
In Partnership with:



*Ontario Ministry
of Agriculture,
Food and Rural
Affairs*

*Saugeen
Economic
Development
Corporation*

TD Canada Trust

*Mount Forest &
District Chamber
of Commerce*

*Arthur & District
Chamber of
Commerce*

**WELLINGTON NORTH
BUSINESS RETENTION
AND EXPANSION
PROJECT
FINAL REPORT
APRIL 2011**



Prepared by:

**Wellington North BR+E Project
Coordinator Leah Holliday**

lholliday@wellington-north.com

(519) 848-3620 ext.30

FROM THE COORDINATORS DESK

As the Business Retention and Expansion Program Coordinator (BR+E) I recognized immediately that BR+E was and will continue to be a very important project for the future of Wellington North. By addressing the Action Plans and recommendations, both the business community and the community at large will benefit from the results achieved. The willingness of local businesses to participate in this project is excellent proof that the Wellington North Business Community cares, not only about its future, but for the future of the community. Members of the Economic Development Committee, Wellington North Council and the business community who participated in this project should be recognized for their efforts. It is imperative that we move forward with the implementation of the Action Plan outlined in the latter part of this report; and that Council and the community move forward with this project. I would like to thank the following organizations for sponsoring this project, the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), the Township of Wellington North, Saugeen Economic Development Corporation, Mount Forest & District Chamber of Commerce, the Arthur & District Chamber of Commerce and TD Canada Trust. Without their sponsorship, BR+E may have not been the success it was!

Thank you,

Leah Holliday



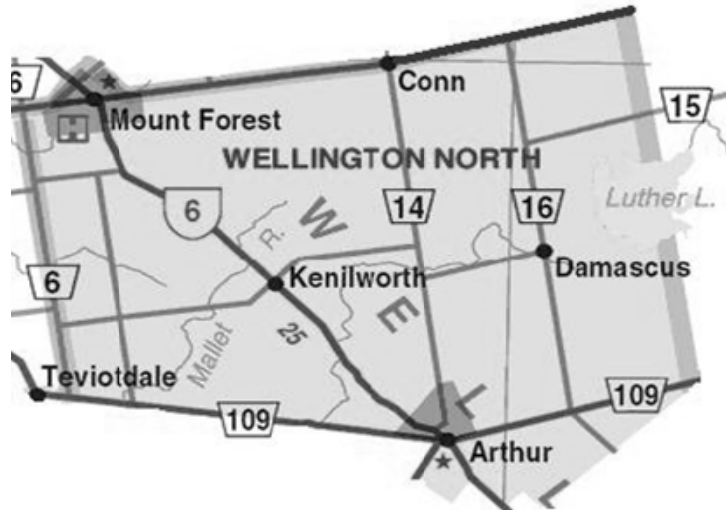
TABLE OF CONTENTS

1.0 Preface.....	4,5
2.0 Methodology.....	6,7
3.0 Economic Development Committee.....	8
4.0 Surveys.....	9
5.0 Red Flag Issue.....	10
6.0 Project Analysis.....	11-59
7.0 Local Community Questions.....	60-62
8.0 Action Plans.....	63-67
9.0 Conclusion.....	68



PREFACE

The Township of Wellington North has prepared the following report based on the Business Retention and Expansion (BR+E) survey completed by local businesses in the Construction and Manufacturing/ Industry sectors of Wellington North. The Business Retention + Expansion Project helps to improve the local economy and encourage growth and stability of local businesses. Approximately 70% of new jobs come from existing businesses; so a healthy business environment is important.



The BR+E Program was developed by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA). Business Retention and Expansion results in job growth and economic prosperity by helping communities identify both the barriers to survival and the expansion opportunities facing local businesses. The BR+E approach combines a confidential survey

questionnaire in a one on one interview format.

The BR+E project was sponsored by OMAFRA and the Township of Wellington North for a position of a Business Retention + Expansion Coordinator, Leah Holliday, under the guidance of Dale Small, the Townships Business Economic Manager and Al Rawlins, Business Retention and Expansion Champion.

The information contained in this report applies to the businesses that were surveyed, and do not reflect the remaining Construction or Manufacturing/ Industry businesses opinions and concerns. Percentages have been rounded to the next full number for ease of reading.

Thank you to all the businesses who participated in the survey. Your input was invaluable to the success of this project. It is important for local businesses to take an active role in building a better business community!

Wellington North is an amalgamated township, consisting of the former Village of Arthur, the Town of Mount Forest and the Townships of Arthur, West Luther, West Garafraxa and Peel. The current population according to Stats Canada is 11,300 people residing over approximately 550km.

The quality of life available in Wellington North is second to none! Clean air and clean water, quiet tree lined streets, abundant recreational facilities, excellent shopping opportunities, convenient health care and educational facilities all provide a fulfilling lifestyle for the citizens of the Township.

We have much to be proud of in Wellington North. A new high school was built in 2004 for the students from Mount Forest and Arthur, as well as surrounding hamlets. In 2008 the Mount Forest Fireworks Festival was named one of the top 100 festivals in all of Ontario and has carried on this title through 2011.

The Village of Arthur is proud of being known as “Canada’s Most Patriotic Village”. Boasting a new Library and Health Facility, Arthur provides a safe and growing environment in which to live. The Luther Marsh is one of Southern Ontario’s most significant wetlands and wildlife habitat areas, located northeast of Arthur.

Old established neighborhoods are complimented by new residential development, and small urban centers by rural countryside. The Township provides a variety of lifestyle choices for its workforce, residents, and their guests.

METHODOLOGY

Some people may ask the question “Why BR+E in Wellington North?”, and the answer would be; because it has been done before in 2002 and again in 2005, and the findings from this were used for key Economic Development programs. Since then however, many economic conditions have changed and the Economic Development Committee found it crucial to re-launch the program.

There was a contract agreement between the Township of Wellington North, and OMAFRA for the hiring of a Project Coordinator. The Coordinator, Leah Holliday, started in September of 2010, and finished in April of 2011.



Under the guidance of Dale Small, Business Economic Manager and Leah Holliday, BR+E Project Coordinator for the Township, a Work Plan was formed and the project began.

Leah began by reviewing the Wellington North’s Business Directory. Due to time restraints and quantity, two Sectors were selected for the project; Manufacturing/ Industry and Construction, because these sectors are among the communities largest employers. Businesses were randomly selected.

Of the thirty-four selected, a total of nine businesses completed the survey or 33% response rate. The data was entered in between survey visits, and also at the end of the surveys.

Beginning in October Media Releases were sent out to local papers to gain coverage on the project. At the start of November letters were sent to businesses attached with a survey, and they had the option to fill it out and return it back to the Township office or to contact either Dale Small or Leah Holliday to come and complete an interview.

Information packages were sent to area businesses who had requested it during the surveys.

In January, the remaining survey data was entered, the project information was analyzed, and a Preliminary Report was developed. The Preliminary Report was presented by the BR+E Coordinator at the February Economic Development Committee Meeting and a “brainstorming of ideas” session was held at to develop future Action Plans based on the results.

Action plans based on the ideas from the Economic Development Committee was decided upon with the Economic Development Committee Meeting in both February and March. The results from the surveys were presented at the Wellington North Showcase on March 28th/29th, 2011. The Action Plan was finalized at the beginning of April and was taken to the April Economic Development Committee for approval and the next steps for BR+E were finalized.

ECONOMIC DEVELOPMENT COMMITTEE

Business Retention & Expansion in Wellington North was made possible by the Economic Development Committee and their list of priorities for the Township's Economic Development Strategies. The Township of Wellington North Economic Development Committee is comprised of Six Public Members, Five Council Members and the Business Economic Manager, they are the following:

Mayor Ray Tout	Jim Taylor (Public)
Councillor Andy Lennox	Steven Dineen (Public)
Councillor Mark Goetz	Alan Rawlins (Public)
Councillor Dan Yake	Dale Small (Business Economic Manager)
Councillor Sherry Burke	

Three additional public members will be joining in April of 2011.

The Economic Development Committee is currently focused on the following six priorities for Wellington North:

1. Downtown Revitalization
- 2. Business Retention and Expansion**
3. Marketing and Promotion
4. Professional Medical Recruitment
5. Land Development
6. Rural Revitalization

SURVEYS

There were 23 businesses contacted for the Manufacturing/ Industry Sector, and of the 23 contacted, five completed the survey. From the Construction sector, 11 businesses were contacted, and four completed the survey. With both sectors combined there was only one “Red Flag Issue” and this was found most prominently in the Construction Sector. The “Red Flag Issue” will be acknowledged on page ten of this report.

Total completed surveys: 33% Response Rate

There were two businesses that requested information from the various issues in the survey.



The survey was divided in to seven sections: Business Climate, Future Plans, Company Information, Business Development, Business Development- Markets, Workforce Development and Local Community.

The majority of information requests were on Development Charges.

Throughout the survey, businesses had the option of “skipping” any questions they wanted to, so the percentages listed in this report, are based on the number of businesses who answered that particular question.

Thank you to all the businesses who participated in the survey. Your input was a key part to the success of this project.

RED FLAG ISSUE



Overall, the survey results were positive. There was only one Red Flag Issue. Development Charges was raised as a Red Flag Issue in the Construction Industry Sector.

Development Charges is also a known issue with the Township of Wellington North. To date, meetings have been held with both the Construction and Real-Estate Sectors chaired by Councillor Dan Yake and the Building Committee. The Economic Development Committee's expectation is that out of these meetings a resolution will go to Council.



PROJECT ANALYSIS

Business Climate

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

Response	Count	Percent
Excellent	2	22%
Good	6	67%
Fair	1	10%
Poor	0	0%

BC3a. What is your general impression of the Province of Ontario as a place in which to do business?

Response	Count	Percent
Excellent	1	10%
Good	3	33%
Fair	4	44%
Poor	1	10%

BC4. Which, if any, of the following factors are barriers to the expansion of existing businesses and the development of new businesses in the community?

Response	Count	Percent
Water/sewage capacity	2	22%
Water/sewer fees	3	33%
Serviced land	3	33%
Resistance from local business	0	0%
Lack of proactive new business recruitment	0	0%

Availability of properly zoned and designated land	3	33%
Availability of variety of different sized parcels of land	1	10%
Approval processes	4	44%
Development charges	6	67%
Business taxes	4	44%
Business insurance	3	33%
Availability of skilled labour	2	22%
Availability of unskilled labour	2	22%
Availability of financing	2	22%
Road & highway system	0	0%
Inadequate waterway identification	0	0%
Water access	0	0%
Availability of water moorings	0	0%
Trucking & distribution	0	0%
Public transit	0	0%
Information technology capacity	1	10%
Security/policing & fire service	0	0%
Availability of natural gas	1	10%
Availability of space for rent or lease	1	10%
Availability of training opportunities	0	0%
Health & medical services	1	10%
Other (Specify):	1	10%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? - Planning, engineering, zoning, and building permits

Response	Count	Percent
Very satisfied	1	10%
Somewhat satisfied	5	55%
Somewhat dis-satisfied	1	10%

Very dis-satisfied	1	10%
No contact	1	10%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? - Health department/health unit approvals

Response	Count	Percent
Very satisfied	3	33%
Somewhat satisfied	5	55%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	0	0%
No contact	1	10%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations?– Policing

Response	Count	Percent
Very satisfied	5	55%
Somewhat satisfied	3	33%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	0	0%
No contact	0	0%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? - Fire prevention and services

Response	Count	Percent
Very satisfied	6	67%
Somewhat satisfied	2	22%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	0	0%
No contact	0	0%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? - Public utilities

Response	Count	Percent
Very satisfied	3	33%
Somewhat satisfied	4	44%
Somewhat dis-satisfied	2	22%
Very dis-satisfied	0	0%
No contact	0	0%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? - Street repairs

Response	Count	Percent
Very satisfied	5	55%
Somewhat satisfied	3	33%
Somewhat dis-satisfied	1	10%
Very dis-satisfied	0	0%
No contact	0	0%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? - Snow removal

Response	Count	Percent
Very satisfied	6	67%
Somewhat satisfied	3	33%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	0	0%
No contact	0	0%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? - Public transit

Response	Count	Percent
Very satisfied	1	10%
Somewhat satisfied	0	0%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	0	0%
No contact	8	89%

BC5b. What is your level of satisfaction with each of the following services provided by local government and community organizations? - Medical and health services

Response	Count	Percent
Very satisfied	5	55%
Somewhat satisfied	4	44%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	0	0%
No contact	0	0%

BC5b. What is your level of satisfaction with each of the following services provided by local government and community organizations?– Library

Response	Count	Percent
Very satisfied	4	44%
Somewhat satisfied	1	10%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	0	0%
No contact	4	44%

BC5b. What is your level of satisfaction with each of the following services provided by local government and community organizations? - Child care services

Response	Count	Percent
Very satisfied	4	44%
Somewhat satisfied	1	10%
Somewhat dis-satisfied	1	10%
Very dis-satisfied	0	0%
No contact	3	33%

BC5b. What is your level of satisfaction with each of the following services provided by local government and community organizations? - Cultural facilities

Response	Count	Percent
Very satisfied	2	22%
Somewhat satisfied	1	10%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	0	0%
No contact	6	67%

BC5b. What is your level of satisfaction with each of the following services provided by local government and community organizations? - Recreational facilities

Response	Count	Percent
Very satisfied	5	55%
Somewhat satisfied	4	44%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	0	0%
No contact	0	0%

BC7a. Listed below are a number of provincial, federal and business organizations. Please rate where applicable, your level of satisfaction with the services provided. - Ministry of Economic Development & Trade

Response	Count	Percent
Very satisfied	0	0%
Somewhat satisfied	3	33%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	0	0%
No contact	4	44%

BC7a. Listed below are a number of provincial, federal and business organizations. Please rate where applicable, your level of satisfaction with the services provided. - Ontario Exports Inc.

Response	Count	Percent
Very satisfied	0	0%
Somewhat satisfied	1	10%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	0	0%
No contact	6	67%

BC7a. Listed below are a number of provincial, federal and business organizations. Please rate where applicable, your level of satisfaction with the services provided.- Ministry of Tourism & Recreation

Response	Count	Percent
Very satisfied	0	0%
Somewhat satisfied	1	10%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	0	0%
No contact	6	67%

BC7a. Listed below are a number of provincial, federal and business organizations. Please rate where applicable, your level of satisfaction with the services provided. - Ministry of Training, Colleges & Universities, Business Training and Adjustment Services

Response	Count	Percent
Very satisfied	1	10%
Somewhat satisfied	2	22%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	0	0%
No contact	4	44%

Future Plans

FP1a. Within the next 3 years, which of the following do you plan to undertake at this site?

Response	Count	Percent
Remain the Same	6	67%
Downsize	0	0%
Relocate	0	0%
Expand	2	22%
Close	0	0%

FP2a. Will the downsizing result in a reduced workforce?

Response	Count	Percent
Yes	0	0%
No	0	0%

FP3a. Do you plan to relocate this business within the next 3 years?

Response	Count	Percent
Yes	0	0%
No	0	0%
Exploring	0	0%

FP4. Where do you plan to relocate this business?

Response	Count	Percent
Within the Community	0	0%
Outside municipality but within County/District/Regional Municipality (Specify)	0	0%
Elsewhere in Ontario (Specify)	0	0%
Another Province (Specify)	0	0%
Outside Canada (Specify)	0	0%

FP5. Why are you planning to relocate the business?

Response	Count	Percent
Head office decision	0	0%
Inadequate facilities in terms of building space	0	0%
Change in markets	0	0%
Distance to markets and suppliers	0	0%
Availability of appropriate labour	0	0%
Expansion limitations	0	0%
Utility infrastructure is inadequate	0	0%
Local regulations too restrictive	0	0%
Business tax incentives in other locations	0	0%
Other (Specify):	0	0%

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

Response	Count	Percent
Yes	0	0%
No	0	0%

FP7. What assistance, if any, could help to prevent the relocation of this business?

Response	Count	Percent
Nothing, decision is made	0	0%
Finding an appropriate site location	0	0%
Financing	0	0%
Assistance with the approval process	0	0%
Finding and securing adequate labour	0	0%
Securing training services	0	0%
Accessing appropriate research and development	0	0%
Infrastructure upgrades (roads, telecommunication, fibre optics, energy supply, energy type)	0	0%
Changes to tax structure	0	0%
Assistance in making business case to remain	0	0%
Other (Specify):	0	0%

FP8. Within the next 3 years, do you plan to undertake a building expansion at this site?

Response	Count	Percent
Yes	2	22%
No	0	0%

FP9. Is your expansion plan based on innovation?

Response	Count	Percent
Yes	1	10%
No	1	10%

FP10. Will your expansion lead to....

Response	Count	Percent
An increase in work force	1	10%
An increase in floor space	0	0%
Additional product line(s)	1	10%
Additional services for customers	1	10%
Additional investment in equipment and technology	1	10%
Importing goods or services to Canada	0	0%
An increase in export of goods or services	1	10%
Process improvements	1	10%
An increase in demand for skills training	1	10%
Other (Specify):	0	0%

FP11. Is your business experiencing difficulties with its expansion plan?

Response	Count	Percent
Yes	0	0%
No	0	0%

FP12. Please identify difficulties you are experiencing with the expansion plans. - Financing

Response	Count	Percent
Financing	1	10%
Developing a marketing plan	0	0%
Developing a business plan	0	0%
Labour availability	0	0%
Land availability	0	0%

Labour force training	0	0%
Availability of buildings	0	0%
Importing of goods and services	0	0%
Exporting of goods and services	0	0%
Road & highway system	0	0%
Highway and Roadside signs	0	0%
Trucking & distribution	0	0%
Warehousing	0	0%
Electrical supply	0	0%
Water infrastructure	1	10%
Waste water infrastructure	1	10%
Sewer capacity	1	10%
Finding/developing strategic alliances	0	0%
Local by-laws	0	0%
Other	0	0%

FP13. Within the next 3 years, do you plan to close this business? That is, close the business at this location and not reopen in some other location.

Response	Count	Percent
Yes	0	0%
No	0	0%

FP14a. What are the reasons for closing this business?

Response	Count	Percent
Head office decision	0	0%
Facilities, e.g., buildings too small, too old, etc.	0	0%
Loss or change of customer/clients	0	0%
Distance to markets and inputs	0	0%
Labour supply	0	0%
Management - Labour relations	0	0%

Local infrastructure	0	0%
Expansion limitations	0	0%
Profitability	0	0%
Health/environmental regulations	0	0%
Unable to find purchaser	0	0%
Retirement	0	0%
Loss/or change of export/product mandate	0	0%
Other (Specify):	0	0%

FP15. What assistance, if any, could help to prevent the closure of the business? - Nothing, decision is made

Response	Count	Percent
Nothing, decision is made	0	0%
Finding new site	0	0%
Financing	0	0%
Approval Process	0	0%
Succession planning	0	0%
Employee purchase	0	0%
Improvement to local infrastructure	0	0%
Identifying prospective purchaser	0	0%
Export assistance	0	0%
Business planning	0	0%
Marketing	0	0%
Other	0	0%

Company Information

C1. What is the legal form of this business?

Response	Count	Percent
Corporation	8	89%
Sole Proprietorship	1	10%
Non-Profit Corporation	0	0%
Branch Plant	0	0%
Partnership	0	0%
Cooperative	0	0%
Other (Specify):	0	0%

C2. Is this business a franchise?

Response	Count	Percent
Yes	0	0%
No	4	44%

C3. What primary activity is conducted by your business?

Response	Count	Percent
11 - Agriculture, Forestry, Fishing and Hunting	0	0%
21 - Mining, Quarrying, and Oil and Gas Extraction	0	0%
22 - Utilities	0	0%
23 - Construction	4	44%
31 - Manufacturing, (food, beverage, etc.)	1	10%
32 - Manufacturing, (wood, paper, etc.)	0	0%
33 - Manufacturing, (primary and fabricated metal, etc.)	2	22%
42 - Wholesale Trade	0	0%

44 - Retail Trade, (motor vehicle, furniture, etc.)	0	0%
45 - Retail Trade, (sporting goods, book, music, etc.)	0	0%
48 - Transportation and Warehousing, (air, rail, truck, etc.)	0	0%
49 - Transportation and Warehousing, (postal service, couriers, etc.)	0	0%
51 - Information	0	0%
52 - Finance and Insurance	0	0%
53 - Real Estate and Rental and Leasing	1	10%
54 - Professional, Scientific, and Technical Services	0	0%
55 - Management of Companies and Enterprises	0	0%
56 - Administrative and Support and Waste Management and Remediation Services	0	0%
61 - Educational Services	0	0%
62 - Health Care and Social Assistance	0	0%
71 - Arts, Entertainment, and Recreation	0	0%
72 - Accommodation and Food Services	0	0%
81 - Other Services (except Public Administration)	0	0%
92 - Public Administration	0	0%
No NAICS Code	0	0%

C5. Is the owner (or at least one of the owners) involved in the day-to-day operation of the business?

Response	Count	Percent
Yes	8	89%
No	1	10%

C6. Is the owner (or at least one of the owners) of the business a resident of the community?

Response	Count	Percent
Yes	7	77%
No	2	22%

C7. Where is the headquarters for the business?

Response	Count	Percent
Municipality (Specify)	8	89%
Elsewhere in Ontario (Specify)	0	0%
Outside of Ontario (Specify)	0	0%
Outside of Canada (Specify)	1	10%

C8. How many years has this business been in operation in this community?

Response	Count	Percent
Less than 1 year	0	0%
1 to 3 years	0	0%
4 to 10 years	0	0%
11 to 25 years	4	44%
26 to 35 years	8	89%
Over 35 years	0	0%

C9. Is this a family-owned business?

Response	Count	Percent
Yes	7	77%
No	2	22%

C10. Does the business have a succession plan?

Response	Count	Percent
Yes	7	77%
No	2	22%

C11. Does your business have a business plan?

Response	Count	Percent
Yes	8	89%
No	1	10%

C12. Does your business have a marketing plan?

Response	Count	Percent
Yes	8	89%
No	1	10%

C13. How many employees work at this location?

Response	Count	Percent
Owner(s)	0	0%
1 - 4	3	33%
5 - 9	2	22%
10 - 14	0	0%
15 - 19	1	10%
20 - 29	0	0%
30 - 49	0	0%
50 - 99	0	0%
100 - 299	3	33%
300 or more	0	0%

C14. What percentage of your employees at this location live...Within the municipality

Response	Avg Percent
Within the municipality	50%
Outside the municipality but within county/district/regional	50%

municipality	
Outside county/district/regional municipality	0%

C16. Is your workplace...

Response	Count	Percent
Unionized	1	10%
Non-unionized	8	89%

Business Development

BD1. Is this business location the only location?

Response	Count	Percent
Yes	6	67%
No	3	33%

BD2. Is this location the headquarters?

Response	Count	Percent
Yes	0	0%
No	0	0%

BD3. Where are the other locations for this business?

Response	Count	Percent
This municipality (Specify):	1	10%
Outside this municipality but in county/district/regional municipality (Specify):	0	0%
Elsewhere in Ontario (Specify):	2	22%
Another Province (Specify):	0	0%
Outside Canada (Specify):	1	10%

BD4. How satisfied are you with the current site of this business in this community? Would you say you are...

Response	Count	Percent
Completely satisfied	6	6%
Somewhat satisfied	1	10%
Somewhat dissatisfied	1	10%
Very dissatisfied	0	0%

BD5. Why are you not completely satisfied with this site?

Response	Count	Percent
Site is too small	0	0%
Site is too large	0	0%
No opportunity for expansion	2	22%
Condition of building	0	0%
General appearance of site	0	0%
Utilities/energy, that is the type, level or quantity available	0	0%
Location is inconvenient for customers	0	0%
Access to research and development in the area	0	0%
Availability of skilled labour	2	22%
Availability of unskilled labour	0	0%
Location is inconvenient for employees	0	0%
Roads & highway system	0	0%
Trucking & distribution	0	0%
Public transit	0	0%
Policing/security/fire protection	0	0%
Business taxes	1	10%
Community business support	0	0%

General appearance of community	0	0%
Other (Specify):	0	0%

BD6a. Is this a home-based business operated from the owner's residence?

Response	Count	Percent
Yes	2	22%
No	7	77%

BD6b. Is this a home-based business operated from the owner's residence? Does the owner of this business own or lease the facility?

Response	Count	Percent
Own	5	55%
Lease	2	22%

BD7. When does the lease expire?

Response	Count	Percent
Month to month	0	0%
This calendar year	0	0%
Next year	0	0%
In 2 to 3 years	0	0%
Over 3 years from now	2	22%

BD8a. Do you anticipate any problems in renewing the lease?

Response	Count	Percent
Yes	0	0%
No	2	22%

BD9. Which of the following energy sources does this business use and prefer?
By prefer, I mean the one you would like to use, whether or not you currently use it. - Electricity/hydro

Response	Count	Percent
Use	9	100%
Prefer	0	0%

BD9. Which of the following energy sources does this business use and prefer?
By prefer, I mean the one you would like to use, whether or not you currently use it. - Natural gas

Response	Count	Percent
Use	9	100%
Prefer	0	0%

BD9. Which of the following energy sources does this business use and prefer?
By prefer, I mean the one you would like to use, whether or not you currently use it. - Fuel oil

Response	Count	Percent
Use	2	22%
Prefer	0	0%

BD9. Which of the following energy sources does this business use and prefer?
By prefer, I mean the one you would like to use, whether or not you currently use it. - Propane

Response	Count	Percent
Use	2	22%
Prefer	0	0%

BD9. Which of the following energy sources does this business use and prefer?
By prefer, I mean the one you would like to use, whether or not you currently use it. - Wind

Response	Count	Percent
Use	0	0%
Prefer	0	0%

BD9. Which of the following energy sources does this business use and prefer?
By prefer, I mean the one you would like to use, whether or not you currently use it. - Bio-diesel

Response	Count	Percent
Use	0	0%
Prefer	0	0%

BD9. Which of the following energy sources does this business use and prefer?
By prefer, I mean the one you would like to use, whether or not you currently use it. - Other alternative energy (Specify)

Response	Count	Percent
Use	0	0%
Prefer	0	0%

BD9. Which of the following energy sources does this business use and prefer?
By prefer, I mean the one you would like to use, whether or not you currently use it. - No preference

Response	Count	Percent
Use	0	0%
Prefer	0	0%

BD10. Why don't you use the type of energy you prefer?

Response	Count	Percent
Not available in this community	0	0%
Not available to my site	0	0%
Insufficient/inadequate availability of supply	0	0%
Price	1	10%
Cost of installation	1	10%
Other (Specify):	0	0%

BD11. Do you have any concerns with respect to energy supply, management or efficiency? - What are your concerns with respect to your current energy supply, management or efficiency?

Response	Count	Percent
Inconsistent supply/periodic brownouts	2	22%
Unusually high-energy consumption	0	0%
Loss of productivity	0	0%
Cost of energy	0	0%
Other (Specify):	0	0%

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

Response	Count	Percent
Yes	0	0%
No	1	10%

BD13a. Please provide us with some insight into the use and importance of IT in your business by indicating which you A) Use; B) Prefer and ... rate the importance of these technologies to your business. – Use

Response	Count	Percent
Dial-up	0	0%

High Speed: Cable	2	22%
High Speed: DSL	2	22%
High Speed: Wireless	5	55%
High Speed: Satellite	0	0%
High Speed: T1	2	22%
Internet ready devices (blackberry)	2	22%

BD13a. Please provide us with some insight into the use and importance of IT in your business by indicating which you A) Use; B) Prefer and ... rate the importance of these technologies to your business.

Response	Count	Percent
Dial-up	0	0%
High Speed: Cable	1	10%
High Speed: DSL	2	22%
High Speed: Wireless	4	44%
High Speed: Satellite	0	0%
High Speed: T1	2	22%
Internet ready devices (blackberry)	0	0%

BD13b. Please provide us with some insight into the use and importance of IT in your business by indicating which you A) Use; B) Prefer and ... rate the importance of these technologies to your business. - Use

Response	Count	Percent
Own website	6	67%
On others websites	7	77%
Email	8	89%
E-commerce (online sales transactions)	3	33%
E-commerce (online business/marketing)	3	33%
Government reporting/payments	6	67%
Finance & accounting	5	55%
Customer service	6	67%

Broadening market potential	4	44%
Human resource management/training	4	44%
Distribution/supplier network	4	44%
Marketing	4	44%
Video conferencing	3	33%

BD13b. Please provide us with some insight into the use and importance of IT in your business by indicating which you A) Use; B) Prefer and ... rate the importance of these technologies to your business. – Prefer

Response	Count	Percent
Own website	4	44%
On others websites	4	44%
Email	3	33%
E-commerce (online sales transactions)	2	22%
E-commerce (online business/marketing)	2	22%
Government reporting/payments	3	33%
Finance & accounting	3	33%
Customer service	4	45%
Broadening market potential	3	33%
Human resource management/training	2	22%
Distribution/supplier network	3	33%
Marketing	3	33%
Video conferencing	3	33%

BD13c. Please provide us with some insight into the use and importance of IT in your business by indicating which you A) Use; B) Prefer and ... rate the importance of these technologies to your business. - Use

Response	Count	Percent
Personal Data Application (PDA), e.g. - palm pilot	1	10%
Pager(s)	2	22%
Cellular telephones	7	77%

Digital telephones (touch phone)	5	55%
Voice over internet protocol	0	0%
Other	0	0%

BD14. What, if anything, is keeping you from implementing any of these telecommunication technologies?

Response	Count	Percent
Telecommunications infrastructure in community	0	0%
Start-up cost of service	0	0%
Ongoing cost of service	0	0%
Privacy and/or security concerns (e-commerce)	1	10%
Experience with telecommunication applications within the business	0	0%
Local training opportunities for staff	0	0%
Effectiveness or usefulness of the technology & potential business application unknown	0	0%
Have what is needed	0	0%
Other (Specify):	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive. Product research and development

Response	Count	Percent
Very important	5	55%
Somewhat important	0	0%
Not at all important	1	10%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive. Market development, locally

Response	Count	Percent
Very important	3	33%

Somewhat important	2	22%
Not at all important	2	22%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive. Market development, outside local area

Response	Count	Percent
Very important	6	67%
Somewhat important	0	0%
Not at all important	0	0%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive. Access to exporting and international markets

Response	Count	Percent
Very important	1	10%
Somewhat important	1	10%
Not at all important	1	10%
Not applicable	2	22%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive. Access to importing of products & services

Response	Count	Percent
Very important	3	33%
Somewhat important	3	33%
Not at all important	0	0%

Not applicable	0	0%
----------------	---	----

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive. Add or change in products or services

Response	Count	Percent
Very important	3	33%
Somewhat important	3	33%
Not at all important	0	0%
Not applicable	1	10%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive. Strategic alliances (joining with other businesses)

Response	Count	Percent
Very important	2	22%
Somewhat important	1	10%
Not at all important	3	33%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive. Improving worker productivity

Response	Count	Percent
Very important	6	67%
Somewhat important	0	0%
Not at all important	0	0%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive. ISO 9000/14000 or HACCP management standards

Response	Count	Percent
Very important	4	44%
Somewhat important	1	10%
Not at all important	1	10%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive. Industry/professional standards

Response	Count	Percent
Very important	5	55%
Somewhat important	0	0%
Not at all important	1	10%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive. Availability of labour

Response	Count	Percent
Very important	6	67%
Somewhat important	0	0%
Not at all important	0	0%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive. Workforce health and safety

Response	Count	Percent
Very important	6	67%
Somewhat important	0	0%
Not at all important	0	0%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive. Workforce skill development

Response	Count	Percent
Very important	4	44%
Somewhat important	6	67%
Not at all important	0	0%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive. Energy costs

Response	Count	Percent
Very important	7	77%
Somewhat important	1	10%
Not at all important	0	0%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive.

Water/sewer availability

Response	Count	Percent
Very important	7	77%
Somewhat important	0	0%
Not at all important	0	0%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive.

Water/sewer costs

Response	Count	Percent
Very important	6	67%
Somewhat important	1	10%
Not at all important	0	0%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive.

Improved customer service

Response	Count	Percent
Very important	6	67%
Somewhat important	0	0%
Not at all important	1	10%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive.

Availability of telecommunication services

Response	Count	Percent
Very important	6	67%
Somewhat important	0	0%
Not at all important	0	0%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive.

Exchange rate for Canadian dollar

Response	Count	Percent
Very important	2	22%
Somewhat important	4	44%
Not at all important	0	0%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive.

Resolution of cross border issues

Response	Count	Percent
Very important	1	10%
Somewhat important	2	22%
Not at all important	2	22%
Not applicable	1	10%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive.

Accessing capital

Response	Count	Percent
Very important	2	22%
Somewhat important	4	44%
Not at all important	0	0%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive.

Business planning

Response	Count	Percent
Very important	6	67%
Somewhat important	1	10%
Not at all important	0	0%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive.

Strategic marketing

Response	Count	Percent
Very important	4	44%
Somewhat important	2	22%
Not at all important	0	0%
Not applicable	0	0%

BD15. Looking forward to the next 3 years, indicate how important each of these factors will be in ensuring that this business remains competitive. Other (Specify)

Response	Count	Percent
Very important	0	0%
Somewhat important	0	0%
Not at all important	0	0%
Not applicable	0	0%

BD16. Does the business import products or services from... - Outside the municipality

Response	Count	Percent
Yes	5	55%
No	1	10%

BD16. Does the business import products or services from... - Outside Ontario but within Canada

Response	Count	Percent
Yes	4	44%
No	2	22%

BD16. Does the business import products or services from... - Outside Canada

Response	Count	Percent
Yes	5	55%
No	1	10%

BD18a. Do you participate in a product and/or service buyer-supplier network?

Response	Count	Percent
Yes	3	33%
No	6	67%

BD18b. Do you participate in a product and/or service buyer-supplier network? - Would a product and/or service buyer-supplier network be of benefit to your business?

Response	Count	Percent
Yes	3	33%
No	3	33%

BD18c. Do you participate in a product and/or service buyer-supplier network? - Is there a concentration of firms in your area that could provide complementary products or services?

Response	Count	Percent
Yes	2	22%
No	5	55%

Business Development- Markets

MA1. Are you interested in pursuing any of the following with other businesses in your community?

Response	Count	Percent
Joint product purchasing	1	10%
Joint marketing	0	0%
Collaboration/networking/information sharing	2	22%
Other (Specify):	0	0%

None	3	33%
------	---	-----

MA2. During the past 3 years, what has been your total dollar sales trend at this location?

Response	Count	Percent
Increased	1	10%
Decreased	1	10%
Uneven sales pattern	1	10%
Same/no significant change	0	0%

MA3. What are your expectations for next year's total dollar sales compared to last year?

Response	Count	Percent
Higher	1	10%
Lower	1	10%
Same	1	10%
Not sure	0	0%

MA4. Is the competition in your market...

Response	Count	Percent
Increasing	5	55%
Decreasing	1	10%
Staying the same	2	22%

MA5. Is your market share...

Response	Count	Percent
Increasing	1	10%
Decreasing	2	22%
Staying the same	2	22%

MA6. Do you receive market research and/or trend information regarding your sector from any of the following?

Response	Count	Percent
Industry/sector/association newsletters	4	44%
Industry/sector/association websites	4	44%
Government publications	5	55%
Government websites	6	67%
Consultants	1	10%
Trade Shows	4	44%
Economic Development Office	1	10%
Business networking	6	67%
Suppliers	6	67%
Other (Specify):	0	0%

MA7. How do you identify your customer's needs?

Response	Count	Percent
Customer surveys	3	33%
Customer comment cards	1	10%
Informal customer contact	6	67%
Customer complaints	6	67%
Customer database management	5	55%
Sales calls	4	44%
Trade or industry publications	4	44%
Marketing publications	4	44%
Electrical communications (Internet, web page)	0	0%
Other (Specify):	0	0%

MA8. How do you market your products/services? – Internet

Response	Count	Percent
Ontario/Canada	4	44%
Outside Canada	0	0%

MA9. How do you market your products/services? - Trade Show Attendance

Response	Count	Percent
Ontario/Canada	4	44%
Outside Canada	0	0%

MA10. How do you market your products/services? - General Publications

Response	Count	Percent
Ontario/Canada	3	33%
Outside Canada	0	0%

MA11. How do you market your products/services? – Distributor

Response	Count	Percent
Ontario/Canada	3	33%
Outside Canada	0	0%

MA12. How do you market your products/services? - Sponsorship of events

Response	Count	Percent
Ontario/Canada	3	33%
Outside Canada	0	0%

MA12. How do you market your products/services? - Business cards

Response	Count	Percent
Ontario/Canada	3	33%
Outside Canada	0	0%

MA12. How do you market your products/services? - Other (Specify)

Response	Count	Percent
Ontario/Canada	0	0%
Outside Canada	0	0%

Workforce Development

WD1. During the past 3 years, has the number of employees in this business increased, decreased or stayed the same? Please indicate the number if an increase or a decrease occurred.

Response	Count	Percent
Increased	3	33%
Decreased	0	0%
Remain the same	6	67%
Don't know	0	0%

WD2. What factors are responsible for this change?

Response	Count	Percent
Business did not exist before	0	0%
Technological changes in your business	0	0%
Increase or decrease in market competition	0	0%
Management effectiveness	0	0%
Corporate decision or policies	1	10%
More or less subcontracting	0	0%
Renovation or expansion	0	0%
Increase or decrease in sales	3	33%
New products or services introduced	3	33%
Entered new market	1	10%
Increase or decrease in market share	0	0%
Contracts/outsourcing	0	0%
Other (Specify):	0	0%

WD3. During the next 3 years, do you think the number of employees in this business will increase, decrease or stayed the same? If you anticipate an increase or a decrease, please write in the number you will gain or lose.

Response	Count	Percent
Increase	3	33%
Decrease	0	0%
Remain the same	5	55%
Don't know	0	0%

WD4. What factors are responsible for this change?

Response	Count	Percent
Technological changes in your business	0	0%
Increase or decrease in market competition	0	0%
Management effectiveness	1	10%
Corporate decision or policies	0	0%
More or less subcontracting	0	0%
Renovation or expansion	1	10%
Increase or decrease in sales	2	22%
New products or services introduced	2	22%
Entered new market	1	10%
Increase or decrease in market share	1	10%
Contracts/outsourcing	0	0%
Other (Specify):	0	0%

WD5a. How do you rate the availability of workers in this area for your business needs?

Response	Count	Percent
Excellent	1	10%
Good	5	55%

Fair	4	44%
Poor	0	0%

WD6a. How do you rate the quality of the workforce in this area for your business needs?

Response	Count	Percent
Excellent	1	10%
Good	6	67%
Fair	2	22%
Poor	0	0%

WD7a. How do you rate the stability of the workforce in this area for your business needs?

Response	Count	Percent
Excellent	0	0%
Good	4	44%
Fair	4	44%
Poor	0	0%

WD8. What are the A) current and B) 3-year projected employee needs of your business? - Skilled trades (Specify)

Response	Count	Percent
Skilled trades (Type)	0	0%
Unskilled labour (Type)	0	0%
Industry specialists (Type)	0	0%
Manufacturing technology (Type)	0	0%
Computer technology/programming (Type)	0	0%
Environmental technology/management (Type)	0	0%
Electronic engineering (Type)	0	0%
Clerical (Type)	0	0%

Sales (Type)	0	0%
Business Administration (Type)	0	0%
Product development (Type)	0	0%
Market development (Type)	0	0%
Other (Type)	0	0%
Other (Type)	0	0%
Other (Type)	0	0%
Other (Type)	0	0%
Other (Type)	0	0%
Apprenticeship (Type)	0	0%
None (Type)	0	0%

WD9. Are you able to recruit sufficient qualified employees for this location?

Response	Count	Percent
Yes	6	67%
No	2	22%

WD12a. Does this business have difficulty retaining employees?

Response	Count	Percent
Yes	2	22%
No	6	67%

WD12b. What are the reasons for these difficulties?

Response	Count	Percent
Wages	1	10%
Competition	0	0%
Seasonal	0	0%
Other (Specify):	0	0%

WD12c. Would you like information on employee retention strategies?

Response	Count	Percent
Yes	0	0%
No	2	22%

WD13. Does your workforce need to improve skills in any of the following areas?– Reading

Response	Count	Percent
Yes	1	10%
No	2	22%

WD13. Does your workforce need to improve skills in any of the following areas?– Numeracy

Response	Count	Percent
Yes	1	10%
No	2	22%

WD13. Does your workforce need to improve skills in any of the following areas? Oral Communication

Response	Count	Percent
Yes	1	10%
No	1	10%

WD13. Does your workforce need to improve skills in any of the following areas? Written communication

Response	Count	Percent
Yes	1	10%
No	2	22%

WD13. Does your workforce need to improve skills in any of the following areas?– Supervisory

Response	Count	Percent
Yes	5	55%
No	2	22%

WD13. Does your workforce need to improve skills in any of the following areas? - Computer software

Response	Count	Percent
Yes	4	44%
No	1	10%

WD13. Does your workforce need to improve skills in any of the following areas? - Computer hardware

Response	Count	Percent
Yes	1	10%
No	2	22%

WD13. Does your workforce need to improve skills in any of the following areas? - Sales & marketing

Response	Count	Percent
Yes	0	0%
No	3	33%

WD13. Does your workforce need to improve skills in any of the following areas? - Financial management

Response	Count	Percent
Yes	1	10%
No	2	22%

WD13. Does your workforce need to improve skills in any of the following areas? - Customer Service

Response	Count	Percent
Yes	4	44%
No	1	10%

WD13. Does your workforce need to improve skills in any of the following areas? - Working with others

Response	Count	Percent
Yes	1	10%
No	2	22%

WD13. Does your workforce need to improve skills in any of the following areas? - Health & safety

Response	Count	Percent
Yes	2	22%
No	3	33%

WD13. Does your workforce need to improve skills in any of the following areas? - Quality assurance

Response	Count	Percent
Yes	0	0%
No	1	10%

WD13. Does your workforce need to improve skills in any of the following areas? - Other (Specify)

Response	Count	Percent
Yes	0	0%
No	0	0%

WD14. Where do your employees receive training, and does this training meet your needs?

Response	Count	Percent
Local Community College	4	44%
Distance Education	3	33%
In-house	8	89%
Customized training	3	33%
University	2	22%
Outside of the area (Specify):	1	10%
Other (Specify):	0	0%

WD14. Where do your employees receive training, and does this training meet your needs? - Local Community College

Response	Count	Percent
Yes	3	33%
No	1	10%

WD14. Where do your employees receive training, and does this training meet your needs? - Distance Education

Response	Count	Percent
Yes	3	33%
No	0	0%

WD14. Where do your employees receive training, and does this training meet your needs? - In-house

Response	Count	Percent
Yes	3	33%
No	0	0%

WD14. Where do your employees receive training, and does this training meet your needs? - Customized training

Response	Count	Percent
Yes	4	44%
No	0	0%

WD14. Where do your employees receive training, and does this training meet your needs? - University

Response	Count	Percent
Yes	2	22%
No	0	0%

WD14. Where do your employees receive training, and does this training meet your needs? - Outside of the area

Response	Count	Percent
Yes	1	10%
No	0	0%

WD15. What are the most significant barriers to your employees receiving the necessary training?

Response	Count	Percent
Cost	1	10%
Awareness of existing training programs	1	10%
Awareness of training support programs	0	0%
Relevant training is not offered at community college	0	0%
Distance to training facility	0	0%
Availability of training locally	0	0%
Unable to release employees	2	22%
Losing trained employees to other businesses	1	10%
Awareness of legislated training	0	0%

Loss of productivity during training period	1	10%
Other (Specify):	0	0%

WD16a. Would a mentoring program benefit the businesses in this community? This would involve meeting and working with other businesses as a way of sharing and learning new skills.

Response	Count	Percent
Yes	3	33%
No	2	22%
Not sure	0	0%

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

Response	Count	Percent
Business planning	0	0%
Marketing	1	10%
Financial	0	0%
Technical	0	0%
Human Resources	1	10%
Production	0	0%
Logistics (distribution)	0	0%
Other (Specify):	0	0%

WD16c. Would your business benefit from a mentoring program in any one of the following areas? - Would you or your company be willing to participate as a mentor in a mentoring program? In which area could you or your company provide mentorship?

Response	Count	Percent
Business planning	0	0%
Marketing	0	0%
Financial	0	0%
Technical	0	0%

Human Resources	0	0%
Production	0	0%
Logistics (distribution)	0	0%
Other (Specify):	0	0%

LOCAL COMMUNITY

The following questions were created and compiled for the Local Community section of the survey. This section allowed the BR+E Coordinator and the Business Economic Manager to choose questions based on what was felt well suited Wellington North as a community. The answers that are shown were the most consistent answers. Because this section was a “free for all” to some extent, the answers provided below are a reflection of the majority of responses.



1. What are the top FOUR things you feel should be done to the downtown core? Answers:

Address buildings in poor condition

A need for more niche markets

A need for a “big box” store/ anchor stores

more accessibility for the disabled in the downtown

2. What is your biggest concern with doing business in the future? Answers:

Municipal Costs and Charges EX. water and sewer costs

Business and property taxes

3. What is the one positive consistent comment from your customers about doing business in this community? Answers:

How beautiful this area is and how nice the people are!

4. Within the past five years what would you say your biggest complaint from your customers would be in the area? Answers:

Water and Sewer costs

Property taxes

Property taxes

5. Which new suppliers of products or services would you like to see added to this community? Answers:

Indoor Pool

Live Theatre

Chain Restaurant



6. Please describe how local business associations and/or economic development offices could assist your business sector.

Response	Count	Percent
Marketing seminars	0	0%
Access to capital seminars	0	0%
Trade shows	2	22%
Business networking sessions	4	44%
Export development programs and services	0	0%
Joint advertising and marketing	4	44%
Attraction of related supply & services businesses	0	0%
Workforce planning, employee training and attraction	4	44%
Identification of opportunities for shared use of buildings, infrastructure etc.	0	0%
Productivity improvement workshops	0	0%
Website development	0	0%
E-marketing	0	0%

ACTION PLANS

Upon completion of the surveys, all of the data collected was compiled into readable raw data format. The raw data was then analyzed in detail by the Business Retention and Expansion Coordinator (BR+E Coordinator) and the Economic Development Committee (EDC). As a result of this analysis, the BR+E Coordinator and the EDC identified potential project areas that need addressed or initiated to meet long- term goals of the project. By addressing the issues and potential projects identified as action items, it will ultimately ensure that positive benefits are received in the community from this BR+E process.

For each of the potential projects identified, an Action Plan was developed to be utilized in achieving the stated project. Each Action Plan proposed includes the following components:

- Definition of the project
- Action item
- Actions to be taken
- Potential project partners
- Time frame for completion
 - Short Term= under one year
 - Medium Term= one to two years
 - Long Term-=two + years

Action Plan 1- Development Charges

Action Plan 2- Cross Sharing of Company Resources and Information

Action Plan 3- Community Improvement Plan (CIP)

Action Plan 4- Business &/ or Industry Networking Sessions

1.Development Charges		
Action Item	Responsibility	Time Frame
Develop innovative strategies and information from surrounding municipalities to help deal with the current rate. Partner with local business owners to discuss strategies.	Project Lead: Township of Wellington North Council, Building Committee Chair Councillor Dan Yake, in partnership with Business Economic Manager, Economic Development Committee.	Short
Survey results summary		
When asked what factors were barriers to the development of new business in the community (89%) of respondents stated it was because of development charges.		
Actions to be taken		
Discuss results with Economic Development Committee. Determine what can be done to accommodate the Township's role and the business owners. Meetings to be held with the Building Committee Chair Councillor Dan Yake and local business owners from the Construction and Real Estate Sectors.		

2. Cross Sharing of Company Resources and Information

Action Item	Responsibility	Time Frame
Encourage local business to network and communicate on a regular basis to capitalize on joint training and company resource sharing opportunities. For example. WHMIS & Health and Safety training.	Project Lead: Business Economic Manager and the Economic Development Committee	Short to Medium
Survey results summary		
During a debrief section of the interview process, businesses were asked to provide ideas for future recommendations. The majority of businesses said that cost and distance were barriers to employees receiving training and that local joint training should be considered for the future.		
Actions to be taken		
Create partnerships to capitalize on training opportunities and resource sharing between businesses.		

3. Community Improvement Plan

Action Item	Responsibility	Time Frame
To promote and encourage commercial and industrial revitalization.	Project Lead: Business Economic Manager and Economic Development Committee Champion.	Medium to Long
Survey results summary		
(89%) of respondents indicated in the “Local Community” section that the Township of Wellington North would benefit from a community improvements.		
Actions to be taken		
Implement a Community Improvement Plan which includes a Façade Improvement Loan and Grant Program and a Signage Improvement Grant Program for local owners of commercial and industrial buildings.		

3. Business &/ or Industry Networking Sessions

Action Item	Responsibility	Time Frame
To promote and encourage local Business &/ or Industry Networking Sessions.	Project Lead: Business Economic Manager and Economic Development Committee.	Short to Medium

Survey results summary

(44%) of respondents indicated in the “Local Community” section that they would benefit from the Township of Wellington North Economic Development offices assisting and providing Business &/ or Industry Networking Sessions. For example, Business After Five, Wellington North Showcase.

Actions to be taken

Create a partnership with local businesses to promote and implement Business &/ or Industry Networking Sessions either on a monthly or bi-monthly basis.

CONCLUSION

The Business Retention and Expansion Action Plan will become a key element of the Township of Wellington North's local Economic Development efforts. The objectives of this project were to:



Short Term Objectives

- Build relationships with local businesses
- Demonstrate and provide community support for local business
- Address urgent business concerns and issues
- Improve communication between the community, local government and business
- Promotion of a positive attitude to work towards a solution

Long Term Objectives

- Increase the competitiveness of local businesses
- Support an improved working relationship between the Arthur Chamber, Mount Forest Chamber and Township of Wellington North
- Strong viable local economy

While some of these objectives have been achieved through this project to date, many are longer term and will require committed resources from Council, the Economic Development Committee, the business community and the community at large.

The Final Report and Action Plan set the stage for business development within the community. Beyond resources, the most important element to the successful implementation of the Action Plan will be patience. The results from the plan will not be recognized overnight, however, the benefits will be realized through commitment and hard work, something the Economic Development Committee has proved time and time again. A number of exciting initiatives and plans are underway or are in the midst of being considered for Wellington North, so stay tuned for BR+E has only just begun!

