 new jobs and 13% indicated that expansion will lead to an increase in floor space of 139,390 square feet (FP12).



When asked about the community's top three advantages as a place to do business, the top advantages were as follows (CD2):

Advantages	Total	Percentage
Proximity to major logistic routes (401 / 416 / rail / shipping)	71	10.03%
Centrally located (Ottawa, Toronto, Montreal, Upstate New York)	69	9.75%
High quality of life	40	5.65%
Local support (municipal, community)	38	5.37%
Natural Beauty	35	4.94%
Community	35	4.94%
Small community	33	4.66%
Tourism	33	4.66%
Affordability of living and housing costs	32	4.52%
Location	30	4.24%

The top disadvantages cited were (CD3):

Disadvantages	Total	Percentage
Small population	40	6.87%
Internet (speed and access)	38	6.53%
Workforce	33	5.67%
Seasonality	27	4.64%
Rural	25	4.30%
High taxes	23	3.95%
Lack of services (water and sewer)	21	3.61%
Red tape	18	3.09%
Small community	12	2.06%
Lack of public transportation	11	1.89%
Lack of municipal support	11	1.89%
Cost of electricity	10	1.72%

## Key Areas of Focus

Businesses were asked over 100 questions that resulted in streams of qualitative and quantitative data. Once completed, the data from the surveys was entered into the Ontario BR+E database. Staff from Leeds Grenville and the Ministry of Agriculture, Food and Rural Affairs reviewed all qualitative and quantitative data and identified the following five emerging trends that were the focus of the Task Force Review Session in Maitland on August 26, 2019.

- 1. Workforce**
- 2. Business Collaboration and Support**
  - **Business to Business**
  - **Organizations to Business**
  - **Municipality to Business**
- 3. External Marketing**
- 4. Infrastructure Improvements**
- 5. Diverse Economy**

Attendees at the Task Force Review Session were as follows:

- Counties - Warden, Chief Administrative Officer and staff of Leeds Grenville Economic Development Office
- Mayor and senior staff from most member municipalities in Leeds Grenville
- Representatives of the federal and provincial business support agencies in Leeds Grenville
- Multiple business representatives from various sectors

The task of the attendees was to review the related data and come up with strategic actions for each Area of Focus.

## Workforce

The BR+E survey strongly indicates that workforce availability and workforce development are presently key issues for employers. When asked to specify what positions or skills they have difficulty recruiting the top answers were labourers, skilled trades, sales associates and drivers (WF3d – Top 9 responses).

Position	Total responses	Percentage
Labourer	41	15.8%
Skilled trades	23	8.9%
Sales associate	12	4.6%
Drivers	11	4.2%
Administration	9	3.5%
Technicians	8	3.1%
Cooks	7	2.7%
Equipment operator	6	2.3%
Managers / Supervisors	6	2.3%

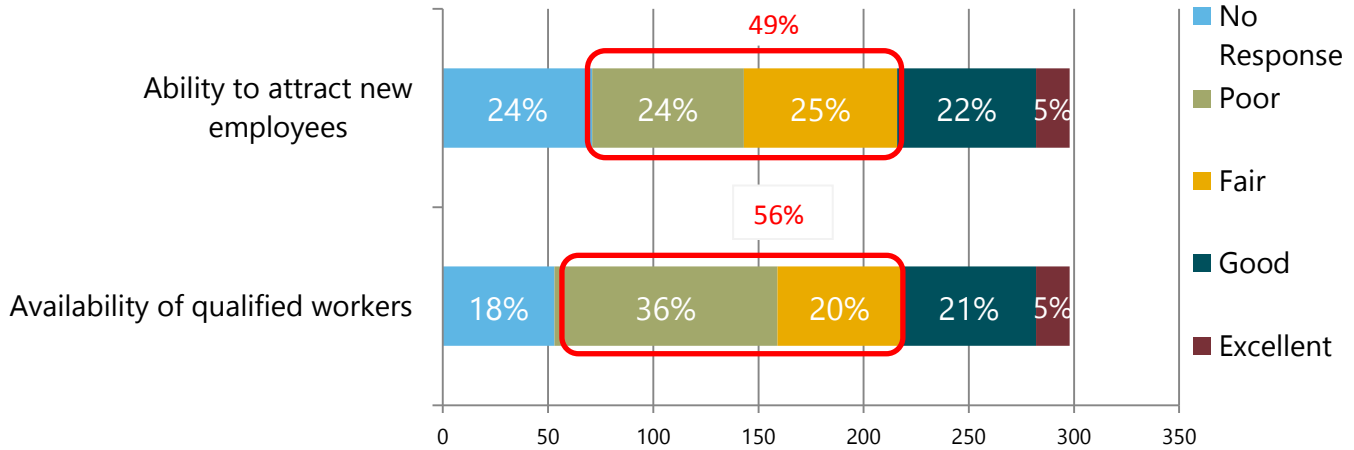
Many businesses that are not expanding indicated that they are being challenged to maintain the workforce that they need to continue present business levels. The survey found that 52% of the participating businesses are currently experiencing hiring challenges (WF3a) and that workforce is #2 of the top 5 most important factors to business (BC3).

78% say the workforce is important to their business.

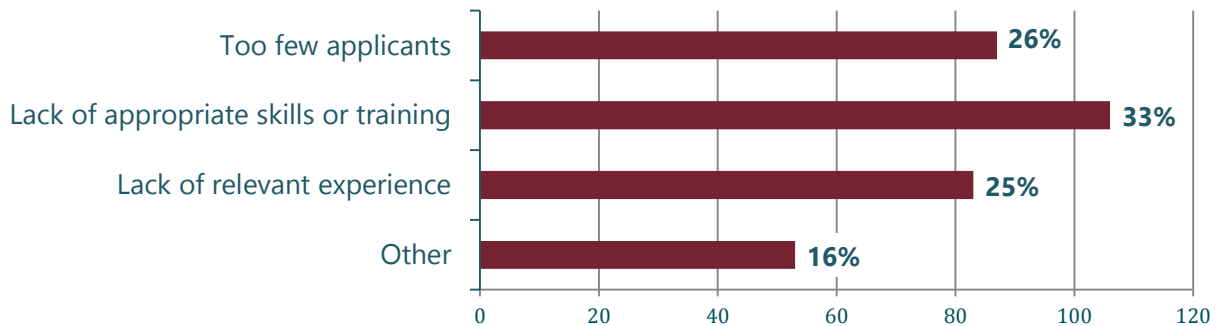
(BC3)

Workforce was **#2** in a pick of the top 5 most important factors to business. (BC3)

Forty-nine percent of the businesses responded that their ability to attract new employees was poor to fair and 56% of the businesses indicated that the availability of qualified workers was poor to fair (WF2).



Hiring challenges cited by businesses were too few applicants, lack of appropriate skills or training, lack of relevant experience or other reasons (lack of work ethic, desire to work) (WF3b).



## Business Collaboration and Support

Business collaboration and support refers to businesses working together with other businesses, municipalities and government agencies and organizations that support business operation and expansion. The BR+E survey indicates that there are many opportunities to improve business collaboration and support, and that businesses are looking to collaborate to improve the business environment.

## Business to Business

85% of the participating businesses indicated that support from other businesses is important to their business. Many businesses indicated that they refer their customers to other businesses in the area. Joint marketing, networking / information sharing and joint training were of interest to 73% of the businesses surveyed.

85% say support from other businesses is important. (BC3)

73% of businesses are interested in joint marketing, networking / information sharing and joint training. (BD9)

43% of the responding businesses indicated that they purchase more than 50% of their supply chain from local sources (BD6a). This underscores the importance of business to business collaboration and the importance of buying locally. Businesses indicated that they would like to buy more local goods, with local food being mentioned as a desired local purchase by 16 businesses (BD6b).

## Organizations to Business

Organizations that are mandated to assist businesses include both federal and provincial agencies such as the Community Futures Development Corporations (federal), Small Business Enterprise Centres (provincial) and the Business Development Bank of Canada. There are also numerous business or industry organizations such as the Canadian Federation of Independent Business that assist and advocate for member businesses.

At the local level, Chambers of Commerce and Business Improvement Areas assist businesses within their jurisdiction and are member driven.

In terms of external assistance to support business, low knowledge of and contact with local business organizations in the community was reported. However, when the No Response and No contact answers are removed the service of most agencies was rated

as good to excellent (BC4a). The No contact and No response for the Community Futures Development Corporation was 69%, however the businesses that did utilize the service rated the agency as 60% good to excellent. Similarly, 74% of the businesses indicated No Contact and No response With Small Business Enterprise Centres; 70% of the businesses that did have contact rated the service provided as good to excellent.

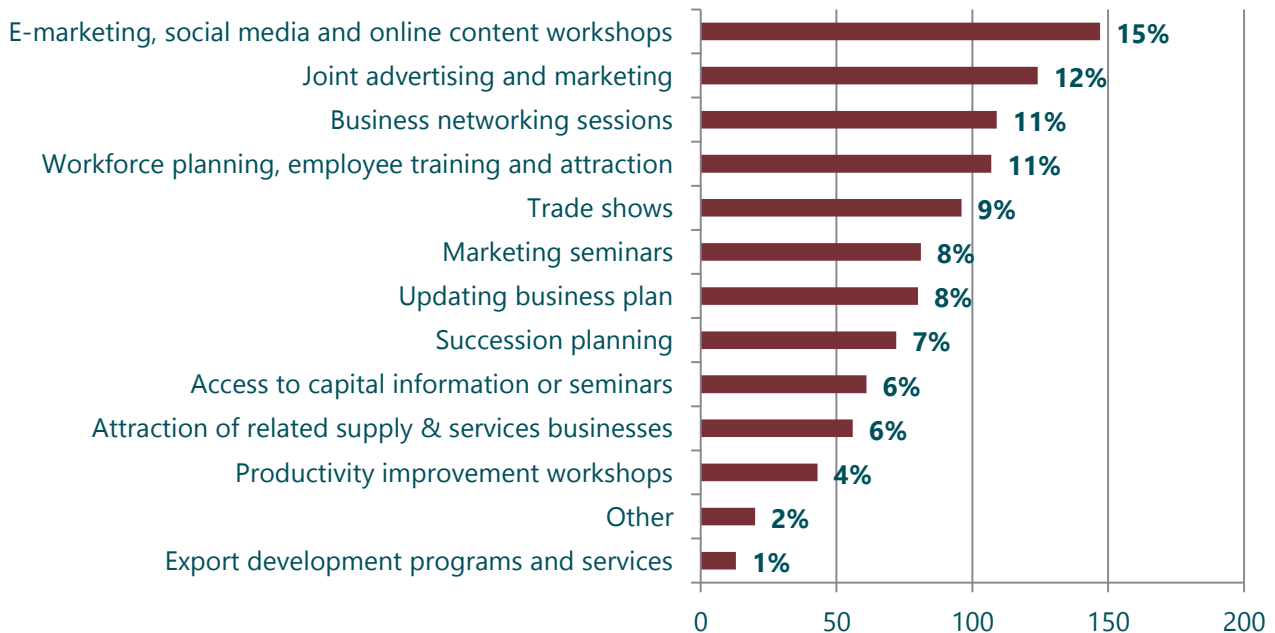
<b>Community Futures Development Corporation (CFDC)</b>	<b>Total</b>	<b>Percentage</b>
No response	11	4%
No contact	195	65%
Poor	16	5%
Fair	14	5%
Good	30	10%
Excellent	32	11%

*Note: When No response and no contact are removed – Good to Excellent = 60%*

<b>Small Business Enterprise Centres</b>	<b>Total</b>	<b>Percentage</b>
No response	14	5%
No contact	205	69%
Poor	14	5%
Fair	10	3%
Good	37	12%
Excellent	18	6%

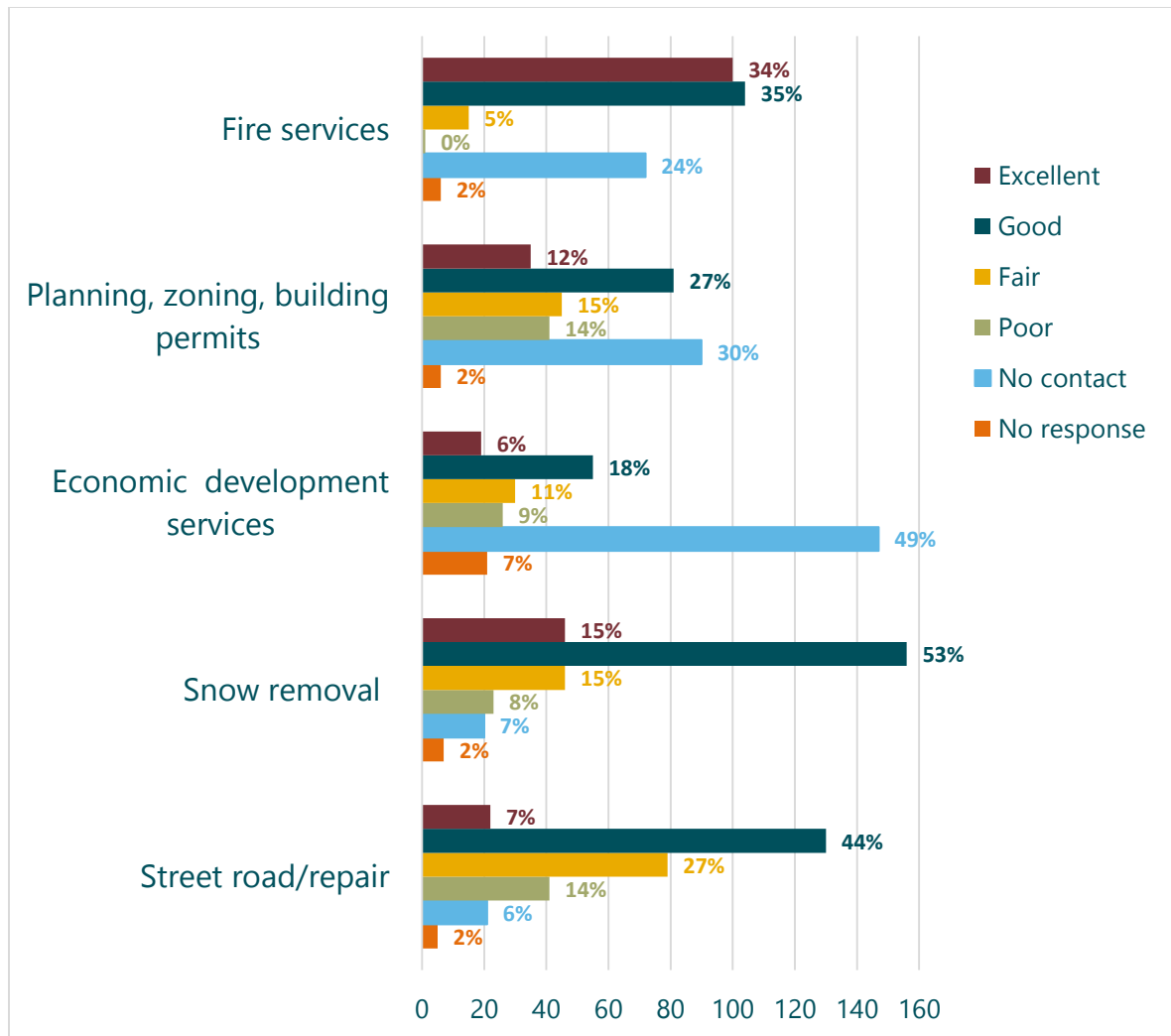
*Note: When No response and no contact are removed – Good to Excellent = 70%*

When asked what assistance or opportunities would be beneficial to support their business, the most frequent responses were e-marketing, social media and online content workshops, joint advertising and marketing, business networking sessions and workforce planning, employee training and attraction, and trade shows (BD8b).



## Municipality to Business

The support of the municipality was rated important by 84% of respondents (BC3). Businesses were also asked to rate their level of satisfaction with their local government services. Businesses generally rated the community and business services provided by the municipality as good to excellent. Fire services was rated as good to excellent by 69% of the businesses, planning / building was rated as good to excellent by 39% of the businesses, economic development services was rated as good to excellent by 24% of the businesses, snow removal was rated good to excellent by 68% of the businesses, and street / road repair was rated as good to excellent by 51% of the businesses (BC4d).



## External Marketing

During the BR+E survey numerous businesses in many sectors submitted qualitative comments expressing the need for external marketing and promotion of the Leeds Grenville region. Businesses cited the need for marketing to bring potential employees, visitors, new businesses and residents to our area. Many businesses also indicated that population growth in Leeds Grenville is needed to assist in many of the issues that our businesses are facing, such as workforce availability and increase in business growth.

Quality of life and location were frequently cited as one of Leeds Grenville's top three advantages as a place to do business.

93% of businesses indicated quality of life was important to them. <sup>(BC3)</sup>

When asked what one thing would substantially increase your business success, marketing and promotion was the most often cited answer after access to labour (FP-B).

**Marketing, promotion and advertising was ranked second highest, with comments like:**

- *Marketing to a younger demographic*
- *Awareness and promotion*
- *Advertising locally and regionally*
- *Marketing to new customers, increased awareness and electronic marketing*

When asked about their vision for the business community in Leeds and Grenville, the responses were as follows (CD5):

*More joint efforts. Leeds and Grenville should unite municipalities. Work together to promote the entire region.*

*We are beautiful. Brag about the area we like and the people.*

## Infrastructure Improvements

The BR+E survey indicated that infrastructure related to economic development activities is very important to our business sector. This infrastructure includes availability of serviced land, internet and cellular phone service, local roads and streets, provincial and regional roads, reliable electrical supply at reasonable cost and the availability of natural gas.

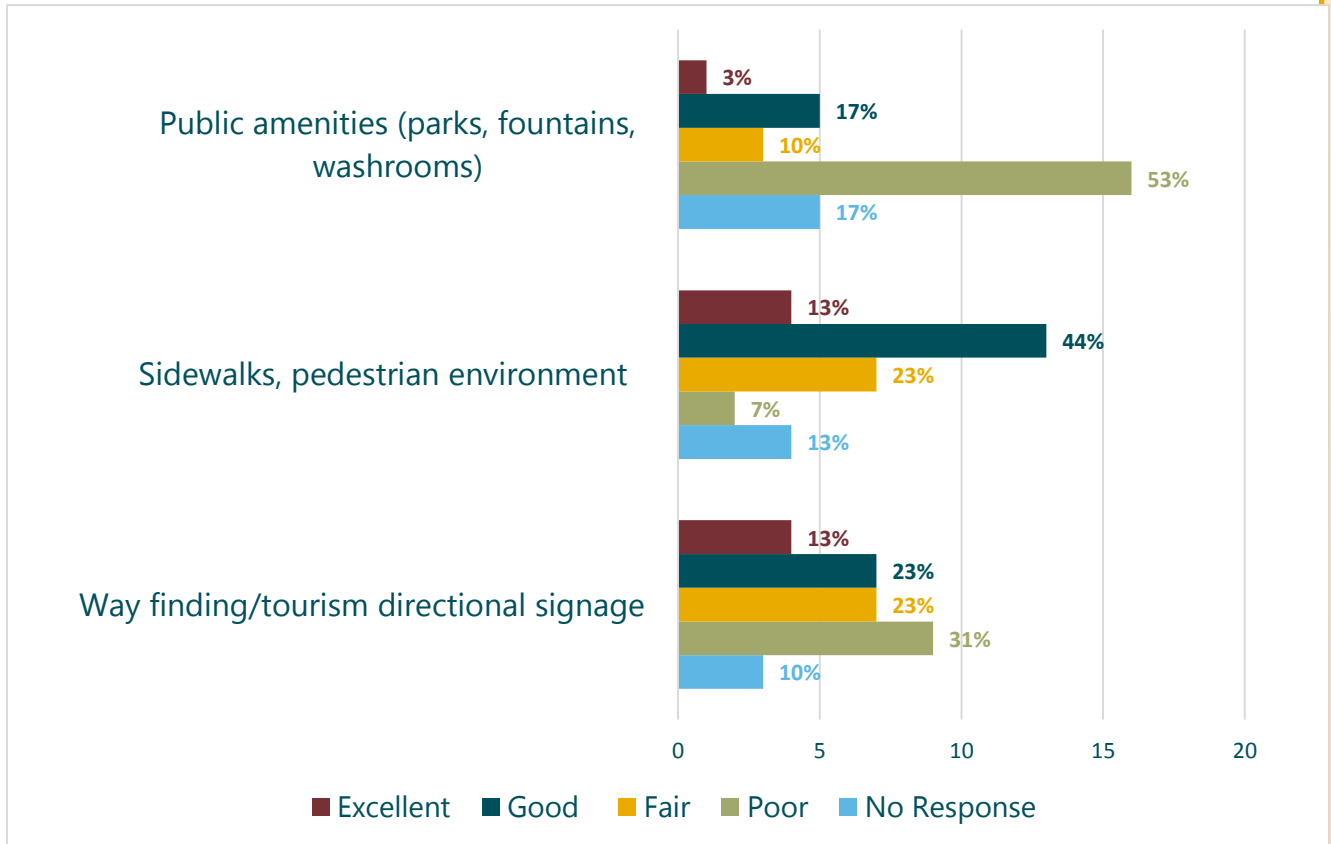
Of the businesses surveyed, 95% indicated that internet service is important, 88% said the cost of electricity is important, 86% said that cellular phone service is important, 76% said that regional / provincial roads and highways are important and 80% said that local roads and streets are important (BC3). When asked about barriers related to information technology, internet speed was the most frequently mentioned barrier, followed by internet access and internet cost. Knowledge and training and hardware / software support were also selected as barriers (BD5).

<b>Is your company experiencing information technology barriers?</b>	<b>Percentage</b>
No barriers currently experienced	23%
Internet speed	31%
Internet access	16%
Internet cost	10%
Hardware/software support	6%
Knowledge and training	6%
Other	6%
<b>Total</b>	<b>100%</b>

Proximity to Highways 401 and 416, border crossings to the USA, the St. Lawrence Seaway and the Port of Johnstown have helped to improve conditions for economic development and have led to the location of several large transportation and distribution facilities in Leeds Grenville. One of the top advantages to doing business in Leeds Grenville was location (CD2),

The businesses that completed the Downtown Retail survey indicated that many of our downtowns, hamlets and villages require infrastructure improvements such as public washrooms, parking and other amenities and signage. Public amenities were rated as good to excellent by only 20% of businesses and poor to fair by 63% of the businesses;

way finding and tourism directional signage was rated as good to excellent by 36% of the businesses and poor to fair by 54% of the businesses. Sidewalks were rated as good to excellent by 57% of the businesses (DR2).



## Diverse Economy

Leeds Grenville has a diversified economy. In addition to the 300 base surveys, sector surveys were completed for the following: Downtown Retail, Local Food, Tourism and Farm / Agriculture.

Location, Location, Location certainly applies to the region and has a positive impact on all sectors of the economy. The two bridges to the USA provide key connections to Canada's largest trading partner. Highway 401 is one of the busiest highways in North America and being located along the 401 between Montreal and Toronto and at the junction of Highway 416 certainly gives businesses in Leeds Grenville an excellent

transportation advantage. The St. Lawrence Seaway connects Leeds Grenville to many shipping ports in North America and around the world and provides a vibrant tourism destination.

***Downtown Retail – 30 surveys*** - Downtown businesses surveyed indicated that they like their downtowns; 81% agreed that downtown is an excellent place to do business and 93% would support a new retail promotions event (DR18). As mentioned above in Infrastructure, businesses felt that public washrooms are needed in downtowns and 80% of businesses rated accessibility for the disabled as poor to fair and 54% rated way finding / tourism directional signage as poor to fair (DR2).

A number of historic and beautiful hamlets and villages are located throughout Leeds Grenville. Villages such as Merrickville-Wolford and Westport have thriving retail and tourism sectors and many other villages are rich in history and represent the retail and cultural centre for their surrounding rural areas.

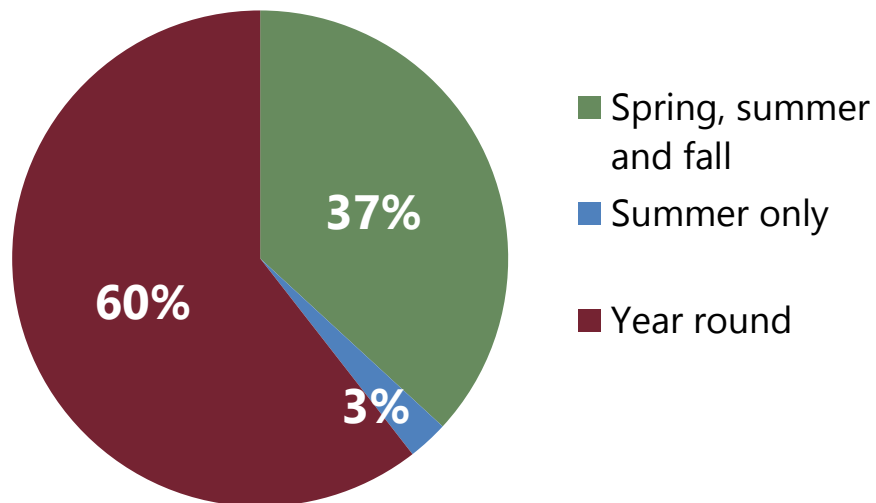
***Local Food – 22 surveys*** - Of the local food businesses surveyed, 83% would be interested in supplying local markets if the distribution and management systems were in place (LF4) and 94% of the businesses indicated that they have capacity and interest to increase production to supply local markets if additional buyers are identified (LF5). Barriers to including or expanding value-added processing include food safety requirements, labelling requirements, uncertain markets and labour availability (LF9).

***Tourism – 39 surveys*** - The 1000 Islands, St. Lawrence River, Rideau Canal and inland lakes and rivers along with historic villages and hamlets have led to the development of a vibrant tourism industry in Leeds Grenville. The tourism industry provides jobs in attractions, retail, accommodation, food service and transportation (T1).

Responses	Total	Percentage
Other	13	33%
Attraction	6	15%
Bed and Breakfast	5	13%
Restaurant	5	13%
Resort	4	10%
Campground/RV Park	3	8%
Hotel/Motel/ Inn	2	5%
Transportation	1	3%

- Other includes rental property, boating rentals, marina

Although it is perceived that tourism in Leeds Grenville is very seasonal in nature, of the businesses surveyed 60% operate year-round, 37% operate in the spring, summer and fall and only 3% operate in the summer only (T2).



The top 6 products or activities that businesses feel attract visitors are water-based activities, fishing, heritage, outdoor activities, cycling and shopping (T10).

Of the responding tourism businesses surveyed, 85% indicated that the availability of public washrooms is poor to fair and 59% indicated that information centres are poor to fair (T5).

**Agriculture – 26 surveys** - Leeds Grenville has a land base that supports a thriving agricultural and local food economy and these sectors of the economy will continue to be significant contributors to the overall economy.

The businesses that completed the survey were involved in the following agricultural business (AG1):

Responses	Total	Percentage
Livestock	16	23%
On-farm retail	10	14%
Field crops	9	13%
On-farm processing	8	12%
Poultry	6	9%
Custom work	6	9%
Other	5	7%
Horticulture	4	6%
Agri-education e.g. school tours	3	4%
Farm Gate sales	2	3%

The farm / agricultural businesses indicated that a number of factors will be important over the next 18 months; 58% indicated technological changes will be important, 54% indicated that international / national competition will be important, 88% indicated public concern / awareness will be important and 69% indicated that financing will be important (AG6).

Farm / agricultural businesses also feel that they will have to change production practices due to changes in climate or environment.

**61% of businesses anticipate changing production practices to respond to changes in climate or environment** (AG10).

## NEXT STEPS

The Business Retention and Expansion report with its suggested Action Plan is one of the documents that should be considered when finalizing the Counties Economic Development strategy and annual action / work plans. Consideration will also be given to future trends and opportunities, available resources, and partnerships.

## Draft Action Plan for consideration

### Workforce

Actions	Authorities
<p>Facilitate meetings with business and industry members to gain further insight to confirm workforce gaps and challenges for immediate and future planning.</p>	<ul style="list-style-type: none"> <li>• United Counties of Leeds and Grenville</li> <li>• Member municipalities</li> <li>• Business Representatives</li> <li>• Employment Agencies – EEC, KEYS, CSE</li> <li>• Eastern Workforce Innovation Board</li> </ul>
<p>Facilitate meetings with local education sector members – school boards (4), colleges, private schools to form a partnership that will assist in determining the gaps between the existing educational programs and workforce challenges.</p> <ul style="list-style-type: none"> <li>• Investigate changes to curriculum and programs that can be implemented quickly to address immediate workforce issues.</li> <li>• Take an inventory of what trades are available in high schools and advocate for the return of a trades and skilled trades curriculum.</li> </ul>	<ul style="list-style-type: none"> <li>• United Counties of Leeds and Grenville</li> <li>• Member municipalities</li> <li>• St. Lawrence College</li> <li>• School Boards</li> <li>• Universities</li> <li>• Employment Agencies – EEC, KEYS, CSE</li> <li>• Eastern Workforce Innovation Board</li> </ul>
<p>Provide a comprehensive local solution to the existing workforce issues in Leeds Grenville.</p> <ul style="list-style-type: none"> <li>• This could include mentoring and students visiting businesses. Introduce trades (culinary, skilled trades) in public schools as part of the regular curriculum. Do not wait until high school.</li> </ul>	<ul style="list-style-type: none"> <li>• United Counties of Leeds and Grenville</li> <li>• Member municipalities</li> <li>• St. Lawrence College</li> <li>• School Boards</li> <li>• Universities</li> <li>• Employment Agencies – EEC, KEYS, CSE</li> <li>• Eastern Workforce Innovation Board</li> </ul>

## Business Collaboration and Support

Actions	Authorities
<p>Provide breakfast business networking / collaboration sessions.</p> <ul style="list-style-type: none"> <li>• Bring in guest speakers to discuss pertinent issues for businesses.</li> <li>• Off-season collaboration between local businesses.</li> </ul>	<ul style="list-style-type: none"> <li>• Member municipalities</li> <li>• Chambers of Commerce</li> <li>• United Counties of Leeds and Grenville</li> <li>• Federal / Provincial business support agencies</li> </ul>
<p>Assist local business and industry sectors with attendance at trade shows in larger centres.</p> <ul style="list-style-type: none"> <li>• Review applicable trade shows and organize businesses from Leeds Grenville that may wish to attend. Sectors may include manufacturing and technology.</li> <li>• Discuss with Ontario East Economic Development Commission and consider federal / provincial funding agencies for joint ventures.</li> </ul>	<ul style="list-style-type: none"> <li>• United Counties of Leeds and Grenville</li> <li>• Federal / Provincial business support agencies</li> <li>• Ontario East Economic Development Commission</li> </ul>
<p>Work with business support agencies to host several information sessions throughout the Counties to highlight business support programs and services.</p>	<ul style="list-style-type: none"> <li>• United Counties of Leeds and Grenville</li> <li>• Employment Agencies – EEC, KEYS, CSE</li> <li>• Small Business Enterprise Centres</li> <li>• Community Futures Development Corporations</li> <li>• Federal / Provincial funding programs</li> </ul>

## External Marketing

Actions	Authorities
<p>Develop a comprehensive marketing plan for Leeds Grenville.</p> <ul style="list-style-type: none"> <li>Investigate the cost / reach of sector-specific trade journal ads.</li> <li>Position marketing as Canada's next big tourism destination.</li> </ul>	<ul style="list-style-type: none"> <li>United Counties of Leeds and Grenville</li> <li>Business Representatives</li> </ul>
<p>Reach out to younger demographic – help businesses understand that change is okay.</p> <ul style="list-style-type: none"> <li>Use local business case studies or ambassadors who have been successful implementing changes related to the attraction of younger employees.</li> <li>Increase the use of all social media platforms, highlighting the quality of life, lower cost of living and easy access to amenities and services.</li> </ul>	<ul style="list-style-type: none"> <li>United Counties of Leeds and Grenville</li> <li>Business Representatives</li> </ul>
<p>Identify specific trade shows to attend with focused marketing materials to generate interest in specific sectors (ie. manufacturing, tourism, etc.). Face-to-face engagement is key.</p>	<ul style="list-style-type: none"> <li>United Counties of Leeds and Grenville</li> </ul>

## Infrastructure

<b>Actions</b>	<b>Authorities</b>
<p>Improve broadband internet and cellular services.</p> <ul style="list-style-type: none"> <li>Engage Eastern Ontario Regional Network (EORN) and telecoms to ensure that the residents and businesses of Leeds Grenville are receiving the best internet services and pricing available at this time (infrastructure already in place) from service providers.</li> <li>Work with EORN to ensure that Leeds Grenville receives maximum benefit of the recently announced new funds for mobile broadband services.</li> <li>Investigate a public / private partnership for improved broadband services.</li> </ul>	<ul style="list-style-type: none"> <li>United Counties of Leeds and Grenville</li> <li>Eastern Ontario Regional Network (EORN)</li> <li>Telecoms</li> </ul>
<p>Lobby the Provincial government to simplify the process involved in expanding or providing services or utilities such as water, sewage disposal and natural gas.</p> <ul style="list-style-type: none"> <li>The cost of the Environmental Assessments is prohibitive.</li> <li>Advocate for the expansion of natural gas.</li> </ul>	<ul style="list-style-type: none"> <li>United Counties of Leeds and Grenville</li> <li>Local municipalities</li> <li>Provincial ministries</li> <li>Eastern Ontario Wardens' Caucus (EOWC)</li> </ul>
<p>Promote inter-municipal cooperation for joint servicing initiatives between rural and urban municipalities.</p> <ul style="list-style-type: none"> <li>Investigate joint servicing options for lands currently unserved.</li> </ul>	<ul style="list-style-type: none"> <li>United Counties of Leeds and Grenville</li> <li>Local municipalities</li> </ul>
<p>Invest in infrastructure to create a welcoming environment - sidewalks, lighting, signage, washrooms. Continue to advocate infrastructure that supports business.</p>	<ul style="list-style-type: none"> <li>Local municipalities</li> <li>United Counties of Leeds and Grenville</li> </ul>

## Diverse Economy

<b>Actions</b>	<b>Authorities</b>
Develop an intelligent community strategy for the future, including hard-wired connectivity (public / private partnership).	<ul style="list-style-type: none"> <li>• United Counties of Leeds and Grenville</li> <li>• Eastern Ontario Regional Network (EORN)</li> <li>• Telecoms</li> </ul>
Focus on attracting a more ethnically diverse population from larger urban centres to improve workforce and increase tourism.	<ul style="list-style-type: none"> <li>• United Counties of Leeds and Grenville</li> <li>• Business representatives from tourism and industry</li> </ul>

## Summary of Top Actions

### Workforce

- Facilitate meetings with business and industry members to gain further insight to confirm workforce gaps and challenges for immediate and future planning.
- Facilitate meetings with local education sector members – school boards (4), colleges, private schools to form a partnership that will assist in determining the gaps between the existing educational programs and workforce challenges.
- Provide a comprehensive local solution to the existing workforce issues in Leeds Grenville.

### Business Collaboration and Support

- Provide breakfast business networking / collaboration sessions.
- Assist local business and industry sectors with attendance at trade shows in larger centres.

### External Marketing

- Develop a comprehensive marketing plan for Leeds Grenville.
- Reach out to younger demographic – help businesses understand that change is okay.

### Infrastructure

- Improve broadband internet and cellular services.
- Lobby the Provincial government to simplify the process involved in expanding or providing services or utilities such as water, sewage disposal and natural gas.
- Promote inter-municipal cooperation for joint servicing initiatives between rural and urban municipalities.

### Diverse Economy

- Develop an intelligent community strategy for the future, including hard-wired connectivity (public-private partnership).
- Focus on attracting a more ethnically diverse population from larger urban centres to improve workforce and tourism opportunities.

## Project Team

### **The United Counties of Leeds and Grenville Economic Development Office**

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**Augusta Community Volunteers**  
Jeanette Johnston  
Wendy Onstein  
Bill Pakeman

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### **Township of Elizabethtown-Kitley** Alison Merkley

### **Front of Yonge Volunteer** Elaine Covey

**Village of Merrickville-Wolford Volunteers**  
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Wendy Cherry  
Anney deGobeo  
Ian Donald

Terry Gilhen  
Jane Graham  
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Cheri Kemp-Long  
Nick Previsich

**Rideau Lakes Community Volunteers**  
Ken Davies  
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Sharen Symondson

**Township of Rideau Lakes**  
Malcolm Norwood  
Meg McCallum

### **Village of Westport** Patti Mueller

## Thank You:

We would like to thank the volunteers and the 300 businesses who participated in this survey for their time and contribution to this report.





where **lifestyle**  
**grows** good **business**

# Business Retention and Expansion Appendices

October 24, 2019



**Prepared by:**



**Funding provided by:**

**Government of Ontario  
United Counties of Leeds and Grenville**

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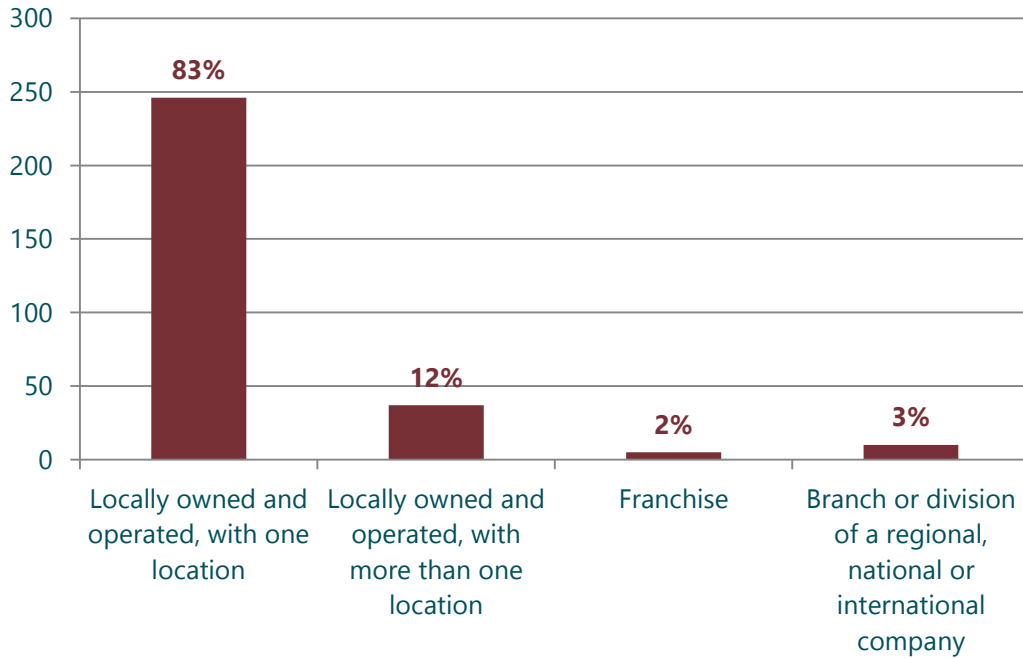
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# Appendix A: Business Information

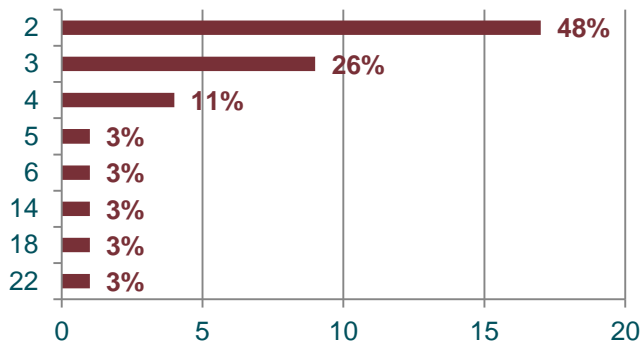
## BI1. Which of the following best describes your business?

Out of 298 Responses:



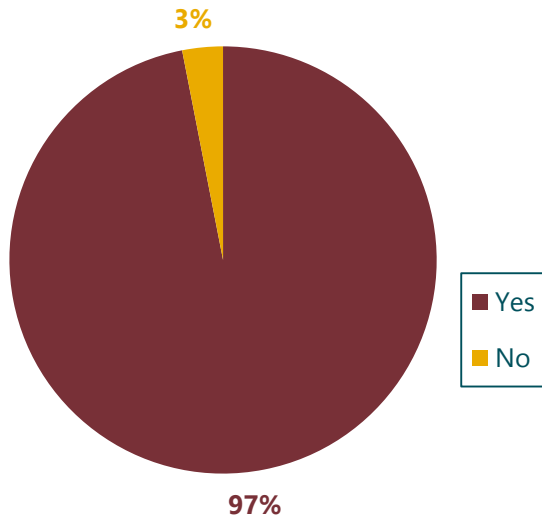
### If more than one location, specify number

Out of 12% of the responses:



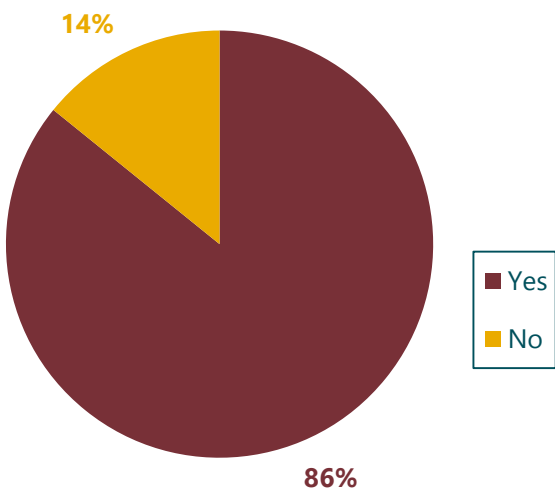
**BI2. Is at least one of the owners involved in the day-to-day operation of the business?**

Out of 293 Responses:



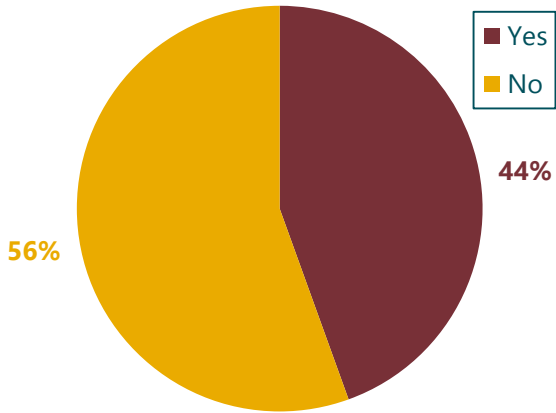
**BI3. Is at least one of the owners a resident of the community?**

Out of 289 Responses:



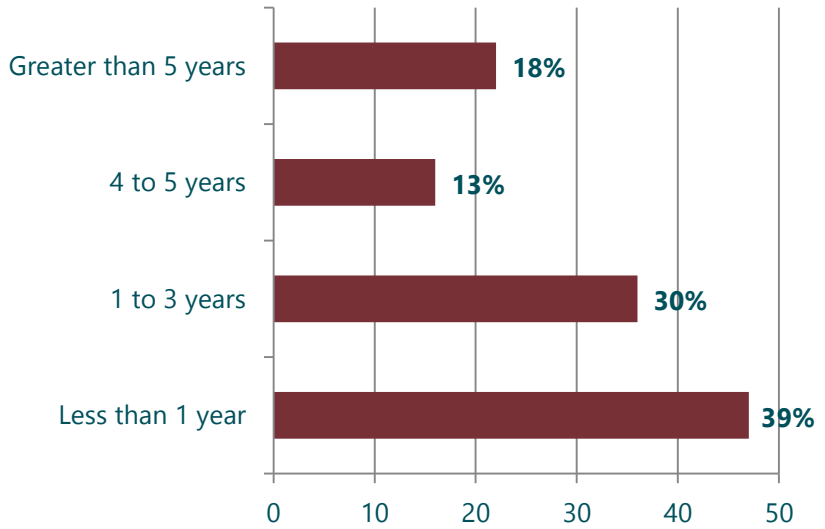
**BI4a. Does your business have a business plan?**

Out of 290 responses:



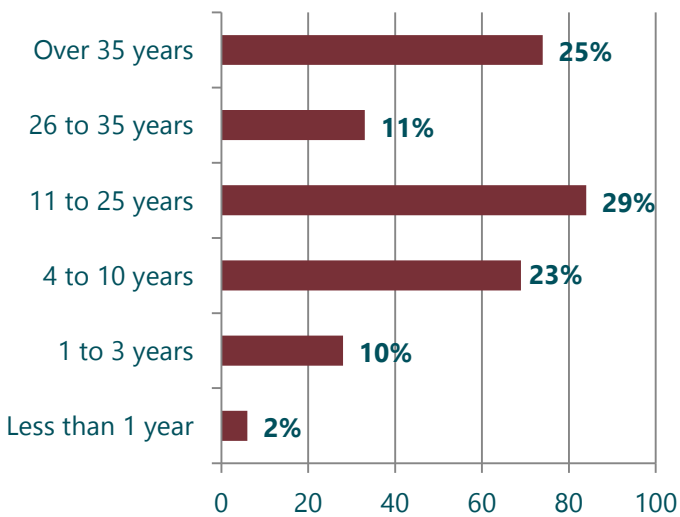
**BI4b. When was it last updated?**

Out of 121 responses:



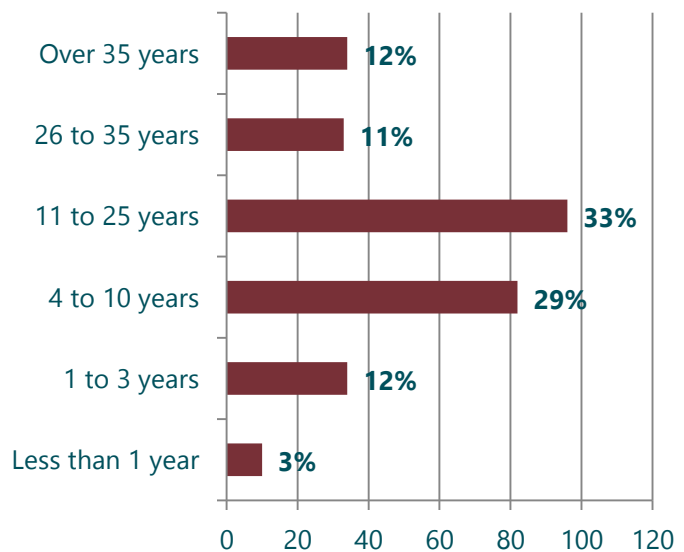
**BI5. How many years has your business been in operation in this community?**

Out of 294 responses:



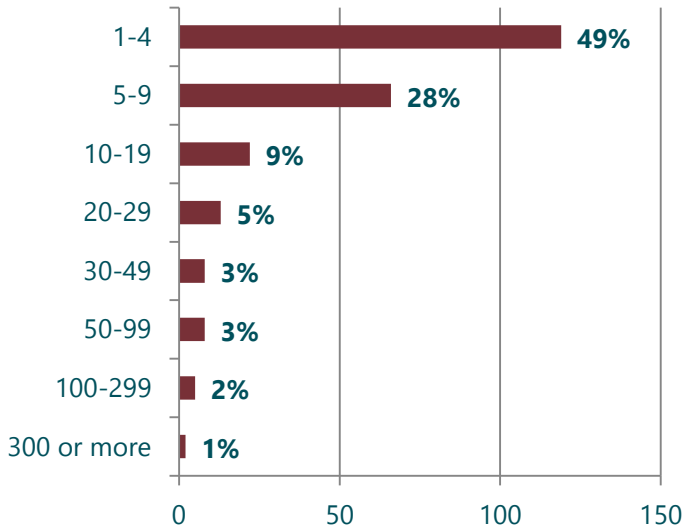
**BI6. How many years have the current owner/owners been operating this business?**

Out of 289 responses:



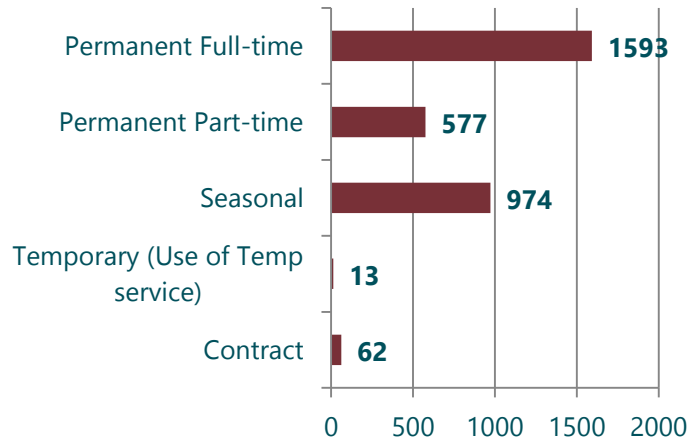
**BI7. Including owner/owners, how many employees work at this location?**

Out of 243 responses:



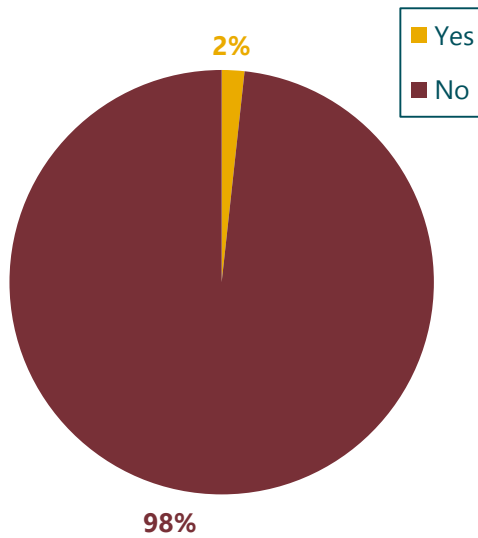
**BI7a. Including owner/owners, please confirm your total number of employees operating at this location?**

Out of 53 responses:



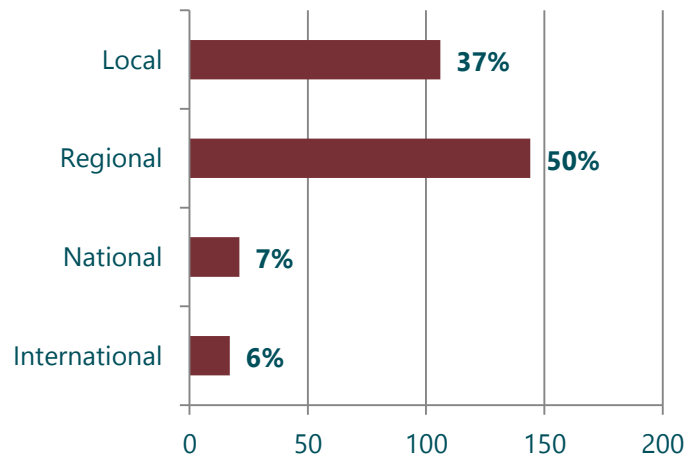
**BI7b. Is your business unionized?**

Out of 290 responses:



**BI8. The primary market of your business is:**

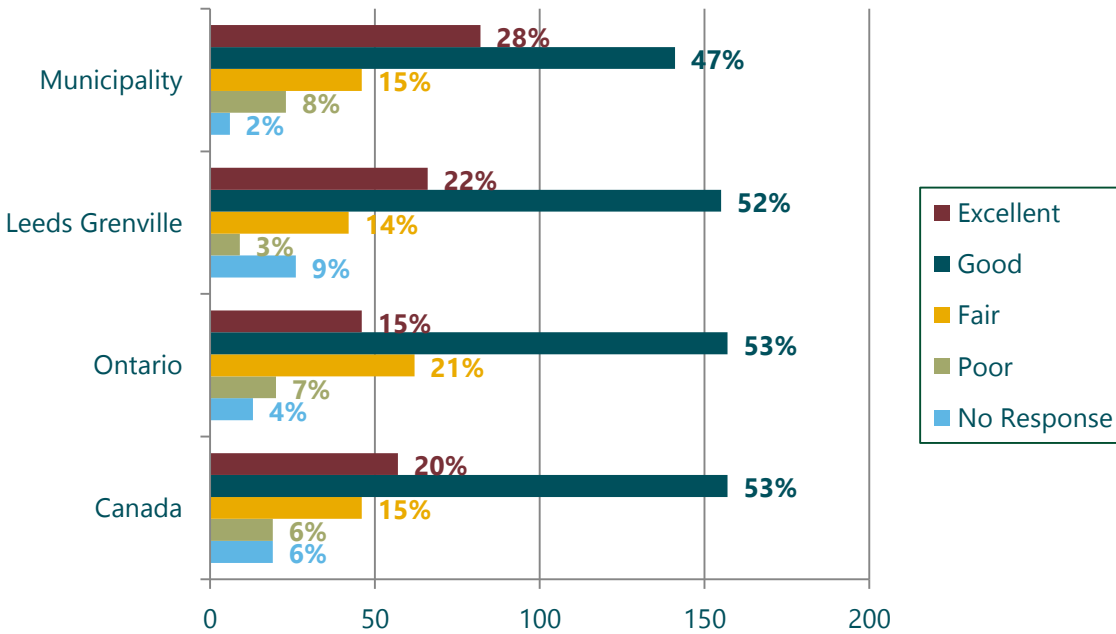
Out of 288 responses:



## Appendix B: Business Climate

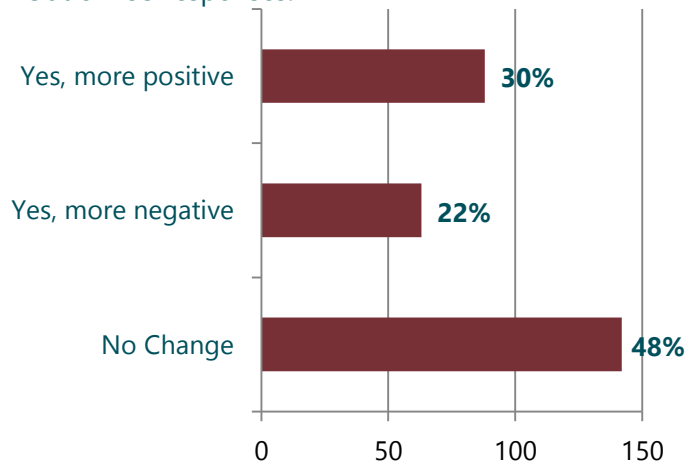
### BC1. What is your general impression, as a place to do business with respect to:

Out of 298 Responses:



### BC2a. In the past 3 years has your attitude about doing business in this community changed?

Out of 293 responses:



**BC2b. Please explain the positive change in attitude:**

- Business growth x21
- Supportive community x11
- New council x10
- Supportive township x8
- Growth in the community x7
- Support from local businesses x7
- Population growth x4
- The improvements in development (Canopy, LeBoat) x3
- Increased tourism x3
- Location x2
- Local markets and events x2
- Fewer competitors
- End of Chamber - Village taking on stronger role in helping businesses
- Diversified to create positive changes
- Feedback from clients extremely positive
- Buy Local campaign
- More connections, more education
- Support from Business Development Corporation.
- Athens' Business Connect Group
- Community revitalization - heritage focus
- Attitude of Development Services is much improved
- Increased online marketing by municipality

**BC2b. Please explain the negative change in attitude:**

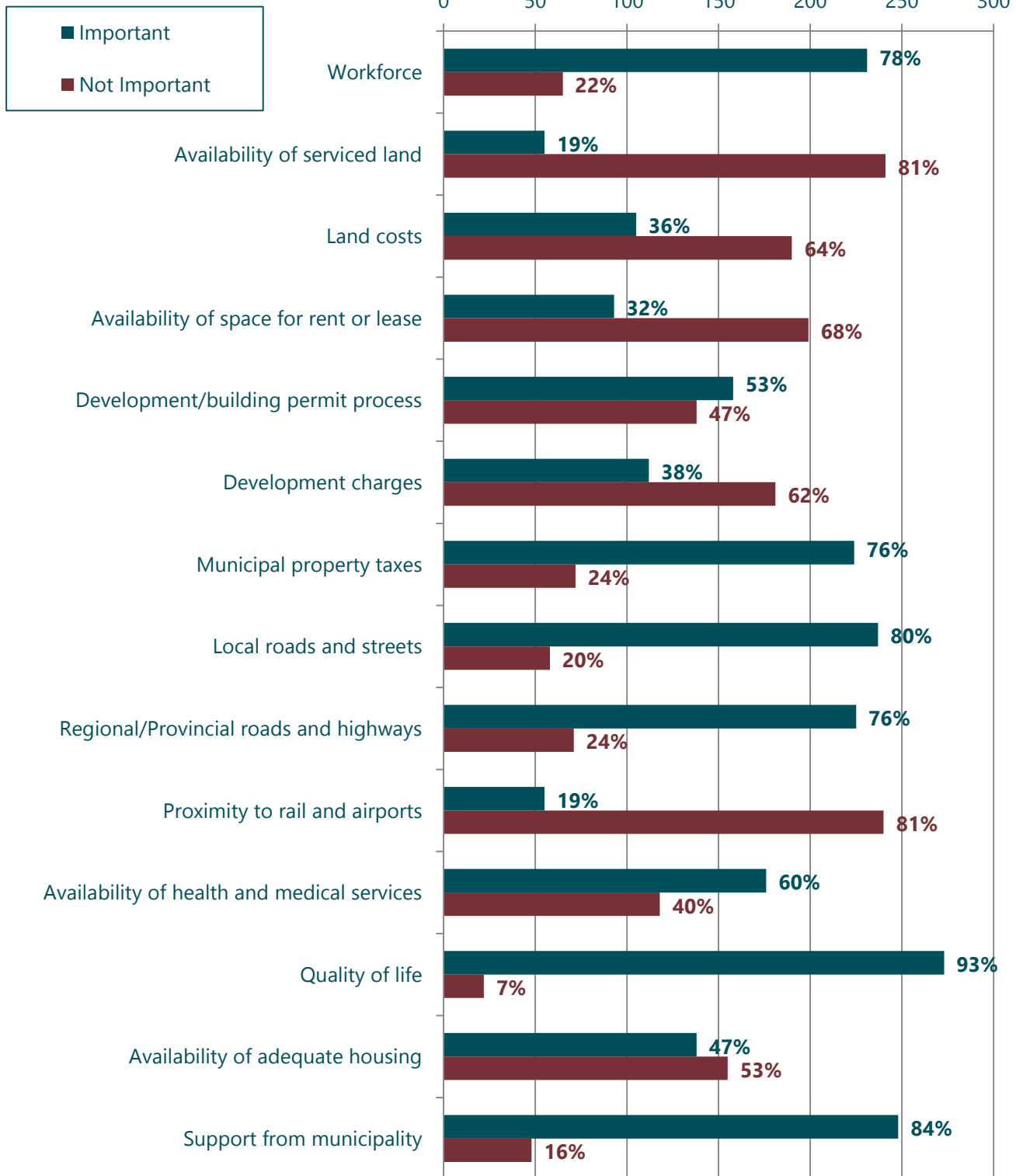
- Lack of population growth x3
- Regulations x3
- More red tape
- Developmental approvals process is too legalistic and subject to change after approvals have been given
- Community has become more business minded; everything is about bottom line
- Poor land use planning at municipal government
- Lack of business acumen, complacency in business sector
- More cognizant of business climate
- Customer loyalty deteriorating
- Planning and zoning department
- Mindset change. Ownership attitude. Resisting change.
- Not as much support. Income and sales are lower
- Cost of doing businesses has increased
- Rental costs
- Customer base - people are getting harder to do work for, expectations are high

- Not receiving grants that are being applied for, support from community is not there
- Economy locally and within the industry
- Relationship with Public Works has declined
- Loss of local businesses - climate has declined
- Increased solicitations for donations
- Rural location
- Provincial/county level red tape and barriers
- Zoning bylaw is a huge issue, lack of support from township office - bullied, ignored, old boys club, number of staff
- Municipal, very impersonal, no compassion, not professional, do not know their own rules.
- Building permits/site plans common sense
- Closures of local industry, costs of doing business in Ontario has risen for manufacturing and local municipalities who are main clients
- Township not reaching out to local businesses
- Development department has made it overly difficult to develop residentially or commercially in the Township
- Not likely able to work with council; getting building permit is extremely difficult
- Loss of industry for money to be spent in the community.
- Loss of P&G in September
- School closures
- Competition
- Municipal Property Assessment Corporation increases
- Snow conditions (lack of snow for past 4 years)
- Clients want owners to absorb all extra costs without any price adjustments
- Hydro rates
- Many business closures and downsizing
- Municipality not in touch with businesses and changing times
- Wages increased due to provincial requirements which prevents hiring
- General lack of cooperation
- Disconnect between village office and needs of rural business community
- Utility costs
- Lack of cohesiveness in business circle
- Lacking sense of community
- Over the last 2 years there has been a significant increase in Government related costs impacting businesses (Provincial)

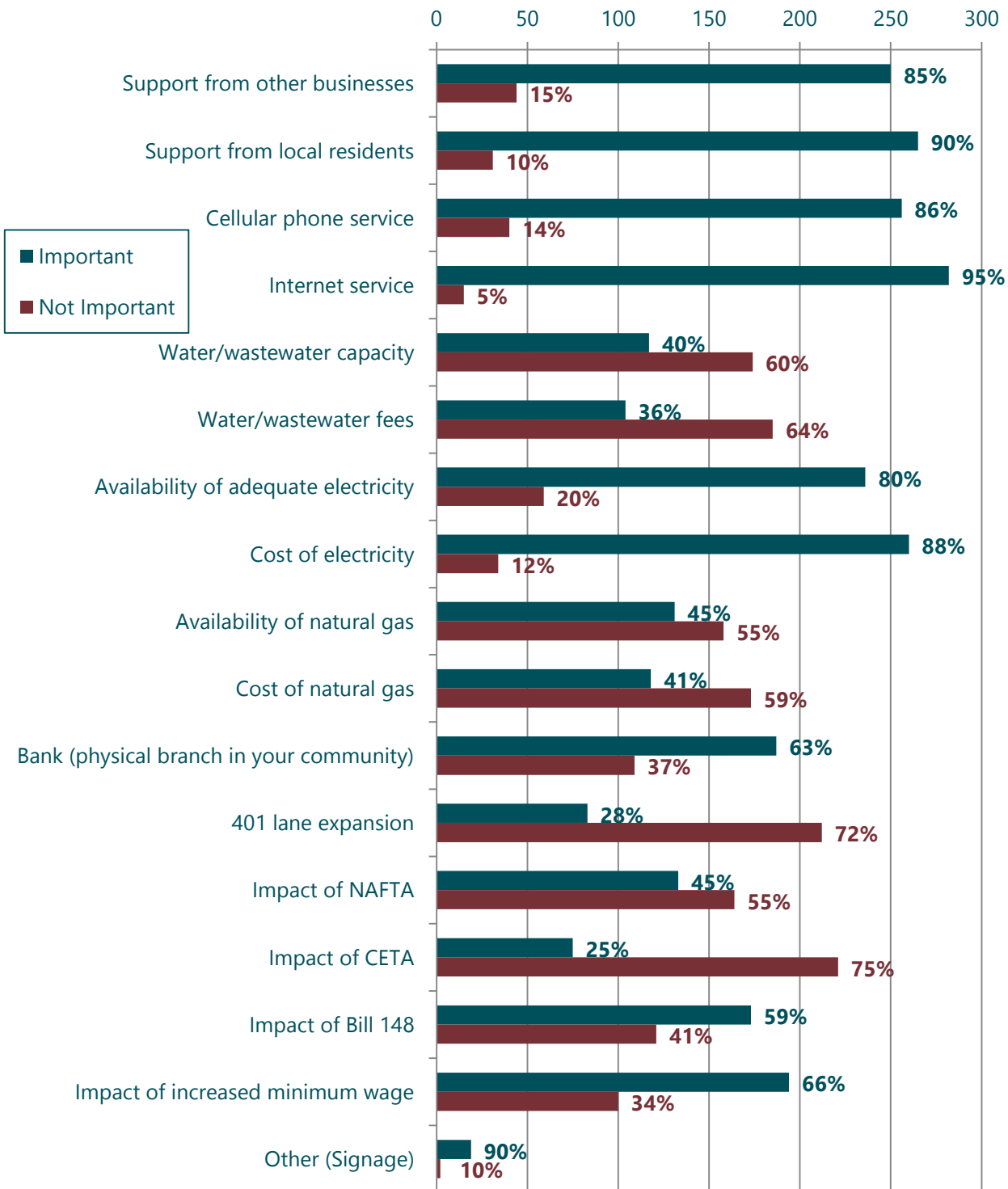
- Challenging business environment/relationship among business and municipality
- Payroll costs
- Water rates prohibitive
- Aging population
- Business dependent on gas prices, weather and CAD vs US dollar
- Tax increases
- Issues with getting septic approvals
- Cost significant time and money to deal with municipality
- Expansion possible, but not able to find qualified workers
- Township not utilizing local businesses.
- Provincial funding
- Minimum wage

**BC3. Which of the following factors are important to your business?**

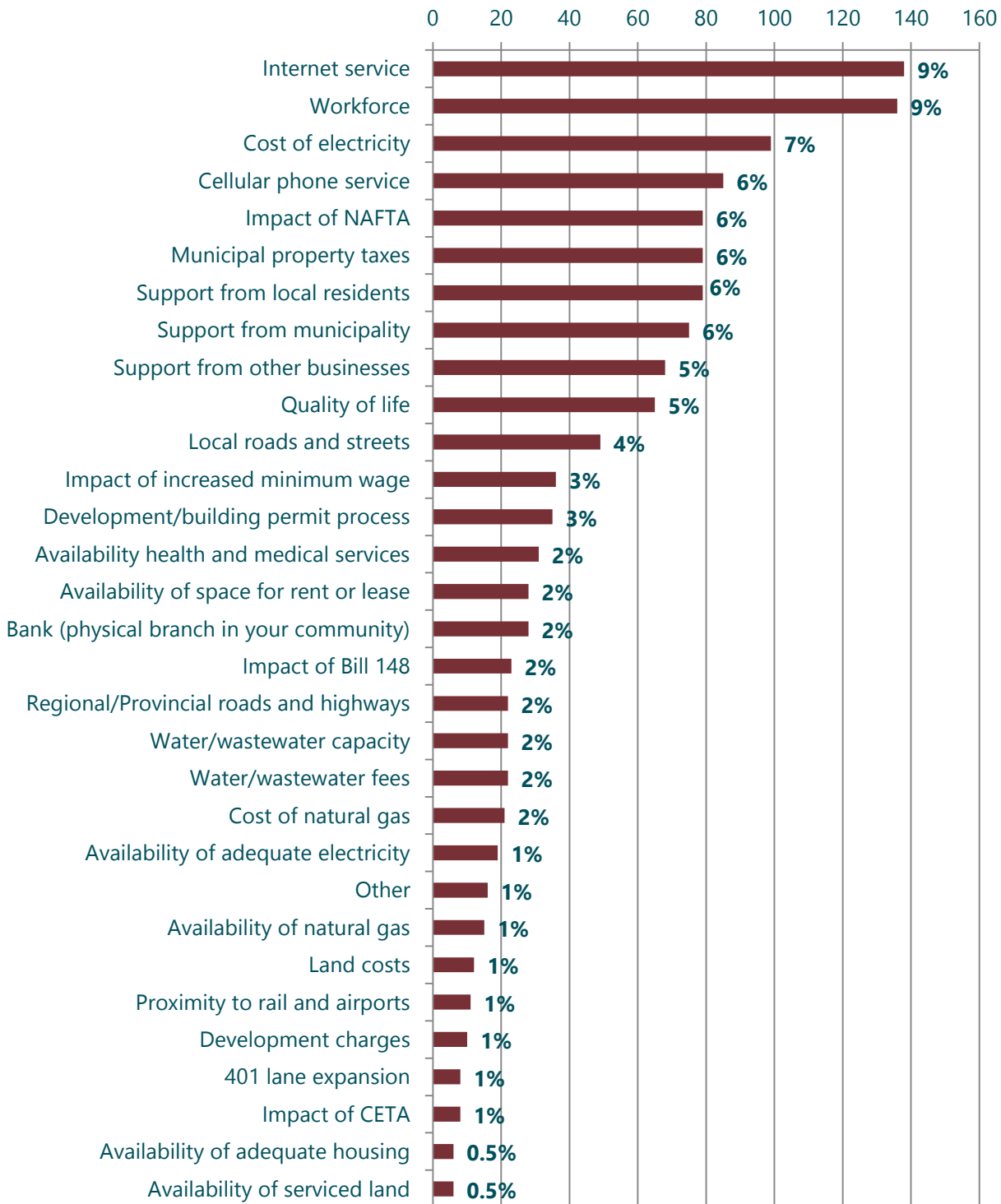
Out of 296 responses:



**BC3. Which of the following factors are important to your business (cont'd):**

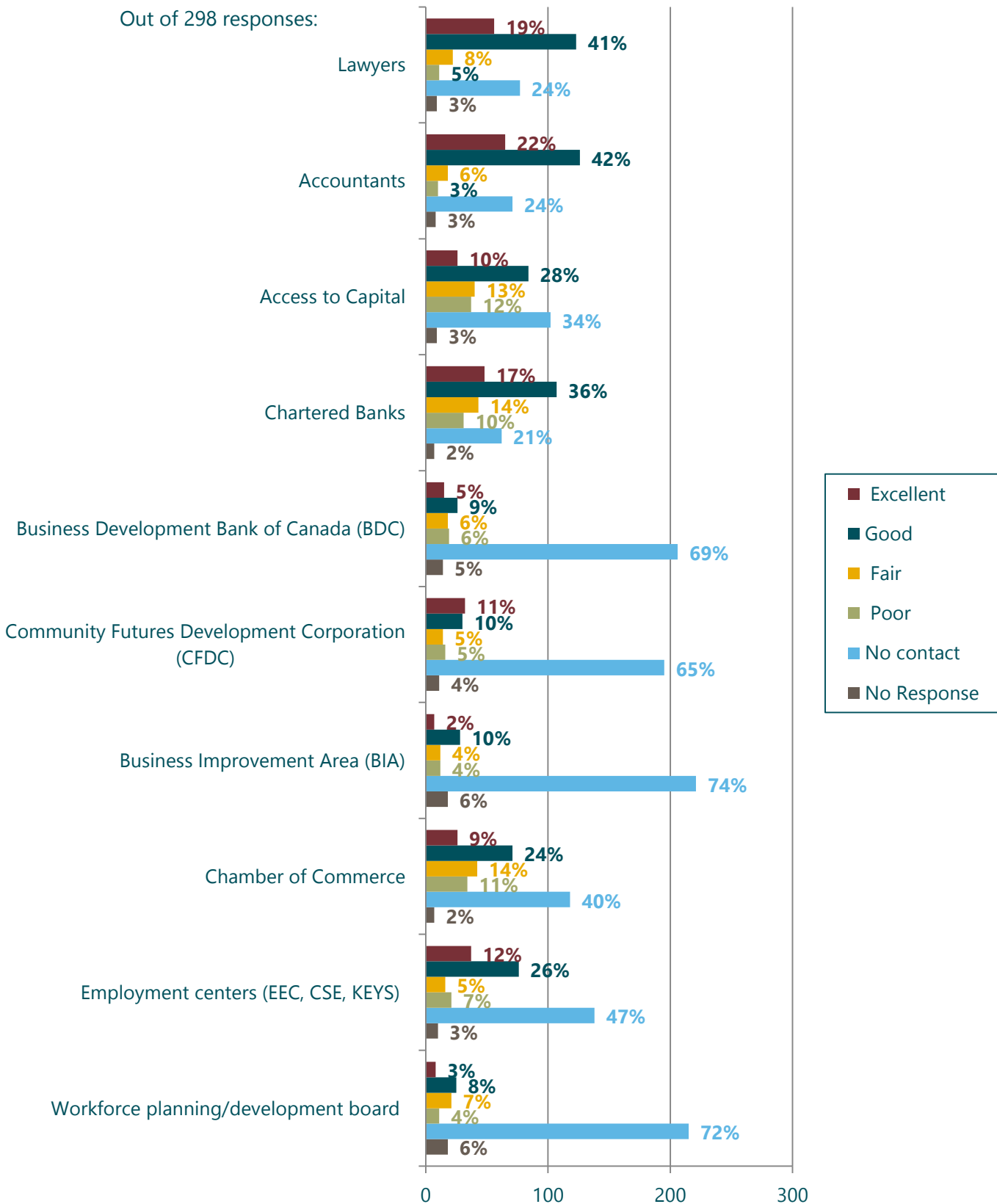


**BC3. Then, select five (5) of the most important factors affecting your business:**

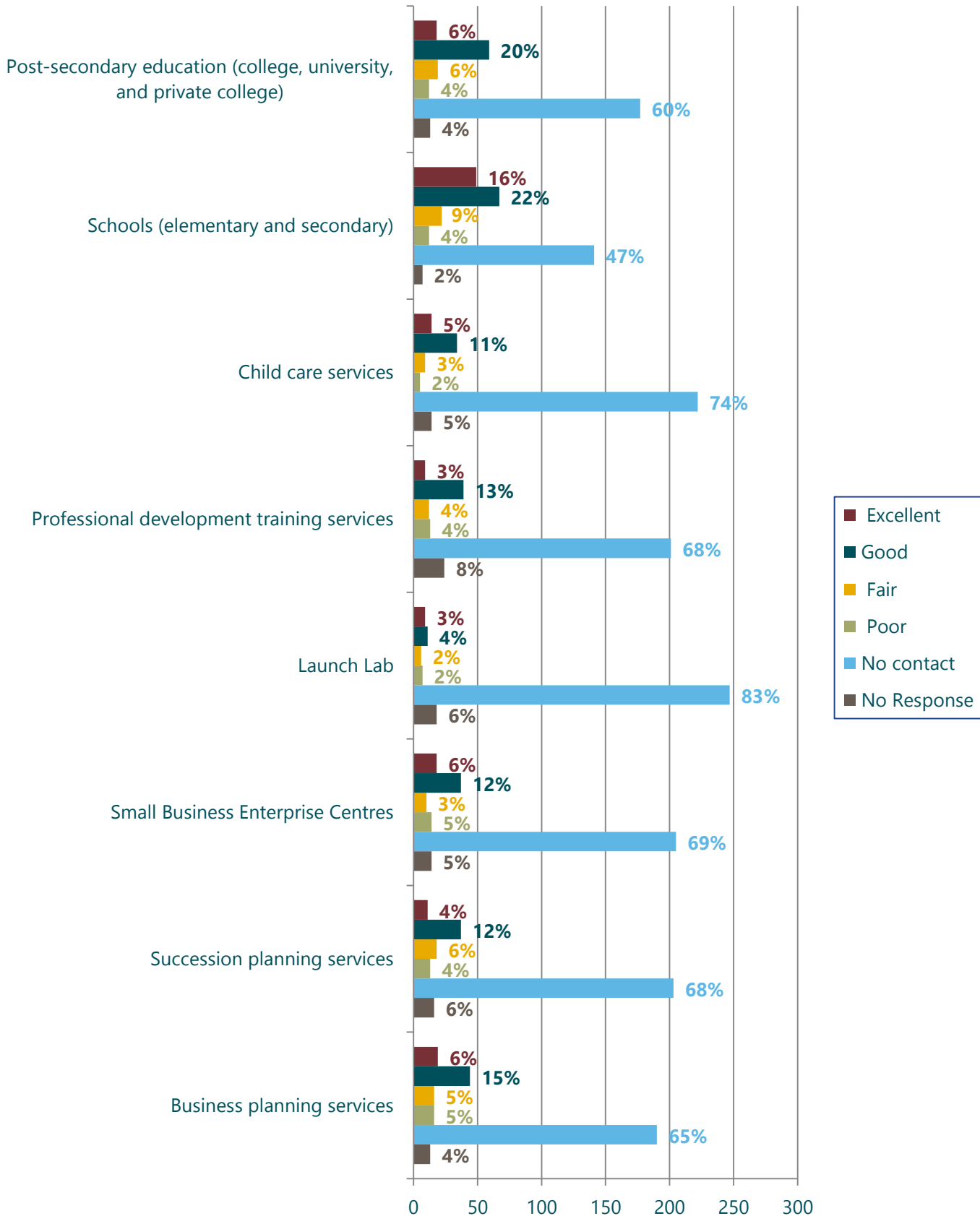


**BC4a. From the perspective of your business, rate your level of satisfaction with each of the following community and business services:**

Out of 298 responses:

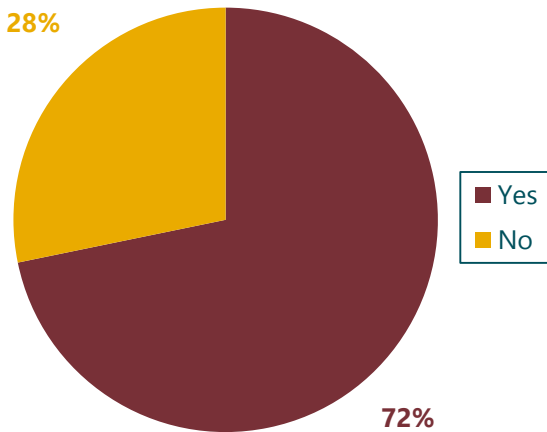


**BC4a. From the perspective of your business, rate your level of satisfaction with each of the following community and business services (cont'd):**

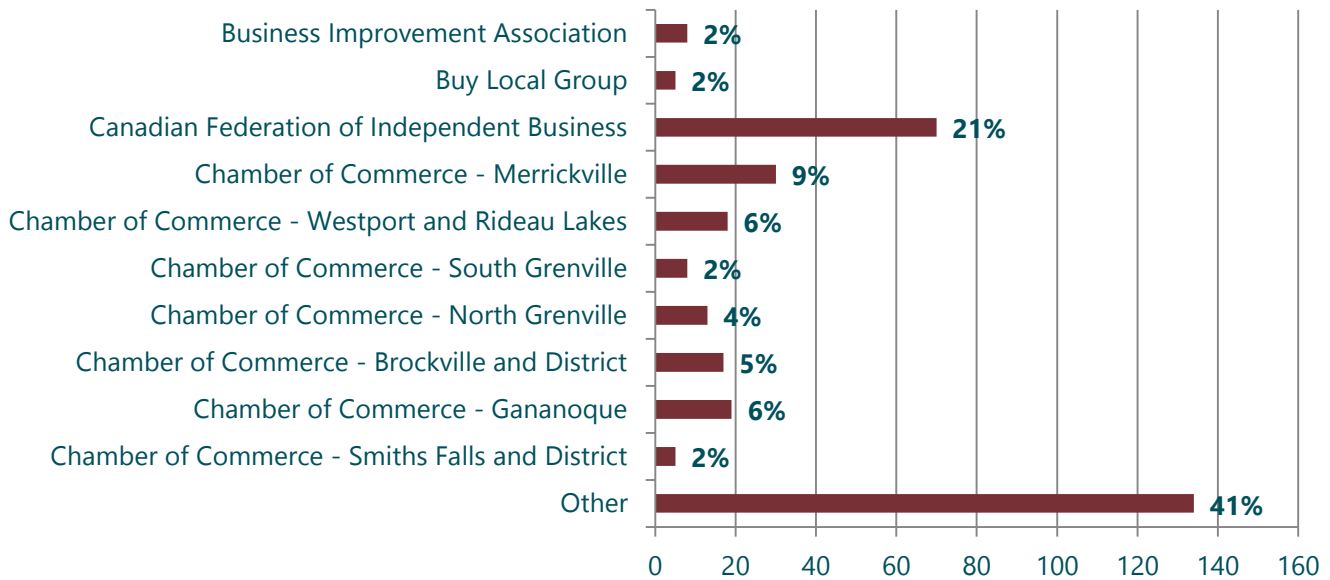


**BC4b. Are you a member of any business organization(s)?:**

Out of 294 responses:



**If yes, which ones?**



Other: Businesses in Leeds Grenville are highly active in over 140 industry specific and professional business organizations that are available locally, provincially and nationally.

**BC4c. If you are a member or choose to join an organization which promotes and supports businesses, what benefits or services are of value to your business?**

Out of 268 Responses:

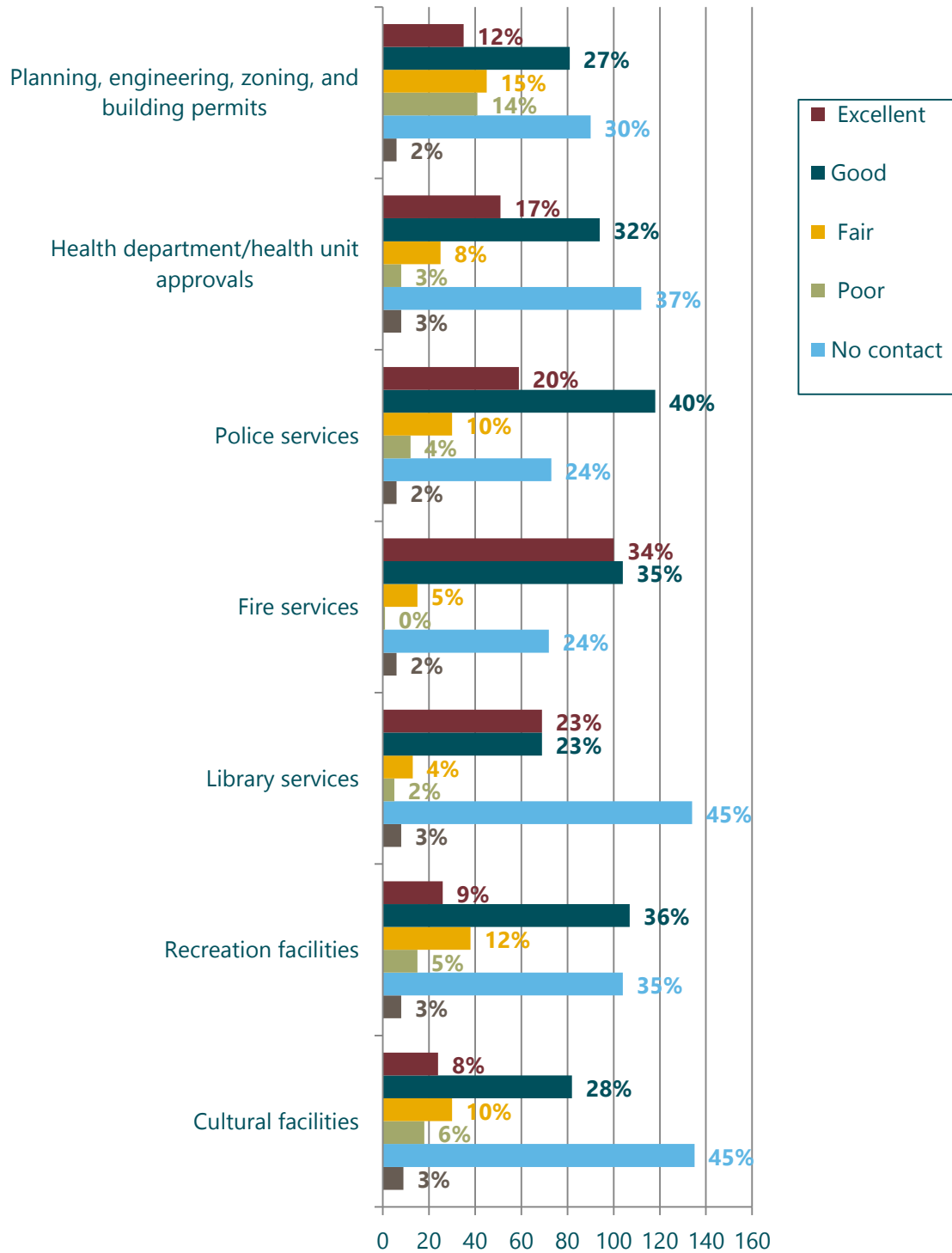


**Other includes:**

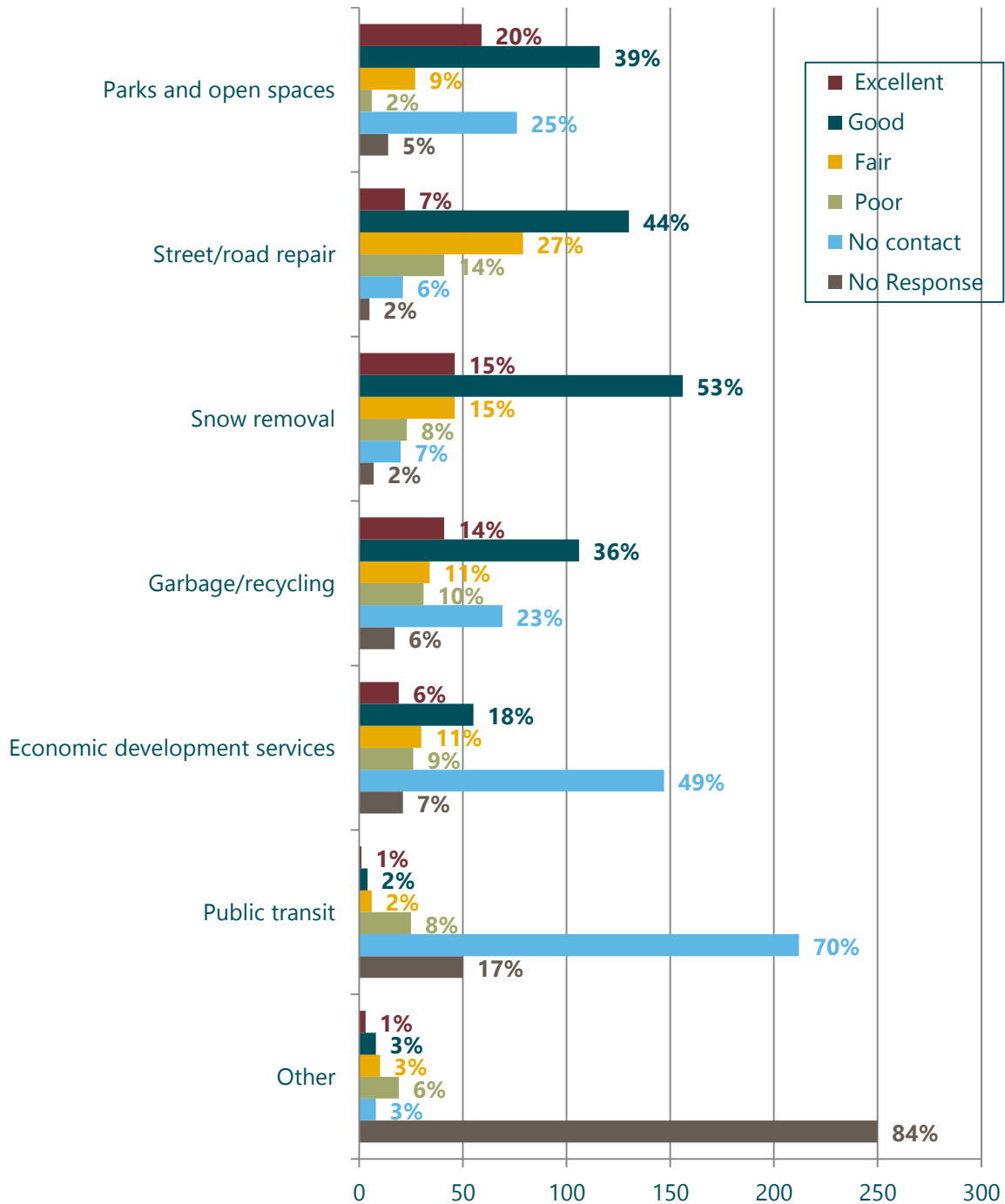
- Health benefit package x3
- Community sponsoring x2
- Credit card discounted rates x2
- Advocacy x2
- Arts group
- Keep up-to-date on business processes
- Industry intel
- Advertising
- Ability to bid
- Job fairs
- Advertisement
- Buying/purchasing agreements
- Membership discounts
- Industry specific
- Guest speaking
- Boat shows
- Technical information

**BC4d. From the perspective of your business, rate your level of satisfaction with each of the following local government services:**

Out of 298 responses:



**BC4d. From the perspective of your business, rate your level of satisfaction with each of the following local government services (cont'd):**



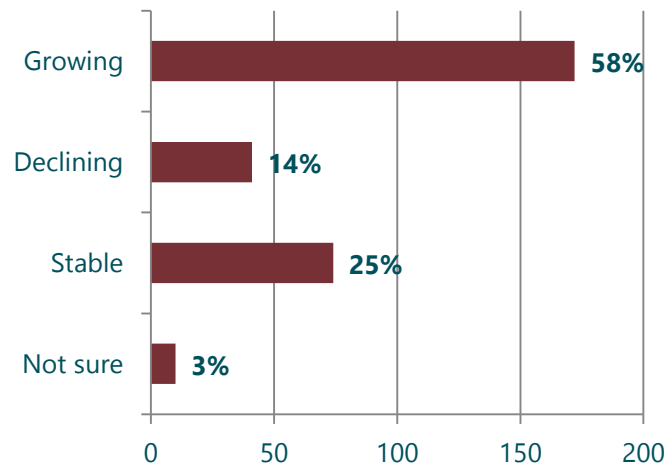
**If Other, please specify**  
 Out of 36 responses:

Other	Total	Percentage
Ambulance and paramedic services.	1	3%
Enviromental services	1	3%
Signage	34	94%

## Appendix C: Business Development

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

Out of 297 responses:



### BD1b. What do you feel are the main reasons for this?

#### Reasons indicated for growth:

- Demand x31
- Market growth x16
- Population growth x11
- Support and interest in Buy Local initiative x9
- Increase of customer base x8
- Advertising / marketing x7
- Aging population x7
- Tourism x7
- Housing development x7
- Growing community x6
- Increased awareness and interest in health x6
- Location x6
- Quality of products / service x5
- Less competition x4
- Technology and automation x4
- Evolving / looking ahead / reviewing x4
- Demographics x3
- Increased traffic x3
- Word of mouth x3
- More products x2
- Niche market x2
- Product awareness x2
- Better reputation x2

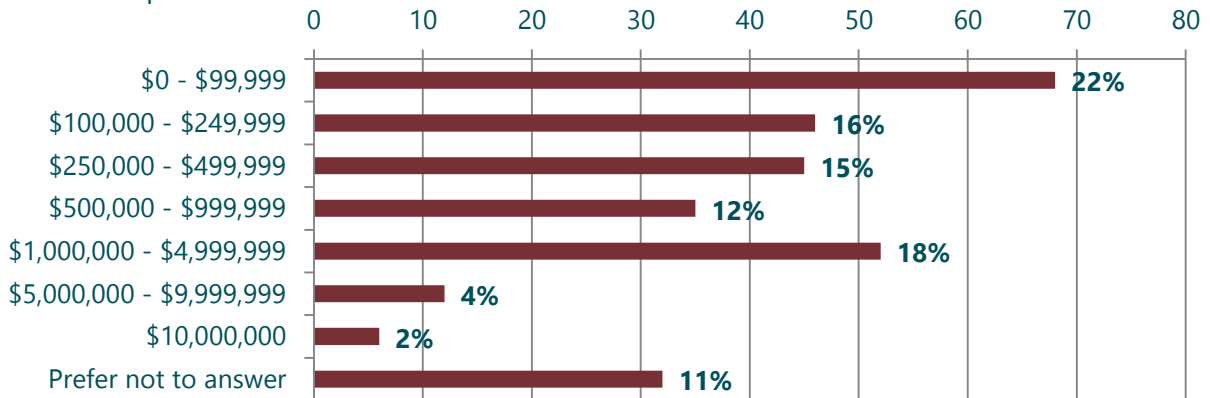
- Council / community support x2
- Acquisitions
- Very competitive pricing
- Improvements to site
- Increased government funding
- New services
- Hot industry - renewable
- Potential of business and condition of railroads innovation
- Perseverance
- Sales are increasing - natural gas, propane, wood
- Small but growing industry
- More efficient
- Environmental awareness
- New services
- Presently in up-cycle

#### Reasons indicated for decline:

- Competition x9
- Aging population x6
- Lack of provincial / federal support x5
- Economy x3
- Technology x3
- Online shopping x4
- Product is expensive x3
- Restrictions and laws x2
- Throwaway society x2
- Cost x2
- Hydro x2
- Personal reasons
- School-board cutbacks to save money
- Herbicide and pesticide use
- Lack of controls and people doubt where food comes from, makes production harder
- Industry has left
- Availability of serviced land decreasing; expansion for villages and hamlets should be considered
- NAFTA
- Cost of living is high
- Change in inter-corporate policies and philosophies
- Changing weather patterns
- No growth in town base
- General economic trends
- Housing
- Lack of education

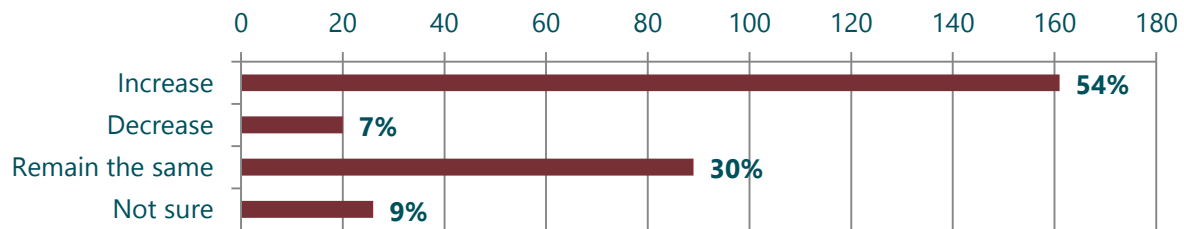
**BD2. Please give an approximate annual sales range for your business:**

Out of 296 responses:



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

Out of 296 responses:



**BD3b. What do you feel are the main reasons for this?**

**Reasons indicated for Increase:**

- Growth x26
- Advertising / Marketing x19
- More services / products x18
- Word of mouth x11
- Expansion x8
- Increase in business x7
- Traffic x6
- Increased demand x6
- New markets x5
- Increased customer base x5
- Less competition x4
- Growing population x3
- Business plan quality x3
- Diversification x3
- Increased tourism x3
- Price increase x3
- Product awareness x2
- New housing developments x2
- Partnerships x2
- Niche market x2
- Better customer service x2
- Aging population
- Acquisitions
- Hot industry
- Online sales
- Extending hours of operation
- Greater tolerance from township and neighbours

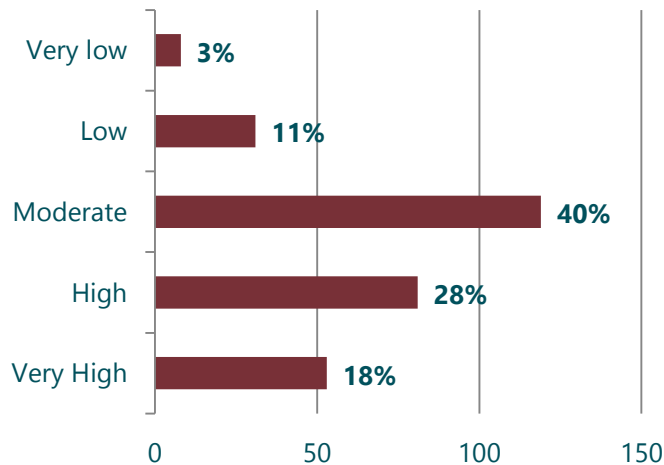
- New ownership
- Funding
- Commitment to excellence
- Price decrease
- Location change
- Better inventory management

**Reasons indicated for Decrease:**

- Increased competition x4
- Downsizing x4
- Political recession, leisure spending and disposable income decreasing x2
- Workforce x2
- Transient population x2
- Industry has left x2
- Hydro
- Flooding
- Interference from province
- Throwaway society
- No commercial rental space
- Lack of formed business areas
- Lack of markets
- Declining sales
- Lack of bids to do work
- Semi-retiring
- Events in previous years had increased sales
- Location far from city centres (Kingston, Ottawa)
- Changed business plan

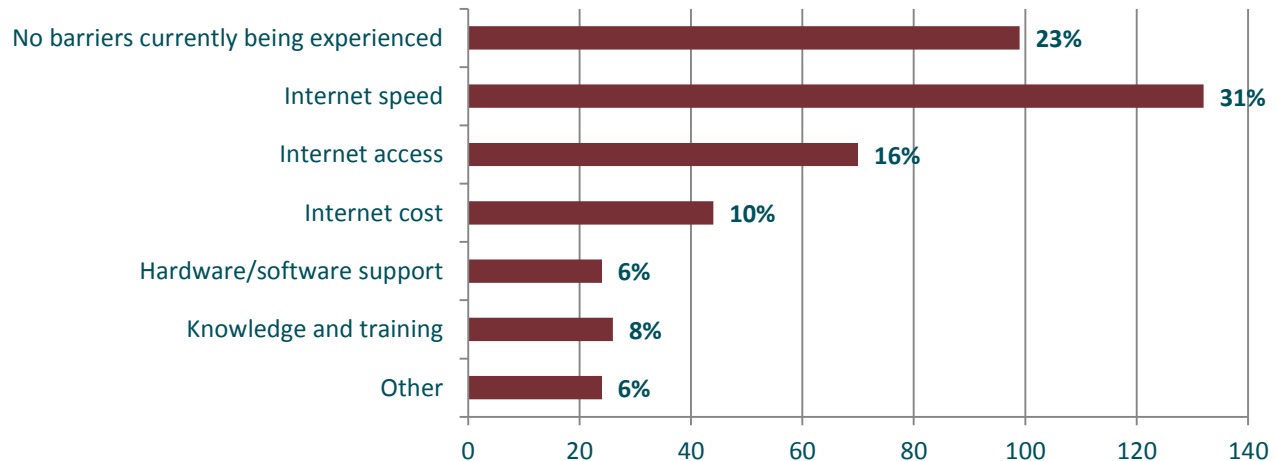
**BD4. How would you rate your business related to the use of technology?**

Out of 292 responses:



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

Out of 419 responses:



#### Other includes:

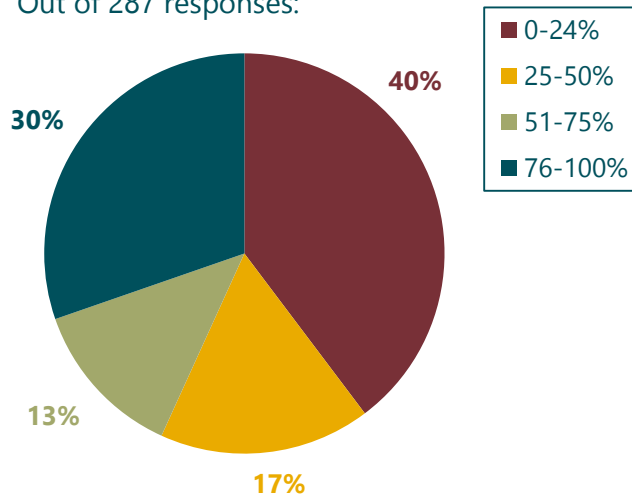
- Access to source data
- Available time to use
- Cell service x7
- Demand for WiFi
- Dependable hydro
- Internet Suppliers - more choice x2
- IT Support
- Phone lines do not work well for interac (may have to get a cellphone card reader)
- Phone service, cell and landline
- Reliability x6
- Willingness of staff to accept and learn

#### Please explain barriers related to your information technology requirements:

- Unhappy with current internet provider x19
- Internet access poor x16
- Slow speeds x11
- Not able to get Fibre x8
- Cost x4
- Lack of knowledge / training x4
- Have Fibre but service is slow x3
- Cell service poor x3
- Limited selection of providers x3
- Would like better support x3
- Rural location
- Need a social media manager
- Old technology
- Reliability of internet poor
- Money invested - update on progress needed for small business owner; where is the technology now?

**BD6a. What percentage of your supply chain is locally sourced?**

Out of 287 responses:

**BD6b. What products or services would you like to purchase locally that are now being purchased outside the area?**

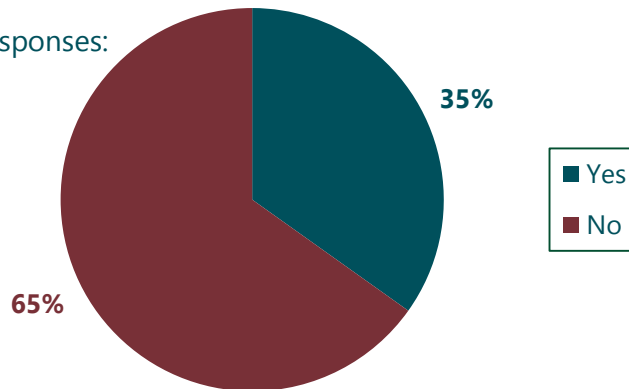
Out of 287 responses

- Not feasible x23
- Food x16
- Locally sourced produce x6
- All, if available x6
- Wood products x5
- Hardware x4
- Linen x4
- Arts and Crafts items x3
- Packaging x3
- Head office decision where parts come from, would increase productivity if parts were available here x2
- Repair parts x2
- Seedlings x2
- Sauces x2
- Medical supplies x2
- Brewery and winery supplies
- Heavy equipment
- Printers
- Marine engineering
- Wire baskets
- Grooming tub
- Office supplies
- Doors
- Print products
- Pump parts
- Professional photocopier
- Shoes for retail
- Textiles
- Personal care items
- Glassware
- Organic locally
- Local artisans

- T.V.s
- Plumbing supply house / heating supply
- Equipment for playgrounds
- Fitness equipment
- Machinery
- Larger equipment
- Maple syrup industry supplies
- Banking
- Canadian toilet paper
- Vinyls, carpets, laminate - flooring products
- Horticulture specific, agriculture products
- Labels
- Galvanizing, pneumatic supplies
- Computer supplies
- Hops
- Massage oil
- Recreational equipment
- Rail Car Servicing
- Aluminum
- Fiber processing
- Bakery
- Canteen items
- Framing service
- Specialty fixtures
- Specialty appliances
- Plastic supplies
- Knowledge products - specific expertise
- Online learning systems
- Chemicals
- Fencing supplies
- Packaging
- Brake cables
- Equipment - pumps, motors
- Fuel
- Catering supplies
- Lack of suppliers in the area for specialized equipment furnishing
- Chocolate
- Pallets
- Fertilizer bags
- Restaurant supplies
- Paper supplies
- Wholesale glass and clay
- Clothing
- Eggs
- Flour
- Honey bees
- Lead
- Ink
- Paper
- High quality printing
- Packaging
- Soaps
- Salon products for dogs
- Specialty apparel
- Stock tie

**BD7. Do you conduct research and development activities or are you involved in other types of innovation at this location?**

Out of 287 responses:



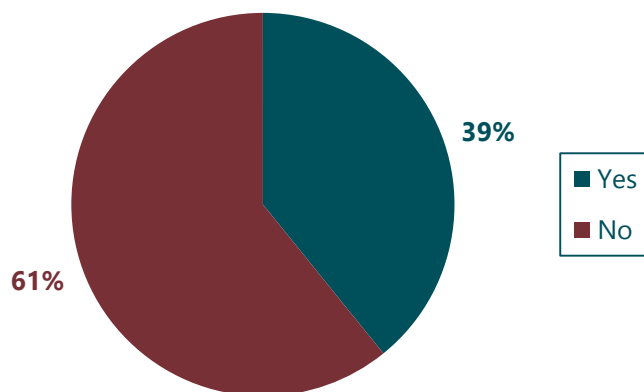
**If yes, what type of products/services are you developing and how are you innovating? Note: only general comments shared.**

- Product innovation x16
- Research and canvassing x11
- Test new technology x11
- Process improvements x10
- Service innovation x6
- Marketing / Promotion x5
- Equipment testing x4
- Food innovations x4
- Training / Mentoring x4
- Competitive x2
- Creates / tests prototypes x2
- Customer surveys x2
- Developing workspace x2
- Fabricated metal product design / development
- Manufacturing automation
- Packaging
- Partnerships / collaborations
- Recipe development
- Recycling
- Sales techniques
- Solar development
- Value added products

## **Public Sector Support**

### **BD8a. Have you accessed funding or business support services from public or not-for-profit agencies?**

Out of 291 responses:



### **If yes, what public sector / not-for-profit funding or support do you use?**

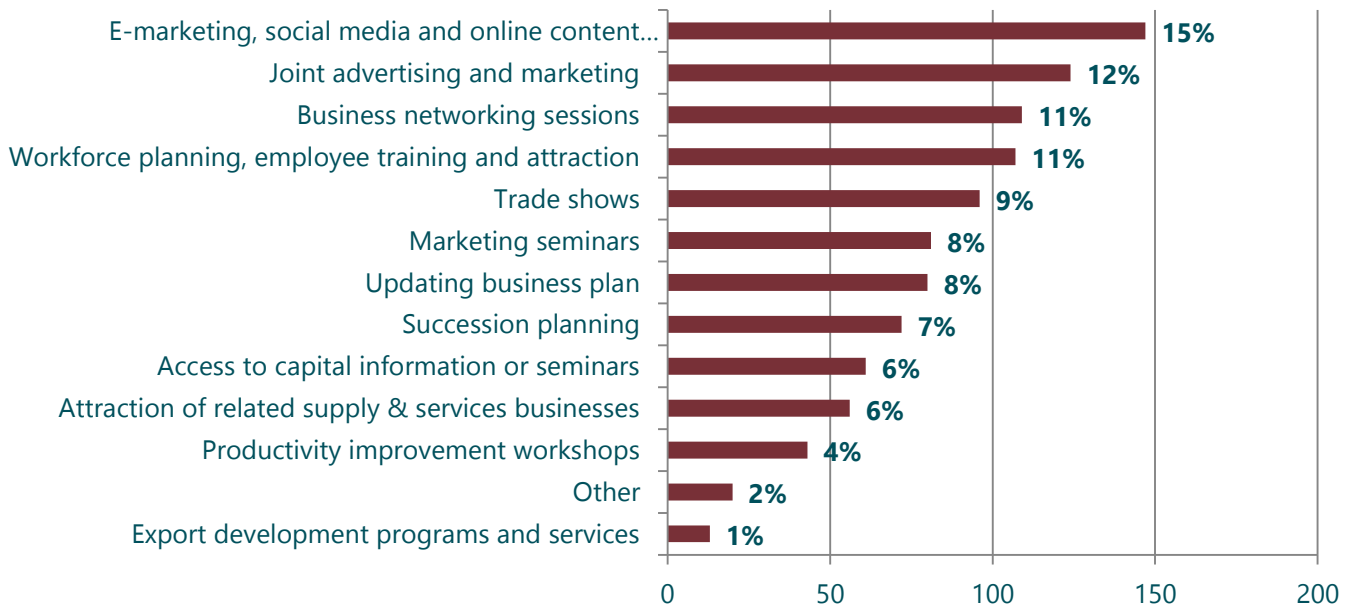
Out of 214 responses:

- EEC/CSE/KEYS - Wage & Training Subsidies x61
- Other x25
- Community Futures Development Corporation (CFDC)- Business Loans x20
- CFDC- Eastern Ontario Development Program (EODP) x20
- Business Development Bank of Canada (BDC) - Financing x13
- Ontario Ministry of Agriculture Food and Rural Affairs (OMAFRA) - Rural Economic Development (RED) Fund x13
- Chamber of Commerce x11
- Small Business Enterprise Centre - Starter Company Plus x10
- Municipal - Community Improvement Plan (CIP) x7
- St. Lawrence College x7
- Municipal - Facade Improvement x6
- Scientific Research and Experimental Development (SRED) x5
- Ministry of Economic Development and Growth (MEDG) - Eastern Ontario Development Fund (EODF) x4
- BDC - Consulting x2
- Industrial Research Assistance Program (IRAP) x2
- Regional Innovation Centre - Launch Lab x2
- BDC - Venture Capital
- FedDev Ontario - Advanced Manufacturing Fund
- FedDev Ontario - Invest in Business Innovation
- Local Angel Network
- Small Business Enterprise Centre - Summer Company

**Other includes:**

- Agricultural Credit Corporation
- Agriculture Canada
- Brockville Community Foundation Summer Jobs Works
- Canada Jobs Grant
- Canada Summer Jobs
- Canadian Youth Business Foundation
- COBRA x2
- Donation
- Employment & Social Development Canada (ESDC) Grant
- Federal Recreation Grant
- Federal Seniors Grant
- AgriStability
- Green Belt Fund
- Growing Forward Two
- Human Resources Professional Association
- Bank loan
- Federal Wage Subsidy
- Trillium Funding

**BD8b. What assistance or opportunities would be beneficial to support your business?**



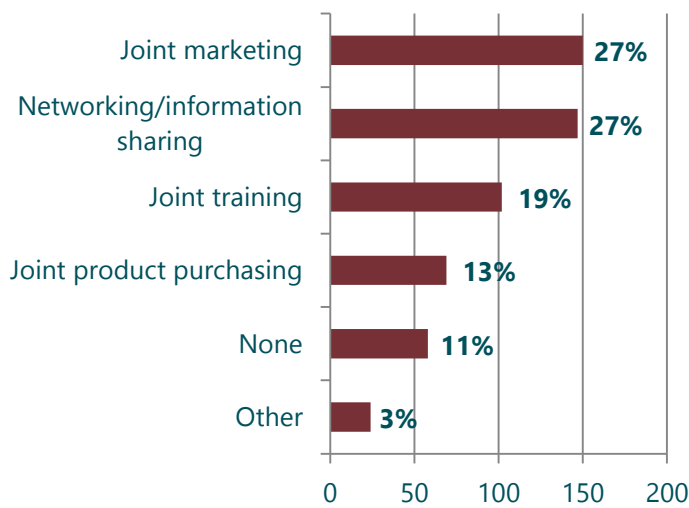
**Other includes:**

- Affordable rental space (commercial halls)
- Shop Local
- Community Outreach
- English as a Second Language training
- Access to an expert who has worked with online training systems
- Importing programs

- Joint training
- Legal assistance
- Manufacturing support
- Mentoring
- Networking x2
- Promotion of taste and local food tours
- Seminars on record-keeping
- Signage
- Summit

**BD9. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?**

Out of 282 Responses:

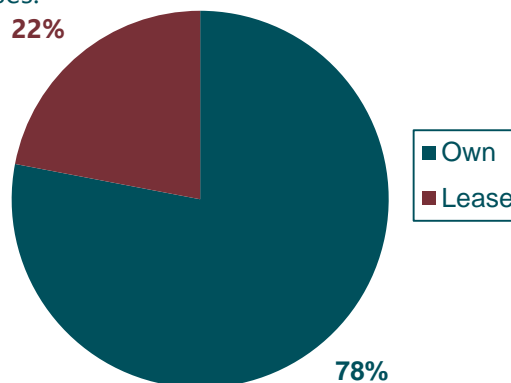


Other includes:

- Business retention
- Community outreach
- Festivals and Events
- Promote economic growth
- Group advertising
- Networking
- Panel facilitation
- Professional training
- Project completion cooperation
- Service sharing
- Shared projects
- Tourism

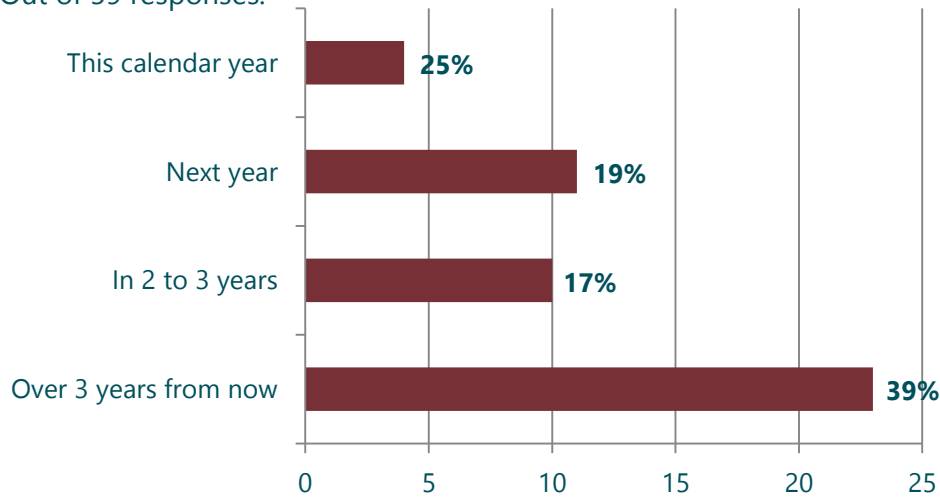
**BD10a. Does your business own or lease its facility/facilities?**

Out of 300 responses:



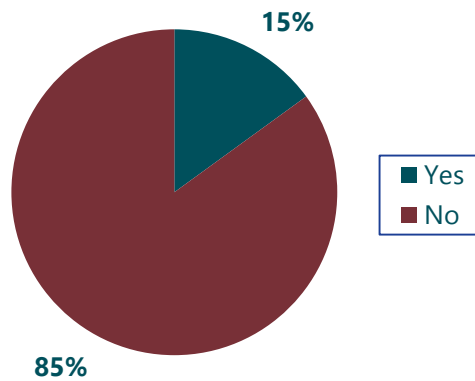
**BD10b. When does the lease expire?**

Out of 59 responses:



**BD10c. Do you anticipate problems in renewing the lease?**

Out of 63 responses:



**If yes, please specify:**

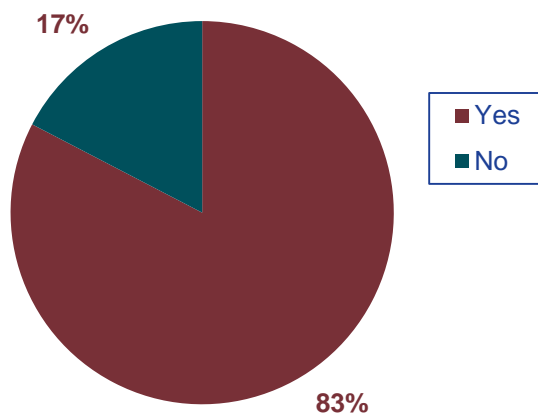
- Difficulties with landlord x2
- Communicated to the business that the lease will not be renewed
- Purchasing negotiations ongoing
- Negotiations with municipality
- Rent too high
- Uncertain
- Unclear renewal parameters
- Dependent on owners interest in renewing x2
- Will need larger space

## Appendix D: Future Plans

### Future Plans

#### **FP-A. Does your business have the capacity and / or the interest to increase business activity at this location?**

Out of 282 responses:



#### **If yes, please specify considering areas such as seasonality and staffing:**

(Only general comments included)

- Workforce x57
- Seasonality x30
- Availability of space x27
- Capacity x13
- Expanding x12
- Offering more services x10
- New market x8
- Additional products x3
- Financing x3
- Marketing x3
- Zoning is restrictive x3
- Beer sale accommodations x2
- Parking x2
- Automation
- Available accommodations
- Competition
- Equipment
- Increase production
- Increased traffic
- Larger equipment
- Lower minimum wage
- Market increase
- More billable hours
- More inventory

- Multi-level government regulations cooperation (UNESCO/Parks/Planning)
- Niche market
- Partnership
- Production increase
- Quantity of equipment
- Regulations
- Signage
- Special events
- Training

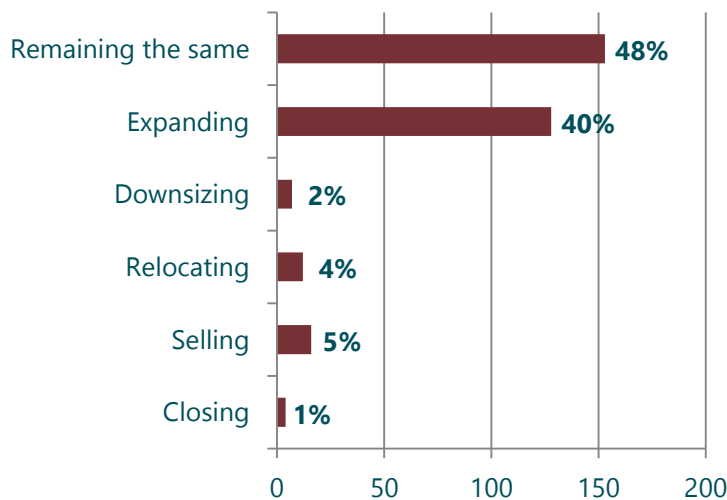
**FP-B. If there was one thing that would substantially increase your business success, what would it be?**

- Access to labour x35
- Marketing x30
- Increased traffic x23
- Access to capital x18
- Awareness of business and community x10
- Cooperation and support from municipality / planning department x7
- Lower taxes (water rates, municipal property taxes) x7
- Tourism x7
- Financing x7
- Weather predictability x6
- Grants / subsidies x6
- More industry in the area x5
- Access to larger market x5
- Affordable retail space x4
- Land x3
- Accommodations x2
- Beer sales x2
- Collaboration x2
- Contract procurement x2
- Less competition x2
- More hours in a day x2
- Ability to preserve the feeling - stay the same i.e. relive yesteryear
- Access to industrial shop space
- Advance development community plans, expansion, more proactively acting to attract businesses at a municipal level, strategic plan
- Affordable rent
- Automation
- Better communication with Police Services
- Better electronic cash receiving system
- Bicycle friendly roadways, very dangerous areas currently
- Change in zoning
- Cheaper parts costs
- Expand services
- Finding and purchasing commercial property
- Government support
- Having a larger shop
- Highway 15 drainage within village

- Housing development
- Increased ad revenue
- International shipping
- Keeping out the Ottawa influence
- Kemptville creek being cleaned
- Less government interference
- Less interference from neighbours
- Local economic success
- Lower and predictable gas and electricity prices
- Lower development charges and less legal review by municipality
- Lower lease cost per square foot
- Lower staff wages so we can offer more services for higher paying clients
- More consistent CN Rail service
- More co-operation, work with neighbouring businesses
- More drivers licensed, and more owner / operators
- More farmers / farms
- More local infrastructure projects
- More maple trees
- More rural development
- OHIP covering services
- Stability regarding school closure
- Stronger off-season
- Successful relationship with Canadian Military
- Time - personal
- Township / Counties to revitalize Portland
- Trade show
- Washroom facilities
- Water problems - municipal drains, drainage

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

Out of 320 responses:



**FP1b. What are the main reasons for remaining the same?**

- Personal choice / satisfaction x20
- At capacity x6
- Space limitations x5
- Lack of workforce x3
- No opportunity for growth x3
- Succession planning x3
- Just expanded x2
- Need to expand demographic x2
- Traffic patterns same x2
- Tariffs
- Require new markets
- Seasonal business
- Can change if an opportunity arises
- Constrained by land
- Economic decline in Canada
- Economy
- Farm development will take at least two years
- Financial restraints to expand
- Growth opportunities exist with same resources
- Hard to plan ahead
- Marketing / promoting currently
- Improvements and investments needed to be done
- Experiencing steady growth
- Launching a major product and want to see uptake first
- Lifestyle
- Limited options
- Location
- Nature of work
- Need to consolidate and stabilize
- No new attractions
- Product driven demand
- Quota - Cost
- Recent relocation
- Safest
- Slow growth curve
- Still establishing
- Workforce

## Downsizing

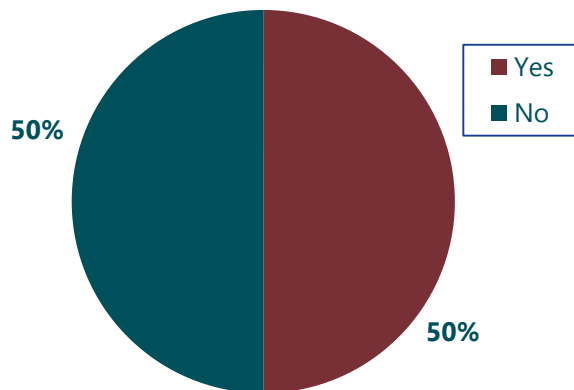
### FP2. What are the main reasons for downsizing?

- Financial reasons x2
- Retirement x2
- A lot of effort for small return
- Input costs are too high energy
- Slowing down, limiting services
- No industry

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

- Workforce (-3)
- Floor space
- Inventory
- Services for customers
- Product lines

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



#### Please specify:

- Financing for equipment
- Facilitating a tourist destination
- Maintain industry

## Relocating

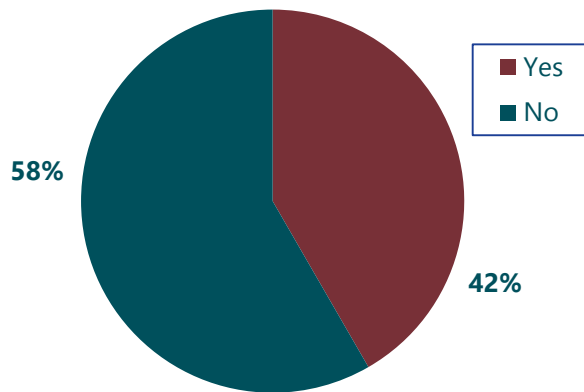
### FP5. Where do you plan to relocate this business?

- Within the community x6
- Exploring options x2
- Outside of the community (Brockville) x4

**FP6. Why are you planning to relocate the business?**

- Existing space is expensive x2
- Increase business visibility x2
- To expand and combine
- Development charges are lower and subdivision approvals is efficient
- Succession planning
- Larger space
- At request of the landlord
- Potentially moving provinces
- Personal reasons
- Moving to a commercial location (moving business out of home)
- Taxes are higher due to being on the water

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



**If yes, please specify:**

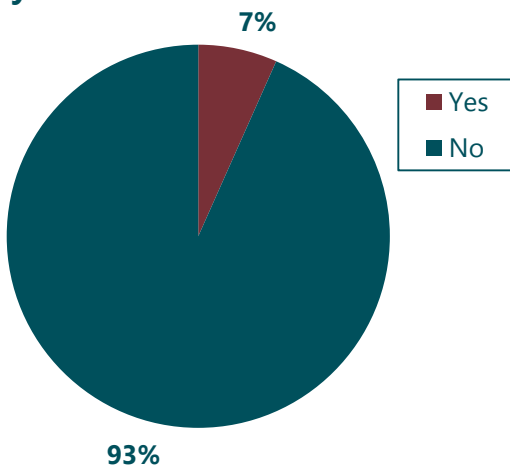
- Grant funding x2
- Locating space x2
- Opportunities to advertise new location
- Community Investment Program funding
- Loan from Valley Heartland Community Futures Development Corporation
- Community support

**Selling**

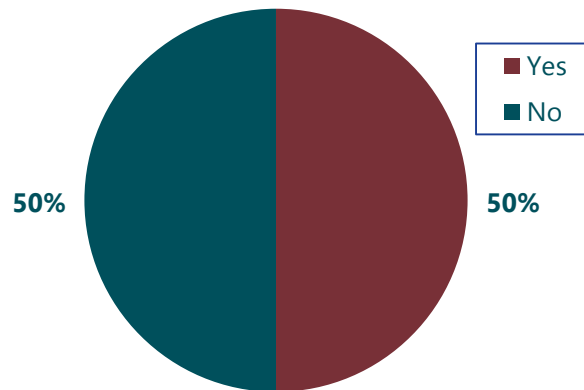
**FP8. Why are you selling your business?**

- Retirement x9
- Pursue other opportunities x8
- Personal x6
- Lack of profit x4
- Workload x4
- Competition x3
- Staff shortage
- Municipality regulations

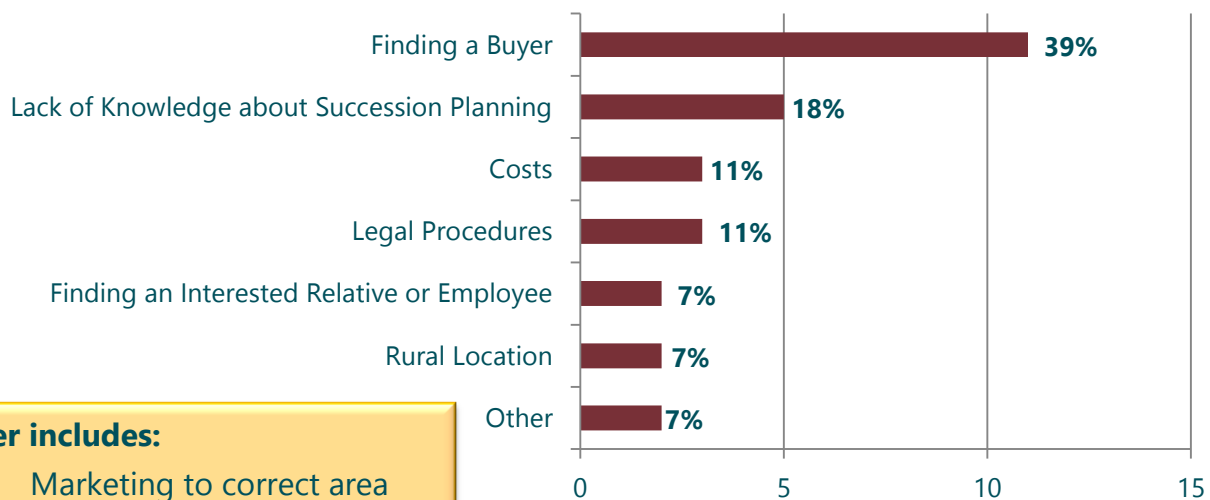
**FP9a. Do you have a succession plan for your business?**



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

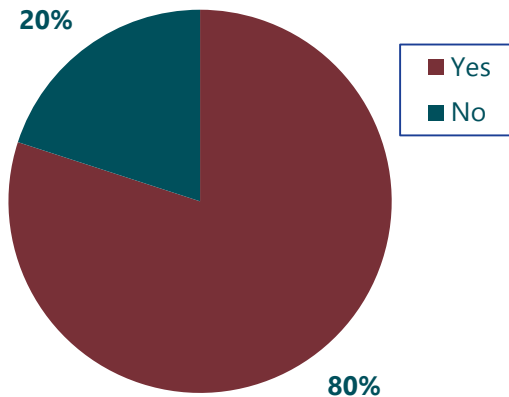


**FP9b. What type of barriers, if any, do you believe will be an obstacle in your succession plan?**



**Other includes:**

- Marketing to correct area
- Environmental assessment

**FP10. Would you like assistance/information on selling your business?****If yes, please specify:**

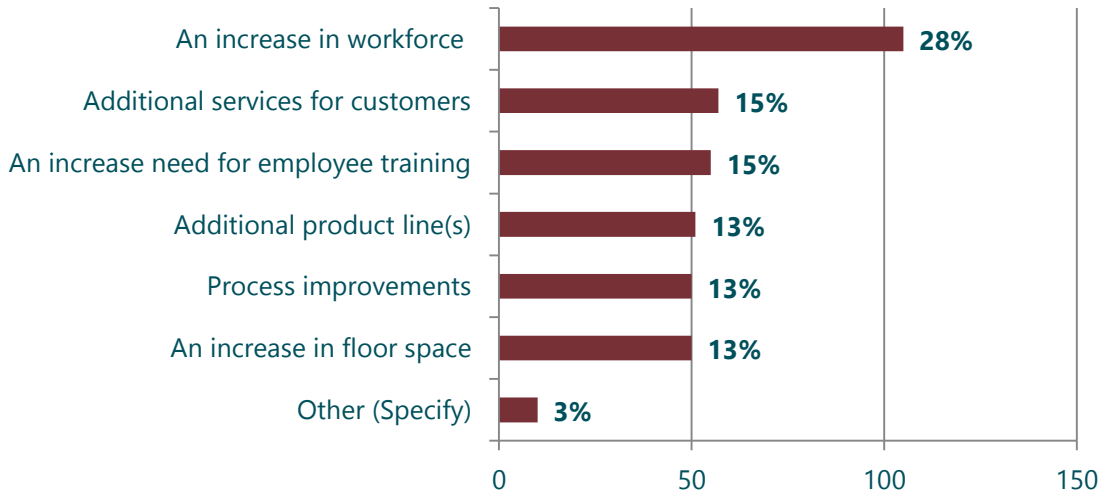
- Municipal assistance
- Would like to retain business
- Looking for a manager
- Any assistance would be positive
- Business listings
- Experienced realtors
- Succession planning
- Legal process

**Expanding****FP11. What are the main reasons for the potential expansion of your business?**

(Only general comments shared)

- New markets x76
- New products x56
- Strategic partnerships x33
- Acquisitions x17
- Fewer competitors x16
- Increased demand x16
- Extended operating hours x14
- Special/community events x12
- New services x11
- More efficient services x7
- Increase space to accommodate business needs x6
- Growth in workforce x4
- Restructuring x4
- Opening another location x4
- Ability to produce more x2
- Population growth x2

**FP12. Will your expansion require or lead to:**



**If an increase in floor space, how much?**

139,390 total square feet

**If an increase in workforce, how many?**

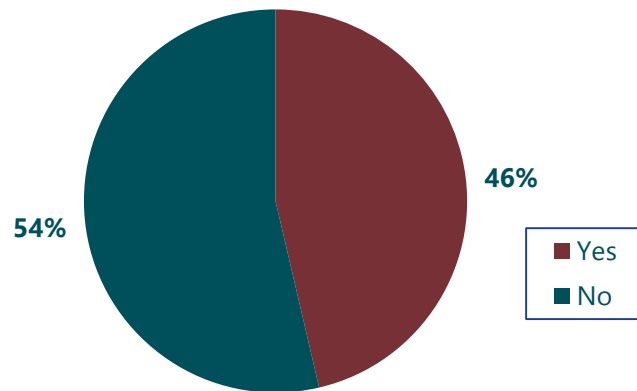
349 total jobs.

**Other includes:**

- Equipment will be replacing manual labour as there is no workforce
- Increased workforce of 3/year
- Manufacturing
- Marketing
- New barn
- New delivery
- Ship bulk container
- Railcar and tractor trailer needs would increase
- Retail focused expansion
- Retail space
- Trade classes

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

Out of 123 responses:

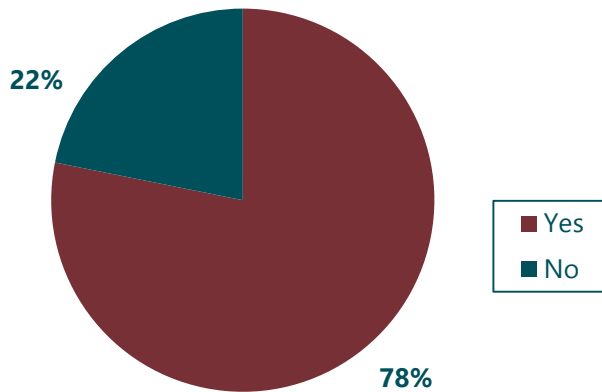


#### If yes, please specify:

- Any, if available x16
- BDC x2
- CFDC – Grant x3
- Would like to receive more information x2
- Unsure at this time x2
- Applied to all applicable but rarely approved
- Ministry of Education x2
- FedDev Canadian Experience Fund
- Summer employment grant
- Federal Seniors Grant
- Federal Youth Jobs Grant
- Funding for employment (subsidies)
- Experience Program
- Marine training program at St. Lawrence College - Kingston campus
- Agri-tourism fund
- OMAFRA RED
- OMAFRA grants
- Farm Plan Program
- Provincial OMAFRA
- KEYS – Workforce planning
- CSE for workforce training / subsidies

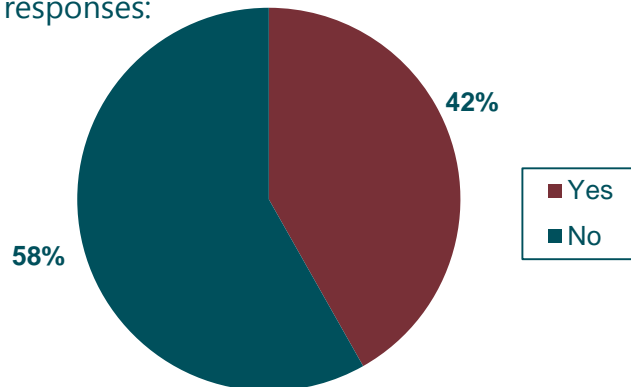
#### FP14. Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

Out of 119 responses:



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

Out of 122 responses:

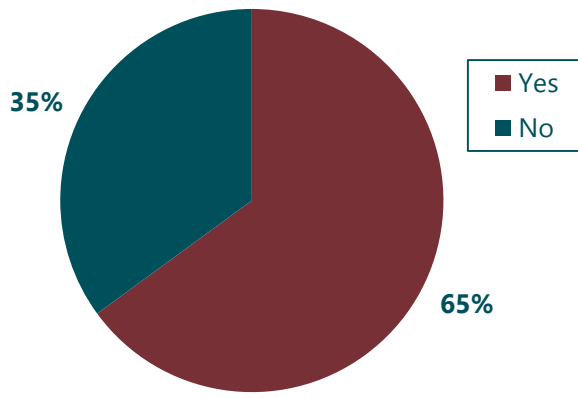


#### If yes, please specify:

- Workforce planning x11
- Capital x10
- Financing x7
- Space x5
- Property / land availability x3
- Planning department x2
- Lack of contracts x2
- Lease uncertainty
- Marketing
- Permits
- Building capacity
- Lack of facilities - infrastructure
- Need more power
- Location
- High rent
- Increase production
- Neighbour interference
- Need a new septic system
- Available time to plan
- Natural gas

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

Out of 117 responses:



#### If yes, please specify:

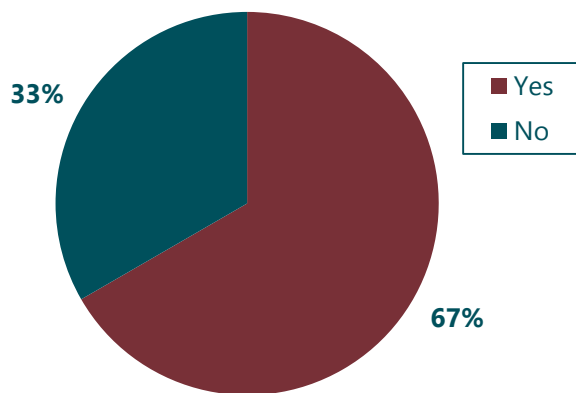
- Push buy and use local services
- More support - offering solutions
- Advertising / marketing
- Space affordability and availability
- Signage regulations updated / changed
- Funding
- Continue to improve / streamline the development approval process
- Facilitating favourable permit process
- Workforce planning
- Official plan amendments, official zoning amendments
- Put more effort into Economic Development
- Assistance in filling out government forms
- Broader zoning for products manufactured in downtown businesses
- Communications
- County long term care facility partnership
- Direction needed
- Donations
- Easier access to qualified employees - like a talent pool
- Employee programs
- Encourage more new businesses
- Facilitate discussion with neighbours about expansion
- Good chance if you collaborate with peers, they would suggest an individual.
- Grants and partners
- Help finding commercial land.
- Help with addition and access.

- Experts offer assistance
- Increase population
- Initial stages
- Letter writing campaign
- More cooperative
- More traffic
- Networking
- No more residential development
- Stop awarding contracts to companies outside of Leeds Grenville
- Reduce property taxes
- Referrals
- Related to on-line sales
- Simpler process for RFPs for garbage pickup
- Storefront beautification
- Strategic / business planning / capital improvements
- Word of mouth

**Closing**

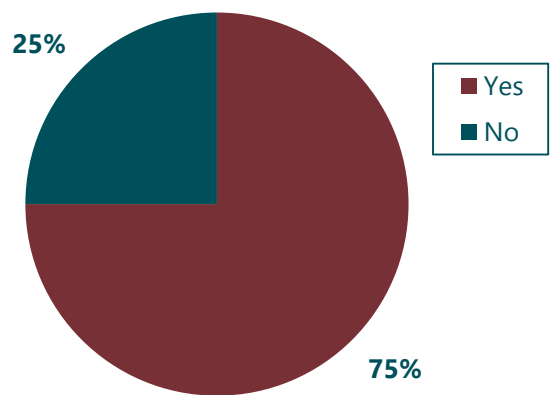
**FP17. Do you plan to close this business at this location without re-opening in another location?**

Out of 3 responses:



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

Out of 4 responses:



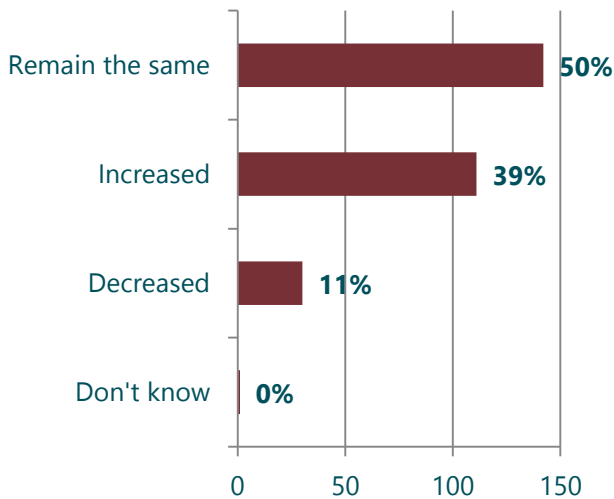
**If yes, please specify:**

- Rent and community support
- Grants
- Reviewing business plan to determine steps going forward
- Longer season

## Appendix E: Workforce

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

From 284 responses:



Businesses in the United Counties of Leeds and Grenville have **increased** their workforce by a total of **387** employees over the past 3 years.

### WF1b. What factors are responsible for this change?

#### For increasing:

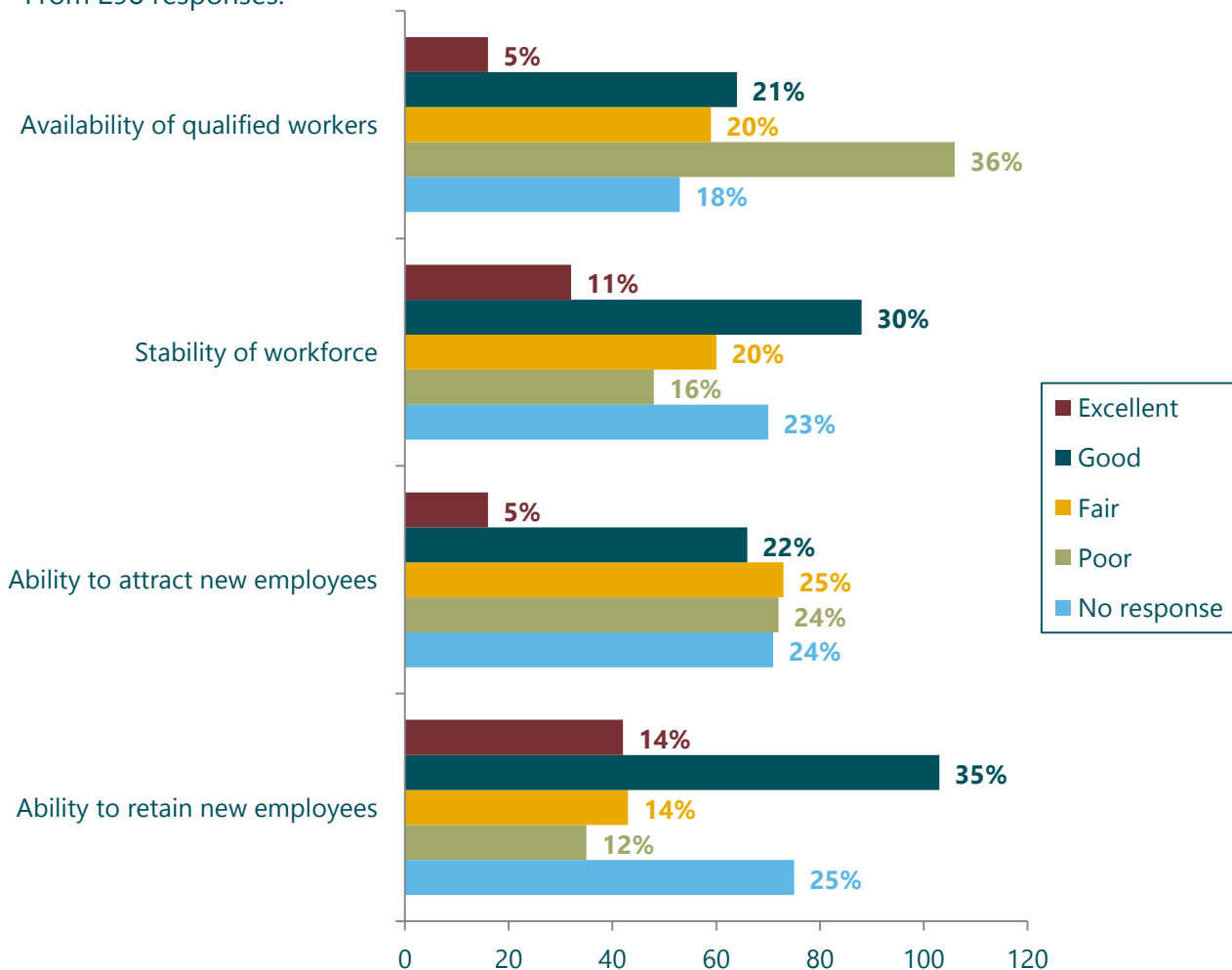
- Growth x22
- More business x21
- Reducing owner workload x17
- Demand x15
- Increased customer base x7
- Acquisition x5
- Extending hours x4
- Higher market share x4
- Providing more services x3
- New location x3
- Restructuring x2
- Acquisition of equipment x2
- Capital base spending
- Change of management structure
- Development of niche market
- Diversified
- Expansion
- Grants helped increase staff
- More volume
- Addition in service department
- New product development
- Additional space
- Future planning
- Technological development
- Use of technology
- Variety of service

**For decreasing:**

- Bill 148 / Minimum wage x8
- Retirement x4
- Downsizing x4
- Change in industry x3
- Poor workforce x3
- Relocating x3
- Unable to replace employees x2
- Shortage of staff
- Acquisitions
- Lack of financial support
- Gas cost
- Can't offer accommodations to workers due to zoning
- Slowly reducing business
- Apprenticeship ended
- Legislated education requirements for workforce
- Lack of qualified staff

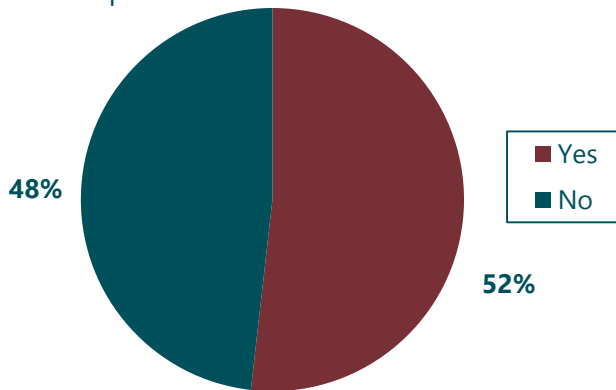
**WF2. How would you rate the following factors in this community for your business needs?**

From 298 responses:

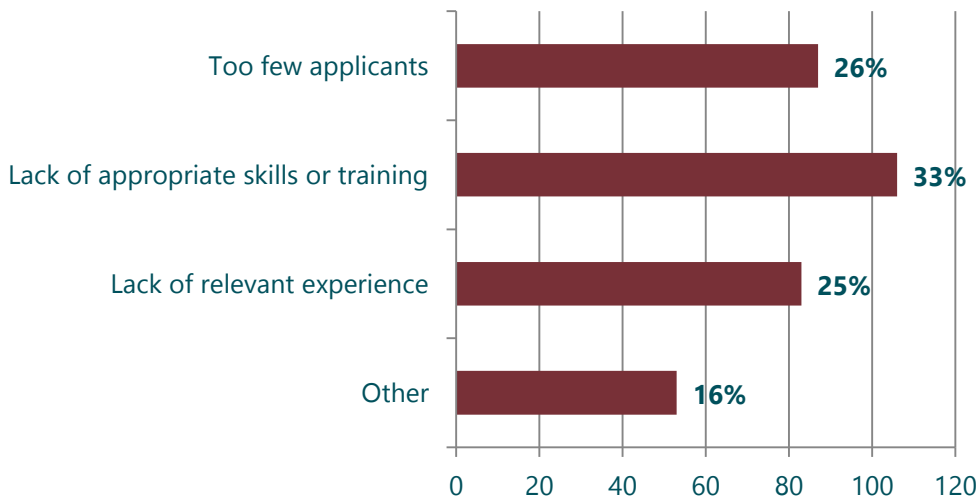


**WF3a. Does your business currently have difficulties hiring?**

From 278 responses:



**WF3b. How would you describe your company's hiring challenges? (Select all that apply).**



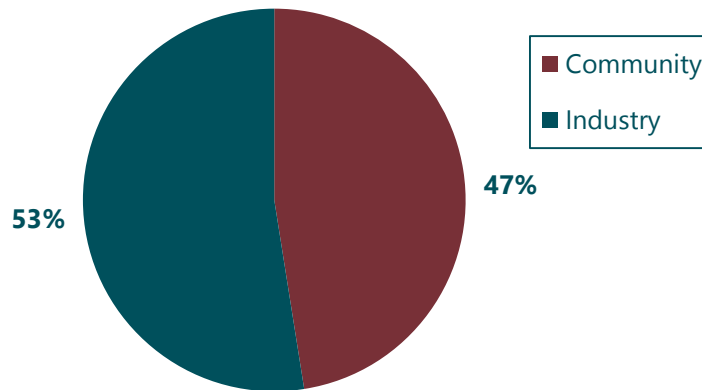
**If other, please specify:**

- Poor work ethic x15
- Seasonal x5
- Competition x4
- Lack of drive x3
- Part-time / split shifts x3
- Wages x3
- Commitment x2
- Lack of appropriate skills x2
- Location is car reliant (need car to drive to work) x2
- Physical nature of work x2
- Require employee to be local x2
- Willingness to work x2

- Algonquin college ended apprenticeship program
- Attention span
- Lack of empathy
- Lack of hiring knowledge
- Lack of Loyalty
- Lack of motivation
- Lack of passion for industry
- Manual Machinist
- Millennials
- Need 5 year experience driving for insurance
- No interested volunteers
- Personality
- Productivity
- Required to be bondable
- Social assistance
- Staff - no memory / no retention
- Students
- Transportation
- Unable to provide accommodations

**WF3c. Are the hiring challenges specifically related to the community or industry?**

From 160 responses:



**WF3d. What positions / skills do you have difficulty recruiting for your business?**

**Positions:**

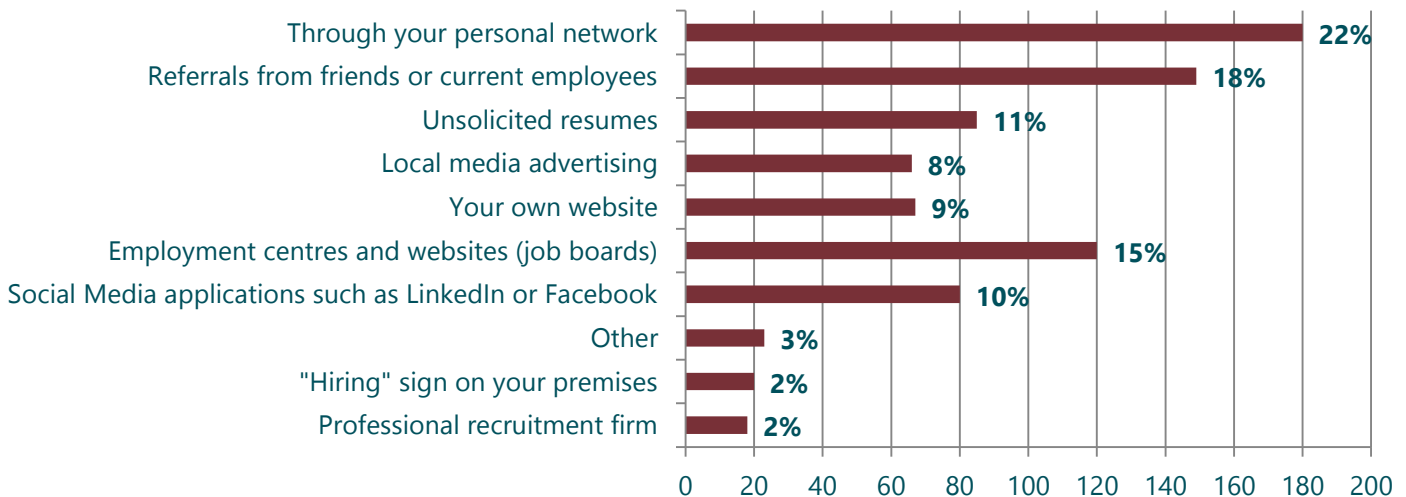
- Labourer x41
- Skilled trades x23
- Sales associate x12
- Drivers x11
- Administration x9
- Technicians x8
- Cooks x7
- Equipment operator x6
- Managers / Supervisors x6
- Apprentice x5
- Chef x5
- Server x5
- Information technology specialist x4
- Kitchen staff x3
- Nurses x3
- Cleaner x2
- Groomers x2
- Housekeepers x2
- Lifeguards x2
- Maintenance x2
- Personal Support Worker x2
- Supply staff x2

**Skills:**

- Customer service x14
- Reliability x7
- Computer skills x6
- Education x

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

From 808 Responses:

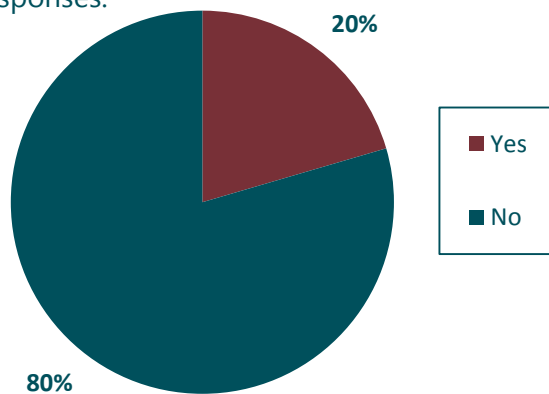


**If other, please specify:**

- Co-op x3
- Kijiji x3
- Head office x3
- Word of mouth x2
- Inter-business referrals x2
- HR Consultant
- Hanging signs at wholesalers & distributors
- Job fairs
- Offshore hiring
- Referrals from clients
- Job websites
- World Wide Opportunities on Organic Farms
- Internal job board
- Industry specific online job ads

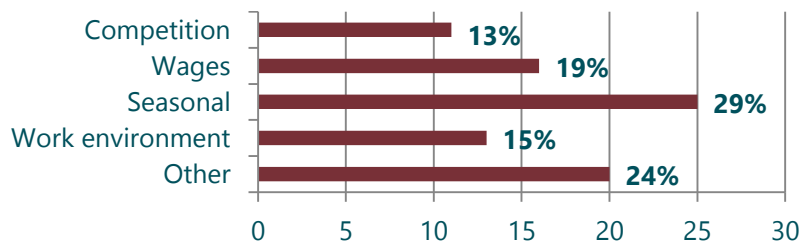
**WF5a. Does your business have difficulty retaining employees?**

From 259 Responses:



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

From 85 Responses:



**If other, please specify:**

- Lack of drive x4
- Work ethic x3
- Age of employees x2
- Willingness to work x2
- High expectations of performance x2
- Margins are tight for employee wages x2
- Poor attitude x2

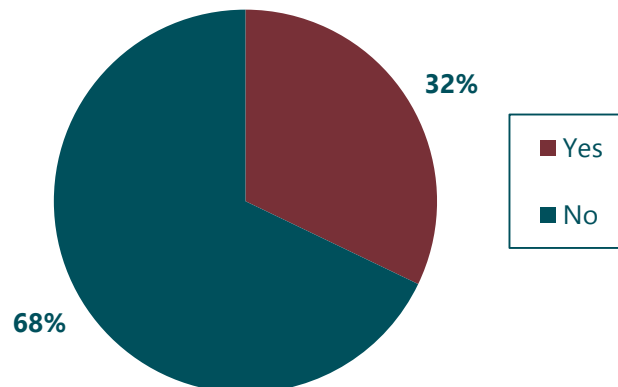
- Location – Commuting x2
- Lack of accommodations
- Cleanliness
- Frequency of work
- Hard working
- Hiring entrepreneurs
- Hours are not full-time
- Lack of education
- Split shifts

**WF5C. What assistance could the community provide to assist you in hiring employees?**

- More / better training programs
- Instill work ethic x4
- Have a talent pool to pull from / reverse job board x3
- Educate x3
- Employment Centre at Township Office
- Have own recruitment specialist
- Hiring agencies
- Improving overall quality of life through community services
- Local database or job board
- Needs help developing steady employment due to seasonal nature of the business
- Needs help getting applicants job ready
- Easier process for wage subsidies through KEYS
- Class at St. Lawrence College
- Transportation to Ottawa

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

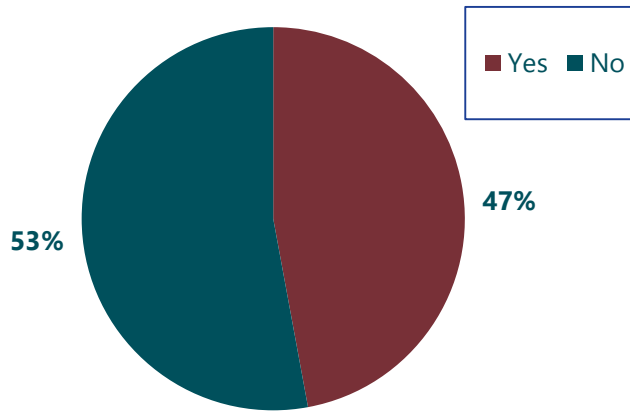
From 274 Responses:



**If yes, please specify:**

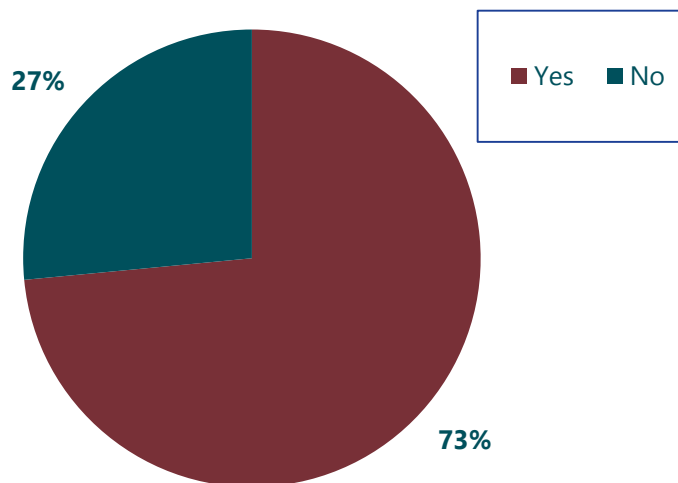
- Co-op x41
- Apprenticeship x19
- High school x18
- Internship x4
- Through KEYS x3
- Post-secondary placement x3
- Kitchen staff
- Dog grooming

**If no, would you like to receive more information?**



**WF7a. Does your company provide in-house (internal) staff training and development opportunities?**

From 249 Responses:

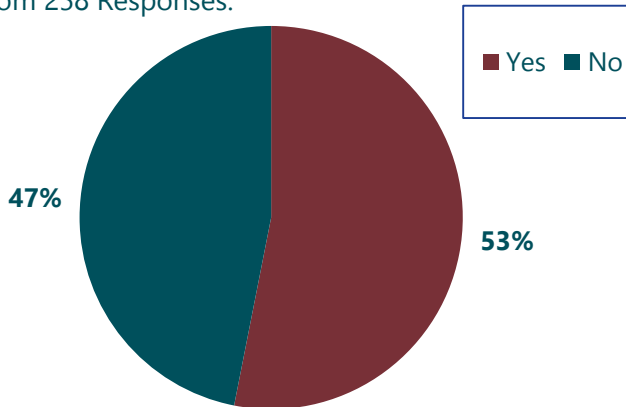


**If yes, please specify:**

- Job specific x26
- Health and Safety x25
- On-site training x18
- Internal processes / procedures x13
- WHMIS x11
- Food handling x10
- Customer service x6
- Operational training x6
- Courses x4
- Harassment x4
- Basic cash register x3
- Working at heights x3
- Fall arrest x2
- Leadership / Project management x2
- First aid x2
- Production training x2
- Smart Serve x2
- Software x2
- Working POS x2
- Computer x2
- Administration x2
- Accessibility
- Program development
- Auto body repair
- Shelf stocking
- Pesticide
- Design / aesthetics
- Driver training
- Product knowledge training
- Equipment installation
- Equipment training
- Butchering
- Cooking
- Tending bar
- Formal pattern / milk markers
- Glass blowing styles
- Grooming
- Scissor lift, boom truck
- Housekeeping
- Internet based
- Kitchen staff procedures
- Legislatively required
- Maintenance
- Mentoring junior staff
- Supervision skills
- Pharmacist technician training
- Quality assurance, proficiency online
- Running machinery, installation
- Etiquette
- Sales
- Sheep handling
- Supplier sponsored
- Team Building
- Technology updates
- Tour boat
- Train on market-based management
- Trappers Wildlife Control Operating
- Try to give variety
- Workplace

### WF7b. Does your company encourage and financially support external training and education?

From 258 Responses:



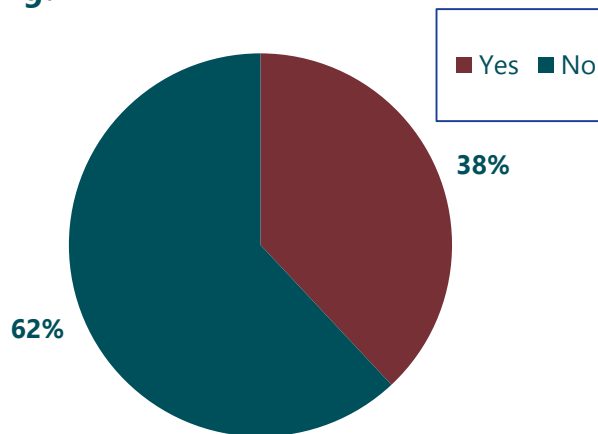
### WF7b. Does your company encourage and financially support external training and education? If yes, please specify:

- Food handling x11
- Any required mandatory training x11
- Courses (job specific) x10
- Paid training x9
- Seminars / Workshops x7
- Supplier training x6
- First Aid x5
- Conferences x4
- Health and Safety x4
- Trade shows x4
- WHMIS x4
- Heights x3
- Online training x3
- Paid time x3
- Smart Serve x3
- Asbestos removal x2
- CAA x2
- Fall arrest x2
- Forklift x2
- Training budget x2
- Travel and attendance x2
- Archival training
- Association programs
- Baking night classes in winter
- Canoe - bronze medallion
- Accessibility training, safety
- Chainsaw
- Chef training
- Company training centre
- Continuing education allowances
- Dealer training
- Drilling training
- Electrical training for staff
- Engine training school
- Equipment being installed
- Fertilizer / pesticide use to retain licence
- Grain Grading Course
- Incentives
- International Organization for Standardization requirements
- KEYS program

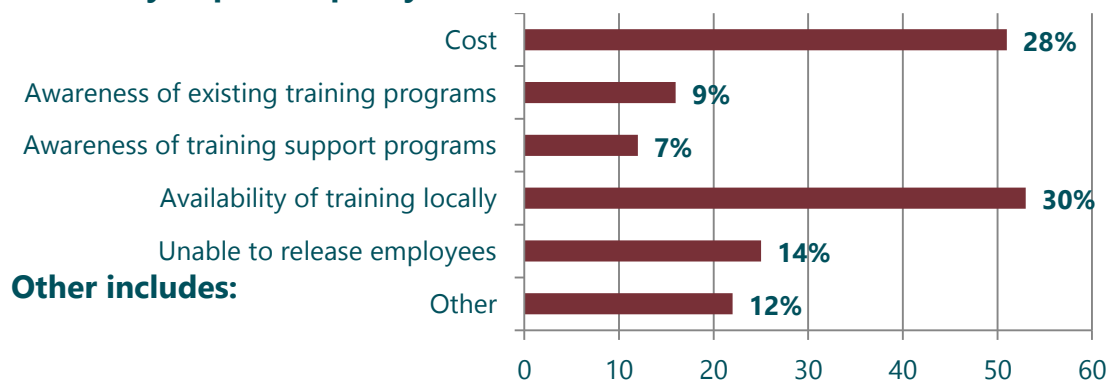
- Leadership
- Licenses
- Management and technology
- Manufacturer training
- Marine
- Medical
- Personal Support Worker training
- Pet Industry Joint Advisory Council of Canada
- Professional training
- Rideau Valley Conservation Authority programs
- Safety ambassador
- Sponsor events
- Sponsor marine training programs required for certification
- St. Lawrence College - Operator Training
- Taxable benefits
- Through bursaries
- Through parent company
- Time off
- Trade-school (Apprentice reimbursed)
- Training events
- Upgrades tech side
- Vulnerable sector
- Water operators

**WF8a. Are there currently any barriers for you and / or your employees receiving the necessary training?**

From 263 Responses:



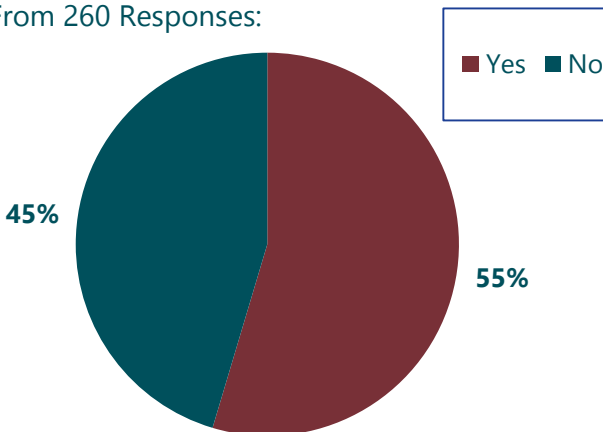
**WF8b. If yes, please specify:**



- Location x5
- Time / cost as applied to seasonal employees x4
- Timing of courses x3
- Having enough room for all to attend x2
- Accessibility
- Accredited schools are only means of training drivers
- Employee attitudes
- Difficult to release
- Unfamiliar with what training is needed
- No septic apprenticeship program.
- Not a lot of access to programs available for employees
- Online courses
- Spanish language training required

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

From 260 Responses:



**If yes, please specify:**

- Health and Safety x67
- Computer skills x51
- Human Resources x17
- Sales management x17
- Management x11
- Recruitment x11
- Food handling x9
- Social media x8
- Marketing x6
- Sales x5
- Bookkeeping x5
- Customer service x5
- Sector / Industry specific x4
- Accounting x3
- WHMIS x3
- All mandatory training x2

- Leadership x2
- WSIB x2
- Smart Serve x2
- Emergency Response x2
- Automotive electronics
- Basic business courses
- Basic first-aid
- Chainsaw certification
- Cleanliness
- Coaching
- Conflict resolutions
- Fire response
- Farm hand safety
- Financial
- First Aid
- Grooming school of excellence
- Internally addressed
- Invest in virtual training
- Marine training
- Mentoring
- More courses that offer shop in schools
- Payroll
- Quality assurance
- Sanitation
- Should have a licensing program, should not be up to supplier
- Soft skills
- Spanish language / ESL
- Supervisor Training
- Administrative skills
- Apprenticeship
- Taxes
- Technology skills
- Time management / productivity
- Working at heights

**WF10a. What changes or employment positions will emerge over the next 2-5 years that will require skills your current workforce does not have?**

- Technology x17
- Management x13
- Computer skills x11
- Social media x6
- Customer service x5
- IT Specialist x4
- Manager x4
- Marketing x4
- Administration x4
- Human Resources x3
- Experienced kitchen staff / cooks x3
- Internet based roles x2
- Knowledge of regulations x2
- Accounting
- Automation
- Baking
- Beer
- Bookkeeping
- Boom certification
- Bus and truck technicians
- Catering
- Chief Financial Officer
- CNC Machine
- Dealing with WSIB
- Driverless cars
- Driver's license

- Equipment operation / licensing
- Farm labourer
- Fire alarm, building animation, wireless interfaces / entry systems, elevators, safety upgrades, monitoring, etc.
- Generator maintenance
- GPS use
- Heavy lifting
- HVAC
- Increased sales focus
- Labourers
- Lack of skilled trade's people and availability
- Large trucks and electrical vehicles
- Licensed welder
- Lifeguard
- Machine operators
- Mechanical
- Methodology can change potentially
- More certified gas technicians and plumbers
- More people paying through e-transfer / internet payments
- More photographers
- Needing more workers who speak different languages
- New septic system
- Nurses
- Operator skills are needed
- Partnership
- Licenses to spray chemicals
- Propane recertification for mechanics
- Quality control
- Recruiting younger workforce
- Retirement
- Sales background
- Skilled trades
- Succession planning
- Tractor operators
- Trans load operator
- Wellness skills
- Will require workers to meet the new licensing requirements

#### **WF10b. What is your company doing, if anything to address this concern?**

- Training x38
- Hiring x12
- Continual education x2
- Future planning x2
- Improving Human Resources x2
- Outsourcing x2
- Broader corporate policy to learn how to keep up with technology
- CAA, Allstate offer regular programs
- Can only take training provided by manufacturers - a gap in industry
- CFIB updates business about policies
- Have addressed these concerns on a provincial level, verbally and in writing.
- Keeping kids interested
- Shift rotation
- Mentoring
- Modernizing infrastructure

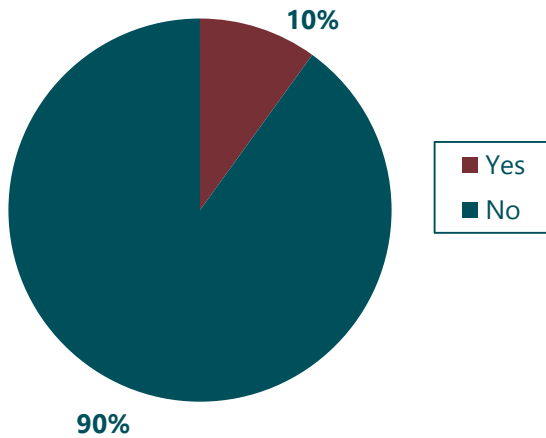
**WF10b. What is your company doing, if anything to address this concern? (cont.)**

- More machines
- Networking
- Partnering with other companies
- Purchasing equipment
- Recertification
- Researching options
- Stabilizing production and sales
- Taking courses
- Trying to identify and learn more about learning systems
- Trying to stay on top of new regulations and equipment

## Appendix F: Business Attraction

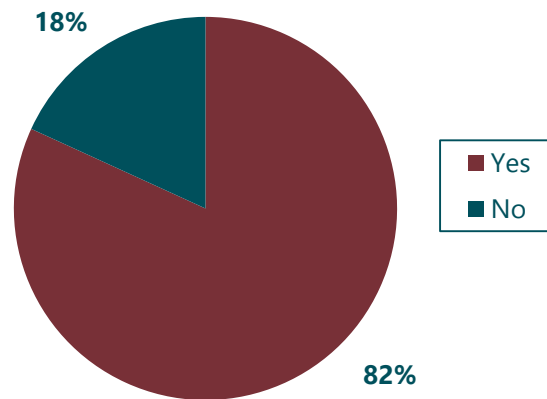
**CD1a. Do you know of a business that may have an interest in locating in this community (region)?**

From 291 Responses:



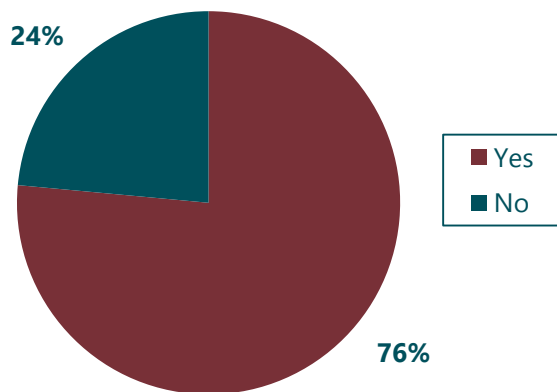
**CD1b. Would you be willing to contact this business on behalf of our community directly?**

From 22 Responses:



**CD1b. Would you be willing to provide the contact information for this business?**

From 17 Responses:



## CD2. What are the community's (municipality and region) top three advantages as a place to do business?

- Proximity to major logistic routes (401 / 416 / rail / shipping) x71
- Centrally Located (Ottawa, Toronto, Montreal, Upstate New York) x69
- High quality of life x40
- Local support (municipal and community) x38
- Natural beauty x35
- Community x35
- Small community x33
- Tourism x33
- Affordability of living and housing costs x32
- Location x30
- Waterfront Access to Rideau Canal / St. Lawrence River / Lakes x30
- Reasonable taxes x17
- Population / community growth x15
- Access to services x13
- Historic / arts / culture x13
- Lifestyle x12
- Business mix x10
- Cost of operating x10
- Strong business community x9
- Workforce x9
- Heritage x8
- Low crime / safe x8
- Land costs x7
- Adequate, modern infrastructure x6
- Availability of land x6
- Ease of business (lack of red tape) x6
- Low density area - transportation and traffic flow x6
- Rural / Country Life x6
- Housing development x5
- Reputation x5
- Cottage country x4
- Events / Festivals x4
- Low competition x4
- Quality of customer base x4
- Quiet x4
- Community appearance / Overall look / appeal of the village x4
- Access to people with disposable income x3
- Destination shopping x3
- Good roads x3
- Industrial park x3
- Quality of land x3
- UNESCO x3
- Unique (retail, entertainment) x3
- Agriculture x3
- Active council x2
- Aging population x2
- Expanding x2
- Geographical landscape x2
- Proximity to leisure areas x2
- Recreational x2
- Seasonal population x2
- St. Lawrence River x2
- Transportation x2
- Flexible hours x2

### CD3. What are the community's (municipality and region) top three disadvantages as a place to do business?

- Small population x40
- Internet (speed, access) x38
- Workforce x33
- Seasonality x27
- Rural x25
- High taxes x23
- Lack of services (water/sewage) x21
- Red tape x18
- Small community x12
- Lack of public transportation x11
- Lack of municipal support x11
- Cost of hydro x10
- Development process - Building, planning, permits approvals and costs to developer x9
- Distance from larger cities x8
- Hours of business x7
- Infrastructure x7
- Location x7
- Cost of water x6
- High cost of living (property taxes) x6
- Aging population x5
- Cell phone service x5
- Costs x5
- Declining industry x5
- High commercial tax x4
- Highways are poor (21, 43, 401) x4
- Road conditions x4
- Water fees x4
- Economic status of residents x4
- Lack of commercial properties and buildings x4
- Accommodation/Hotels x3
- Attitude x3
- Chamber x3
- Competition x3
- Cost of travel (fuel, vehicle maintenance) x3
- High cost of real estate x3
- Lack of business activity x3
- Lack of businesses coordinating x3
- Lack of natural gas access x3
- Loss of manufacturing industries and jobs x3
- Youth retention x3
- Limited training and post-secondary education locally x3
- Availability of housing x2
- Business closures (business community health) x2
- Crumbling infrastructure (Roads, bridges) x2
- Farms x2
- Funding availability x2
- Lack of advertising x2
- Lack of affordable/flexible retail x2
- Lack of amenities x2
- Lack of available space for rent or lease x2
- Lack of communication from township x2
- Loss of bank x2

- Low foot traffic x2
- Parking x2
- Regulations are restrictive x2
- School closure x2
- Signage x2
- Low / slow growth x2
- No restaurant, coffee shop x2

**CD4. In terms of overall impact on this community (municipality and region) as a place to do business what is the most significant change you would like to see in the next five years?**

- High speed internet x27
  - Fibre internet
- Business attraction
  - Small, diversified x10
  - Medium and large manufacturing and industrial x8
  - More accommodations x2
  - Develop unique businesses
  - Retail focused. Celebrate new businesses
  - Diversification of business base. Major travel centres, access to international borders, growth has potential
  - More small, niche businesses
  - Big employer to attract new people
  - Development of new businesses should occur throughout the community, instead of concentrated area (Highway 43)
  - Bringing a large industrial company to Augusta
  - Attraction of food establishment x2
  - Syrup packing plant back in the area
- Development team to support new business / idea (municipal/county SWOT team) to be pulled into projects as needed
- Business Development
  - Focus on businesses that export products
  - Support for local craft industry
  - Some kind of hub for distribution and sourcing local food and farms
  - More consistent transparent support for business
  - Rideau Lakes needs to provide more incentives and tax breaks to entice businesses to open
  - CSE, or other type of business, hub for employers and potential employees; a place to walk in and find a job

- Increased networking opportunities x2
- Try to keep up with rate of change in businesses like home-based small businesses, virtual businesses and web-based business
- Focus on places other than the river, agriculture
- Encourage and support small businesses
- Someone to guide business owner through incubation and development (ie. Network of trades)
- Development - Use of Lands and Buildings
  - Revitalization / development of downtowns / hamlets x10
  - Growth into a suburban sprawl; ring road around Ottawa
  - Development of business Park
  - Develop a business industrial park
  - Augusta needs to work on expanding the capabilities of the industrial park to allow for higher quantities of smaller scale businesses
  - Development of strategic plan on business accountability, housing and land availability
  - Land use planning department should be overhauled and Highway 43 should be treated with respect in terms of uses allowed along the highway
  - Kemptville Creek cleanup to use the available land
  - Responsible development to enhance customers
- Encourage rural residents and development
- Improve municipal development, process: permit, inspection, approval x8
- Government more aligned, working together. One window approach – one room for an application, all steps.
- Develop a business-friendly environment locally and regionally x4.
- Workforce
  - Improve workforce (skilled labourers, general labourers, drivers, etc.) x3
- Improved cell service x6
- Marketing
  - Marketing at local and regional level x13
  - Better brand awareness; concerted effort to market Elizabethtown-Kitley
  - Better communications and promotions with business x 3
  - Access to information brochures to provide guest
  - Welcome package
  - Overall look of township branded as one community – makes communities care more for each other

- Community website that includes a calendar to share events to prevent overlap
- Rideau Lakes rebrand to be tourism destination
- Cross promotion of events and businesses x2
- Buy Local
  - Promote buy local with our residents, businesses and municipalities x5
  - More business from Township in servicing trucks from the Fire Department, Public Works
  - Focus on helping local suppliers connect with local stores and restaurants
  - More advertising for local products at the township and county level
- Infrastructure and Services
  - Municipal infrastructure improvements or expansion – sanitary sewer, storm sewer, municipal water x16
  - Increased availability of natural gas x5
  - Improved reliability and cost of electricity x4
  - Municipal water and sewer services in Athens x2
  - Improved sidewalks
  - Improved harbour
  - Improve parking x5
  - Public washrooms x4
  - Improve public transportation with tiered costs for seniors (to Kingston, Brockville, Ottawa and Montreal) x3
  - Develop more bike paths and trails x3
  - New trail from Brockville developed
  - Beach access in Newboro; community garden
  - Invest in a rink x2, beach
  - Gazebos – main street revitalization
  - Indoor pool (sportsplex)
  - Waterfront improvement
  - Removal of hydro lines and additional beautification of downtown
  - Access to water
- Roads
  - Improved roads x10
  - Improve/expand County Road 29 x2 / County Road 43 x 3
  - 401 expansion
  - 416 upkeep
  - Fewer transports on 401

- ½ load season negatively impacts business / agriculture
- Lighting downtown and public roadways
- Pave Porter Road
- Quality of Life
  - Focus on quality of life rather than large scale growth
  - Acceptance by the municipality that people come to North Grenville for country living, not city
  - Make it a great place to live, not just a shopping retail stop
  - Keep rural feel
  - Improve community spirit and involvement
- Business community needs to improve their business practices and businesses
- Tourism
  - Promote and support tourism, tourism attractions and tourism infrastructure x6
  - Airbnb regulated; all businesses collect and remit taxes; unfair health regulations apply to all or none
  - Build the water park (Aquaworld) x3; could be the beginning of drawing families and businesses
  - Clarity from the Township regarding rental cottages
  - Promotion / awareness of Maple Weekend and more promotion of tourism activities related to local foods
  - Regional tourists / locals magazine both online and print
  - Develop an information centre
- Municipal to Business
  - Improve relationship and support from municipal office, solutions oriented, "open for business" x18
  - Municipal support for business.
  - Encouragement and support from the Township as we grow our business
  - Business outreach from Council x2
  - Government and provincial outreach to businesses; business should not have to contact them
  - Communication between business and village
  - More awareness of awards and recognition; possibly send our surveys to community nominating business
- Signage
  - Less restrictive signage policy x 2
  - Improved signage for events, streets, attractions x2

- Better highway signage for the village
- Government
  - Consistent by-laws between municipality and county
  - Cohesive township and county services
  - Regional / municipal cooperation
  - Municipal transparency
  - Remove the turmoil in municipal office
  - Stable, effective and responsible elected government officials
  - Front of Yonge Council needs to facilitate growth; more understanding of businesses, more transparency, more accountability at local level
- Help the regional / rural divide
- Reduce government red tape at all levels x9
- Reduction of red tape in terms of top soil permitting (Elizabethtown-Kitley).
- Reduction of provincial red tape in terms of aggregate licensing (species at risk, studies, butternut relocation requirements)
- Address municipal costs, including taxes and services x8
- Freeze taxes x2
- Education and Training
  - Keep schools in communities x2
  - Maynard School to stay
  - Education available locally
  - More expansive training
- Workforce
  - More training for employees to join trucking industry, more financial support for mechanics and drivers to join industry
  - Sector specific training opportunities x3
  - Help deal with workforce issues; subsidies, more programs available to help seasonal businesses
  - Improving local job opportunities and improving the local economy to keep jobs and businesses very local and sustainable
- Hours of Business
  - Consistent operating hours x3
  - Extended operating hours
  - Minimum store hours and days
- Business to Business
  - More business networking sessions x3

- Cooperative business events and cooperative community events led by businesses
  - Encourage businesses to work together
- Action instead of words; adapting to major change in a more seamless method
- Art Centre
- Attitude x3
- Kids activities
- Encourage outdoor recreation for local children; low cost options; more use of local arena
- Awareness of camp
- SMART goals to achieve
- Continued expansion in neighbouring communities brings traffic to Merrickville
- Trucks with more axles
- Economic Development Officer
- Solidify corporate relationship
- Increased access to rural medical services
- Building should be convenient, beautification and amenities need to be a priority
- Policing in town for traffic improvements
- Initiative to move here
- Keep moving forward
- Keeping an eye on cannabis recreation use
- Take action to reduce pollution into air and rivers from large industry
- Maintain current quality of services or improve
- Marketing and economic development better organized for consistent approach
- Stronger economic development integration with tourism, agriculture and comprehensive plan
- Lower minimum wage
- More community support
- More diverse approach and understanding of what a business community could look like.
- More traffic
- Need a real Chamber of Commerce
- Festivals and Events
  - More x2
  - Off season community events
  - Colder season activities; winter festival
  - Return of large community centre festivals

- More sporting events, stand up paddle board event, sailing event
- Better access to Blockhouse Park
- Outreach to future customers; showcasing area – exposure outside of area
- Real spending on rural and small urban economic growth.
- Recreation
- Reduction of wastewater issue in order to grow business/population. Supporting local services/businesses.
- Retail space increased
- Community hall, multi-use facility.
- Environment
  - The region needs to invest in innovative garbage and recycling technology
  - Better business practices that are environmentally friendly; proper recycling, more re-use opportunities
  - Increased understanding of chemicals used in the environment (pesticides, chemicals); agricultural use of chemical pesticides be reduced
- Unified business vision
- Unified effort to popularize area as a Muskoka-like region x2.; no parking tickets
- Upturn in regional economy
- Inter-community cohesiveness and working together x2
- Community access to services
- Population growth x9
  - Attraction of immigrants to help population growth and workforce
  - Attraction younger population
  - More families in Cardinal
  - Attract younger people
  - Retired residents of urban areas should be encouraged to locate in Rideau Lakes and open businesses
- Housing
  - Housing development x4
  - More development of rural properties for housing to attract more residents
  - More diverse housing options
  - Support a retirement facility / retirement living
  - More homes on sewers
  - Allow homes to be built with septic systems
  - Refresh local housing
  - Seniors housing

- Subdivision getting stunted locally
- Accessibility to affordable homes

### **CD5. What is your vision for the business community in the Leeds Grenville Region?**

- Vision
  - To have a vision that is coordinated
  - Create a unified vision for a larger scale destination like Prince Edward County
  - Too broad, should be more locally focused
  - Become part of the bigger world; stop focusing on what has happened over the past 30 years and create a vision for the future and follow through
- Investment Attraction
  - More manufacturing, industry x17
  - Attract large employers x2
  - Focus on business attraction
  - Spend money to draw / entice businesses to communities and for business expansion x4
  - More growth and variety of businesses x2
  - Be more mindful of businesses that are being attracted; do not attract businesses that are already available (i.e. restaurants) because increased competition hurts existing business
  - Attract Federal Government offices
  - Recreational type of business to locate here
  - New businesses to industrial park, vendor preferences
- Business Development
  - Focus on and support small and medium businesses x10
  - More networking, events, connections and collaboration between businesses x11
  - Encourage a positive and supportive business climate x3
  - More support for existing and new small business x5
  - Growth in business community x2
  - Be more innovative with business development
  - Get connected with other regional businesses

- More jobs x2
- Prosperous communities and businesses x7
- High speed internet for entire region x4
- Improved cellular service
- Tourism
  - Growth in tourism, support tourism sector x12
  - Promote communities within Counties. Make a fun incentive to get people (locals and tourists) to travel and explore Leeds Grenville
  - Tourism based use of the river/ Thousand Islands; smaller adventure tourism on the river; kayaks, paddle boards, smaller boats / seadoos, winter and summer opportunities, especially parks, fat tire bikes
  - LeBoat and Railway Museum will grow tourism sector
  - Tourism marketing
  - Missing out on how to attract tourists; waterfront areas; waterway villages, need more variety of activities on the water; nothing going on after dark - shops/entertainment
  - Trail and connectivity of areas to enhance tourism and sports events
  - Access to up-to-date information about events in the region
- Population
  - Population growth x15
  - Market to senior/retired population and provide support services for retired residents
  - Attract younger families and a younger population to the area
  - Young, healthy population will drive economy; revenue generators
  - Diversifying population age; labour market through office or trade petitions; more affluent population
  - Attracting youth; getting services young people want
- Housing
  - More housing
  - Housing development needs sewage and infrastructure
  - Smiths Falls - housing goes quickly
- Promote buy local x8
- Municipal procurement providing opportunities local businesses to participate x2
- Quality of Life
  - Focus on quality of life

- Stay the same; maintain quality of life x2
  - Being able to work from home, to improve quality of life
- Less government regulation x4
- Marketing and Promotion
  - Regional marketing and promotion needs to be improved; we have a lot to offer and a great quality of life x6
  - Leeds Grenville should work together to promote entire region
  - Lack of awareness of services and people being aware of their surroundings; township magazine should be more about promoting what's happening; township needs revamped website to help people passing through to find other destinations.
  - Publicize and market alternative route to Ottawa
  - Market to bring clients to the rural areas
  - Promote agriculture traditions and the unique aspects of it in the region
  - Online presence for smaller communities
  - Continue to advertise the region by showing off lifestyle and ability to run successful small businesses
- Develop more bike paths and trails
- Government
  - Cohesion; willingness to work together; sharing services is more efficient (e.g. Snow plowing) x4
  - Inter-municipal networking
  - Better planning for larger facilities
  - Better sharing of resources between regions and municipalities
  - Growth, regional collaboration
  - Transparency
- An attractive area for visitors, residents and tourists with vibrant communities to attract visitors and business
- Maintain / expand infrastructure
- Old Towne Kemptville improvements
- Too many independent business associations; need to consolidate
- Try to benefit from Ottawa's growth
- Inclusiveness; it is thought that business is easy on the 43; downtown needs support, but so do these businesses; Kemptville Live does not help business
- Should be more outreach; business owners should be reaching out to others

- Local politicians should be making a point to visit new and emerging small businesses
- Build a strong foundation of businesses and communities and growth will happen
- Government should be less involved with local people of all kinds; urban values should not be forced onto rural locals; be aware of how much growth Kemptville can handle; Highway 43 is overloaded
- Create more of a network across county
- A continual struggle, all communities are doing the same thing in terms of economic development
- Stay the course - continue to improve
- Great community; stop trying to centralize
- Balance between community and business community; not all about money; do not lose sight of the community feel; let development happen but maintain community identity
- Become a hub between cities; grow a little more; incorporate cultural and recreational facilities - splash pad, pool, music place; gather and connect
- Attract upscale customers with money
- Planning committee outdated; impeding development
- Sustainable community going forward
- Rideau Lakes and Westport work together to promote area; extend services to Rideau Lakes and Westport
- More of a destination; a fad industry promoting regional businesses identity and plans
- Continue to move forward; good community
- Committee formed in Elizabethtown-Kitley for small businesses or Chamber
- Growth in community, and a network for borrowing, trading, renting / hiring out, and lending a hand
- Opening businesses, revitalizing downtown; quality of life, river access; parking availability in Brockville
- Enough businesses to partner with and supply
- Everyone is successful without taking too much; everyone can be affordable
- Better child care, laundry mat
- Special policy area being reviewed; cyclical, access to capital to put in planning process

- Be diligent - stay on top of townships and promote development; reduce development charges in North Grenville
- Training / education for manufacturing/industrial jobs
- Improve education opportunities to match existing local business needs. Trades, insurance brokers, Giant Tiger
- Keep up infrastructure
- Services to the growing population
- Demand for housing recreation facilities and accommodations; when expanding / travelling locals are hired
- An open for business approach to development of St. Lawrence River corridor
- Concern that the future is not good for little companies; everything being taken over by large companies - online shopping
- Create content for 10 Things to Do in each community. Keeping economic development summit
- More 401 signage getting people off highway and into smaller communities
- Pay attention to smaller communities, especially waterfront communities
- Local farm producers; support of women in business and minorities in business
- Open Farm days - bus tours for local farms / AG operations
- Waste disposal
- High-end retirement area; Opinicon, live there in summer, winter in Florida.
- Improved access to medical services in the rural area
- Realize the little communities in the region and take advantage of the heritage
- Focus industry into 401 / 416 corridor
- Focus on bringing in experts
- Carbon Tax has been really harmful to industry; MOE charges extra money to take water even though majority is unused and returned to river; Provincial legislation is punishing Industry
- Encourage movement away from single use plastics
- Regional networks
- Attraction and build on geological beauty of area
- More awareness of levels of government
- Who we are, what services are available
- Replace the Chamber model; low or no fees to participate; make it broader; Westport currently is the centre of attention

- Have localized trade shows; people are different from one community to the next and have different needs
- Welcome wagon for businesses; who to call, local resources
- Focus on boating infrastructure
- Experience at the county has been good
- Growth of economy
- Increase competitiveness
- More local support, trying to expand and offer services that bigger cities offer
- Diverse and reflective of what is happening on a bigger stage
- Healthy business community, making full use of INVISTA utilities
- Kemptville is booming
- Excited about Kemptville growing
- Reduced because of lack of interest, road blocks, falling flat, etc.
- Maintain existing growth in areas; Brockville has more retail
- Next region of Niagara by working together
- Keep rural areas as rural as possible
- Companies looking for cheaper options
- Need to capitalize on downtown areas (Brockville)
- 6 lanes for 401
- Reduce transport trucks on 401
- Take advantage of home businesses; low real estate and rental costs
- More regional business growth
- Local pride and support from residents of local businesses to create a sustainable rural economy
- Brockville still too far away
- Stay healthy and vibrant
- Keep it attractive
- Merrickville has good history of supporting businesses
- More creative costs structure for rental for smaller businesses
- Greater synergy
- Think out of box, focus on innovation
- More artistic community
- More local kids coming to camp
- Cooperative community events hosted by businesses
- Innovative and creative young generation

- Maintain good dealings with the businesses / municipality; the business does not feel heard in UCLG, but does in Rideau Lakes

#### **CD6. Do you have any other comments?**

- Totally happy with community and services
- Grant application process is difficult and arduous when running your own business; business owners need help and guidance with grant applications and a better community-minded approach from the municipality will help facilitate growth
- Many locations have accessibility issues
- Development charges for rural areas of municipality are subsidizing the development of the urban areas
- Leeds Grenville is a great place to live and work; it is the right balance between jobs and a great place to live; small businesses require more support
- Small business minded; communities are suffering without retail
- Arts and culture revenue happening always; promote and attend events that local artists are hosting; create packages / facilitate sponsorships / support Arts & Culture; big reason why people come to the area is culture
- Red Tape
  - CRCA has a lot of red tape; very difficult to work with; too much negotiation; do things differently to not deal with red tape
  - Ministry of Environment – emissions control areas for silos; no consistency in government inspections (trucks)
  - Ministry of Labour regulations need to be communicated in a timely fashion to affected businesses
  - Offer help to businesses to keep up with policies and regulations; provide more support
  - Regional and local business issues start at a provincial level with taxation and regulations
  - Regulations (all levels of government) hurting small businesses
  - Very concerned with the costs of licensing an aggregate operation; provincial requirements cost more than the profits to be made off of the aggregate
- Would like to know what happens as a result of the BR+E; policy at senior government level relieves pressure on major centres; bring our voices (as

counties) together; programs for incentives to decentralize; provide a program that will attract companies and people

- Signage, workforce; by-law encouraging a better business area; need signs on a roundabout
- Good place to do business
- Municipal tendering process is being awarded despite tenders not meeting the "must have" specifications but being awarded on the lowest cost.; this is unfair
- Would like natural gas
- Reinstate local general store; library is closed, school is closing and church is closed; community should run the municipal hall again
- Workforce
  - Workforce needs serious address; no workers
  - Availability of workforce is an issue for existing businesses x2
  - Workforce is poor; needs education, building of skills; need qualified, good workers; Kcat is gone, and the resource was beneficial
  - Colleges do not provide long enough co-ops; 2 weeks or 2 days a week is not beneficial; 3 month long full-time co-ops would be considered
  - Took away trade school at the high school level; needs to be back; kids need the opportunity to know if they like it
- Very heartening to see initiatives such as the BR+E
- Business survey is great intro to community
- Happy to see this project taking place
- This is the first time being contacted by anyone in a government level x2
- Make township more business friendly
- Make funding more accessible
- Support for business planning
- Local roads
- Compliance costs should be reduced; reduce taxes; make obtaining a license to sell fishing licenses easier, 5000 people a year ask for them; make cannabis available for businesses to sell; no communication on physical availability, government is pushing for online
- Business diversity would be positive / improve environment; every business expands as a result
- Really hard for people to move to rural destinations; not conducive to every business; be more "open for business"

- Washrooms downtown are needed
- Kemptville College is a good opportunity to facilitate sector specific training, infrastructure and help grow small - medium sized farms; need a local supplier for inputs
- Garbage is being dumped in the woods, at businesses or elsewhere to avoid paying for the tags
- Work within the environment and Parks Canada; good, positive feeling from new council
- Help make connections with local industry
- Enjoyed becoming more knowledgeable
- Business Connect has been good for community and business people; without that tier of local representation there wouldn't be regional communication; need sustained municipality connections with the Counties.
- Doing it right by connecting with small businesses
- Approved range - zoning issues with the township - to have shooting matches
- There should be an equal focus on businesses that support and require local residents, in addition to tourists and the tourism sector
- Print isn't dead, people are asking for it; holding onto it
- Happy to see small business focus in small communities
- Push for use of rail for transporting; always give local companies a chance to bid on projects
- Focus on roads, paved shoulders on county roads; keep recreation facilities; keep local schools, be proactive
- Reach out to local realtor
- Excessive parks regulations for waterfront work; waste disposal huge issue that needs to be addressed; cottages garbage impacting locals
- Keeping development of township and promoting township as a whole
- Township to talk to individual businesses directly more often
- More Economic Development meetings around to local community centres to help make more accessible
- Too many Councillors; Committees are unqualified and misinformed
- Township needs to market itself better as a great place to live and work
- Community signage for attractions
- Building Code- we are a smaller community and shouldn't be treated with the same rules as big city businesses

- Planned expansion would lead to addition of new employees and a shop locally
- Would like to work with Counties and Township when the time comes
- Opinicon has been amazing for the community/economy; great promoter / referrals for other businesses
- Assistance getting in touch with Parks Canada Re: path awareness Parks Canada. Lands at Upper Narrows
- Create directory of who grows what; link Farmers to Restaurants; local flavours was a good idea but few business leads
- Local initiative to negative exchange rate; local banks (Elgin, Westport) will not do money exchange (USD-CAD) unless you have a bank account which is not feasible for tourists
- Do not think the CEC is a great idea. Volunteers feeling slighted / upset
- Listen to the info collected in the surveys
- Facilitate communication
- Golf courses are not looked upon highly in the banking world; locally the banks want to help but are unable to as the "higher ups" don't want to work with increased costs, drought, etc.
- Supporting local is important and could be encouraged more
- Retired business owners and people to create mentoring and networking opportunities
- Frustrating when non-local food vendors get in local markets (Ottawa and Gananoque)
- Connections with local restaurants not necessarily economical
- Some road works have not been efficient (sanding & grading)
- Recreation facilities need to utilize more local businesses for support
- Fire Department has a free-will spending attitude
- Issues with Public Works Department returning calls regarding issues
- Educate realtor on historic buildings - incentives, insurance and financial costs
- Municipal proactive i.e. if paving, allow owner to participate and bill accordingly
- Target empty buildings in Delta
- Derelict properties fixed up
- Tourism businesses in the area are on their own, no cohesion locally
- MPAC and property assessments inconsistent
- Tourism association within Rideau Lakes / rural areas would help

- Gananoque is extremely helpful; they provide all of the 11 services checked; Rideau Lakes does not, or will not
- Westport Chamber owns the Elgin business leader board and it costs businesses \$200 to post; should be returned to the community
- The facilities are here to host trade shows, but they must be affordable for small businesses
- Regional maple syrup convention in Brockville 2020 - opportunity to support
- Maple syrup board member interested in being a part of any county tourism committee organization; Lanark and District Maple Producers
- Old Maitland store on Highway 2 needs to be dealt with, huge eyesore
- Coordinated information sharing about issues. i.e. re-assessing property tax, sales of properties
- So much potential and interest in developing business and housing in the Township; Township has a very bad reputation in the building / development world; people would rather develop outside Rideau Lakes borders in order to have a better experience
- Attract elderly care facilities
- Folks on Economic Development are trying to do a good job but they need to focus on betterment
- Current council concerned with money - no progressive ideas
- Community garden, improved signage, vacation rentals, accommodate environment not business
- Succession planning re: internal
- Market rates plus space
- Good backing of people since opened. Is happy and satisfied
- People choose to move for lifestyle choice (ie. library)
- Recreational facilities need more improvement to attract people
- Pressure of larger players from Ottawa / Kingston moving into this area effecting ability to win bids and keep workers; would like to see more importance put on hiring local
- Need bike lanes on Highway 2 and sports tourism
- Lots of opportunity for spinoffs from existing big businesses / industry in the area
- 401 EDR impacts on local roads
- Federally - dealing with CRA; feel handcuffed as a small business; guilty until proven innocent

- Financial Institutions - extremely challenging to deal with; corporate policy not for local people; banks have forgotten who the client is
- If you put business people with agenda and presentation who are in different trades with a contact, if there is an expectation of collaboration around the table there will be business around the table
- Development of packages that include events and local businesses to help encourage people to stay and visit local businesses
- TSSA impacted a few sales
- Better understanding of county and services offered to the municipality and local business
- Increased communications from county
- Lots of underutilized industrial properties which need to be repurposed for more jobs and other efficiencies
- Advocate for incentives and reduced industrial / business taxes provincially and federally
- Open cannabis market to private business
- Lobbying
- Should take advantage of Smiths Falls and participate in cannabis tourism
- Other issues include signage and accessibility
- Highway 15 could be improved, it is dangerous
- Open doors to new businesses
- Tourism information centre needs a central location
- Would like to see the municipality supply bicycles and canoes to rent or for guided tours
- The municipality does not help owners of businesses
- The municipality needs to increase their awareness that we need support for business

Downtown Retail





where **lifestyle**  
**grows** good **business**

## Downtown Retail

October 24, 2019



**Prepared by:**



**Funding provided by:**

**Government of Ontario**  
**United Counties of Leeds and Grenville**

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Downtown Retail .....DR2

    Customers / Clients.....DR6

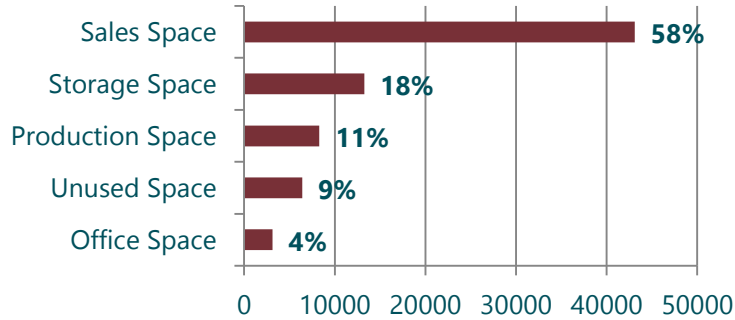
    Business Mix .....DR9

    Advertising.....DR11

# Downtown Retail

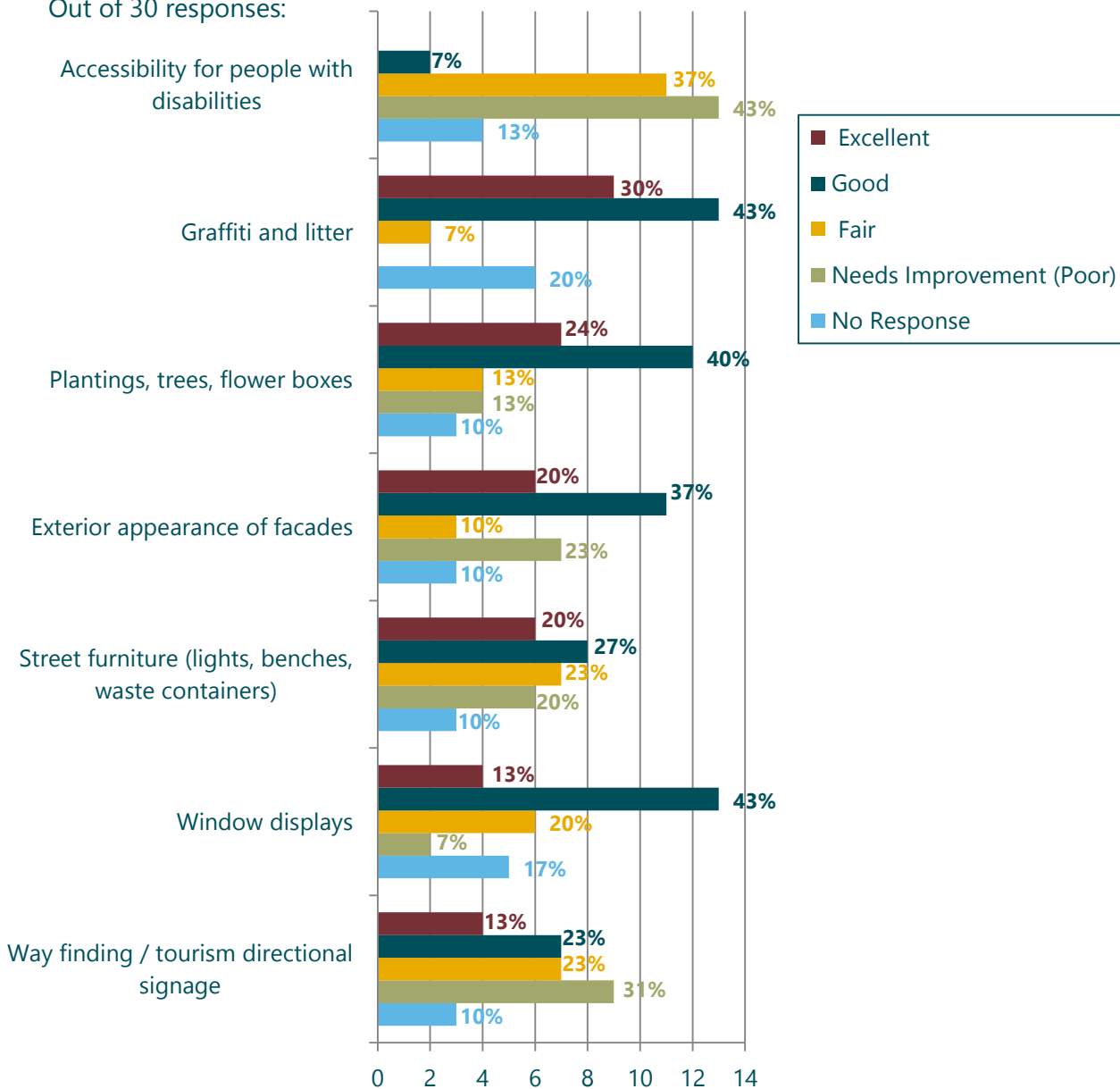
## DR1. For this business, how many square feet are devoted to the following?

Out of 27 responses:

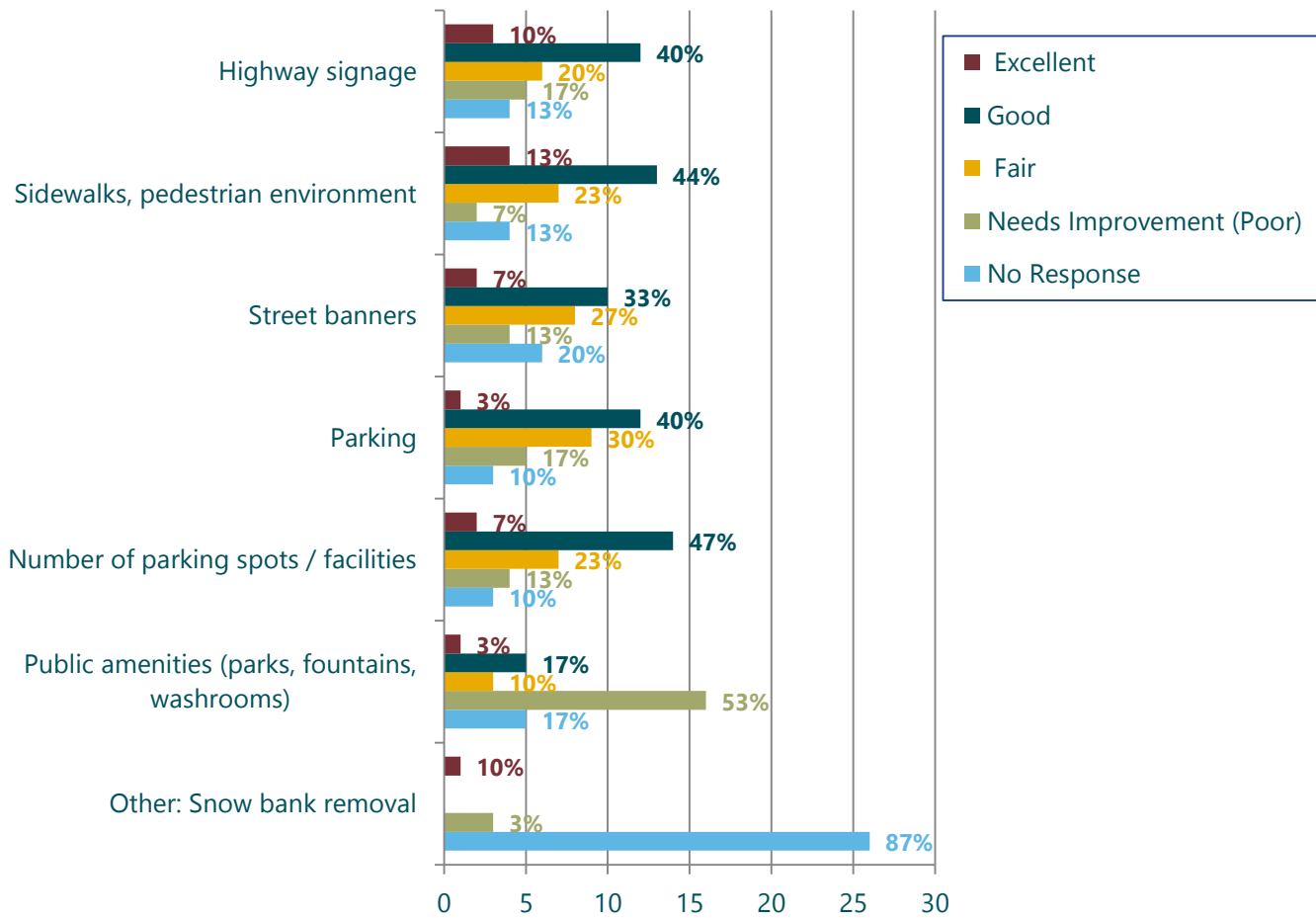


## DR2. Please rate the condition of your downtown for each of the following:

Out of 30 responses:

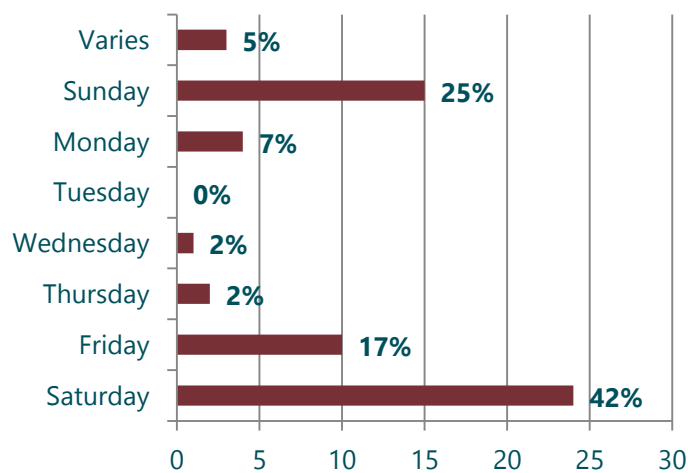


**DR2. Please rate the condition of your downtown for each of the following (cont'd):**



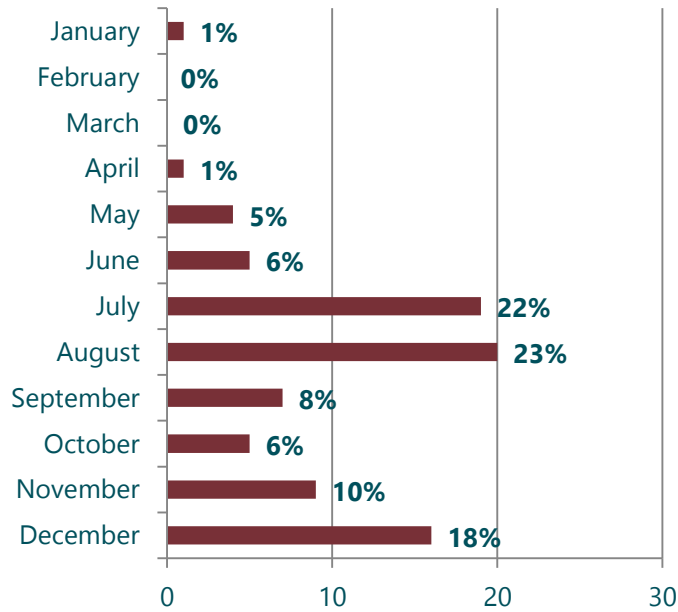
**DR3. What are the two busiest days of the week for this business?**

Out of 30 responses:



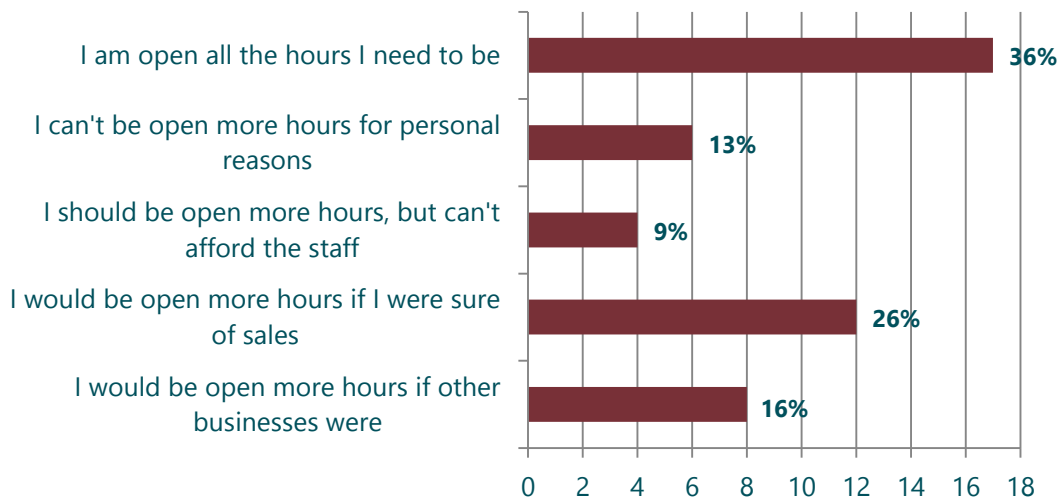
**DR4. What are the busiest months of the year for this business?**

Out of 30 responses:



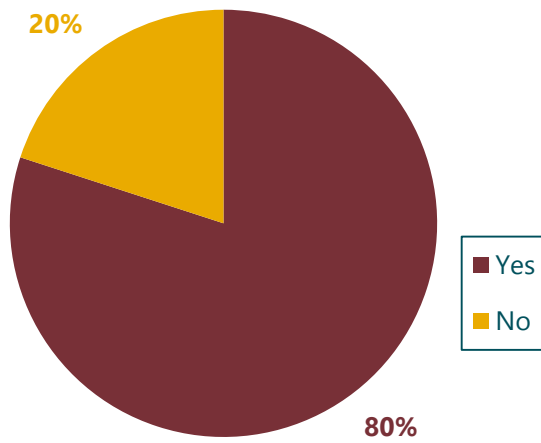
**DR5. What are your thoughts on store hours?**

Out of 47 responses:



**DR6a. Do community events / festivals increase sales in your business?**

Out of 30 responses:



**DR6b. If yes, please specify which events:**

- All events x6
- Christmas in Merrickville x6
- Car Show x5
- MAG Studio Tour x4
- Spencerville Fair x3
- Yard sale x3
- CP Train x3
- Antique show x2
- Bluegrass Festival x2
- Home and Garden tour x2
- Cornfest
- Jazz Fest
- Canal Fest
- Christmas parade
- Elgin Days
- Farmer’s Market
- Farmersville
- Fashion Show
- Garage sale
- Hockey tournaments
- Makers market

**DR6c. If no, why not?**

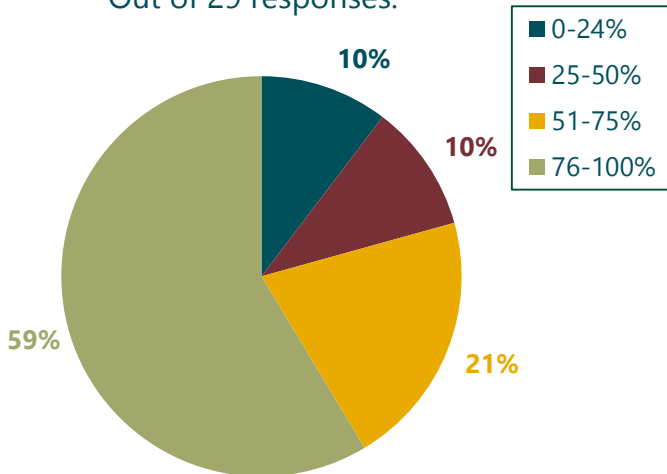
- Main events block off street – customers cannot get to store
- Elgin events not driving foot traffic
- Not a retail business

**Customers / Clients**

**DR7. Please indicate the percentage of customers / clients activity that are:**

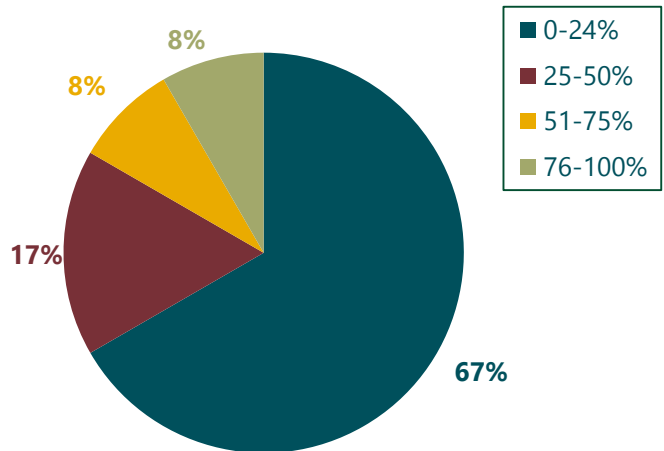
**Foot Traffic:**

Out of 29 responses:



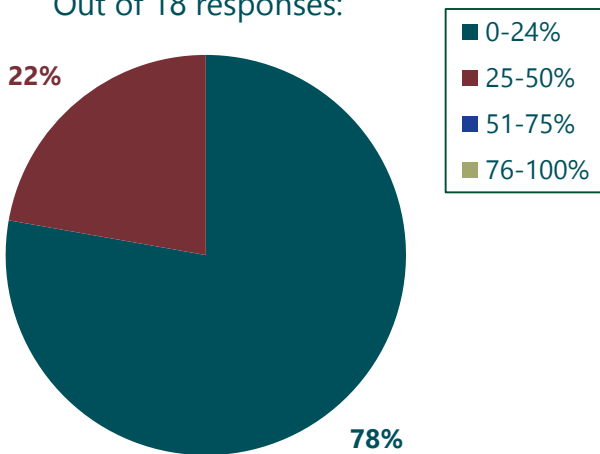
**Telephone based:**

Out of 12 responses:



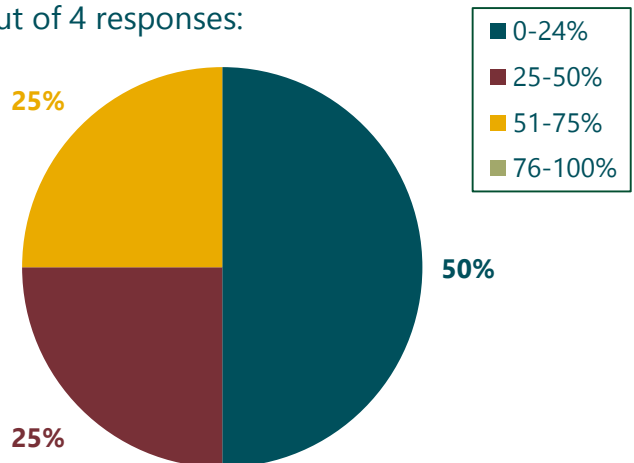
**Internet based:**

Out of 18 responses:



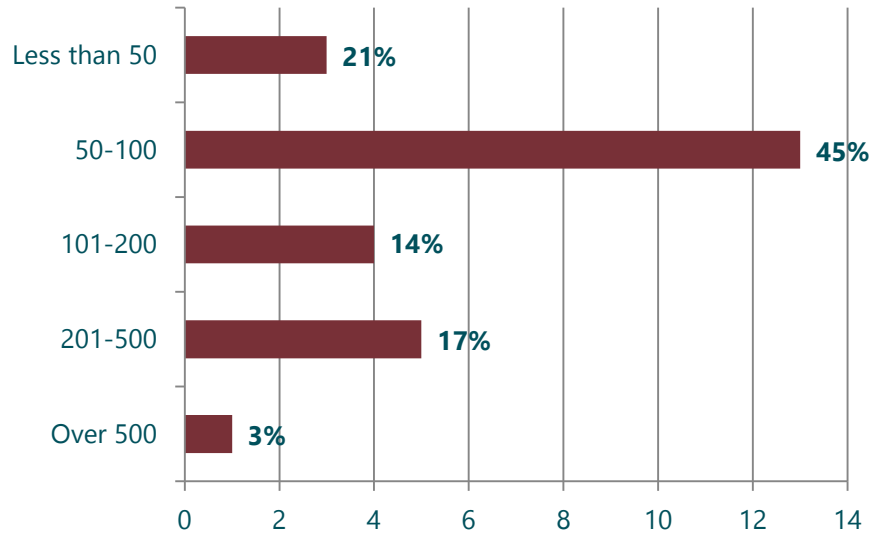
**Other (unspecified):**

Out of 4 responses:



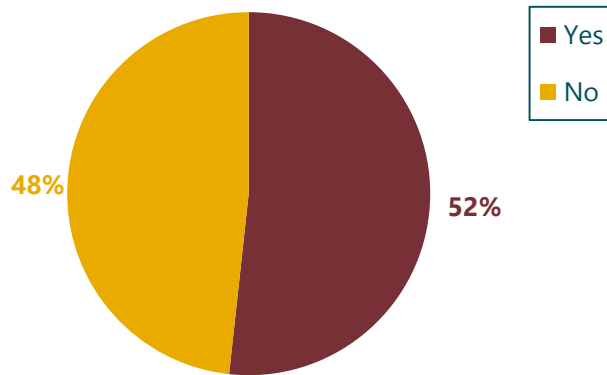
**DR8. How many customers / clients visit your business each day during the summer months of May to October?**

Out of 29 responses:



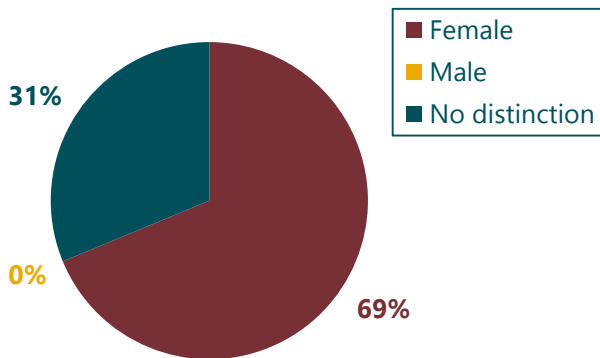
**DR9. Do you have specific target markets?**

Out of 29 responses

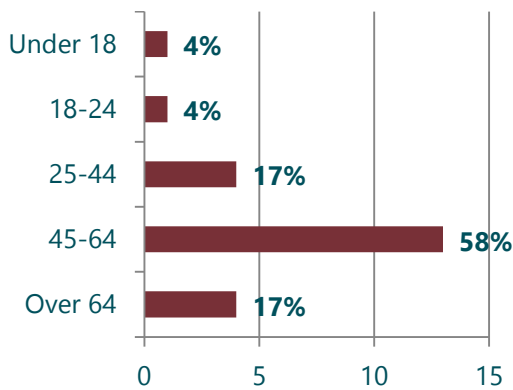


**DR10. Please describe your business' target market, regarding:**

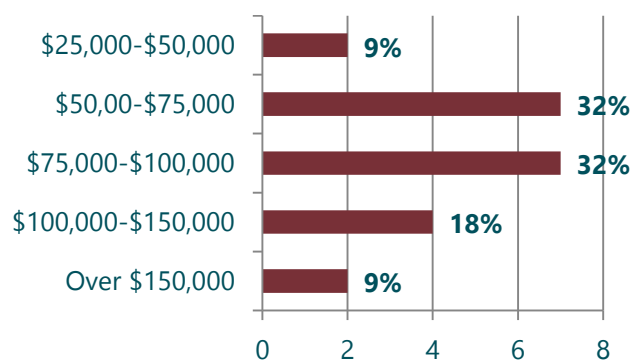
a. Gender



b. Age

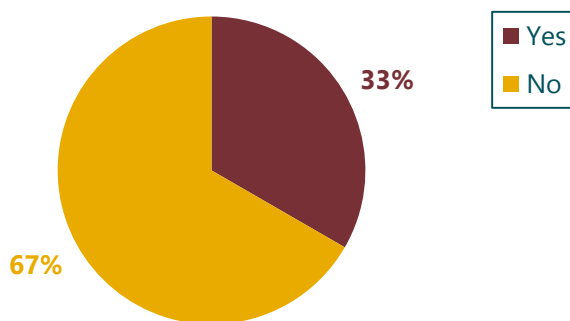


c. Household income



**DR11. Do you track where your customers are from?**

Out of 27 responses:



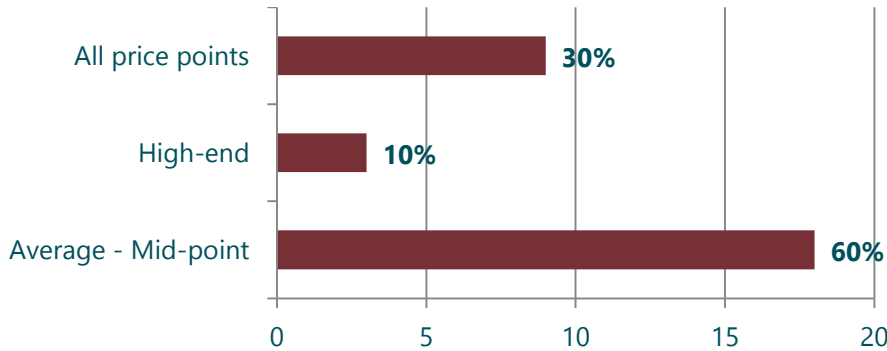
**Business Mix****DR12. Please list three products and/or services that separate your business from your competition.**

Out of 79 responses:

- Customer service x6
- Local x5
- Custom x4
- Handmade x4
- Artisanal x2
- Fresh ingredients x2
- Price x2
- Product knowledge x2
- Antiques
- Original Art
- Bilingual
- Branding / own line of products
- Butter tarts
- Candles
- Children's toys and books
- Clocks
- Collectibles
- Cooking classes
- Delivery
- Direct contact / phone app
- Embroidery services
- FedEx Depot
- Fine crafts
- Flexible hours
- Flyer
- German brand of product
- Glass
- Gluten free products
- Good team of employees
- Home brand toilet cleaner
- Import from UK
- In-house installations
- Lighting products
- Live demo
- Local hiring
- Location
- Made in-ouse
- Parking
- Pottery
- Produce
- Purchase highest quality flowers
- Quality meat
- Quality of repairs
- Sausage rolls
- Small in size
- Specialize in casting
- Tea towels
- Traditional cuisine
- Trousers / clothing
- Unique giftware
- Value added services
- Water fountains
- Workshops

**DR13. Relative to other businesses in your trade area, what price point do you target?**

Out of 30 responses:



**DR14. What three existing downtown businesses / services complement this business the most?**

Out of 30 responses:

- Wick Witch x7
- Yellow Canoe Café x5
- Mrs. McGarrigles x3
- Sugar Belle's x3
- Bank x2
- Chaiya Décor x2
- Drug store x2
- Gray Art Glass x2
- Knock Knock Shop x2
- 1840 B&B
- Ahimsa Naturopathic
- Anarchy Gallery
- Art Scene
- Baldachin Inn
- Bay Street Auto
- Christmas Shop
- Clothing stores
- Dixie Fagen
- Downtowne Ice Cream Shoppe
- Fair Sun Farm
- Gas Station
- Goose & Gridiron
- Grocery store
- Grotto
- Hardware store
- Ice Cream Shop
- Kilborn's
- Liquor Store
- Opinicon
- Pharmacy
- Sidecar Cafe
- Spa Sans Souci
- Spencer City Bar and Grill
- Spencerville Mill
- Village Pantry
- Windor Court
- Zack and Finnigans

**DR15. With this business in mind, what three additional businesses/services would you most like to see available downtown?**

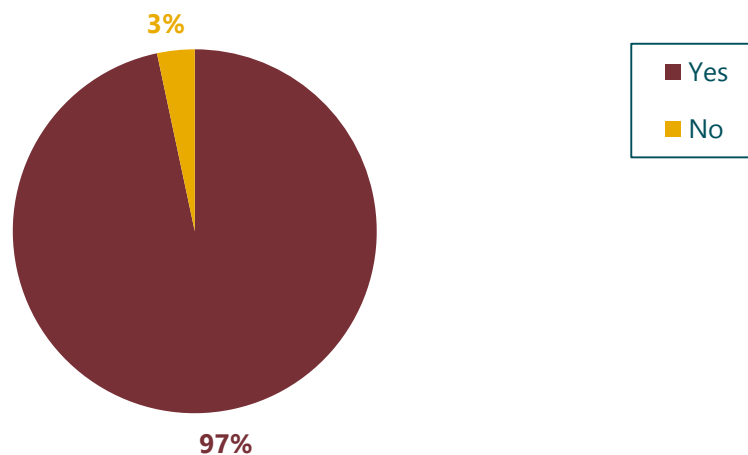
Out of 30 responses:

- Restaurant x6
- Accommodations x4
- Health, Wellness Centre / Gym x4
- Antique / Collectibles x2
- Boutique x2
- Clothing store x2
- Hardware store x2
- Art galleries
- Art supply
- Ashton Pub
- Bike rental
- Brew Pub
- Clothing for men
- Drug store
- Dry goods store
- Electronics store
- Fabric printing
- Fine art gallery
- Gas station
- Gift shop
- Internet support
- Lawyer
- Potter
- Public washrooms
- Recreation facilities
- Setup and delivery
- Shoe store
- Way-finding system
- Western style clothing and tack
- Wool shop

**Advertising**

**DR16. Does your business advertise?**

Out of 30 responses:



**DR16b. What methods do you use to promote your business?**

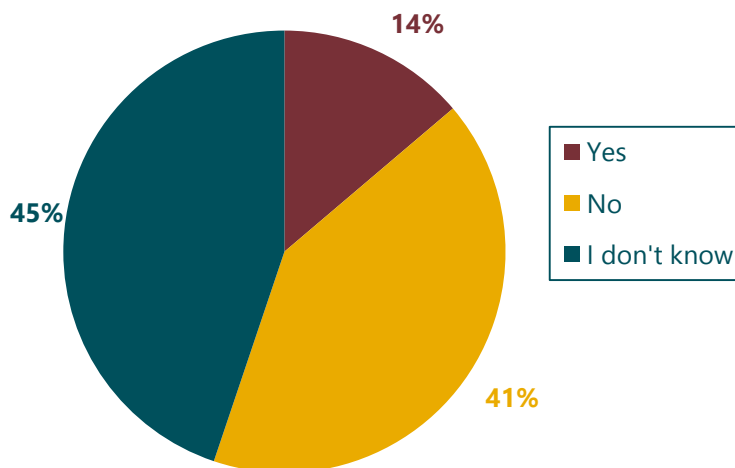
Out of 149 responses:



**Other includes:** Weekly flower arrangements at RBC in Portland and BMO in Westport, Chamber map, Facebook ads, VIP Private events

**DR17a. Do you know if your community offers any financial assistance programs to its businesses?**

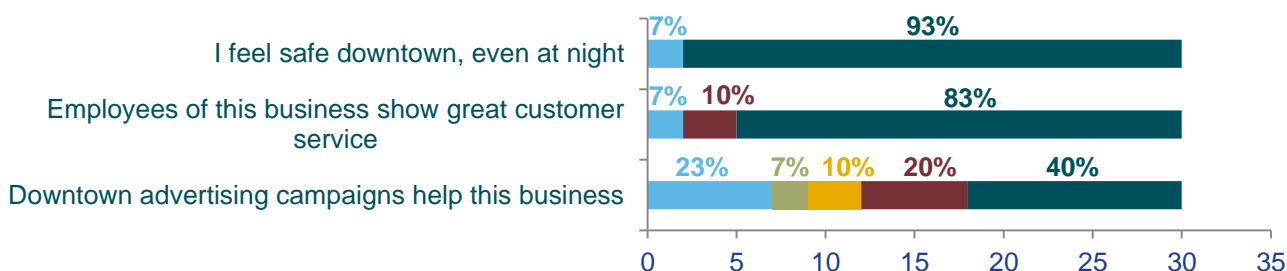
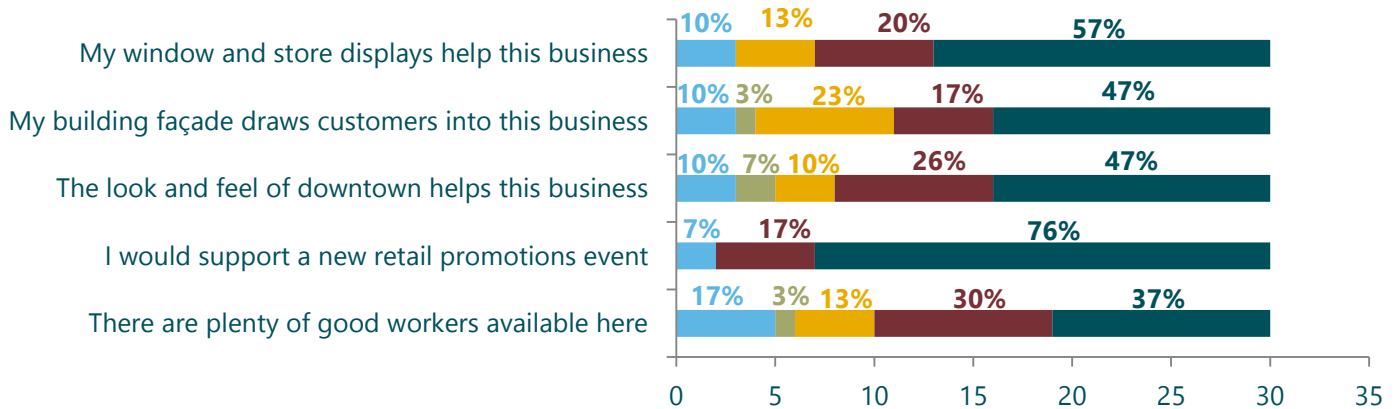
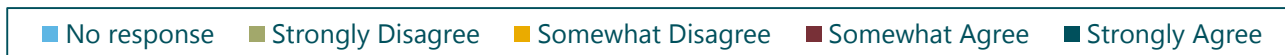
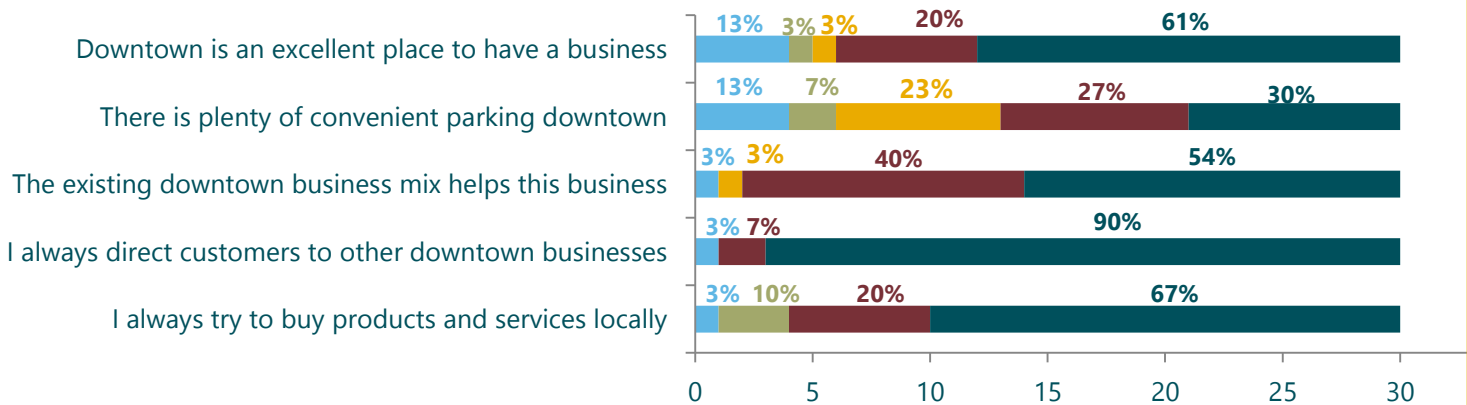
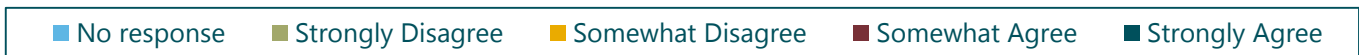
Out of 19 responses:



**DR17b. If yes, indicate which of the following types of incentives are available and their potential applicability to your business.**

- Chamber offers co-op advertising, 20% paid
- Canadian Institute Of Planners – Façade Improvements

**DR18. How strongly do you agree or disagree with the following statements?**



**DR19. What are the two main reasons people visit downtown?**

Out of 27 responses:

- Specific retail establishments x11
- Shop x9
- Eat x7
- Bank x3
- LCBO x3
- Pharmacy x3
- Tourist attraction x3
- Unique/variety of businesses x3
- Event x2
- Heritage buildings x2
- Walking traffic x2
- Atmosphere
- Boat watching
- Experience
- Groceries
- Reputation

**DR20. What three community assets would you most like to see developed in the downtown?**

Out of 26 responses:

- Public washroom x12
- Expanded farmers market x10
- Parking x8
- Downtown development x2
- Midweek market x2
- Ongoing cultural experiences reflective of heritage / history x2
- Way-finding signage x2
- Beautification of Canal area
- Blockhouse museum
- Boutique Hotel
- Destination for men
- Drinking water fountain
- Extend Downtown retail zone
- Improve Rink quality
- Information booth
- Joshua Bates Centre
- Shuttle buses from outside the community
- Music
- Night market at locks
- Promote quaint atmosphere
- Pub
- Rec facility
- Rest area and kiosk / pavilion
- Tourism office
- Promotion
- Youth retention





where **lifestyle**  
**grows** good **business**

## Local Food

October 24, 2019



**Prepared by:**



**Funding provided by:**

**Government of Ontario**  
**United Counties of Leeds and Grenville**

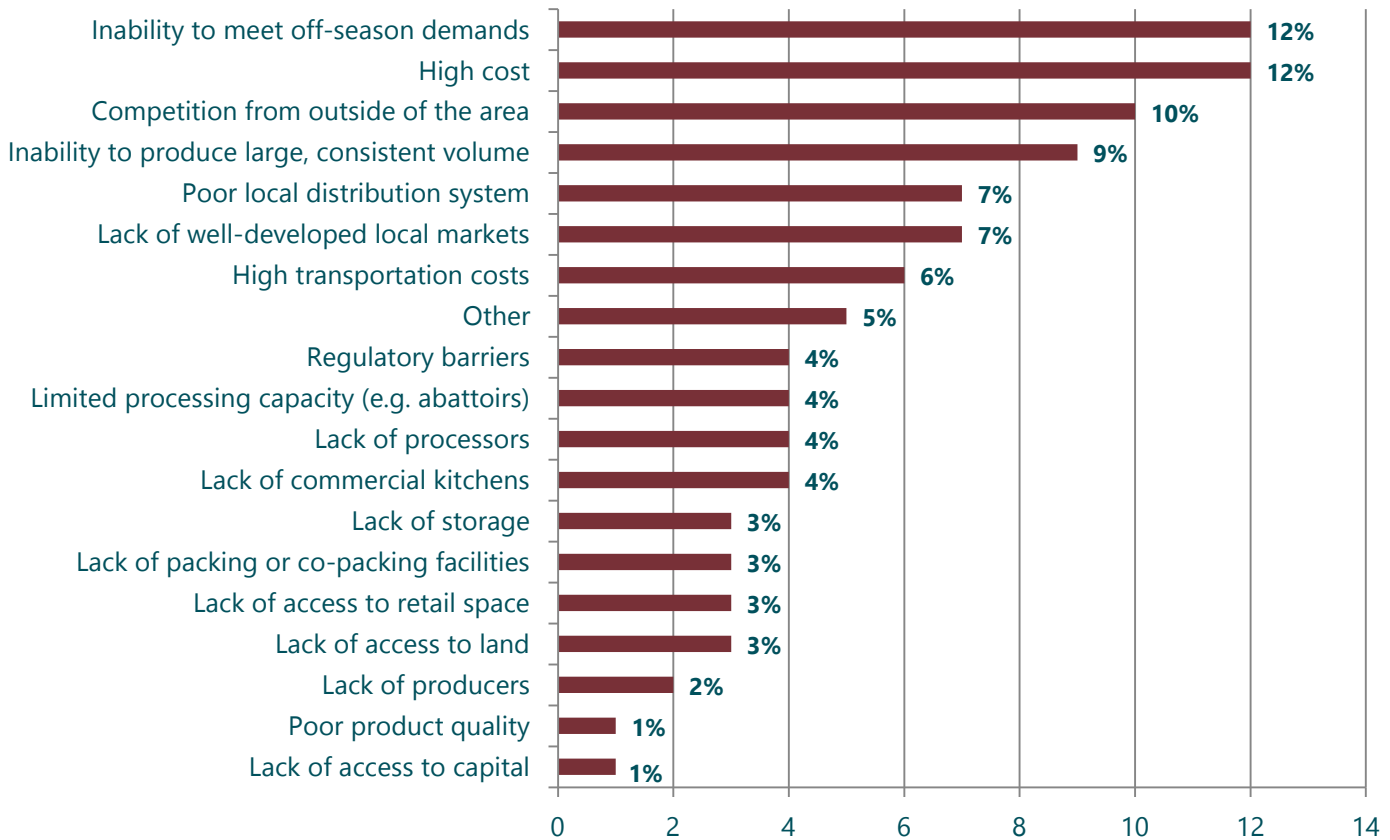
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Suppliers of Local Food ..... LF3  
Commercial Kitchens..... LF8  
Secondary Suppliers of Local Food / Support Organizations .....LF10

# Local Food

## LF1. In your opinion what are some of the greatest barriers to supplying locally?

Out of 100 responses:



### Regulatory barriers include:

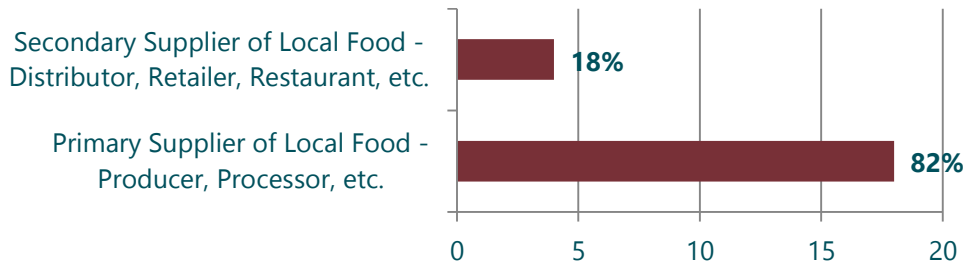
- OMAFRA / cannot sell outside shop
- Inspections (Maple Syrup)

### Other includes:

- Seasonality x2
- Weather
- Maple Syrup - more than enough produced for local market
- Loss of Food Hub increased delivery
- Lack of upscale restaurant

**LF2. Which of the following best describes your business / organization’s connection to local food?**

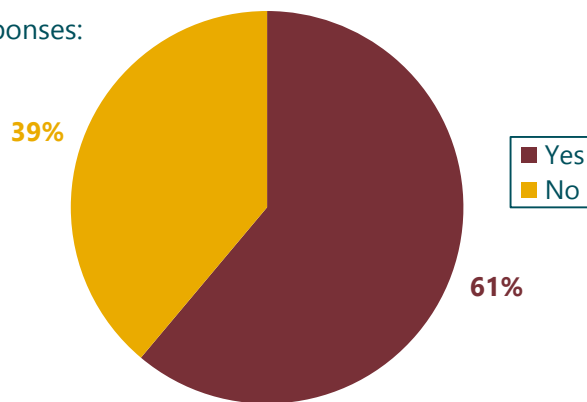
Out of 22 responses:



**Suppliers of Local Food**

**LF3. At any time in the past 3 years have you been left with an excess supply of product?**

Out of 18 responses:

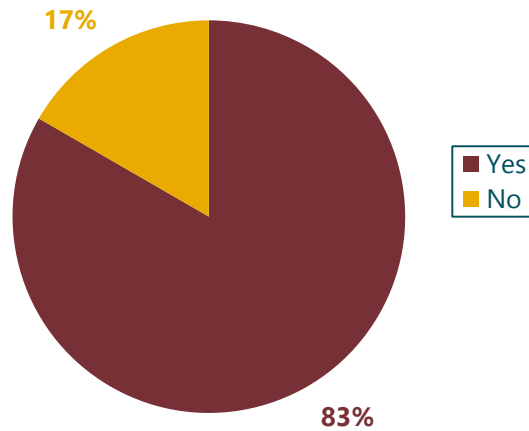


**If yes, please explain what you did with the surplus of product:**

- Donated to local food bank x4
- Threw it away x2
- Lot of product left in field, unpicked
- Compost
- Sold it following year
- Stored
- Fed animals
- Marketed into bulk market following year
- Explored off-season sales opportunity
- Make preserves
- Gave it away
- Frozen
- Food cupboard

**LF4. Would you be interested in supplying local markets if the distribution and management systems were in place?**

Out of 18 responses:



**If yes, please specify:**

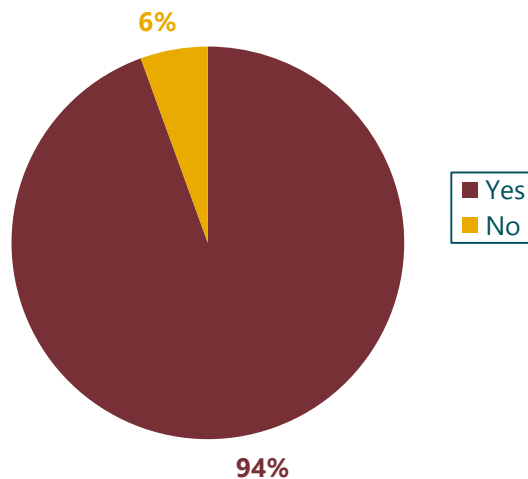
- Local, convenient pickup of product
- Has not worked in the past
- Our local sales seem to be slipping as years pass
- Can only supply on a small scale
- If cost and supply was good for community; cannot sell for as much
- Dairy regulation limitations
- Lack of time to arrange
- Affordable distribution
- Food hub prior to closing
- Interested in supplying apples to local markets

**If no, please explain why:**

- Not part of business model
- Happy with existing

**LF5. Do you have the capacity and interest to increase production to supply local markets if additional buyers were identified?**

Out of 18 responses:

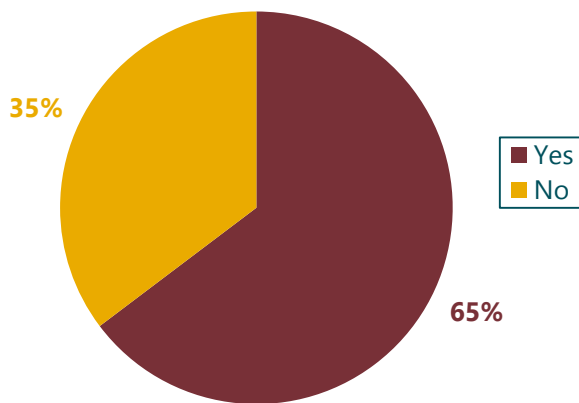


**If Yes, please explain the type of product and any limits on its availability:**

- Seasonality; add different crops, management of growth
- Certified organic salad greens, garlic, volume fluctuates throughout season
- Maple products
- Fruits and vegetables; seasonal fresh nature
- Capacity to create additional product but concerns of needing additional labour
- Maple syrup - no limits on supply as we sold half of 2018 production into bulk market and we are expanding taps again this year
- Perishability issues - need to know what the demand is for
- Storage issues here
- If business was consistent would be able to hire an employee
- Ice cream we have a limit on capacity
- Signature line (mustards / chutneys / dressing)
- Bread, butter tarts
- Meat
- Honey / all natural no limit on capacity
- Pork
- Apples, would increase yield
- Organic vegetables
- Meat; no limit

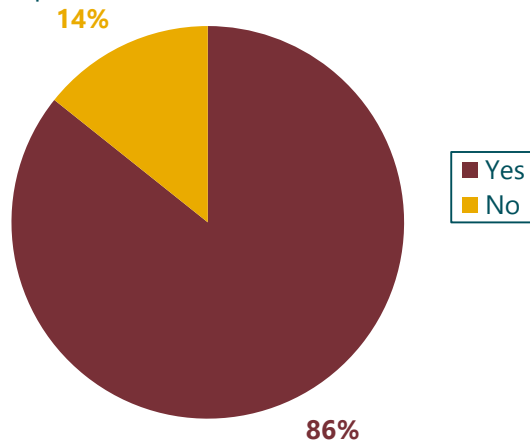
**LF6. Is your product currently processed before being purchased by a consumer?**

Out of 17 responses:



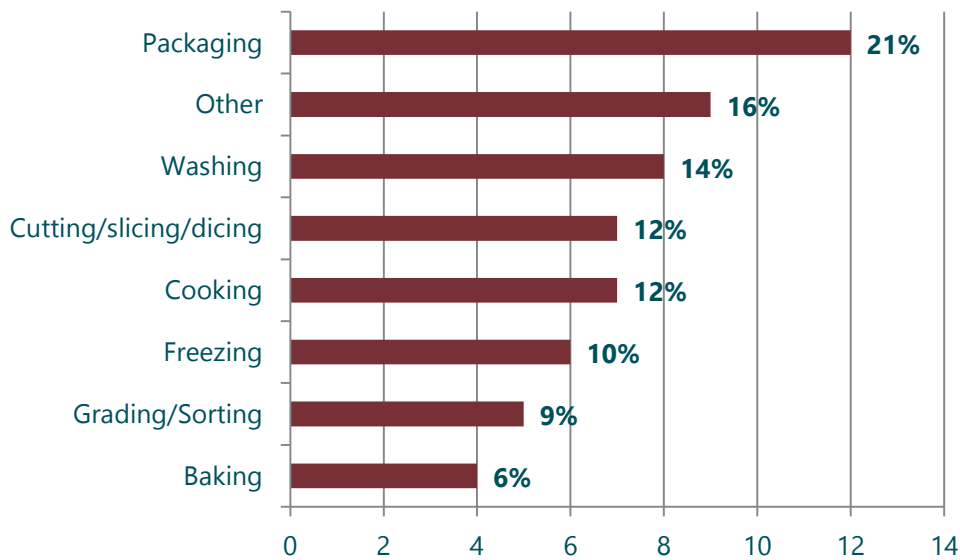
**LF7. In the future, would you consider having value added to your current products or the products of other businesses by processing?**

Out of 14 responses:



**LF8. What type of processing does your business include?**

Out of 58 responses:

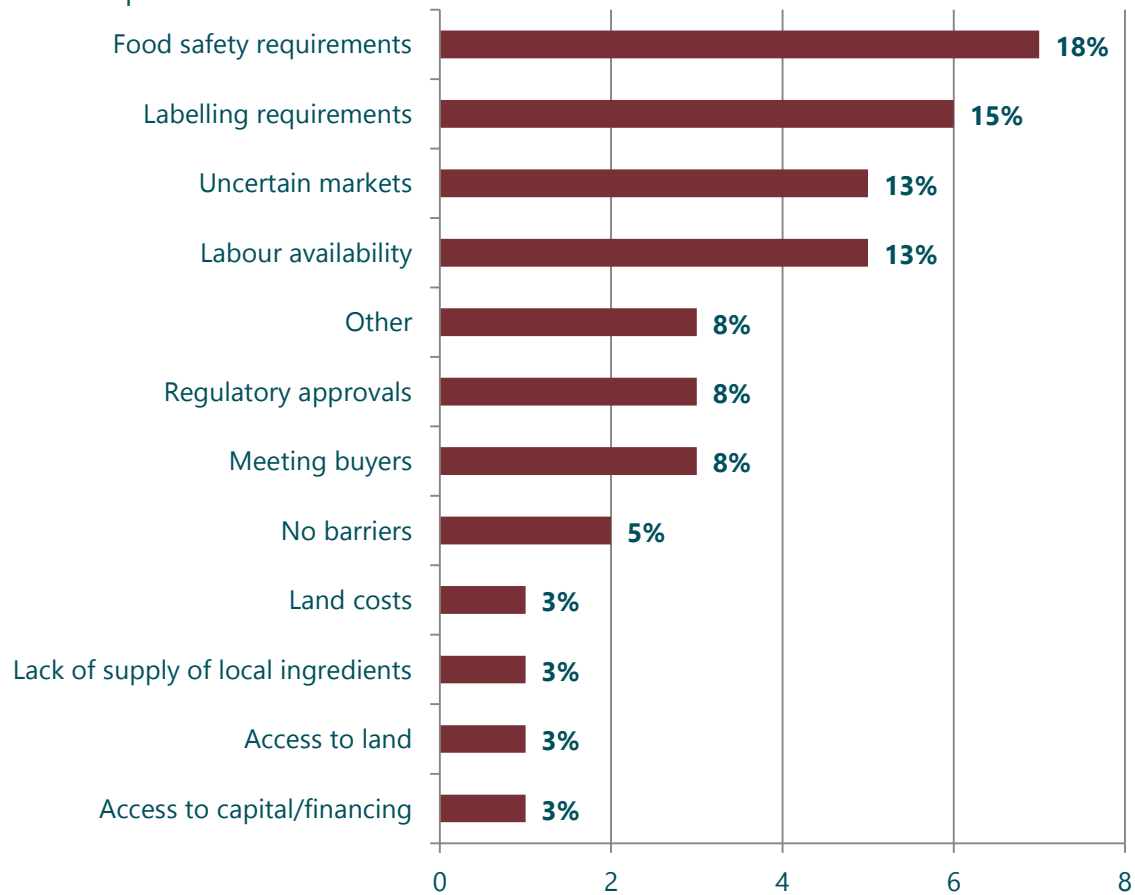


**If other, please specify:**

- Concentration of maple sap into maple syrup x2
- Fermenting
- Honey processing
- Custom work
- Syrup into maple butter and sugar
- Aging
- Jarring
- Cider production

▪ **LF9. What barriers to including or expanding value-added processing as part of your business are you experiencing?**

Out of 38 responses:



**If regulatory approvals please specify:**

- Commercial kitchen

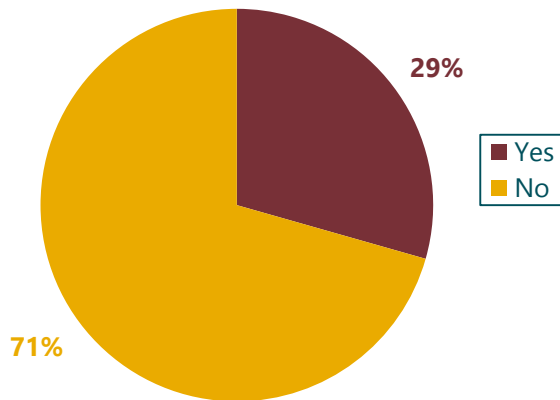
**If other, please specify:**

- No facility
- Lack of trust in labour force
- Lack of equipment

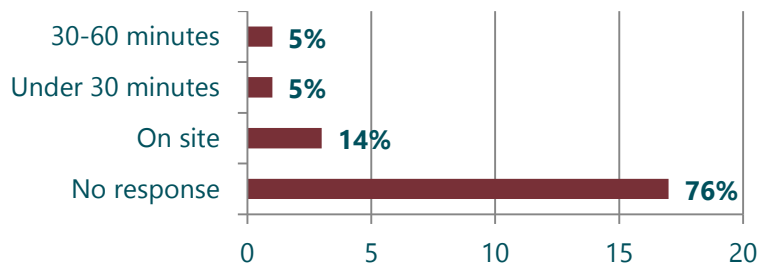
### Commercial Kitchens

#### LF10. Do you currently utilize a certified commercial kitchen?

Out of 17 responses:

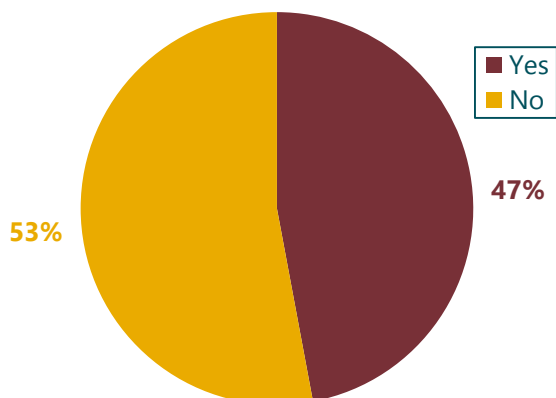


#### LF11. How far from your business is the commercial kitchen facility located?

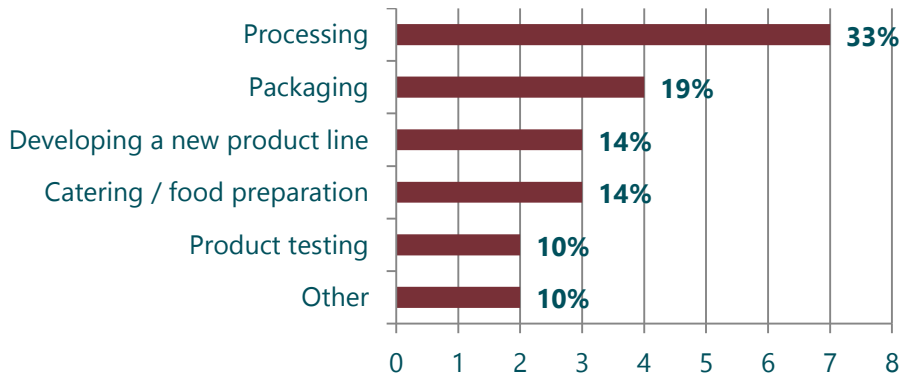


#### LF12. Would you consider utilizing a local certified commercial kitchen or test kitchen?

Out of 17 responses:



**LF13. For which of the following purposes do you, or might you use such a facility?**



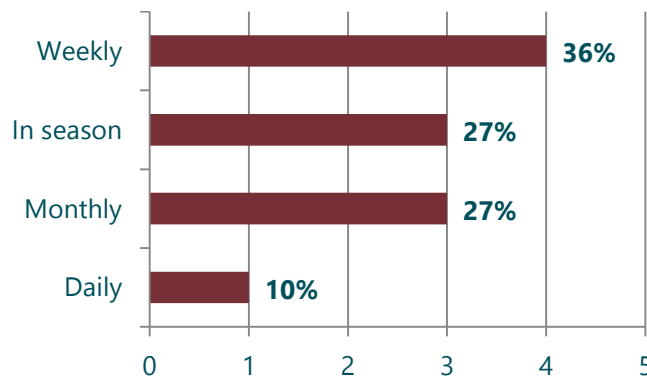
**LF14. How much would you be willing to pay (per day) to access this type of facility?**

Out of 4 responses:

- \$50 x2
- \$80
- \$100

**LF15. How often do you think you may need to have access to a local test / commercial kitchen?**

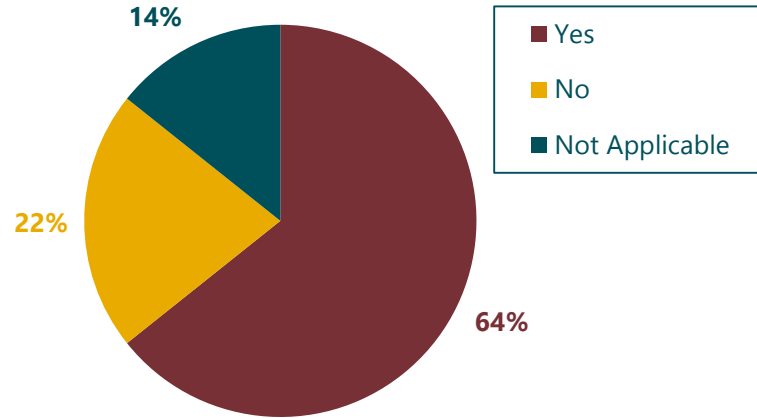
Out of 11 responses:



**Secondary Suppliers of Local Food / Support Organizations**

**LF16. Would you be interested in purchasing locally grown and processed food if the distribution and management systems were in place?**

Out of 14 responses:



**If yes, please specify:**

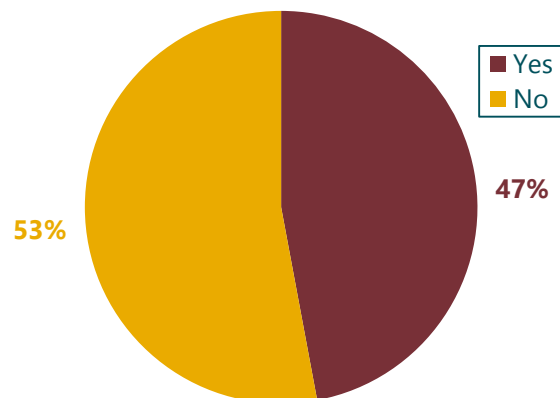
- Produce / meats
- Food hub type service
- Full range / specialty food / flours
- Fresh / frozen in season
- Accessibility
- Pies

**If no, please explain why:**

- Only sell what is grown

**LF17. Do you have the ability to purchase locally grown and processed food if more supply was available?**

Out of 14 responses:

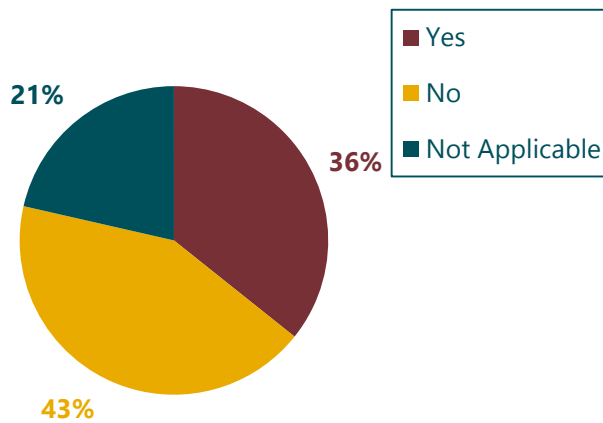


**Please explain any limitation that you face:**

- Volumes
- Transporting
- No limitations
- Shortage of honey, cranberries
- Cost
- Storage
- Distribution

**LF18. Do your customers ask for food products that you are unable to supply that could also be produced or processed locally?**

Out of 14 responses:

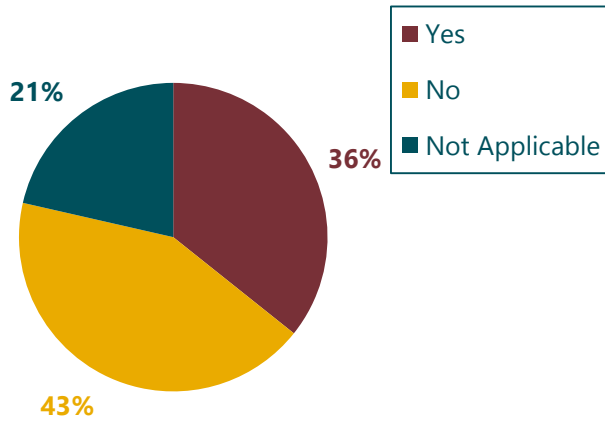


**If yes, please specify:**

- Rarely, but have been asked for other maple foods (maple powdered sugar, maple beer, etc.)
- Apples
- Garlic
- Raspberries
- Chili Sauce
- Fruit / preserves
- Fermented foods
- Nut butters

**LF19. Are you aware of any food products that are currently sourced from outside of the region that could be produced or processed locally?**

Out of 17 responses:

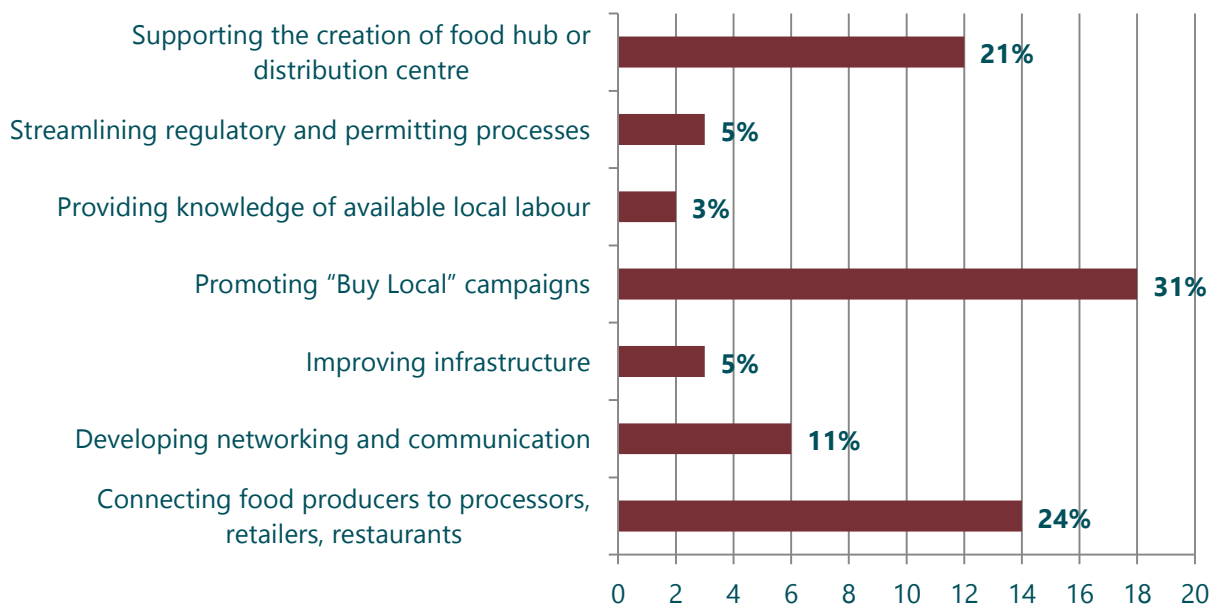


**If yes, please specify:**

- Garlic
- Patés
- Charcuterie cheese
- Flour
- Eggs
- Fermented foods
- Packaged foods

**LF20. In what ways could local / regional organizations and municipalities assist in enhancing the local food economy?**

Out of 58 responses:



**LF20. In what ways could local / regional organizations and municipalities assist in enhancing the local food economy (cont'd):****Supporting the creation of food hub or distribution centre, please specify:**

- Absolutely essential
- Supporting ground up formation
- Distribution centers

**Streamlining regulatory and permitting processes, please specify:**

- For producers to reduce costs

**Promoting Buy Local campaigns, please specify:**

- Help people accept local foods
- Need more people to buy
- Local syrup tends to be more expensive than President's Choice, Costco, etc.
- Print and media

**Improving infrastructure, please specify:**

- Roads and parking
- Dirt road; pave it

**Developing networking and communication, please specify:**

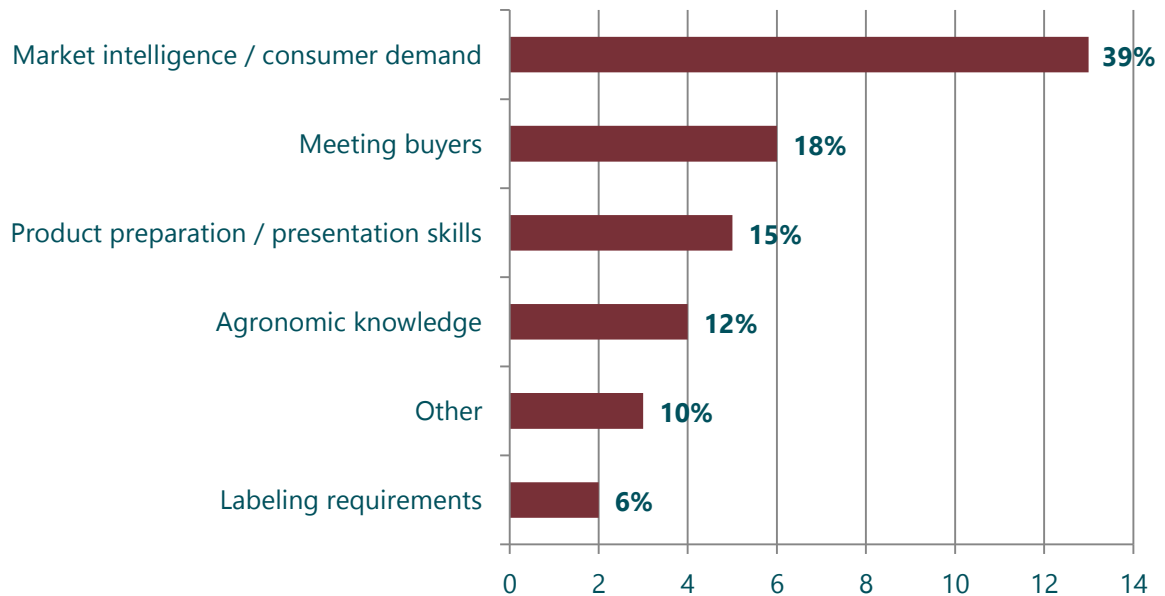
- Chef shows
- Trade shows

**Connecting food producers to processors, retailers, restaurants, please specify**

- Restaurants x2
- Food hub type
- Retailers
- Up-to-date available information
- Little guys could get in

**LF21. Ontario's diverse culture can represent new marketing opportunities. In your opinion what barriers exist to capitalizing on new opportunities such as emerging food trends and ethnic markets?**

Out of 33 responses:



**Other includes:**

- Local prejudice
- Distance from those specific consumers
- Lack of goat meat

**LF22. In your opinion, what are the three greatest barriers to growing economic activity around local food in this region?**

- Competition with global pricing
- Willingness to pursue
- Lack of input supplier
- Needs to be accessible and affordable
- Food hub
- Education, training
- Labour
- Population (Bigger Markets)
- High cost of product; economic status of local population; understanding local food benefits
- Awareness of industry - stigma of local/organic food

- Food distribution
- Cost, availability of volume / seasonal, delivery
- Consumer lack of knowledge; finances; population size
- Small population
- Distribution
- Consumer awareness
- Government over-regulation
- Getting people to buy local
- Price point for local farmers vs. big industry
- Promote more local opportunities
- Cost
- Availability
- Sourcing
- Ingredient costs are high
- Lack of local food program
- Weather
- Lack of Selection
- Scale of production is low in Eastern Ontario
- Industrialization of big crops meaning small farms can't expand to produce at a scale to be successful
- Lack of local first
- Consumers not understanding branding
- Marketing is lacking into surrounding area
- Awareness to both individuals and businesses
- Integrated distribution food hub type lacking
- Distribution / distance between location and buyers
- Lack of streamlined process for start-ups
- Reduction of red tape / control mechanisms consumer knowledge

**LF23. In your opinion, what are the three greatest opportunities for growing economic activity around local food in this region?**

- Tourism x3
- Momentum exists - demand X2
- Larger farmer's market x2
- Larger businesses changes the demographic of the area
- Growth in region
- A lot of small local businesses, more infrastructure to help them work together
- Processing, sharing with other businesses
- Lots of available land
- Home delivery
- Food banks
- Networking
- Keeping costs down
- Pop up shops at canal side
- Convince restaurants to buy local
- Convince grocery stores to buy local
- Cottages want local food

- Promotion of increased health and community spirit centred around food
- Growing hops
- Local breweries
- More farmer's markets and distribution
- Local pork, beef, chicken distribution
- Better availability of products
- Increased awareness
- Improved access to ingredients
- Local food trail / taste trail
- Food festivals
- Regional taste trips
- Growing organic
- Continued promotion of local food experiences
- Advertising farmer's markets
- Education / training locally
- Signage along county roads
- Overall maps encompassing all municipality
- Increase awareness of availability
- Education related to health benefits





where **lifestyle**  
**grows** good **business**

## Tourism

October 24, 2019



**Prepared by:**



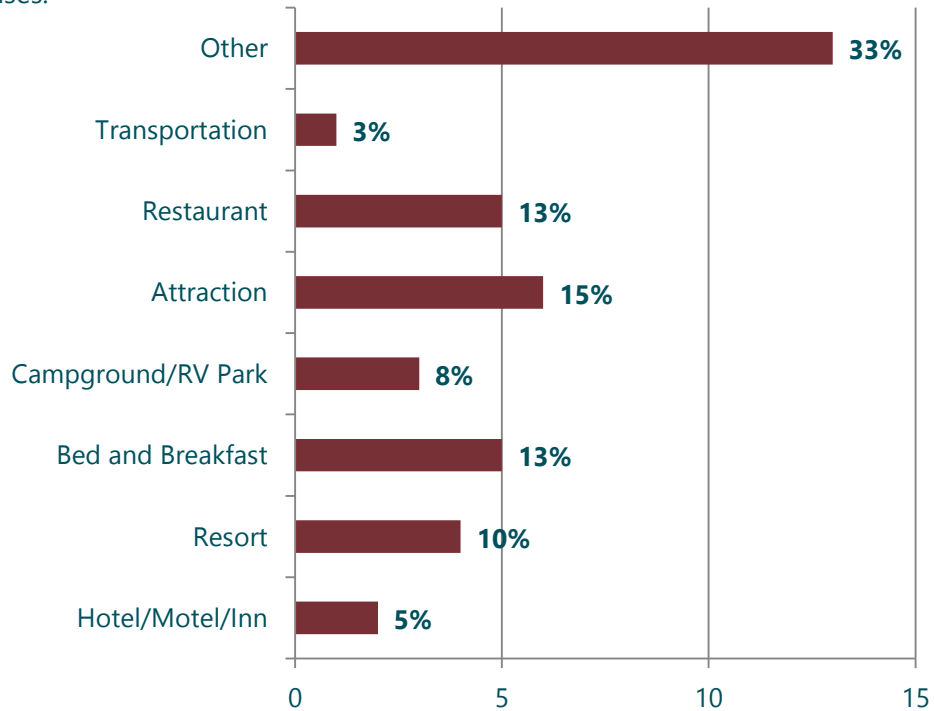
**Funding provided by:**

**Government of Ontario**  
**United Counties of Leeds and Grenville**

# Tourism

## T1. Which of the following best describes your tourism business?

Out of 39 responses:

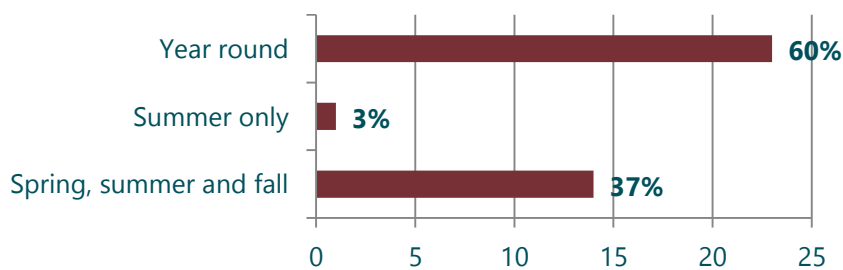


### If other, please specify:

- Boats (rental, storage, dockage, service, sales, marina) x4
- Boutique bakery
- Cottages x2
- Marine Fishing Cabins
- Rental management
- Rental property
- Retail store
- Seasonal Camp
- Snowmobile association
- Wedding venue

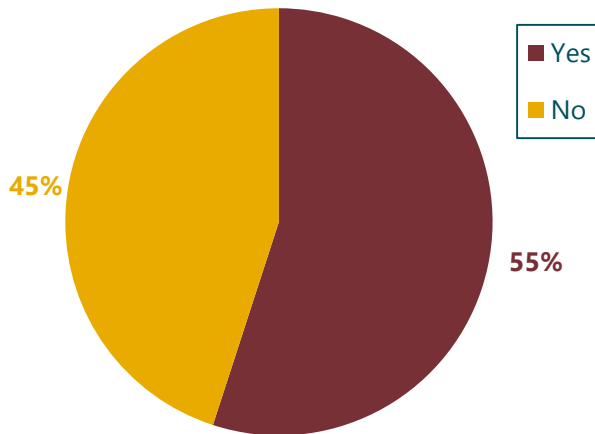
## T2. What time of year is your business open?

Out of 38 responses:



**T3a. Does your business have the potential to expand into other seasons?**

Out of 20 responses:



**T3b. If yes, what would take to expand into other seasons?**

- Winterizing x2
- Restaurant business
- Storage
- Could be open more hours
- LCBO being open year-round
- Offering activities during off-season
- Investment into winter experiences (Dog sledding, skating, X-country skiing, snowshoeing)
- Full Liquor License
- Club Rental
- Woodworking (12 months/year)

**T4a. What are the advantages to operating a tourism business in this area? (List up to three).**

Out of 81 responses:

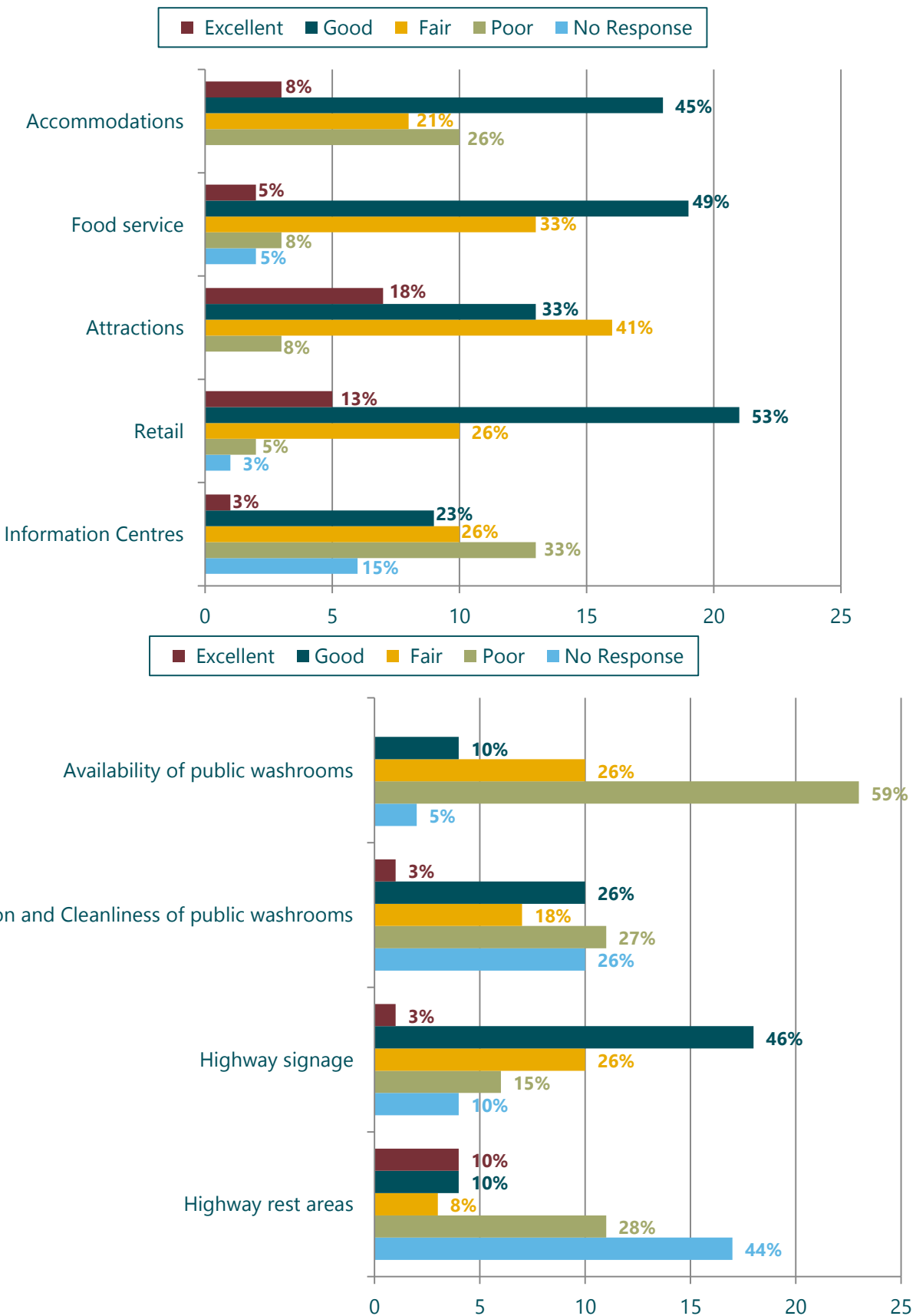
- Accessibility to major cities x19
- Natural beauty x12
- Rideau Canal x8
- Tourist destination x5
- Vibrant communities, small towns and villages x4
- Attractions x 4
- Rural and Historical culture x4
- Lakes and rivers x3
- UNESCO heritage site x2
- Proximity to air / rail x2
- Limited competition x2
- Clientele
- Low taxes
- Fishing and Boating
- Local producers
- Hub of Canada
- Job opportunities for students
- Events / activities
- Festivals

**T4b. What are the challenges to operating a tourism business in this area? (List up to three).**

- Seasonal tourism x12
- Workforce – qualified and general labour x9
- Lack of promotion and marketing x7
- High taxes; high water bill x4
- Building restrictions, permits and regulations x3
- Funding for infrastructure enhancements x3
- Internet speed and access x2
- Lack of public transportation x2
- Cost of operation x2
- Local resistance to change x2
- Small community x2
- Property standards
- Increase in minimum wage
- Not enough volunteers
- Struggle to compete with the government operated competition - they offer services at a discount
- Perception of rental properties
- Access to capital
- Aging population
- Reduced businesses open
- High water levels on St. Lawrence
- Prejudice in our community towards minority groups
- Competitive attitude of local businesses

**T5. Rate your level of satisfaction with the tourism facilities in your area:**

Out of 39 responses:



**T6. Are there assets or infrastructure that you would like to see developed to support tourism?**

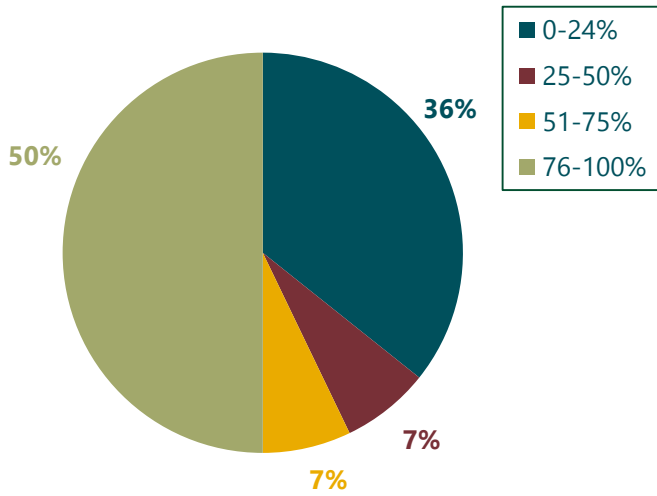
Out of 39 responses:

- Public washrooms x14
- Tourist information centres x7
- Marketing (print and online) x5
- Accommodations – all varieties and price ranges x4
- Public parking x3
- Internet / Wi-Fi x3
- Upgrade roads; improving hamlets x3
- Bike lanes, paved shoulders and trail connectivity x3
- Public amphitheatres, pavilions or gazebos x3
- Waste disposal containers in villages, towns, and hamlets x2
- Street and directional signage x2
- Restaurant x2
- Access to capital for start-up finds (i.e. interest-free loans, pooling insurance)
- Main Street revitalization
- Water and sewer services
- Money exchange service
- Portland government dock needs attention
- Networking group
- Gas availability on the waterways (Upper Rideau)
- Co-ordinated community marketing and promotional organization
- Signage off 401
- Park facilities
- Middle-aged and older people are attracted, need something for the elderly
- Off-season activities
- Ambassadors
- Destination / Activity type business
- Farmer's Markets
- Regional programming info
- Wheel chair accessibility in towns and villages

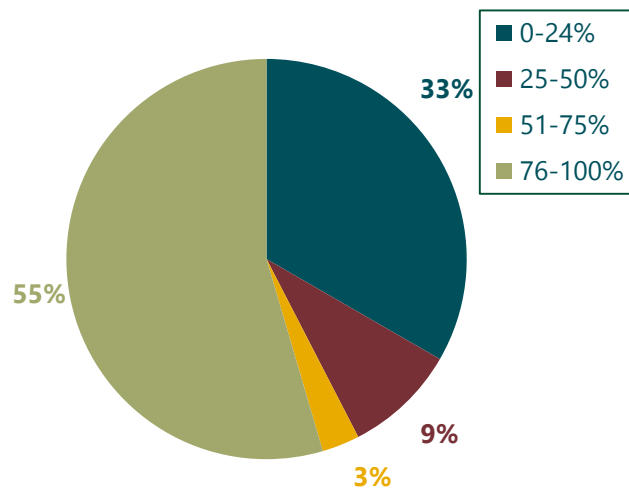
**T7a. Please estimate the percentage of your visitors that come for a day trip and the percentage of overnight visitors.**

Out of 39 responses:

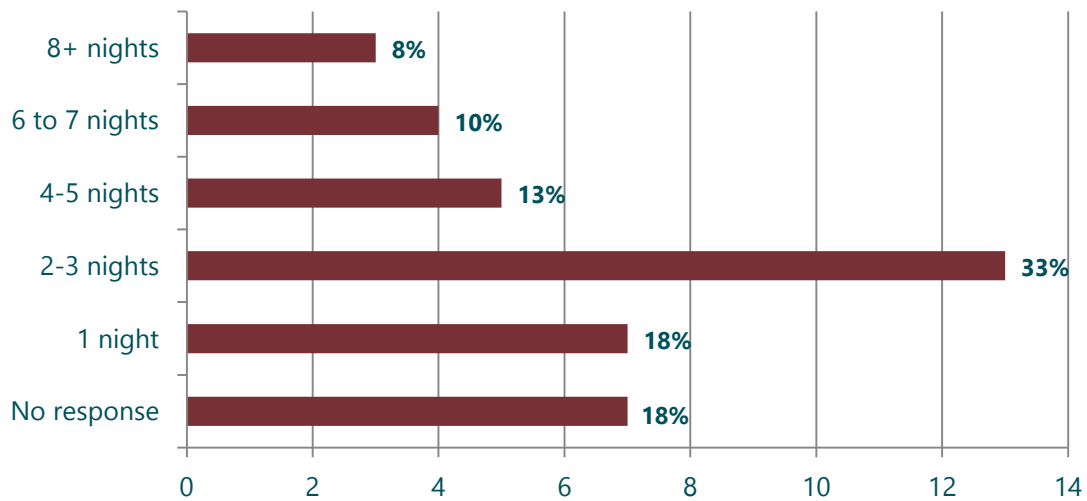
**Day Trip:**



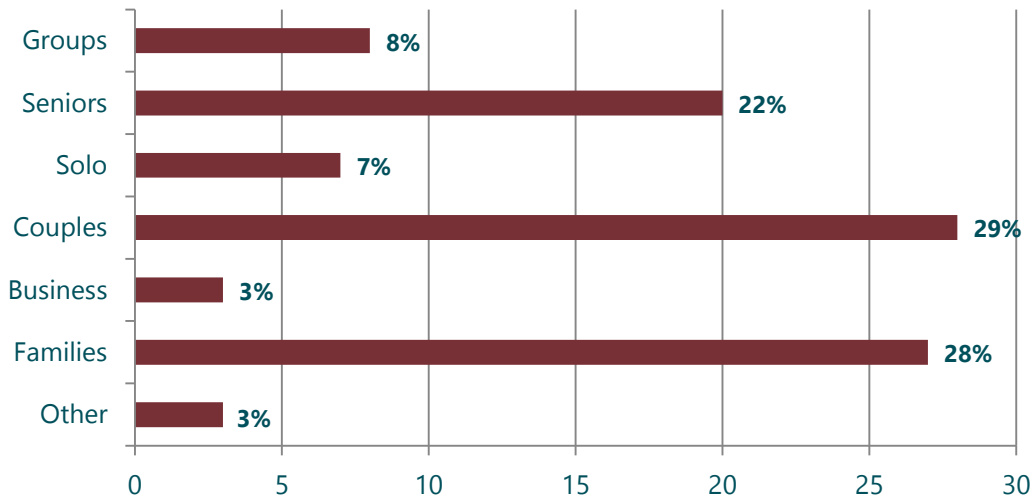
**Overnight Visitors:**



**T7b. On average, how many nights does a typical visitor stay?**



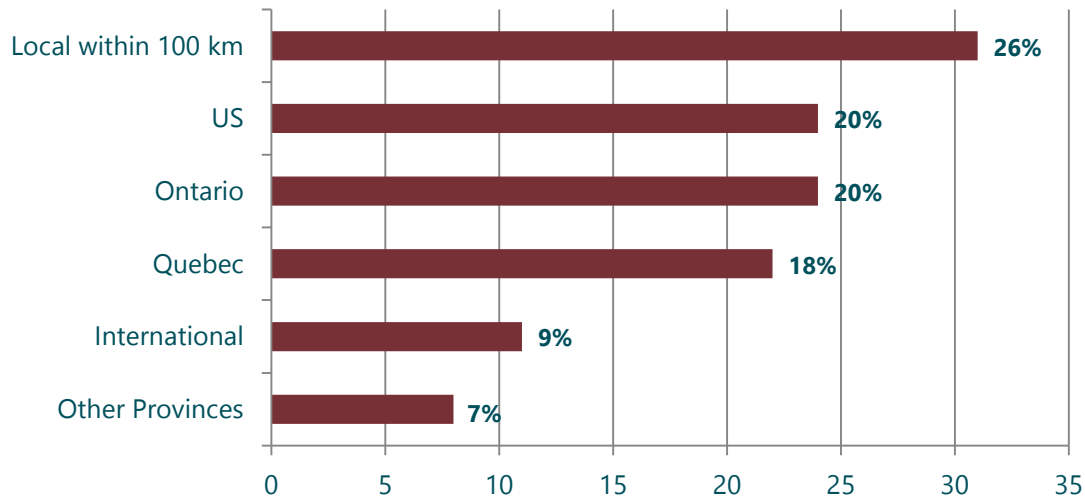
**T8. Visitors to this business are they most likely to be?**



**If other, please specify:**

- Children
- Multi-generational
- Corporate events

**T9. What are your target markets?**



**If US, please specify:**

- New York x12
- Pennsylvania x7
- New Jersey x4
- Ohio x2
- California x2
- Vermont
- Maryland
- Seattle

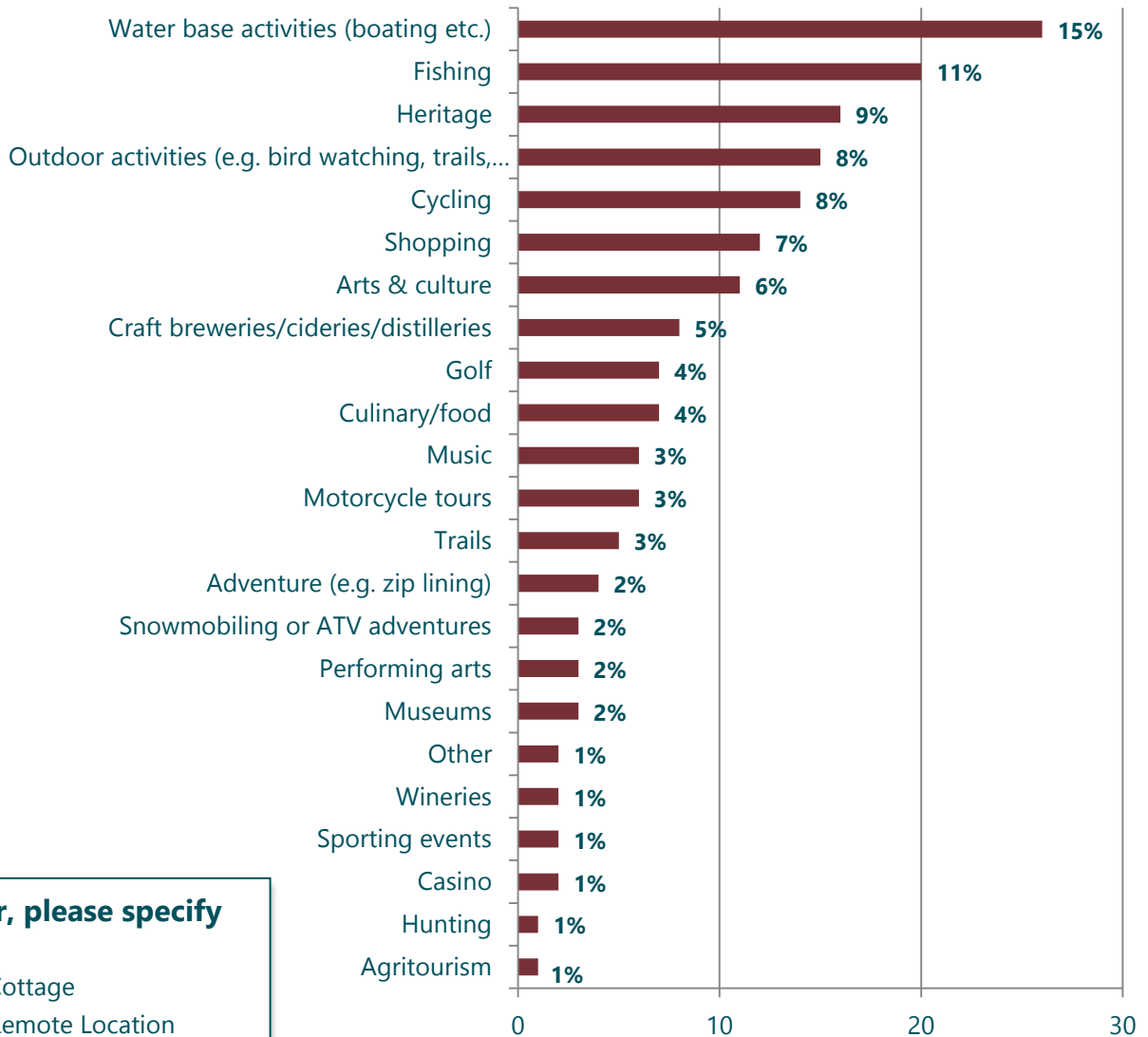
If International, please specify:

- Europe x2
- Germany
- Britain
- Asia
- Mexico
- Australia
- New Zealand

If other provinces please specify:

- British Columbia

**T10. What do you feel are the products / activities that attract visitors to the area?**



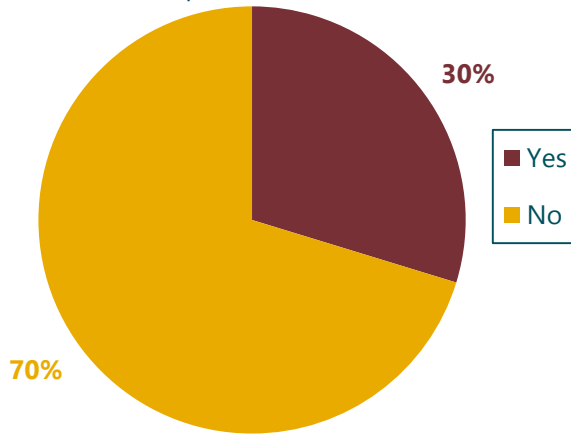
**If Other, please specify**

- Cottage
- Remote Location

**T11. Are you involved with the following?**

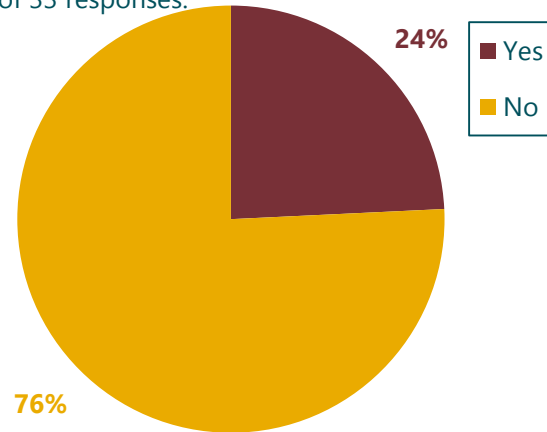
**Regional Tourism Organization**

Out of 37 responses:



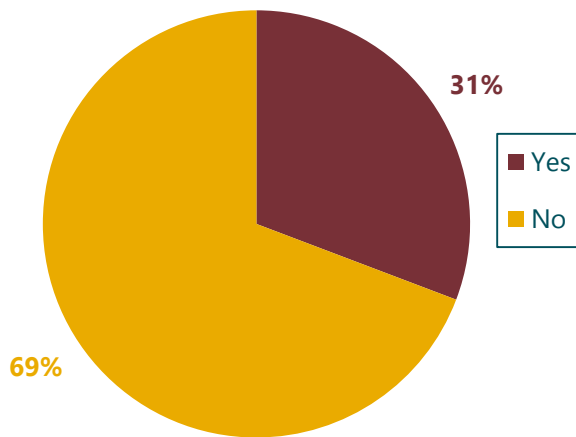
**Destination Management / Marketing Organization (DMO)?**

Out of 33 responses:



**T12. Are you a member of any other tourism organization?**

Out of 39 responses:

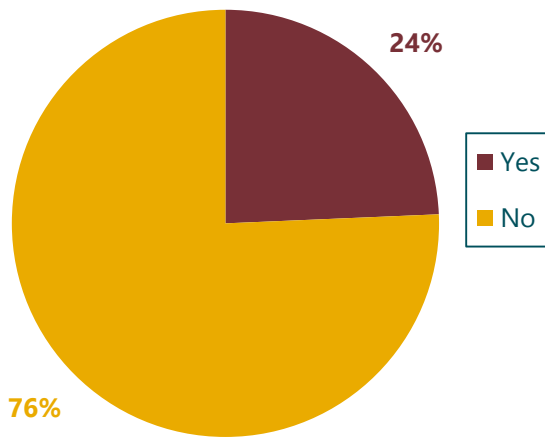


**If yes, please specify:**

- 1000 Islands Chamber
- Boating Ontario x2
- Cycling - Champlain route
- Friends of the Rideau
- Ontario Culinary Tourism
- Kingston Tourism
- Travel Industry Council of Ontario
- Attracting Ontario
- Chaffey's Lock Heritage Society
- B&B Canada
- Ontario Cycling Association
- Ontario Campground
- Lanark Cycling Association
- Brockville Tourism

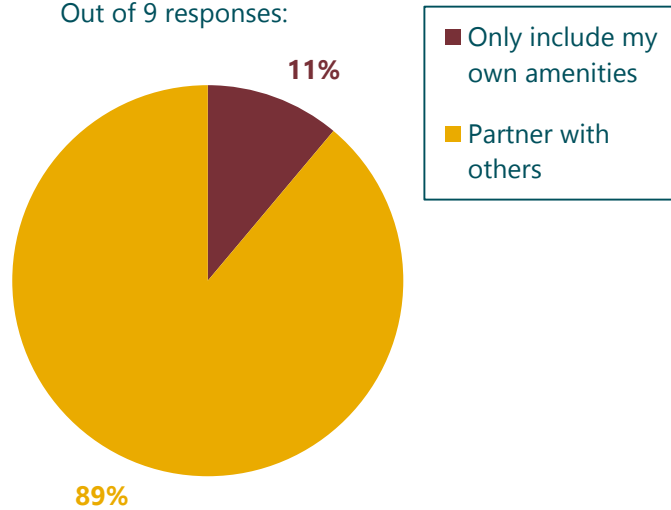
**T13a. Do you offer packages?**

Out of 37 responses:

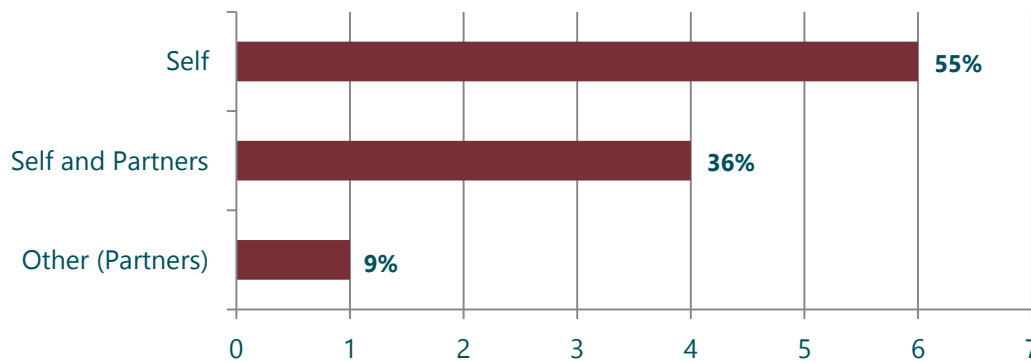


**T13b. If yes, who do you package with?**

Out of 9 responses:



**T13c. Who handles the promotion of the packages?**



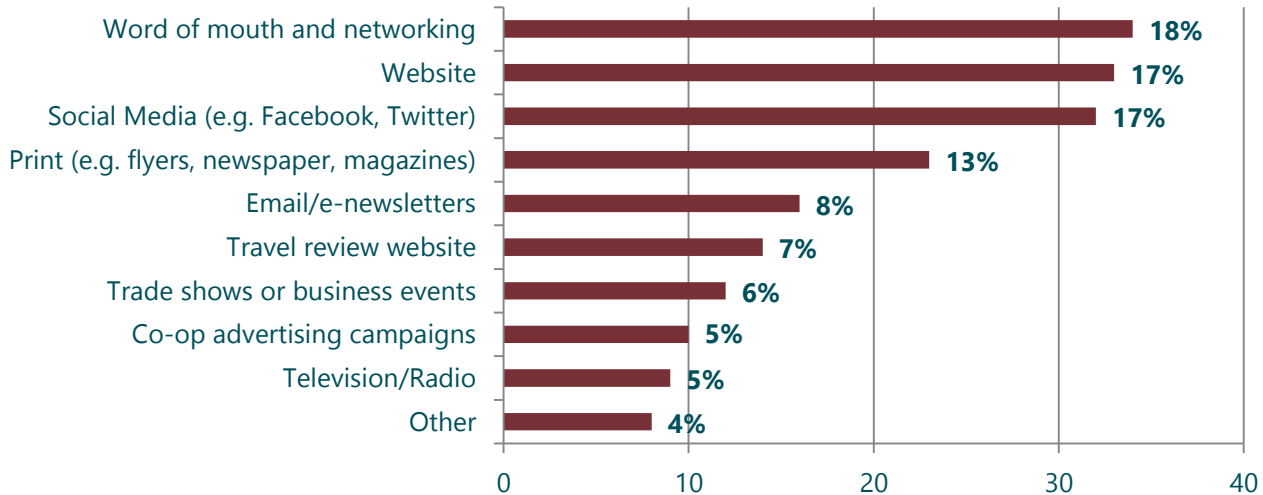
**T13d. What are the barriers to offering packages?**

Out of 17 responses:

- Not relevant x3
- Not current priority x3
- Time commitment x2
- Nature of business
- Differentiated product is difficult to package
- Cost
- Too many obstacles
- Use referrals rather than a package
- Lack of networking
- Lack of packaging knowledge
- Lack of market knowledge (what to package)
- Lack of partners
- Relationships are being investigated

**T14. What methods do you use to promote your business?**

Out of 191 responses:

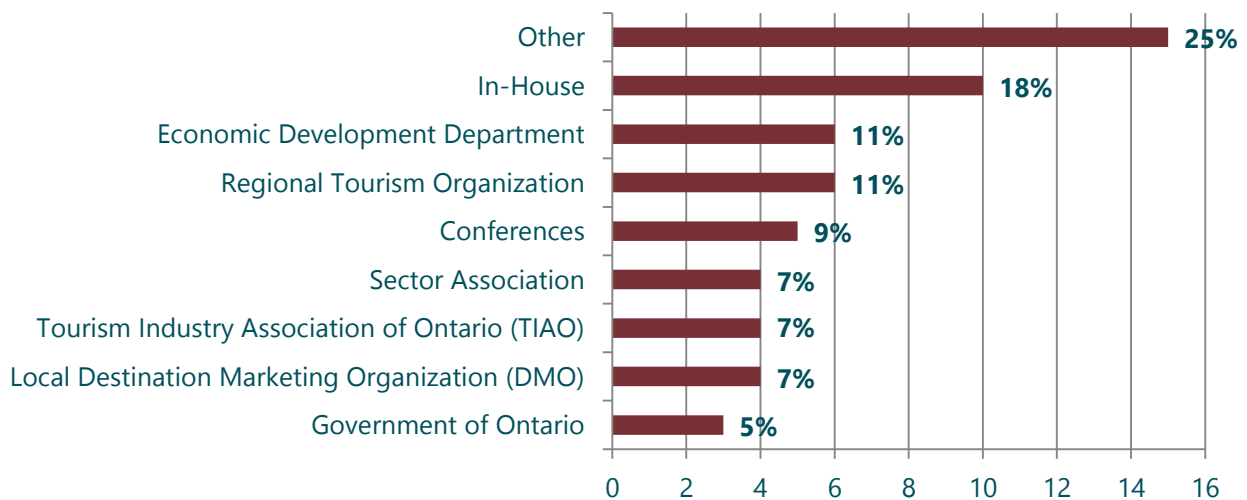


**If other, please specify:**

- Booking sites
- Chamber is helpful
- Local newspaper
- Mail outs
- Sign
- Tour bus companies
- Travel Media / Travel Trade
- VRBO (Vacation Rentals by Owners - AirBnB etc.)

**T15. Where do you get your market research regarding tourism trends, market & growth opportunities, etc.?**

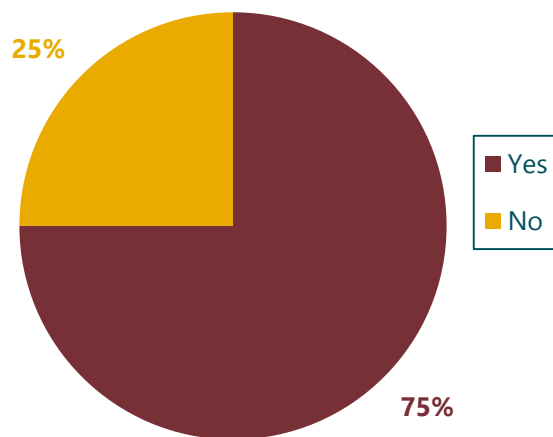
Out of 57 responses:



**If other, please specify:**

- Boating Ontario x2
- B&B Canada
- Trade Shows
- Connection with other businesses
- Customer feedback
- From suppliers
- Golf Association
- Instagram, Twitter
- Ontario Camps Association
- Sector specific conference
- Word of mouth
- Yearly drive to other campgrounds

**T16. Does the information you receive assist you in making business decisions?**



If no, what additional information would be useful?

- Not current enough
- Not relevant to the niche market served by this business





where **lifestyle**  
**grows** good **business**

## Farm / Agriculture

October 24, 2019



**Prepared by:**



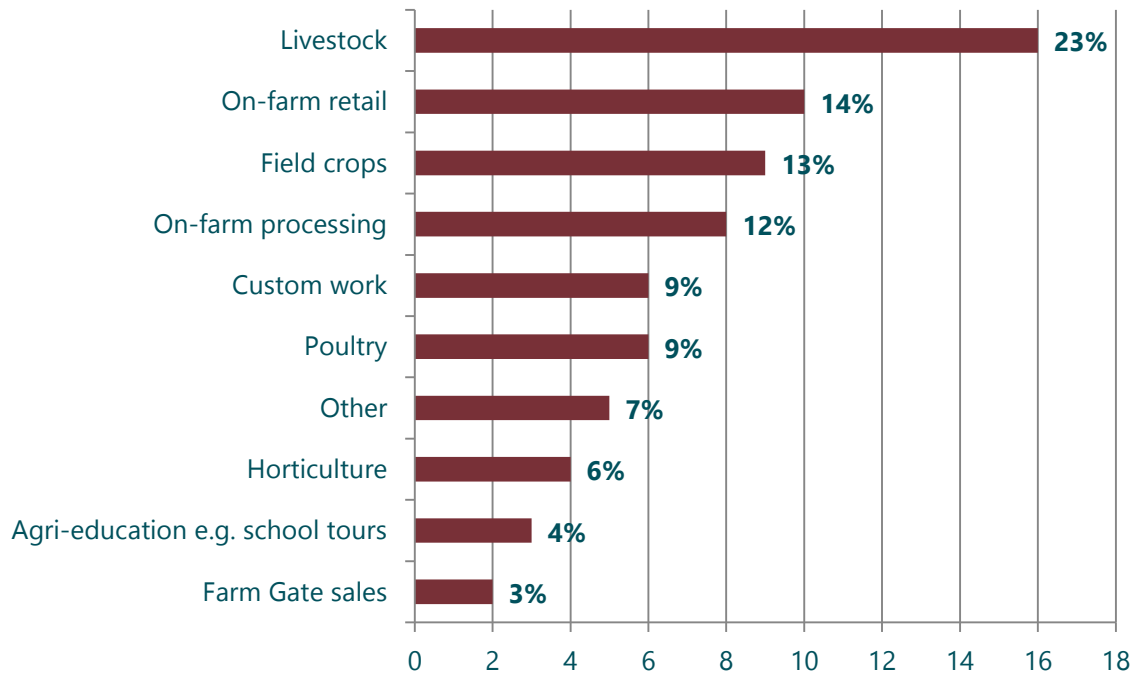
**Funding provided by:**

**Government of Ontario**  
**United Counties of Leeds and Grenville**

# Farm / Agriculture

## AG1. Which of the following best describes your agricultural business?

Out of 69 responses:



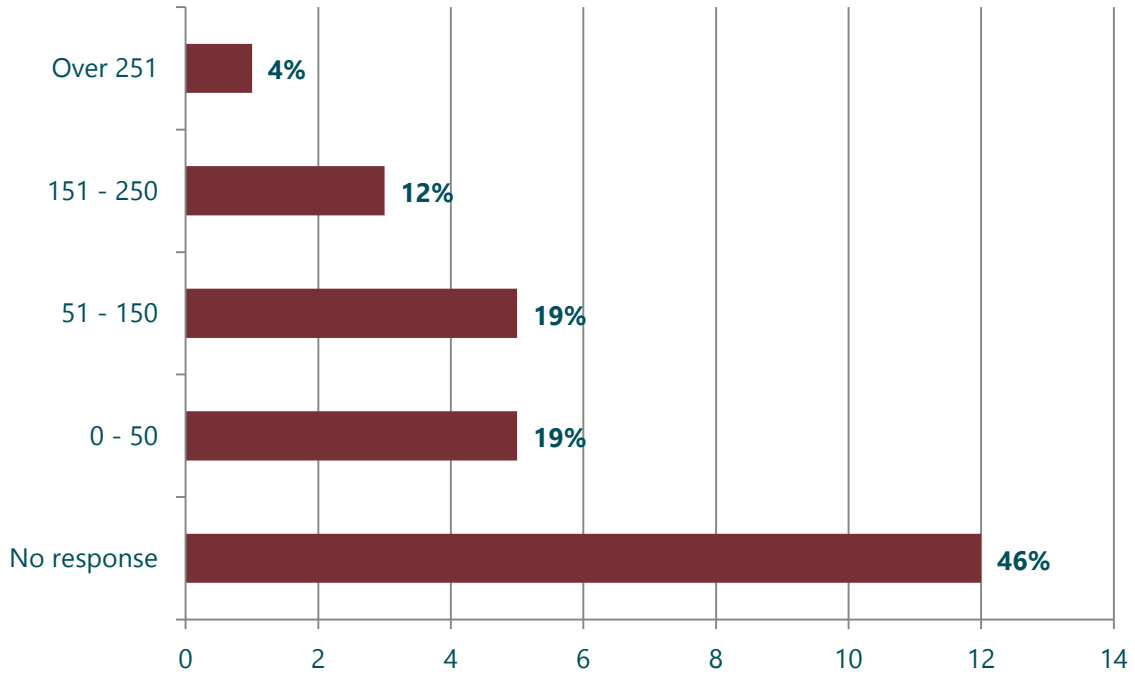
### If Other, please specify:

- Apiary
- Produce / preserves
- Fiber (Sheep)
- Agri-service

### If Livestock, please specify type:

- Beef x4
- Sheep x2
- Honeybees x2
- Dairy x3
- Cows x3
- Sport Horses
- Goats
- Pork
- Calf
- Agri-service Company

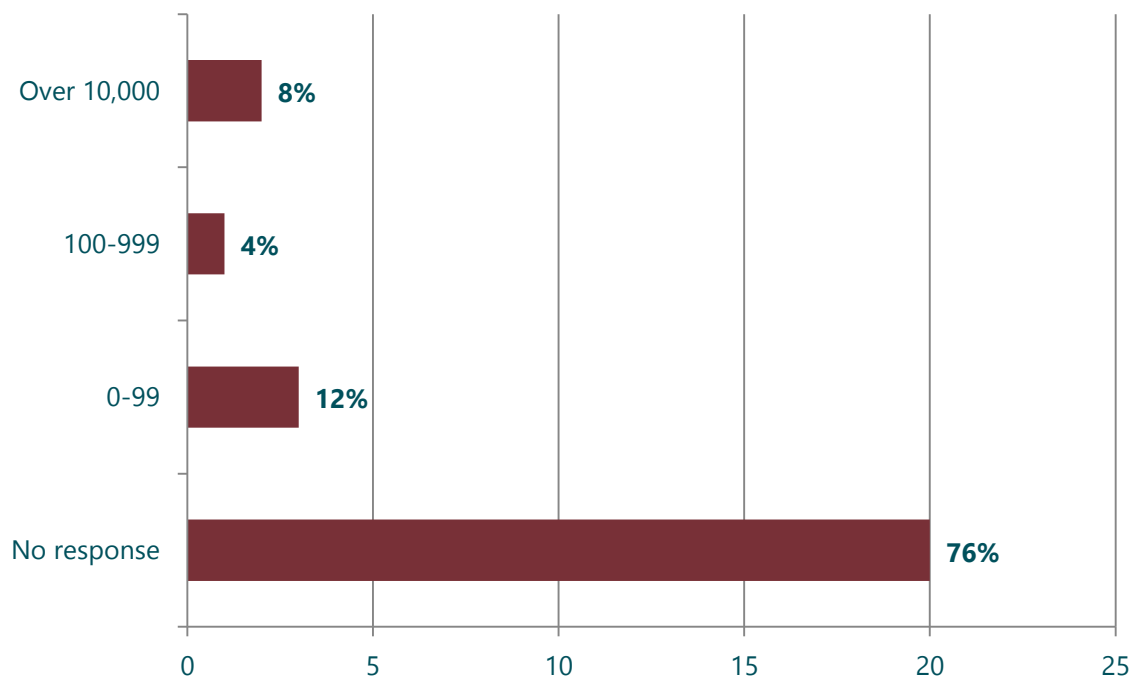
**If livestock, please specify herd size:**



**If poultry, please specify type:**

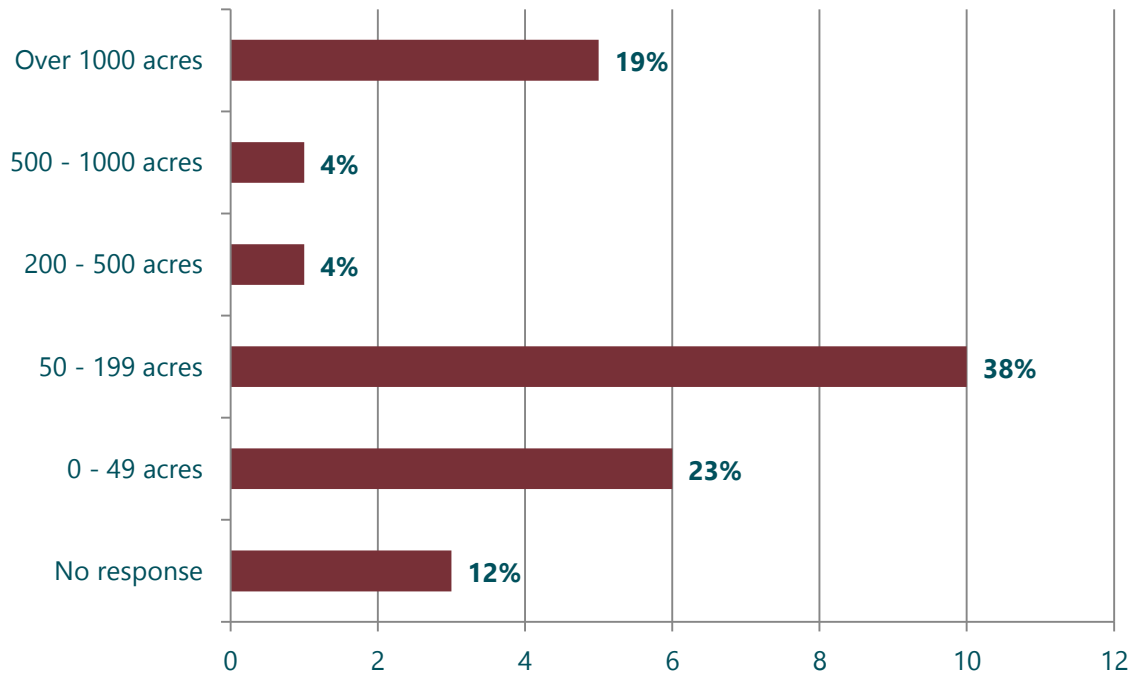
- Laying hens x2
- Meat birds (Chicken, Duck, Geese, Turkey)

**If poultry, please specify the flock size:**



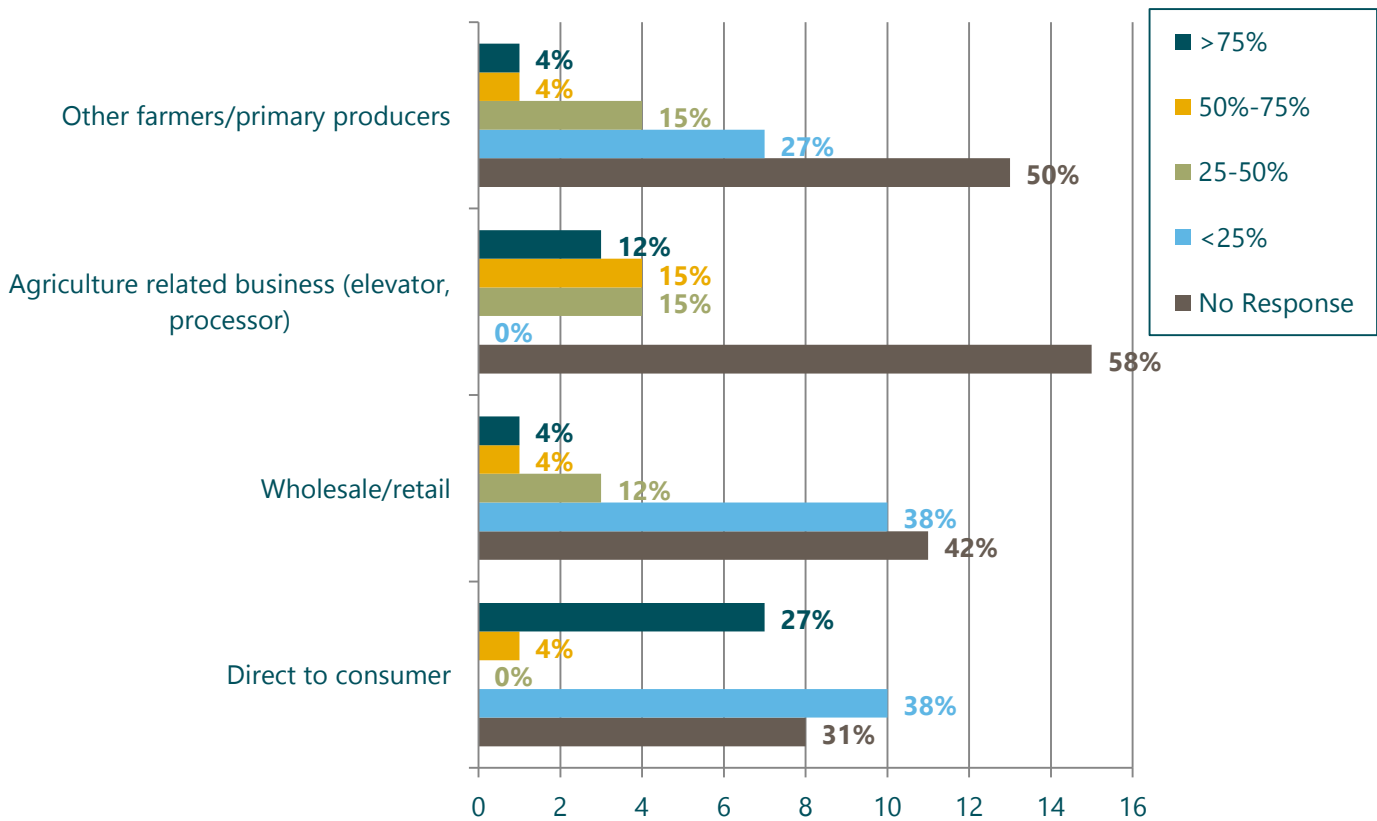
**AG2. Please indicate the workable acreage of your farm:**

Out of 26 responses



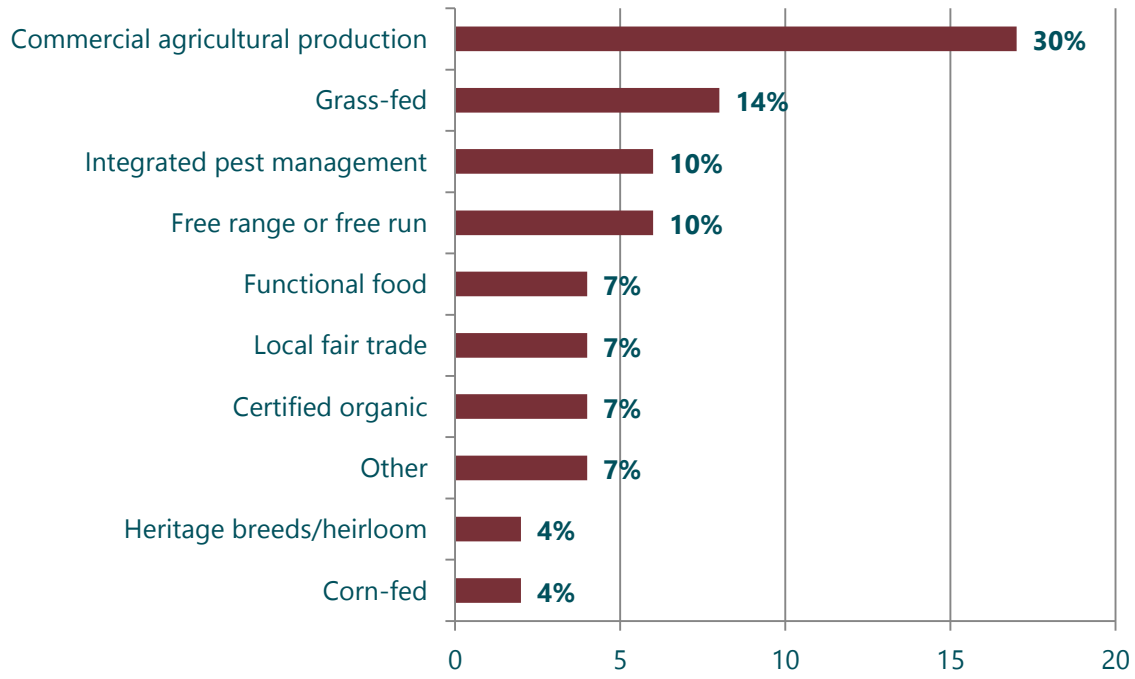
**AG3. Please estimate the proportion of your gross sales dollars from sales:**

Out of 26 responses



**AG4. Which of the following adjectives could be used to describe your farming activities?**

Out of 26 responses:

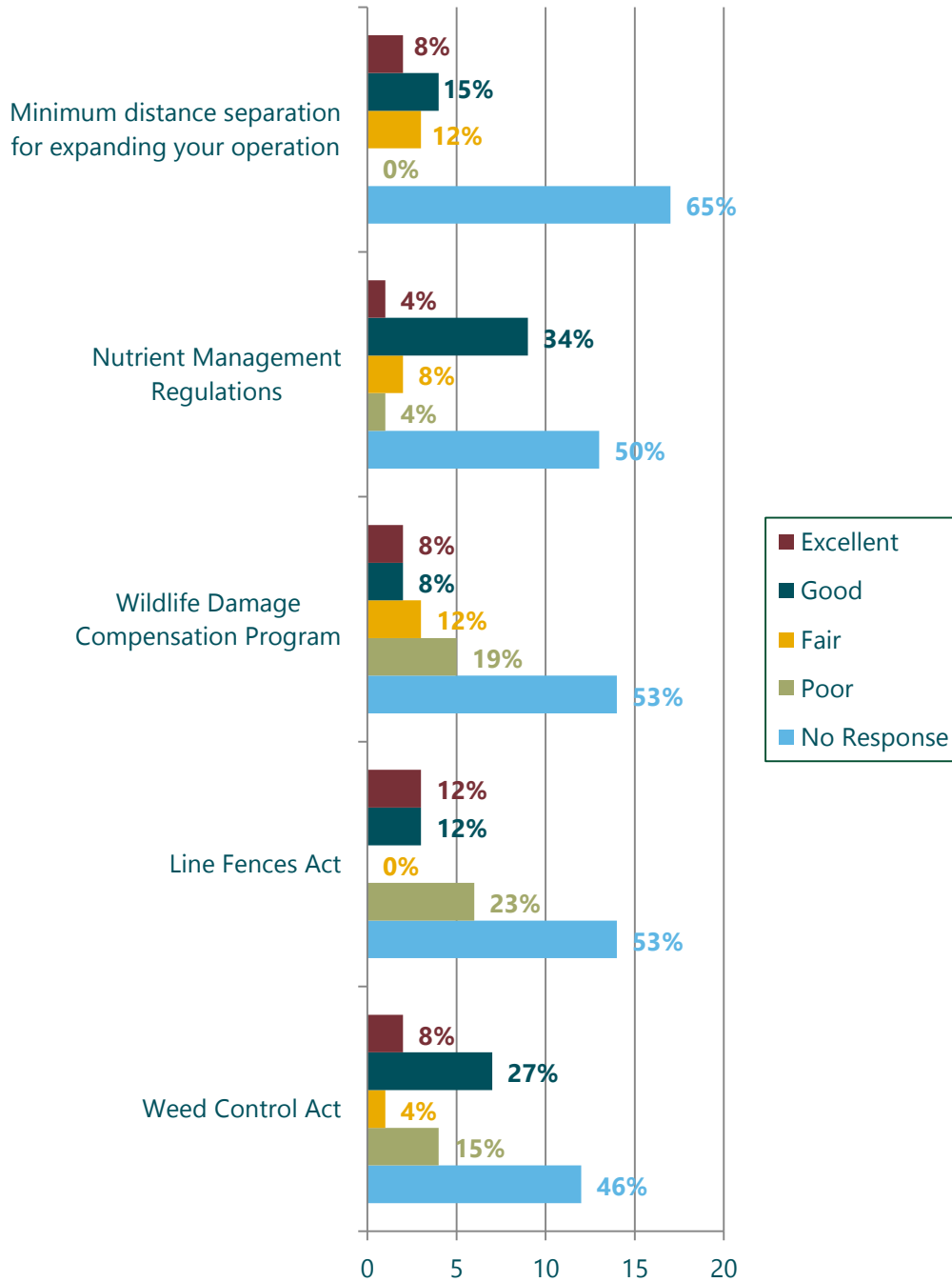


**If Other, please specify**

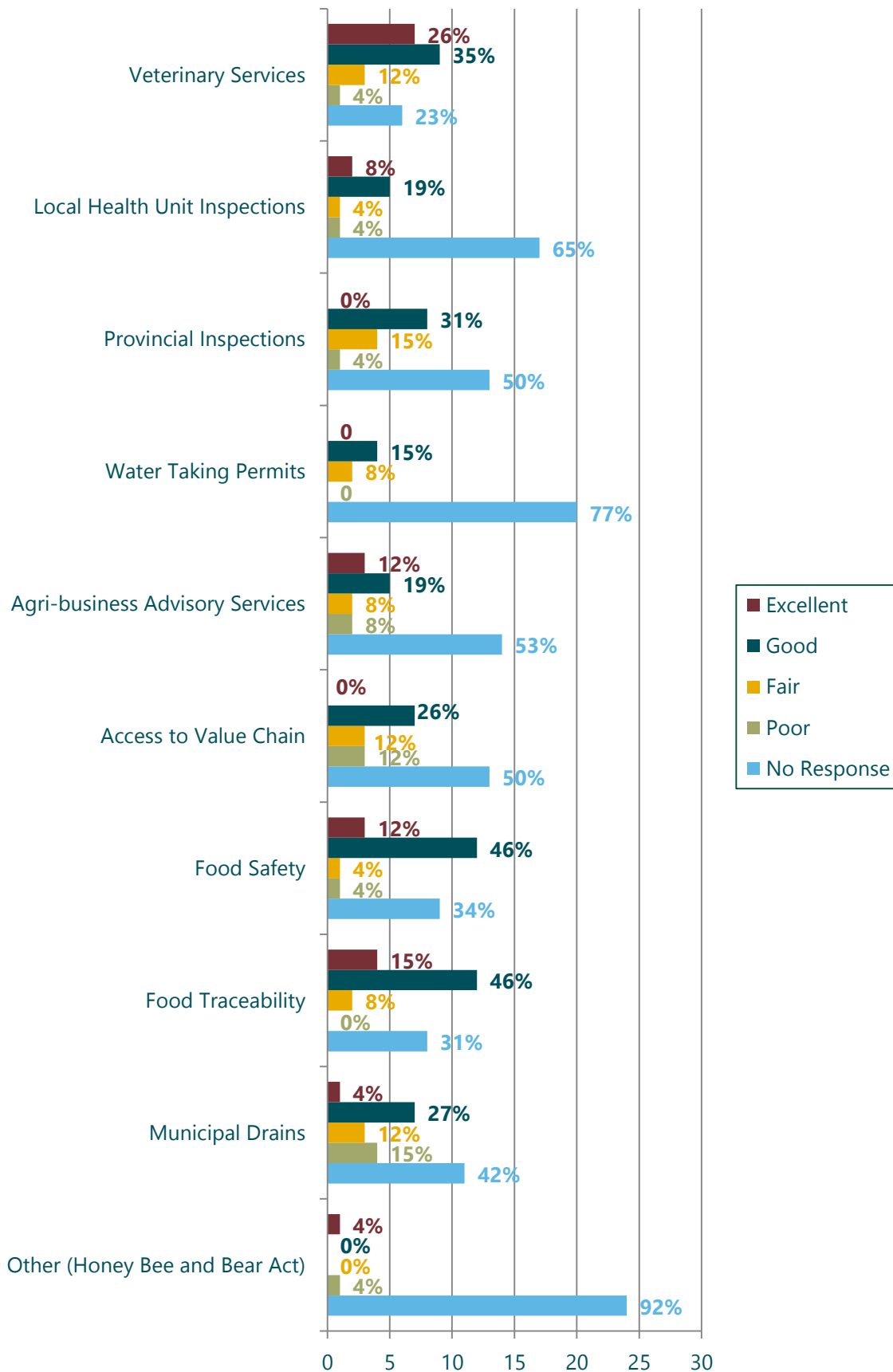
- Chemical free
- Non-GMO
- Family farm
- Horses
- Organic agriculture production

**AG5. How would you rate the following factors of doing business in this community?**

Out of 26 responses:

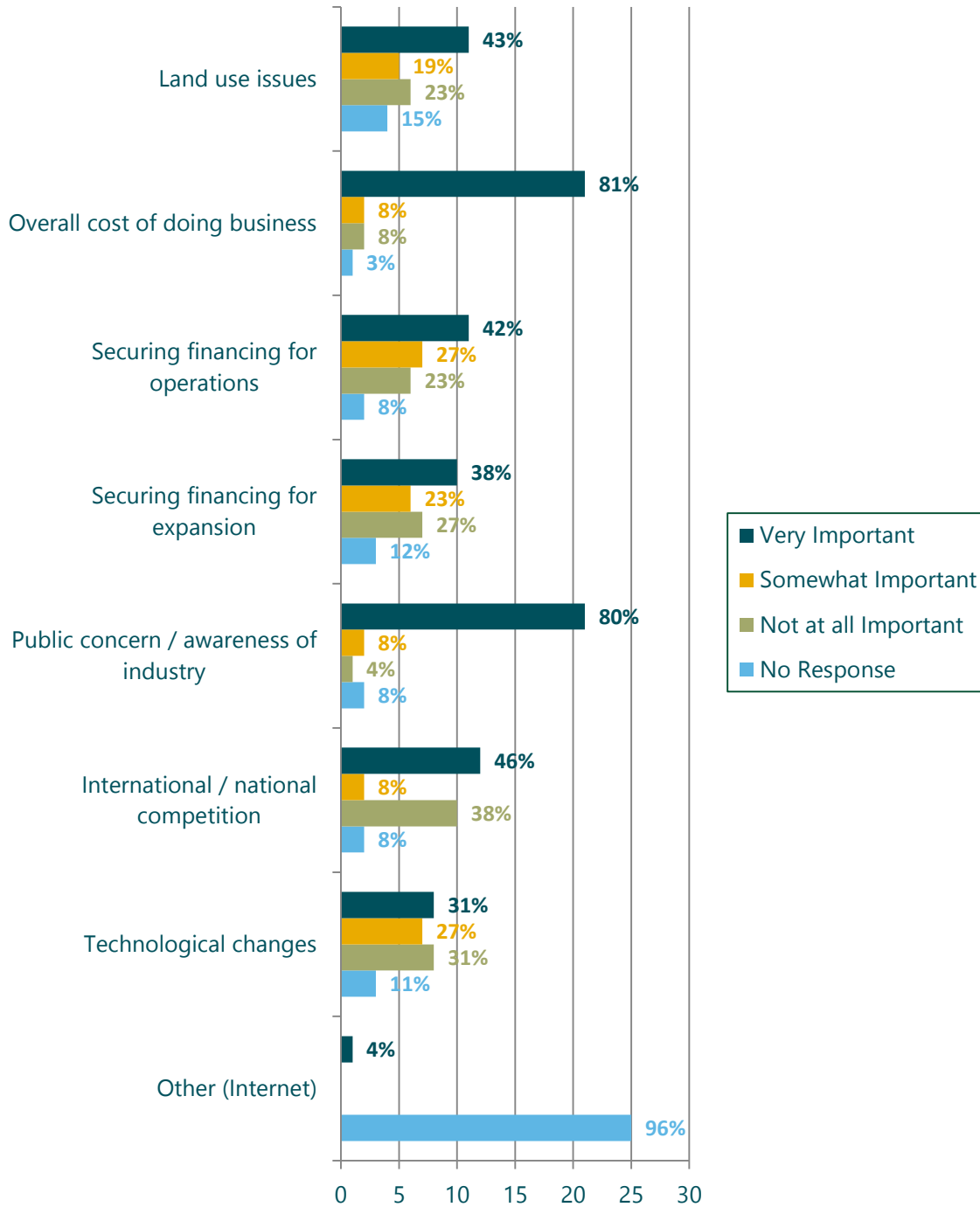


**AG5. How would you rate the following factors of doing business in this community (cont'd):**



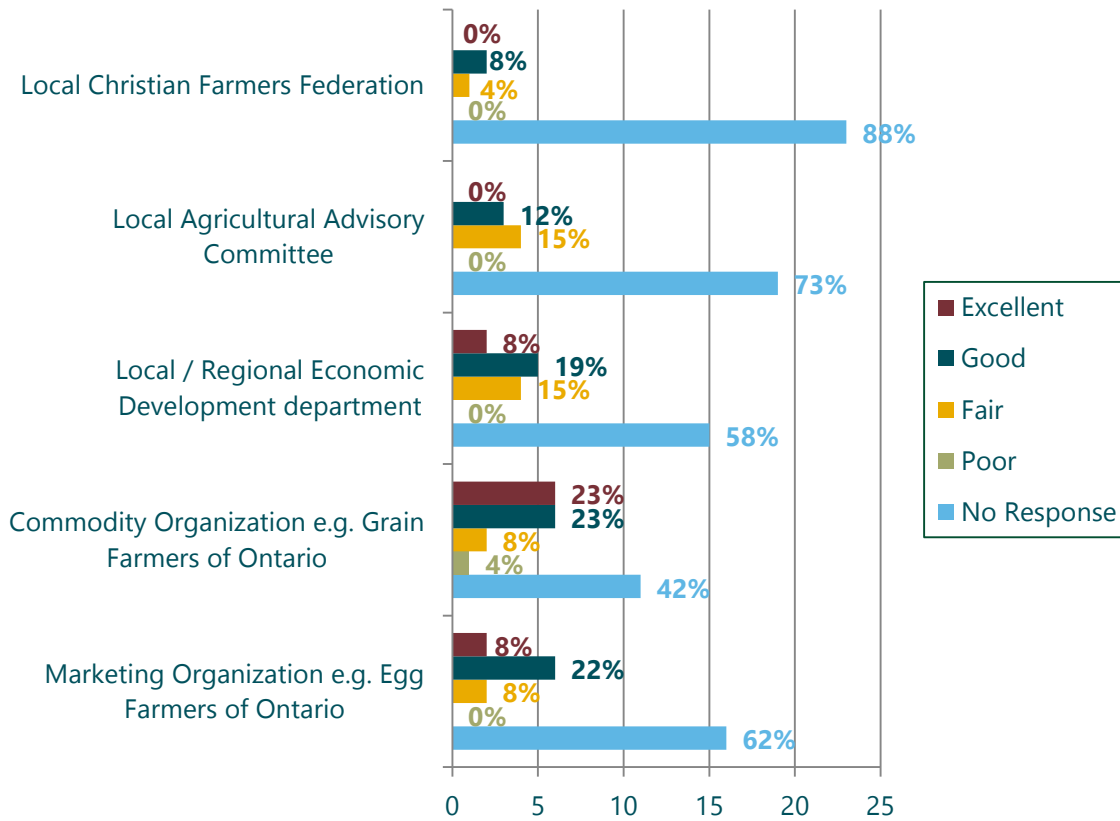
**AG6. During the next 18 months, how important will each of the following factors be to your farm business?**

Out of 26 responses:



**AG7. Listed below are a number of organizations that assist agriculture related businesses. Please rate your level of satisfaction with the services provided:**

Out of 26 responses:



**Other organizations:**

National Farmers Union: Fair x1, Good x2

Dairy Farmers of Ontario: Good x1, Excellent x1

Ontario Berry Growers Association: Fair x1

Ecological Farmers Association of Ontario: Excellent x1

Ontario Soil and Crop: Good x1

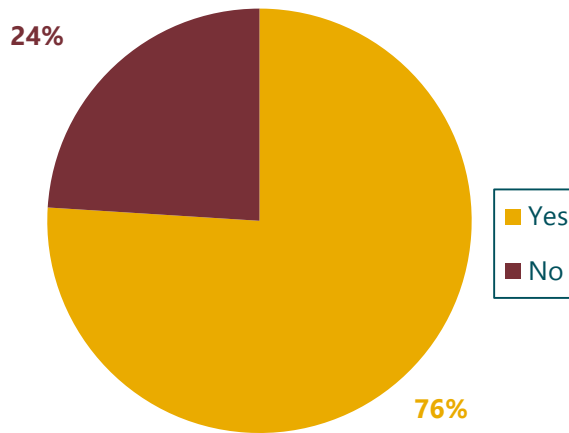
**AG8. Are there assets or infrastructure that you would like to see developed to support agriculture?**

Out of 21 responses:

- Local farmers market x2
- Support for producer only markets, particularly from municipalities
- Company working on solar
- Milk dryer
- Next generation of caging style, bird housing systems
- Natural gas, infrastructure and accessibility
- Agriculture training programs
- Education about treated seeds and road side spraying, impact education of hard top paving
- Sales building for local farming goods
- Better road and bridge maintenance, and paved shoulders
- Numbering on farm properties
- Local fiber processing
- Maple bottling plant
- Bio fuel cooperative
- Update official plan to protect farm land
- Expansion of Port of Johnstown.
- Hydro costs are high
- Alternative ways to economically dispose of agricultural waste such as: twine, plastic mulch, drip pipe, etc.
- Highway 43 expansion
- Better access to financing for small farms
- Eastern Ontario marketing, support organization
- Internet access

**AG9. Have you considered pursuing any niche market opportunities?:**

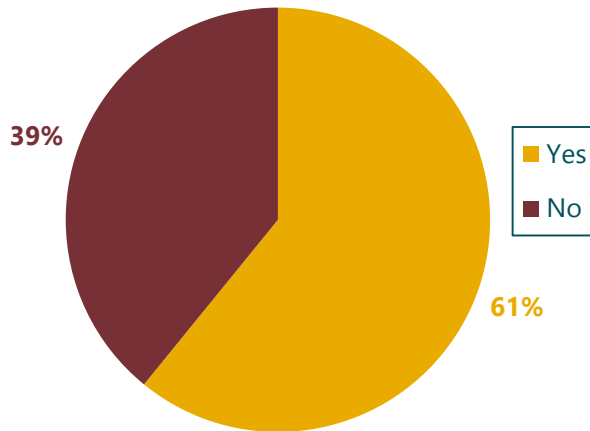
Out of 25 responses:

**If Yes, please explain:**

- Value added (i.e. shredded cabbage)
- Food production
- Local Farmer's Market
- Considering expanding into composting / recycling but need capital to enter
- Recycling organics
- Soybeans
- Value added (frozen product, pickles, preserves)
- Fleece, roving, yarn, lamb meat, dyeing, marketed together
- Knotting, weaving, etc.
- Kosher syrup
- Specialized fertilizer, grains
- Jams, pectin free
- No chemical products
- Too expensive to produce
- Semen sales
- All natural
- Local first
- Premium small batch
- Certified organic, accommodating religious and cultural preferences
- Berry growing

**A10. Do you anticipate changing your production practices to respond to changes in climate or environment?**

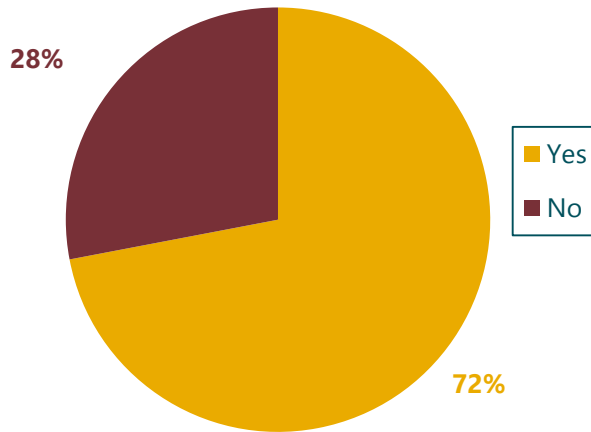
Out of 23 responses:

**If yes, please specify:**

- Upgrading barns
- Using more plastic for growing
- Sequester carbon
- Constant adaptation as needed
- Must if industrial agriculture models continue
- Buy shade cloth, temperatures are too hot and drought is more severe
- Storing rain water as much as possible to avoid using groundwater
- Condition of land (drought / wet) leads to health and disease issues
- Less syrup taps per tree, less damage to tree.
- Using energy efficient equipment
- Changing crop varieties
- 150 acres of hay
- Last year wet, this year dry, need to change crops growing
- Drainage ditches
- Greenhouses
- Irrigation
- Water pumps
- Not full free range for chickens due to extreme heat / predators
- Irrigation
- Water collection

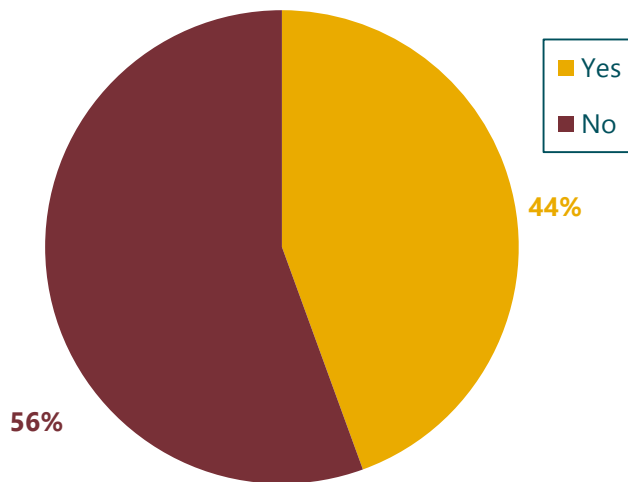
**AG.11 Does your business include on-farm retail or farm-gate sales?**

Out of 25 responses:



**AG12. Do you feel there are barriers in your community to expanding your on-farm retail or farm-gate sales?**

Out of 18 responses:





where **lifestyle**  
**grows** good **business**

# **Business Retention and Expansion Report**

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