

TWEED & AREA

BR&E

2016 FINAL REPORT

Building Tweed Business



DELIVERED BY:



SUPPORTED BY:



Tweed & Area BR&E Final Report

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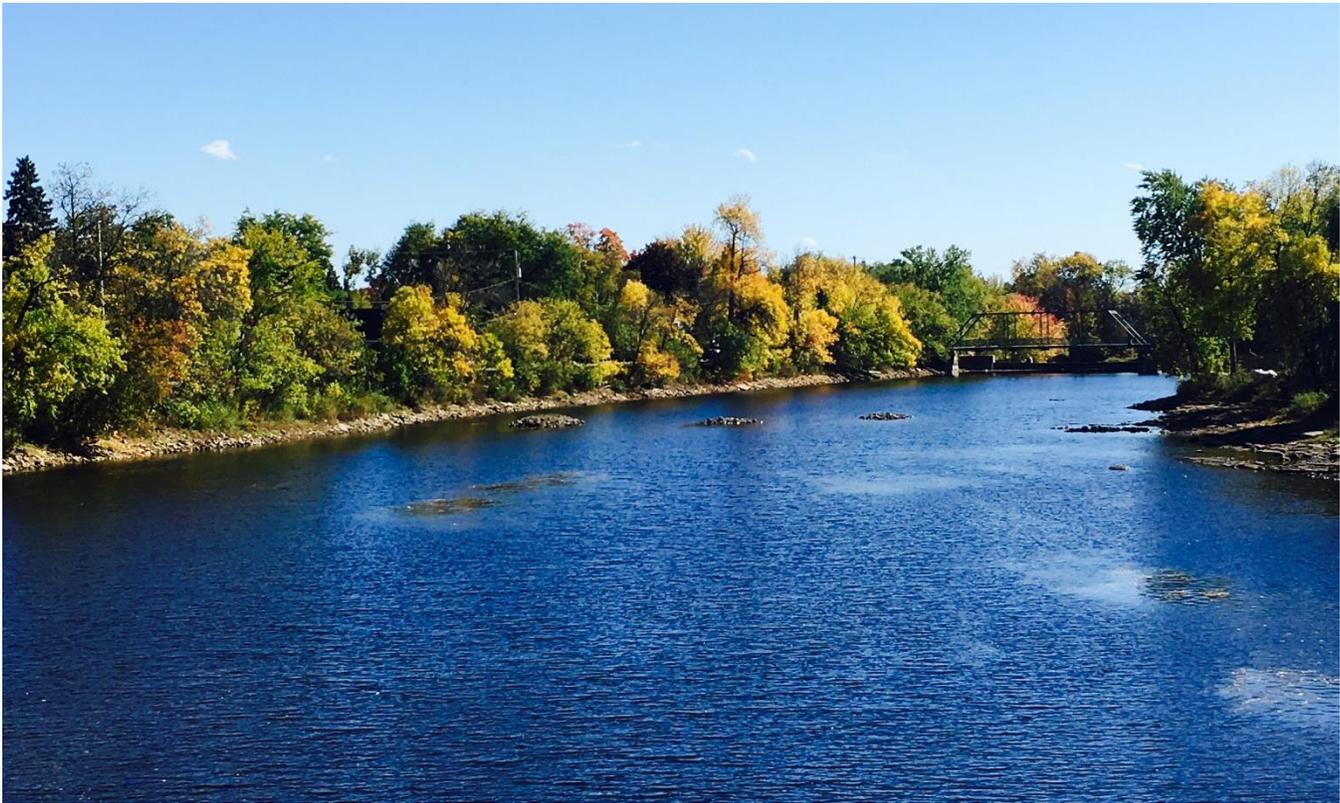
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PROJECT BACKGROUND

In late 2014, the Tweed & Area Chamber of Commerce Board of Directors initiated a new Business Retention & Expansion (BR&E) project for the business community in the municipality of Tweed. The last project of this kind was conducted in 2009 by the Municipality of Tweed, and it was recognized that there was a need for more up to date information on the local business climate and perceptions of our local business owners. The intent of a Business Retention and Expansion project is to connect with local business owners directly and get a pulse on the current local economic climate in order to make recommendations for future projects and economic development initiatives. In-person surveys were conducted with each individual business owner as part of the process. Standard surveys were provided by the Ontario Ministry of Agriculture, Food and Rural Affairs as part of their formal BR+E program used with municipalities throughout the province of Ontario. More information can be found on their website: <http://www.omafra.gov.on.ca/english/rural/edr/bre/index.html>



As a volunteer-run organization, the Tweed & Area Chamber of Commerce proposed to lead this large-scale project using only volunteer resources for both the administrative aspects of project management and conducting in-person volunteer interviews. A designated Project Manager from the Chamber's volunteer Board of Directors created a proposal for funding beyond these requirements, and presented it to the Municipality of Tweed. The Municipality supported the proposal, and agreed to fund the remaining requirements needed to complete such a project. Because of this unique 'volunteer-centred' approach, the project costs were kept to an absolute minimum – something that the Tweed & Area Chamber is very proud to promote!

In order to keep the project moving forward on a volunteer-based timeline, the survey interviews were completed in a phased approach. Once planning, funding and participant recruitment was secured, survey interviews were first conducted with the downtown core business sector in early 2015, and then later in the year with all other businesses outside of the main downtown district.



Company Participants

All companies that participated by completing surveys did so on a voluntary basis. There was no obligation to answer any question they did not want to, and company names were kept strictly confidential in the findings.

Company participants were sent invitations to participate by way of phone calls, emails, and through social media (The Tweed & Area Chamber of Commerce/Municipality of Tweed Facebook page, etc.). Over 180 businesses in the Tweed & Area Business Directory were contacted and invited to participate, as well as any other business in Tweed or our area hamlets that contacted us and requested to participate. Any business owner that wanted to participate was welcome to. In total, 45 businesses were surveyed in person by one of the trained volunteer interviewers.

SUPPORT and PARTNERSHIP

A Message from the Tweed & Area Chamber of Commerce:

“The Tweed & Area Chamber of Commerce is very proud to deliver this economic development initiative for our local business community. As the lead on this project, I have had the opportunity to speak directly with many of our community business owners, and have heard many positive responses and great ideas that could truly benefit our local businesses. This BR&E initiative, being entirely run by volunteers, has been a unique trail-blazer in showing that big things can be accomplished on the business front, even on a relatively small budget. I would like to extend a heartfelt thank you to our team of volunteers that participated in the project and gave their time to conduct in-person interviews. I would also like to extend a sincere thank you to each of the 45 business owners that allowed our team to interview them at their place of business, and their willingness to give such candid and constructive feedback. We look forward to the implementation phase of this BR&E project, and the positive outcomes that will result from the suggestions and feedback gathered throughout this process.”

Nataly Woolfrey,
Project Manager, *Building Tweed Business* – A BR&E Economic Development Initiative
Director on the Board, Tweed & Area Chamber of Commerce

A Message from the Mayor:

“As the Mayor of the Municipality of Tweed I am pleased to extend Council’s appreciation to the Tweed and District Chamber of Commerce who have undertaken to participate in the Business Retention and Expansion Program through the Ontario Ministry of Agriculture, Food & Rural Affairs. Nataly Woolfrey is to be commended for keeping the program on track and her team of volunteers for undertaking the interviews. The BR&E was a long process and I am very impressed with the amount of work that was completed.

The existing businesses in our municipality play a vital role in economic development and employment in our rural area. It is important to hear from them about successes and challenges as we all strive to promote job growth and a healthy business environment for the long term. We thank the businesses who have taken an active role in the process as priorities are set and opportunities are identified as the project moves forward. We wish to acknowledge as well the support of Karen Fischer, Agriculture & Rural Economic Development Advisor, as she assists the Chamber of Commerce in keeping our municipality the vibrant and thriving community we all need.”

Mayor Jo-Anne Albert, Municipality of Tweed

A Message from Ontario Ministry of Agriculture, Food and Rural Affairs:

“Existing businesses are the primary driver of economic development and employment in rural Ontario and it is important to understand their issues and concerns. OMAFRA’s Business Retention and Expansion (BR+E) program is meant to do just that...it is a structured, action-oriented, community-based approach to business and economic development. It promotes job growth by helping communities learn about issues facing its business community, and it helps a community identify opportunities and set priorities for longer-term business and economic growth. This, in turn, leads to a healthy and supportive business climate and economy, and supports new investment locally.

As the local OMAFRA Regional staff representative, I am pleased to have provided support to the Tweed and Area Chamber of Commerce for this very worthwhile project. I wish you every success and look forward to working with you as you move forward with the next stages of the project.”

Karen Fischer, Agriculture & Rural Economic Development Advisor
Regional Economic Development Branch, East Region
Ontario Ministry of Agriculture, Food & Rural Affairs

ACKNOWLEDGEMENTS

Leadership Team:

BR&E Project Manager: Nataly Woolfrey, Tweed & Area Chamber of Commerce Director

Tweed and Area Chamber of Commerce Board of Directors (2015 & 2016): Rosann Trudeau, Will Austin, Kelly Way, Diana Cassidy-Bush, Tammy Austin, Shelley Bateman, Trevor Telford, Chris Rashotte, Debbie Sims, Lynda Akey, Chancey Genereux, Sharon Vilneff, George Logan, Jeff Young, Jennifer Genereux

Bonnie Jussila, Coordinator, Tweed & Area Chamber of Commerce

Special Thanks to:

- ❖ Municipality of Tweed Council Members: Mayor Jo-Anne Albert, Deputy Mayor Brian Treanor, Councillor Don DeGenova, Councillor Jamie DeMarsh and Councillor Jim Flieler
- ❖ Rachelle Hardesty, Community Development Manager, Municipality of Tweed
- ❖ Karen Fischer, Agriculture & Rural Economic Development Advisor, Ontario Ministry of Agriculture, Food & Rural Affairs

Without your overwhelming support and partnership throughout the duration of this project, none of this would have been possible.

Many Thanks to our Wonderful Volunteer Interviewers (in alphabetical order):

Lynda Akey	Bonnie Jussila
Rhegan Bush	Larry King
Diana Cassidy-Bush	Vicki McCulloch
Don DeGenova	Sharon Vilneff
Mary Doyle	Kelly Way
Bob Giguere	Nataly Woolfrey
Rachelle Hardesty	

And to the Volunteers that participated in the Task Force Retreat Brainstorming Session:

Jo-Anne Albert	Jane Patel
Diana Cassidy-Bush	Andrew Redden
Don DeGenova	Brian Treanor
Kara Enright	Rosann Trudeau
Rachelle Hardesty	Kelly Way
Bonnie Jussila	Adam Woolfrey
George Logan	

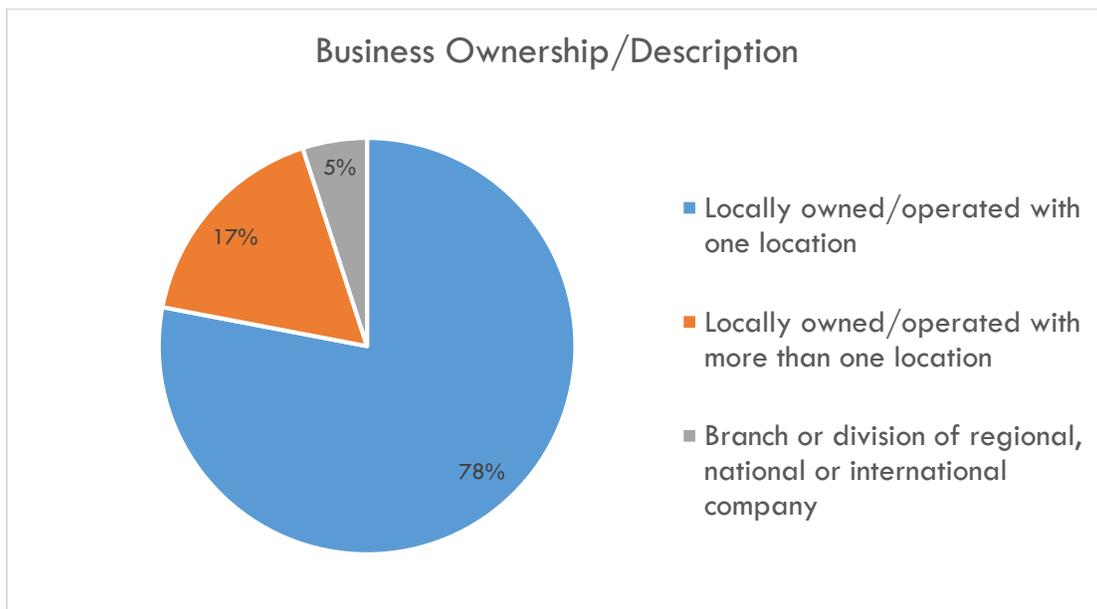
Thank you to each of you for giving time out of your busy schedules for this community initiative.

*THANK YOU to the 45 local business owners
that completed surveys as part of this project!*

SURVEY RESULTS: COMPANY OVERVIEW AND BACKGROUND

Survey data was gathered from any Tweed & Area business that volunteered to take part in the project. In total, 45 business owners were surveyed in person. The majority of businesses that participated were those identified as in the 'retail/service' sector (31 businesses in total from this group – from both the downtown Tweed core, hamlets, and surrounding area within our municipality). The second largest sector group that took part were those companies identified as 'tourism/hospitality' (10 businesses in total from Tweed & surrounding areas within the municipality). There were also 2 businesses in the manufacturing sector, and 2 agriculture sector businesses that volunteered to do in-person surveys. All businesses completed the same standard base survey from which our results will be reported on here.

Number of Companies Interviewed:	45
Sectors:	Downtown & All Retail/Service (31), Tourism (10), Agriculture (2), Manufacturing (2)



FAST FACTS:

- 100% of companies surveyed said at least one of the owners is involved in the day-to-day operation of the business.
- 95% of companies indicated that at least one of the owners is a resident in the local community.
- 86% of companies said the primary market of their business is local or regional.
- Including owners, 79% of companies have between 1-4 employees employed at their location. Another 12% have between 5-9 employees at their location.

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

Responses	In percentage (%)	
Less than 1 year	14.0%	30% of businesses are NEW
1 to 3 years	16.3%	
4 to 10 years	23.3%	
11 to 25 years	18.6%	28% of businesses have been in the area for MORE THAN 26 years!
26 to 35 years	11.6%	
Over 35 years	16.2%	
Total	100.0%	

How many years have the current owner(s) been operating this business?	
Responses	In percentage (%)
Less than 1 year	12.2%
1 to 3 years	14.6%
4 to 10 years	31.7%
11 to 25 years	22.0%
26 to 35 years	12.2%
Over 35 years	7.3%
Total	100.0%

66% of Businesses indicate that they have a Business Plan

85% of these businesses say they have updated their Business Plan within the last 3 years

FACTORS IN DOING BUSINESS:

- 72% of businesses rate “Support from Other Businesses” as GOOD or EXCELLENT.
- 73% of businesses rate “Support from Local Residents” as GOOD or EXCELLENT.
- 79% of businesses rate “General Impression of This Community as a Place to Do Business” as GOOD or EXCELLENT.
- 98% of businesses rate “Quality of Life in this Community” as GOOD or EXCELLENT.

SURVEY RESULTS: Company Ratings on Community & Municipal Supports

Each of the companies surveyed were asked various questions in regard to their rating on current community and municipal supports, as a factor in doing business in this community. Below are the ratings for each of various specified factors:

How would you rate the following factors of doing business in this community? - Availability of space for rent or lease	
Responses	In percentage (%)
Not applicable/no response	37.2%
Poor	23.3%
Fair	9.3%
Good	27.9%
Excellent	2.3%
Total	100.0%

How would you rate the following factors of doing business in this community? - Municipal property taxes	
Responses	In percentage (%)
Not applicable/no response	20.9%
Poor	7.0%
Fair	23.3%
Good	44.2%
Excellent	4.6%
Total	100.0%

How would you rate the following factors of doing business in this community? - Local roads and streets	
Responses	In percentage (%)
Not applicable/no response	4.7%
Poor	2.3%
Fair	7.0%
Good	65.1%
Excellent	20.9%
Total	100.0%

How would you rate the following factors of doing business in this community? - Regional/Provincial roads and highways	
Responses	In percentage (%)
Not applicable/no response	4.7%
Poor	2.3%
Fair	7.0%
Good	65.1%
Excellent	20.9%
Total	100.0%

How would you rate the following factors of doing business in this community? - Proximity to rail and airports	
Responses	In percentage (%)
Not applicable/no response	37.2%
Poor	32.6%
Fair	14.0%
Good	14.0%
Excellent	2.2%
Total	100.0%

How would you rate the following factors of doing business in this community? - Availability of health and medical services	
Responses	In percentage (%)
Not applicable/no response	7.0%
Poor	7.0%
Fair	9.3%
Good	53.5%
Excellent	23.2%
Total	100.0%

How would you rate the following factors of doing business in this community? - Availability of adequate housing	
Responses	In percentage (%)
Not applicable/no response	23.2%
Poor	7.0%
Fair	4.7%
Good	46.5%
Excellent	18.6%
Total	100.0%

How would you rate the following factors of doing business in this community? - Support from municipality	
Responses	In percentage (%)
Not applicable/no response	9.3%
Poor	16.3%
Fair	14.0%
Good	39.5%
Excellent	20.9%
Total	100.0%

How would you rate the following factors of doing business in this community? - Cellular phone service	
Responses	In percentage (%)
Not applicable/no response	11.6%
Poor	14.0%
Fair	4.7%
Good	48.8%
Excellent	20.9%
Total	100.0%

How would you rate the following factors of doing business in this community? - Internet service	
Responses	In percentage (%)
Not applicable/no response	4.6%
Poor	9.3%
Fair	4.7%
Good	58.1%
Excellent	23.3%
Total	100.0%

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

Responses	In percentage (%)
Not applicable/no response	44.2%
Poor	11.6%
Fair	4.7%
Good	30.2%
Excellent	9.3%
Total	100.0%

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

Responses	In percentage (%)
Not applicable/no response	46.5%
Poor	14.0%
Fair	7.0%
Good	25.5%
Excellent	7.0%
Total	100.0%

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

Responses	In percentage (%)
Not applicable/no response	7.0%
Fair	2.3%
Good	46.5%
Excellent	44.2%
Total	100.0%

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

Responses	In percentage (%)
Not applicable/no response	16.2%
Poor	55.8%
Fair	14.0%
Good	14.0%
Total	100.0%

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

Responses	In percentage (%)
Not applicable/no response	32.5%
Poor	7.0%
Fair	2.3%
Good	41.9%
Excellent	16.3%
Total	100.0%

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

Responses	In percentage (%)
Not applicable/no response	44.1%
Poor	7.0%
Fair	4.7%
Good	37.2%
Excellent	7.0%
Total	100.0%

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

Responses	In percentage (%)
Not applicable/no response	48.8%
Poor	4.7%
Fair	9.3%
Good	30.2%
Excellent	7.0%
Total	100.0%

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

Responses	In percentage (%)
Not applicable/no response	65.2%
Poor	9.3%
Fair	11.6%
Good	11.6%
Excellent	2.3%
Total	100.0%

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

Responses	In percentage (%)
Not applicable/no response	25.6%
Poor	2.3%
Fair	14.0%
Good	30.2%
Excellent	27.9%
Total	100.0%

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

Responses	In percentage (%)
Not applicable/no response	37.2%
Poor	14.0%
Fair	9.3%
Good	20.9%
Excellent	18.6%
Total	100.0%



From the perspective of your business, rate your level of satisfaction with each of the following community services. - Small Business Enterprise Centre	
Responses	In percentage (%)
Not applicable/no response	69.8%
Poor	16.3%
Fair	2.3%
Good	11.6%
Excellent	0.0%
Total	100.0%

From the perspective of your business, rate your level of satisfaction with each of the following community services. - Planning, engineering, zoning, and building permits	
Responses	In percentage (%)
Not applicable/no response	37.2%
Poor	9.3%
Fair	4.7%
Good	39.5%
Excellent	9.3%
Total	100.0%

From the perspective of your business, rate your level of satisfaction with each of the following community services. - Economic development services	
Responses	In percentage (%)
Not applicable/no response	41.9%
Poor	7.0%
Fair	9.2%
Good	32.6%
Excellent	9.3%
Total	100.0%

From the perspective of your business, rate your level of satisfaction with each of the following community services. - Health department/health unit approvals	
Responses	In percentage (%)
Not applicable/no response	48.8%
Poor	7.0%
Fair	34.9%
Good	9.3%
Excellent	0.0%
Total	100.0%

From the perspective of your business, rate your level of satisfaction with each of the following community services. - Police services	
Responses	In percentage (%)
Not applicable/no response	7.0%
Poor	2.3%
Fair	4.7%
Good	74.4%
Excellent	11.6%
Total	100.0%

From the perspective of your business, rate your level of satisfaction with each of the following community services. - Fire services	
Responses	In percentage (%)
Not applicable/no response	11.6%
Poor	2.3%
Fair	2.3%
Good	60.5%
Excellent	23.3%
Total	100.0%

From the perspective of your business, rate your level of satisfaction with each of the following community services. - Recreation facilities	
Responses	In percentage (%)
Not applicable/no response	7.0%
Poor	2.3%
Fair	7.0%
Good	53.5%
Excellent	30.2%
Total	100.0%

From the perspective of your business, rate your level of satisfaction with each of the following community services. - Cultural facilities	
Responses	In percentage (%)
Not applicable/no response	14.0%
Poor	2.3%
Fair	11.6%
Good	55.8%
Excellent	16.3%
Total	100.0%

From the perspective of your business, rate your level of satisfaction with each of the following community services. - Parks and open spaces	
Responses	In percentage (%)
Not applicable/no response	4.7%
Poor	7.0%
Fair	2.3%
Good	58.1%
Excellent	27.9%
Total	100.0%

From the perspective of your business, rate your level of satisfaction with each of the following community services. - Street/road repair	
Responses	In percentage (%)
Not applicable/no response	4.7%
Poor	4.7%
Fair	25.6%
Good	46.5%
Excellent	18.5%
Total	100.0%

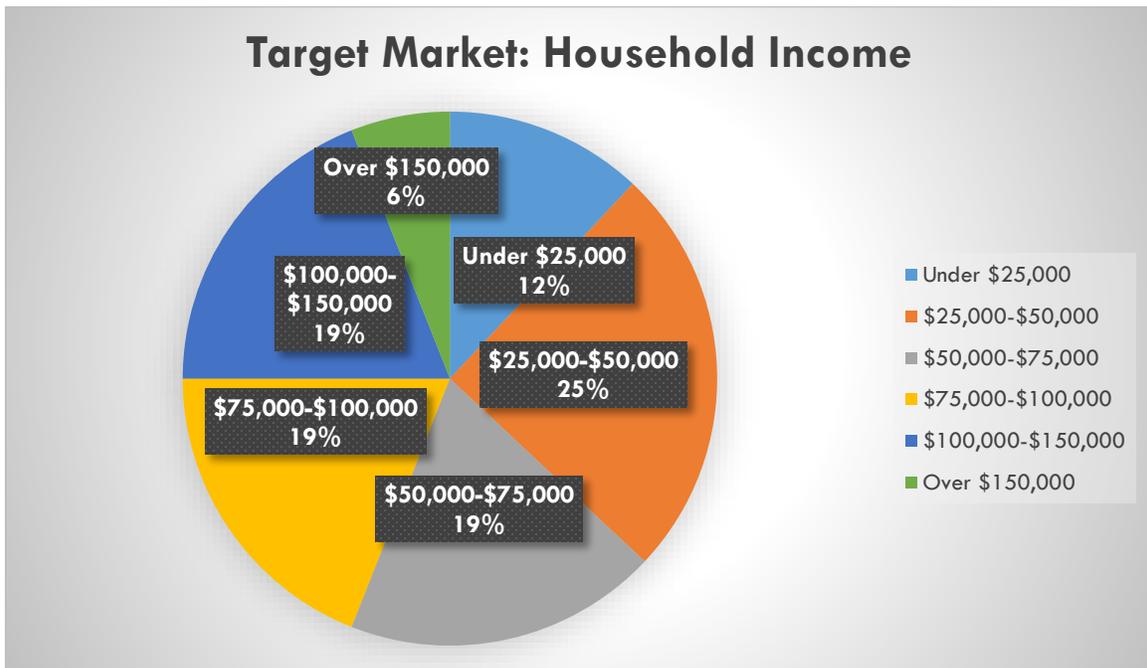
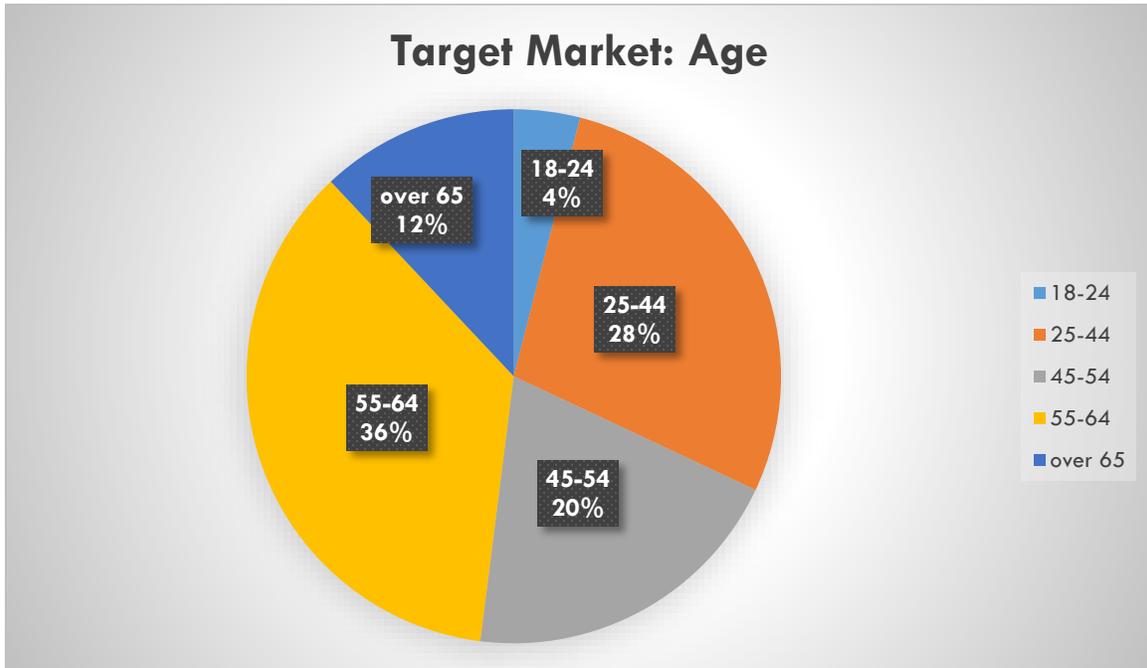
From the perspective of your business, rate your level of satisfaction with each of the following community services. - Snow removal	
Responses	In percentage (%)
Not applicable/no response	0.0%
Poor	7.0%
Fair	9.3%
Good	58.1%
Excellent	25.6%
Total	100.0%

From the perspective of your business, rate your level of satisfaction with each of the following community services. - Garbage/recycling	
Responses	In percentage (%)
Not applicable/no response	7.0%
Poor	14.0%
Fair	4.7%
Good	51.0%
Excellent	23.3%
Total	100.0%

SURVEY RESULTS: Business Development Interests & Marketing

Businesses were asked about their business development interests, target markets and marketing initiatives.

TARGET MARKETS:



MARKETING:

When asked if there was any interest in working CO-OPERATIVELY WITH OTHER BUSINESSES in the community in regard to business marketing, the top interests were:

- ✓ NETWORKING & INFORMATION SHARING EVENTS (31% of businesses)
- ✓ JOINT MARKETING INITIATIVES (28% of businesses)
- ✓ JOINT TRAINING INITIATIVES (16% of businesses)

Also, almost 30% of businesses indicated that opportunities such as MARKETING SEMINARS and E-MARKETING/SOCIAL MEDIA and ONLINE CONTENT workshops would be beneficial to support their business.

ADVERTISING:

94% of businesses indicated that they advertised. When asked HOW they advertise, the top answers were:

- ✓ WORD OF MOUTH and NETWORKING (23%)
- ✓ PRINT ADVERTISING (eg. Flyers, newspapers, magazines) (18%)
- ✓ WEBSITE (16%)
- ✓ SOCIAL MEDIA (eg. Facebook, Twitter) (15%)

50% of companies felt they would BENEFIT from SIGN IMPROVEMENT LOAN OR GRANT PROGRAMS.

73% of companies STRONGLY AGREE with the statement, "I ALWAYS TRY TO BUY PRODUCTS OR SERVICES LOCALLY".

75% of companies felt they would BENEFIT from exposure in BUSINESS DIRECTORIES, BROCHURES, or MAPS.

87% of companies indicate that they BENEFIT from NETWORKING EVENTS and JOINT MARKETING/ADVERTISING CAMPAIGNS.

87% of companies felt they would BENEFIT from RETAIL AND SPECIAL EVENT COORDINATION.

SURVEY RESULTS: Sector Trends – Downtown/Retail/Service and Tourism



Businesses in the **downtown/retail/services** sector (20 businesses in the downtown core) were asked specific questions in regard to factors or conditions in relation to the downtown:

Please rate the condition of your downtown for each of the following. - Street furniture(lights, benches, waste containers)	
Responses	In percentage (%)
Not applicable/no response	5.5%
Needs improving	16.7%
Fair	27.8%
Good	27.8%
Excellent	22.2%
Total	100.0%

Please rate the condition of your downtown for each of the following. - Public amenities (parks, fountains, washrooms)	
Responses	In percentage (%)
Not applicable/no response	0.0%
Needs improving	5.6%
Fair	33.3%
Good	27.8%
Excellent	33.3%
Total	100.0%

Please rate the condition of your downtown for each of the following. - Plantings, trees, flower boxes	
Responses	In percentage (%)
Not applicable/no response	11.1%
Needs improving	5.6%
Fair	16.7%
Good	33.3%
Excellent	33.3%
Total	100.0%

Please rate the condition of your downtown for each of the following. - Sidewalks, pedestrian environment	
Responses	In percentage (%)
Not applicable/no response	0.0%
Needs improving	16.7%
Fair	11.1%
Good	50.0%
Excellent	22.2%
Total	100.0%

Please rate the condition of your downtown for each of the following. - Parking	
Responses	In percentage (%)
Not applicable/no response	0.0%
Needs improving	0.0%
Fair	27.8%
Good	66.6%
Excellent	5.6%
Total	100.0%

Please rate the condition of your downtown for each of the following. - Highway signage	
Responses	In percentage (%)
Not applicable/no response	5.6%
Needs improving	5.6%
Fair	11.1%
Good	72.1%
Excellent	5.6%
Total	100.0%

Please rate the condition of your downtown for each of the following. - Way finding / tourism directional signage	
Responses	In percentage (%)
Not applicable/no response	22.1%
Needs improving	5.6%
Fair	27.8%
Good	38.9%
Excellent	5.6%
Total	100.0%

Please rate the condition of your downtown for each of the following. - Street banners	
Responses	In percentage (%)
Not applicable/no response	11.1%
Needs improving	16.7%
Fair	22.2%
Good	33.3%
Excellent	16.7%
Total	100.0%

Please rate the condition of your downtown for each of the following. - Accessibility for people with disabilities	
Responses	In percentage (%)
Not applicable/no response	5.6%
Needs improving	16.7%
Fair	33.2%
Good	38.9%
Excellent	5.6%
Total	100.0%

Please rate the condition of your downtown for each of the following. - Exterior appearance of facades	
Responses	In percentage (%)
Not applicable/no response	0.0%
Needs improving	44.4%
Fair	38.9%
Good	16.7%
Excellent	0.0%
Total	100.0%

Please rate the condition of your downtown for each of the following. - Graffiti and litter	
Responses	In percentage (%)
Not applicable/no response	0.0%
Needs improving	11.1%
Fair	38.9%
Good	33.3%
Excellent	16.7%
Total	100.0%

Please rate the condition of your downtown for each of the following. - Window displays	
Responses	In percentage (%)
Not applicable/no response	5.5%
Needs improving	22.2%
Fair	16.7%
Good	50.0%
Excellent	5.6%
Total	100.0%

How strongly do you agree or disagree with the following statement? - The existing downtown business mix helps this business.	
Responses	In percentage (%)
Strongly Agree	27.7%
Somewhat Agree	61.1%
Somewhat Disagree	5.6%
Strongly Disagree	5.6%
Total	100.0%

How strongly do you agree or disagree with the following statement? - There is plenty of convenient parking downtown.	
Responses	In percentage (%)
Not applicable/no response	22.2%
Poor	38.9%
Fair	33.3%
Good	5.6%
Total	100.0%

How strongly do you agree or disagree with the following statements? - My building facade draws customers into this business.	
Responses	In percentage (%)
Not applicable/no response	22.2%
Strongly Agree	44.4%
Somewhat Agree	27.8%
Somewhat Disagree	5.6%
Strongly Disagree	0.0%
Total	100.0%

How strongly do you agree or disagree with the following statements? - My window and store displays help this business.	
Responses	In percentage (%)
Not applicable/no response	11.1%
Strongly Agree	38.9%
Somewhat Agree	22.2%
Somewhat Disagree	16.7%
Strongly Disagree	11.1%
Total	100.0%

How strongly do you agree or disagree with the following statements? - Downtown is an excellent place to have a business.

Responses	In percentage (%)
Strongly Agree	61.1%
Somewhat Agree	38.9%
Somewhat Disagree	0.0%
Strongly Disagree	0.0%
Total	100.0%

How strongly do you agree or disagree with the following statements? - The look and feel of downtown helps this business.

Responses	In percentage (%)
Not applicable/no response	5.5%
Strongly Agree	22.2%
Somewhat Agree	38.9%
Somewhat Disagree	27.8%
Strongly Disagree	5.6%

What community assets would you most like to see developed in your community?

Responses	In percentage (%)
Directional signs	27.3%
Farmer's market	22.8%
Public cultural facilities - libraries, museums, entertainment centers	4.5%
Public parking	18.2%
Public washrooms conveniently located in the downtown	9.1%
Sports or recreation facilities	4.5%
Walking & bike trails	4.5%
Waterfront access marinas, boat landings	9.1%
Total	100.0%



Businesses that self-identified as being in the **HOSPITALITY & TOURISM** sector (10 businesses in total) were asked specific questions in regard to factors or conditions in relation to their industry.

Rate your level of satisfaction with the tourism facilities in your area - Accommodations	
Responses	In percentage (%)
Poor	30.0%
Fair	40.0%
Good	20.0%
Excellent	10.0%
Total	100.0%

Rate your level of satisfaction with the tourism facilities in your area - Attractions	
Responses	In percentage (%)
Poor	40.0%
Fair	20.0%
Good	30.0%
Excellent	10.0%
Total	100.0%

Rate your level of satisfaction with the tourism facilities in your area - Retail	
Responses	In percentage (%)
Poor	40.0%
Fair	30.0%
Good	30.0%
Total	100.0%

Please estimate the percentage of your visitors that come for a day trip and the percent that are overnight visitors - On average how many nights does a typical visitor stay?	
Responses	In percentage (%)
Not applicable/no response	10.0%
1 night	40.0%
2-3 nights	40.0%
8+ nights	10.0%
Total	100.0%

Visitors to this business are they most likely to be?	
Responses	In percentage (%)
Families	25.9%
Business	11.1%
Couples	33.3%
Solo	7.4%
Seniors	3.7%
Groups	11.1%
Other	7.4%

What are your target markets?	
Responses	In percentage (%)
Local within 100 km	16.2%
Ontario	27.0%
Quebec	16.2%
Other Provinces	13.5%
US	16.2%
International	10.8%
Total	100.0%

What do you feel are the products/activities that attract visitors to the area?	
Responses	In percentage (%)
Agritourism	2.9%
Arts & culture	10.3%
Craft breweries/cideries/distilleries	1.5%
Cycling	2.9%
Culinary/Food	1.5%
Fishing	10.3%
Golf	5.9%
Heritage	4.4%
Hunting	4.4%
Motorcycle tours	4.4%
Music	4.4%
Museums	1.5%
Outdoor activities (e.g. bird watching, trails, nature)	7.4%
Performing arts	2.9%
Shopping	1.5%
Sightseeing	1.5%
Sporting events	7.4%
Snowmobiling or ATV adventures	7.4%
Trails	5.9%
Water base activities (boating etc.)	4.4%
Wineries	5.9%
Other	1.5%
Total	100.0%

What methods do you use to promote your business?	
Responses	In percentage (%)
Print (e.g. flyers, newspaper, magazines)	12.5%
Website	17.9%
Television/Radio	1.8%
Social Media (e.g. Facebook, Twitter)	16.1%
Co-op advertising campaigns	1.8%
Word of mouth and networking	17.9%
Trade shows or business events	8.9%
Travel review website	10.7%
Email/e-newsletters	8.9%
Other	3.6%
Total	100.0%



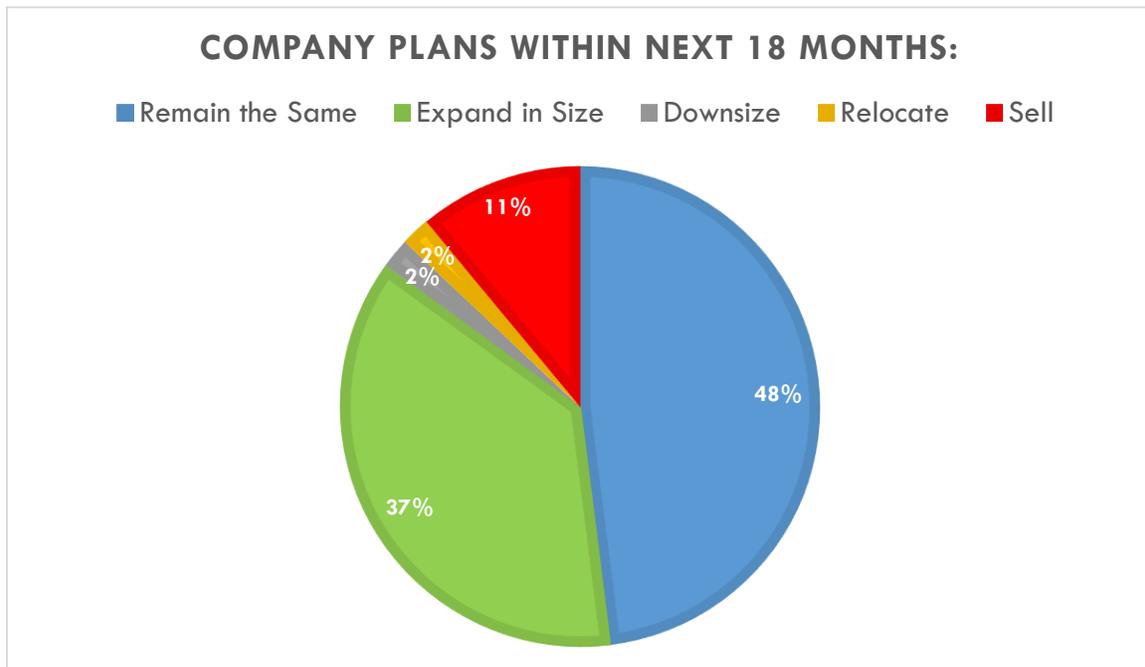
SURVEY RESULTS: Business Planning and Workforce Development

Overall, businesses gave a very positive outlook for their current industry.

- ✓ 51% of companies said the outlook for their industry was GROWING.
- ✓ 41% of companies said the outlook for their industry was STABLE.
- ✓ Only 8% of companies felt that the outlook for their industry was DECLINING or they were unsure.

Approximate annual sales range per business	
Responses	In Percentage (%)
\$0 - \$99,999	44.2%
\$100,000 - \$249,999	11.6%
\$250,000 - \$499,999	18.6%
\$500,000 - \$999,999	7.0%
\$1,000,000 - \$4,999,999	2.3%
\$5,000,000 - \$9,999,999	2.3%
Prefer not to answer	14.0%
Total	100.0%

Projected sales in the next year are expected to:	
Responses	In Percentage (%)
Increase	53.5%
Decrease	2.3%
Remain the same	37.2%
Not sure	7.0%
Total	100.0%



The majority of companies surveyed (76%) indicated that they own the facility/facilities they operate out of. The remaining 24% of companies said that they lease their facility.

Businesses that indicated their plan was to DOWNSIZE OR RELOCATE cited reasons such as LACK OF PROFIT, or wanting to move for PERSONAL REASONS (eg. To be closer to family, wanted to move to another city).

When asked why companies were planning to SELL, their main reasons were to PURSUE OTHER OPPORTUNITIES, LACK OF PROFIT, and to lessen WORKLOAD.

Interestingly, a relatively large percentage of companies indicated plans for EXPANSION (37%). Of these businesses:

- ✓ 23% said their expansion would lead to an INCREASE IN WORKFORCE.
- ✓ 16% said they would need to increase floorspace.
- ✓ 15% the expansion would lead to additional services/product lines for customers.
- ✓ 47% planned to access Federal or Provincial programs/services to assist with expansion.
- ✓ 27% of companies said they were currently experiencing DIFFICULTY with their expansion plans.

For those companies experiencing difficulty with their expansion plans, reasons cited were: GOVERNMENT RED-TAPE, LACK OF APPROPRIATE BUSINESS SPACE, LACK OF TIME/EMPLOYEE RESOURCES TO MOVE INTO ACTION.

WORKFORCE

Business opinions about workforce were not particularly positive. When asked about the availability of qualified workers in this community in relation to their business needs:

- 40% of companies said WORKFORCE AVAILABILITY was POOR OR FAIR.
- 65% of companies said that the number of employees they employ REMAINED THE SAME over the last 3 years, indicating a low growth rate in terms of new employment opportunities.
- However, 50% of companies indicated that when they do hire, their ability to RETAIN NEW EMPLOYEES was GOOD or EXCELLENT.
- For those companies that said they have difficulty retaining employees, the main reasons cited was seasonal labour, competition and wages.

During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?	
Responses	In percentage (%)
Increased	30.2%
Decreased	2.3%
Remain the same	65.1%
Don't know	2.4%
Total	100.00%

How would you rate the following factors in this community for your business needs? - Ability to attract new employees	
Responses	In percentage (%)
Not applicable/no response	32.6%
Poor	27.9%
Fair	11.6%
Good	20.9%
Excellent	7.0%

33% of companies said they had DIFFICULTY HIRING. Reasons cited for difficulty in hiring included:

- LACK of appropriate SKILL or TRAINING (36%)
- LACK of relevant EXPERIENCE (29%)
- Too FEW APPLICANTS (18%)

When asked how companies currently RECRUIT NEW EMPLOYEES, the top responses were:

- ✓ PERSONAL NETWORK and REFERRALS from FRIENDS/CURRENT EMPLOYEES (42% of businesses)
- ✓ UNSOLICITED RESUMES (12% of businesses)
- ✓ LOCAL MEDIA ADVERTISING (11% of businesses)
- ✓ SOCIAL MEDIA APPLICATIONS (eg. Facebook, Twitter) (9% of businesses)

EMPLOYEE TRAINING:

23% of businesses surveyed participate in some form of CO-OP, INTERNSHIP, or APPRENTICESHIP PROGRAM.

The TOP BARRIERS cited for companies and their employees receiving necessary TRAINING for the benefit of their business include:

- AVAILABILITY OF TRAINING LOCALLY (33%)
- COST (27%)
- AWARENESS OF EXISTING TRAINING PROGRAMS (13%)

RECOMMENDATIONS and ACTION PLANNING

Upon completion of the surveys, all of the data collected was compiled into readable raw data format. This data was collated and sorted into themed data groups for further analysis by the BR&E Task Force. The BR&E Task Force group met for a one-day data analysis brainstorming retreat to go over the data in detail in order to identify potential project areas, key trends in business suggestions, and needs that could to be addressed in future planning.

Overall, there were various key topics that the group pulled from the data. Below are nine of these identified needs for action, the recommendations and estimated time frame to completion.

Discussion and Analysis, Topic #1: Putting Ideas Into Action				
Business strategies and recommendations from this project will need a team to lead implementation initiatives.				
Identified Need	Action Item	Actions to be Taken	Potential Project Partners	Time Frame for Completion
Group of Business/Community members to lead and advise on BR&E action planning.	Create BR&E Implementation Advisory Task Force group.	-to be led by Community Development Manager, Municipality of Tweed -establish group of key stakeholders.	- Tweed & Area Chamber of Commerce -Municipality of Tweed -business owner representative from major sectors (Downtown, Agriculture, Tourism, etc.)	SHORT TERM and CONTINUED - first meeting to be held before end of this year

Discussion and Analysis, Topic #2: Agricultural and Rural Data				
In a community rooted in agriculture, not enough data on specific needs of rural and agricultural businesses was gathered. While many farming businesses in the community were contacted and asked to participate, a more targeted and comprehensive approach would be recommended to gather this important data.				
Identified Need	Action Item	Actions to be Taken	Potential Project Partners	Time Frame for Completion
Need for targeted data on the needs, challenges and suggestions of farming and more rural businesses within our community.	Explore outreach options to gather usable data in this sector.	BR&E Implementation team to discuss potential options for getting higher participation rates from farming sector	Tweed & Area Chamber of Commerce -Municipality of Tweed -Farming sector business volunteers	LONG TERM 2+ years

Discussion and Analysis, Topic #3: Dissatisfaction with Hydro Costs/Availability

Many business owners note high levels of dissatisfaction with hydro service and costs. (More than half of respondents rated hydro costs as 'poor'). There was a disparity between available hydro services noted – rural and agricultural businesses are far less satisfied with the level of hydro services available to them (i.e. rural farms have problems with 3-stage power needs).

Identified Need	Action Item	Actions to be Taken	Potential Project Partners	Time Frame for Completion
Dissatisfaction with Hydro costs and availability in rural areas (outside of main town business area).	Advocacy on part of the Municipality on the part of hydro service, costs, improvement of service.	Make municipality aware of the impact on business growth of poor hydro availability and cost.	Municipality of Tweed -key business stakeholders	SHORT TERM -less than 1 year

Discussion and Analysis, Topic #4: Community Assets Downtown

The majority of Downtown businesses rated the availability of convenient parking downtown as poor or fair. The top 3 community assets that downtown businesses said they would most like to see developed were: directional signs, farmer's markets, and public parking.

Identified Need	Action Item	Actions to be Taken	Potential Project Partners	Time Frame for Completion
A desire of Downtown businesses to develop more community assets such as directional signs, farmer's markets, and public parking.	Explore development options of these areas in the downtown.	Explore practicalities of expansion in these areas (location, stakeholders).	Municipality of Tweed -key business stakeholders	MEDIUM TERM 1 to 2 years

Discussion and Analysis, Topic #5: Local Shopping Loyalty

The data suggest that there is room for opportunity to strengthen local business relationships: While 73% said they felt supported by local people and businesses, the data indicates that 86% of business owners say their primary market is local or regional. If even a small percentage of local citizens had a shift in mindset toward local shopping, it could have a large impact on primary market growth for businesses.

Identified Need	Action Item	Actions to be Taken	Potential Project Partners	Time Frame for Completion
Strengthen local shopping and business support to “Shop Local”.	Explore avenues for creation of a dynamic new Shop Local Campaign.	-strategize with Implementation Team on best ways to foster better local relationships -research successful cost effective campaign strategies, look at local commuting patterns	-Tweed & Area Chamber of Commerce - Municipality of Tweed - local volunteers	MEDIUM TERM 1 to 2 years

Discussion and Analysis, Topic #6: Marketing and Networking

Companies have indicated an interest in more networking and information sharing events, joint marketing initiatives, or joint training initiatives. Yet, a variety of these types of events and resources already exist but are under-utilized (low attendance at local networking events, training workshops, etc.). Why are businesses not utilizing these avenues for marketing if they have a desire for them? Is there a lack of awareness, or are they not the type of marketing/training companies need?

Identified Need	Action Item	Actions to be Taken	Potential Project Partners	Time Frame for Completion
Businesses want more networking/information sharing and collaborative marketing and training initiatives.	Explore reasons why lack of uptake on current initiatives already available in this area. Brainstorm new ideas for providing more of these opportunities to suit business needs.	-create strategy for promoting current networking and shared marketing and training initiatives more effectively.	Tweed & Area Chamber of Commerce - Municipality of Tweed - Surrounding area business support organizations (e.g. CFDC, Madoc Chamber, etc.)	MEDIUM TERM 1 to 2 years

Discussion and Analysis, Topic #7: Business Supports and Funding Opportunities

Half of the companies surveyed indicated that they would benefit from a sign improvement loan or grant program for their business. However, company ratings on business support organizations (CFDC, Small Business Enterprise Centre, Chamber of Commerce) were either rated low or 'not applicable/no response'. This could mean that businesses either do not think the services offered by these organizations are useful to their business, or they generally do not know about the services, supports and funding opportunities that are available.

Identified Need	Action Item	Actions to be Taken	Potential Project Partners	Time Frame for Completion
Businesses are interested in funding opportunities and support, but may not know about what is available or find current support not useful.	Outreach campaign specifically directed to creating more awareness in this area.	-gather research as to why resources are under-utilized. -strategize on ways to promote existing opportunities more effectively.	-Tweed & Area Chamber of Commerce - Municipality of Tweed - Surrounding area business support organizations (e.g. CFDC, Madoc Chamber, etc.) - local volunteers	MEDIUM TERM 1 to 2 years

Discussion and Analysis, Topic #8: Workforce development

The majority of business owners stated that they use personal networks to find new staff. However, the majority also rated attracting quality employees and staff availability as 'poor' or 'fair' – this suggests the current method for employee recruitment is not working very well. Only 23% of businesses are utilizing some form of co-op or internship program – may suggest a low-cost opportunity for businesses.

Identified Need	Action Item	Actions to be Taken	Potential Project Partners	Time Frame for Completion
Need to explore better ways for businesses to find appropriate employees.	Brainstorm as to why companies prefer to use personal networks for recruitment, and why they do not use other methods available to them.	Explore other methods of recruitment that have worked well in small communities with small business ownership.	-Tweed & Area Chamber of Commerce - Municipality of Tweed - Surrounding area business support organizations (e.g. CFDC, Employment Resource Centres, etc.) - nearby high schools/ college/university	MEDIUM TERM 1 to 2 years

Discussion and Analysis, Topic #9: Barriers to Employee Training

Businesses cited 'availability of local training', 'cost', and 'awareness of existing training programs' as their main barriers for staff training. This points to a need for not only a better communication strategy for methods of employee development, but also a need to find cost-effective ways for small businesses to be able to provide their employees with such incentives.

Identified Need	Action Item	Actions to be Taken	Potential Project Partners	Time Frame for Completion
A need for cost-effective local training initiatives that are available locally and promoted within the business community.	Find out what areas/training requirements would best benefit local businesses.	Explore new potential training initiatives – survey companies as to which types of training would work for them.	Tweed & Area Chamber of Commerce - Municipality of Tweed - sector businesses Surrounding area business support organizations (e.g. CFDC, Madoc Chamber, Employment Resource Centres, East Central Ontario Training Board, etc.) -nearby colleges/university	LONG TERM 2+ years

