

KINCARDINE BUSINESS SURVEY 2017

Building a stronger Kincardine. Great energy. Balanced life.





The Report was written and submitted by: The Kincardine Business Survey 2017 was undertaken by:

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definingdetail.com

The Bruce Community Futures

Development Corporation (Bruce CFDC)



In partnership with:

The Municipality of Kincardine, the Kincardine Chamber of Commerce, and the Kincardine BIA.

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EXECUTIVE SUMMARY

The Kincardine business survey was conducted in mid-2017 to survey businesses that are located in the Municipality of Kincardine. The survey expected to provide a picture of the local business climate and identify major issues that may be impeding the success or expansion of local business operations. Information gathered through this online survey was designed to enable the municipal and county Economic Development Offices and their community partners to assist local business in identifying and realizing growth potential and opportunities. The survey was designed to reflect perspectives of local business owners and or operators on the economy, the community, local business factors, community service agencies and local government services. A tourism component was added to the business survey to assess the efficacy of tourism in Kincardine and its possibilities for growth. The survey was also intended to assess tourism as an economic driver for Kincardine and create an inventory of recommendations for future tourism program development to be considered over the next three to five years. The survey was responded to by 123 local Kincardine business owners and operators.

This report documents the responses made and is intended to reflect the insights, comments and opinions offered by the respondents. The survey was designed to fully engage all respondents to not only answer the questions but also provide the respondents every opportunity to share their insights and perspectives on the strengths and weaknesses of the Kincardine business community and offer suggestions for change and improvements.

The information from this report will help Kincardine Council, Bruce CFDC, Chamber, BIA and other partners consider next steps, including the potential development of a business and economic plan; and how to better coordinate and communicate information and opportunities that may be of interest to business owners.

The following key themes were observed:

- In general, Kincardine business owner/operators have a positive outlook for their business ventures in the near future.
- The survey respondents were interested in seeing higher levels of support from the municipality toward meeting business development and tourism needs.
- The Kincardine business community in general has an issue with recruiting, retaining, developing and training its labour force.
- There is a need for co-ordination and point of contact roles across an integrated effort to address economic development initiatives in the Kincardine area. The coordination calls for more clarity on direction, a shared vision, a clear focus and an overarching plan for the long term horizon.
- The issue of locating businesses Downtown versus at the Highway 21 business area location must be dealt with in a collaborative and timely way to ensure the long term viability of the Kincardine Downtown and to optimize a high level of synergy gained from strategically clustering the appropriate businesses.
- Several high priority initiatives such as waterfront development, a four seasons' tourism strategy, Downtown and Hwy 21 business area development and integrated economic development and planning efficacy would be positively impacted by hiring an experienced economic development officer (EDO). The EDO would assume the responsibility and accountability for the overall success of these initiatives.

PURPOSE

The Kincardine Community

The Bruce Community Futures Development Corporation in conjunction with the Kincardine Chamber of Commerce, the Kincardine BIA and the Municipality of Kincardine partnered to conduct a business owner and operator survey. The survey was an online survey targeting businesses operating in the Kincardine area designed to formulate a picture of the local business climate, identify major issues that may be impeding the success or expansion of local business operations and seek input and draw insights related to the needs and wants of the Kincardine businesses.

BUSINESS SURVEY GOALS

Information gathered through this survey was designed to enable the municipal and county Economic Development Offices and their community partners to assist local business in identifying and realizing growth potential and opportunities. The survey information is intended to establish a business perspective economic baseline for Kincardine businesses. It will set the stage for planning and the creation of future activities that will help build business retention and enable business growth and expansion in the Municipality of Kincardine and area. The final copy of the report and a copy of the survey questionnaire will be made available on the Bruce CFDC website.

THE SURVEY

- Covered all conditions, services and support initiatives that impact local businesses in the Kincardine area. Was designed to respect anonymity in order to draw an unfettered picture of the existing climate as possible.
- Prompted respondents to provide ideas/comments related to tourism development efforts.
- Was confidential to draw out an unfettered picture of the current business conditions and climate, based on the experiences and perspectives of business owner/operators.
- Started May 16, 2017 allowed targeted respondents to fill out the survey online until June 26, 2017.

THANK YOU TO EVERYONE INVOLVED.

Your support means the world to us.

This project was made possible thanks to 123 local Kincardine business owners and operators who took the time and effort to provide us with their valuable input.

The survey effort was initiated based on the comprehensive work done by the Orillia Business Retention and Expansion economic development initiative supported by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA). The resources for conducting this study were provided by the Kincardine Bruce Community Futures Development Corporation.

The Kincardine Business Survey 2017 was undertaken by Bruce Community Futures Development Corporation.

Bruce Community Futures Development Corporation

Barb Fisher
Patrick Checknita

Kincardine Chamber of Commerce

Terry-Ann Smith

Kincardine BIA

Rick Clarke

The Municipality of Kincardine

Murray Clarke
Members of the Kincardine
Economic Development
Committee



COMMUNITY PARTNERS

Bruce Community Futures Development Corporation (Bruce CFDC)

Contact: Barb Fisher, General Manager

233 Broadway Street
Kincardine, ON N2Z 2X9
Phone: 519-396-8141
Toll-Free: 888-832-2232
Fax: 519-396-8346
Email: bfisher@bruce.on.ca



**Federal Economic Development
Agency for Southern Ontario**

**Agence fédérale de développement
économique pour le Sud de l'Ontario**

The Bruce Community Futures Development Corporation supports economic growth through small business development, lending and community development projects information, counseling, self-employment benefits and financing in the form of repayable loans for new and existing businesses affiliated through the Community Futures program of Industry Canada and a member of the Ontario Association of Futures Development Corporations.

Municipality of Kincardine

Contact: Murray Clarke, Chief Administrative Officer

1475 Concession 5, R.R. #5
Kincardine, ON N2Z 2X6
Phone - 519-396-3468
Fax - 519-396-8288
Email: info@kincardine.net

Kincardine is a municipality located on the shores of Lake Huron in Bruce County in the province of Ontario, Canada. The current municipality was created in 1999 by the amalgamation of the Town of Kincardine, the Township of Kincardine, and the Township of Bruce. The municipal government is overseen by a council of nine. The council consists of a mayor elected at large, two councilors elected from Ward 1 (the former Town of Kincardine), one from Ward 2 (the former Township of Kincardine), one from Ward 3 (the former Township of Bruce), and three elected at large.

Council has initiated a process to develop a new approach to deliver municipal economic development services. The goal is to embark on an inclusive and meaningful engagement exercise with key stakeholders and partners to achieve the goal of implementing a streamlined and robust economic development model.



COMMUNITY PARTNERS

Continued.

Kincardine & District Chamber of Commerce

Contact: Terry-Ann Smith, Manager

385 Queen St
Kincardine, ON N2Z 2Y2
Phone - 519-396-9333
Fax - 519-396-5529
Email - kincardine.cofc@bmts.com

The Kincardine & District Chamber of Commerce is a vehicle through which business and professional people work together for the common good of the community. The primary objective of the Chamber is, first and foremost, the promotion and development of trade and commerce within the environs of Kincardine and area.

Secondly, its objective is to further the improvement of the economic, civic and social welfare of the district and encourage growth. The Kincardine Chamber is part of TEAM KINCARDINE. TEAM KINCARDINE is made up of the BIA, Chamber and their local economic development group - PREDC.

Business Improvement Area Kincardine

Contact: Rick Clarke, Staff - Downtown Development Manager

777 B Queen Street
Kincardine, ON N2Z 2Y2
Phone - 519-955-0547
Email - r.clarke@hurontel.on.ca

To confirm meeting time and location please contact Rick Clarke.

These seven building blocks define the BIA's role in the community:

1. Encouraging community involvement & ownership
2. Preserving & enhancing downtown character
3. Ensuring economic vitality
4. Promoting downtown assets
5. Getting into & around downtown
6. Living downtown
7. Keeping downtown safe

METHODOLOGY

About the Survey

The online survey forms were developed based on the questionnaire created by the Lake Country BR+E 2016 Project Report and modified to address Kincardine business owner and operator needs. An additional series of questions were added to garner information about Kincardine tourism challenges, business opportunities and business owner/operator recommendations.

The final survey form consisted of 96 questions that were answered on line. An email was sent to each business providing the reasons for the survey and a link to access the online survey.

Questionnaire topics included:

- Respondent's description and relevant details of the business they were representing
- Primary activity of the respondent's business
- Respondent's impression of the Kincardine community as a place to do business
- Evaluation of the factors of doing business in the community
- Evaluation of the scope and levels of service provided by local government services
- Future business plans anticipated by the business respondent including relocation, selling, expansion, downsizing and closure
- Required support for their business by local government and business services
- Knowledge of availability of business services and intentions on seeking services
- Outlook for the respondent's business sector
- Use of technology and identification of business barriers and challenges experienced in the community
- Extent and level of local business services available to the respondent's business and rating of the local business service factors
- Expression of needs for the respondent's businesses related to support, training, development and collaboration and networking
- Availability, use and cost of business premise facilities in the community
- Employment statistics, issues, recruitment, deployment and outlook
- Business needs, challenges and recommendations related to the tourism industry associated with Kincardine

METHODOLOGY

Continued.

Data Overview

Information was collected regarding attributes of the businesses (area, industry, number of employees, age of business etc.) and opinions of the business owners. Specifically, opinions were sought regarding business climate, municipal and community services, workforce factors, future plans and business development were solicited. Bruce Community Futures Corporation (Bruce CFDC) created a database system to store survey results.

Analysis

The analysis was conducted by Critel Professional Services.

- Critel Professional Services (Critel) is an independent business coaching, facilitation, training and management consulting, company based in Ontario that has served clients in Ontario and Alberta, Canada.
The principal of Critel Professional Services, Mr. Cerantola is a professional engineer, MBA and Accredited Canadian Credit Union Director (University of Dalhousie and the Credit Union Institute of Canada). Mr. Cerantola also has a background in corporate sales, marketing, market research and market development. He has consulted in the areas of market development, market research, business planning, management, strategic planning, strategic issues resolution, and sustainability planning, operations planning in the telecommunications and electric power industries and for small and medium businesses including non-profit organizations and has helped entrepreneurs build their business plans.
- For an online survey, conventionally, a response rate of 20% is considered as a good response rate, while a 30% response rate is considered exceptional. The Kincardine Businesses Survey achieved a response rate of 45% (273 survey invitations resulting in 123 completed). Critel Professional Services is confident that the survey is statistically valid based on a confidence level of 95%. The margin of error is calculated at 6.6%.

Report Format

- Comments below charts relate to the question number in the questionnaire and are the views of the writer
- All comments outlined in the report, that have assigned questions numbers, are the express views of the respondents. The comments were documented in the report as received.

KINCARDINE BUSINESS COMMUNITY SWOT

AN OVERVIEW

A SWOT analysis was conducted to identify the strengths, weaknesses, opportunities and threats (SWOT) for the municipality/area, respective businesses, government service providers and stakeholders.

In some cases, there are items that are listed in multiple categories of the SWOT. This can be attributed to a number of factors.

For example, the cost of electricity is noted as a weakness because it can reduce the competitiveness of a business. It is also noted as a threat because the cost of electricity is decided upon by a third party provider, and therefore, is generally outside of our control.



STRENGTHS

- Quality of Life
- Experienced and competent business community
- Location (access to good highways)
- Support from local residents.
- 83% of businesses have positive outlook for business
- Bruce Power, Kincardine's major employer and largest business has a long term future in the business area.

OPPORTUNITIES

- Leverage new large businesses locating in Kincardine.
- Bruce Power sustainability and its support to bolster the business community
- Capability to build a higher education and commerce partnership
- 83% of businesses have positive outlook for business
- 53% of sales are expected to increase in the next year
- Spin off business development opportunities related to the Bruce Power Re-Investment Plan and the 7 Acres Cannabis Growing Operations Development.

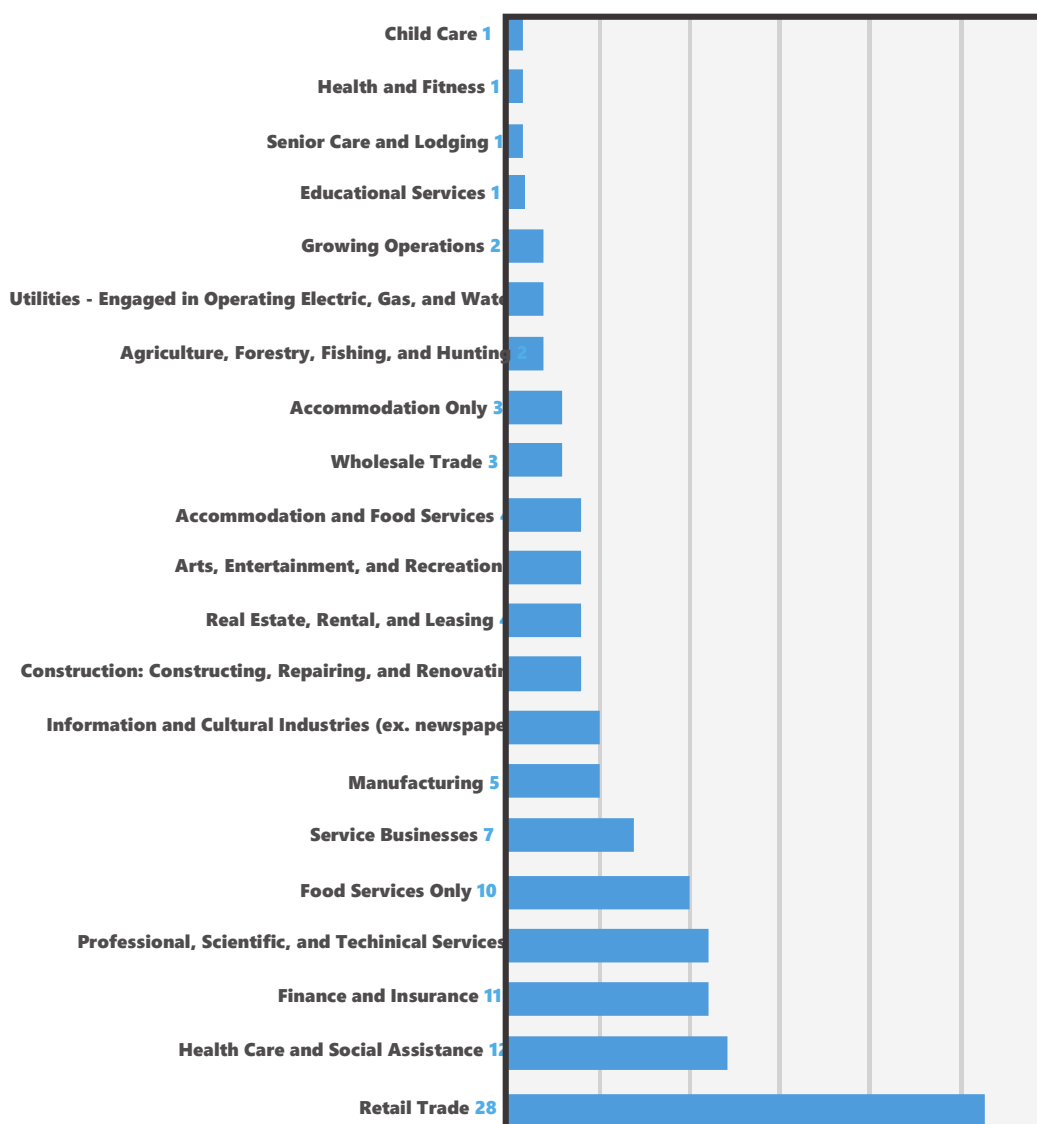
WEAKNESSES

- The business community approach is conservative in nature
- Reliance on a single anchor employer in the community
- Tourism industry is not fully developed on a four season basis.
- Low awareness of community services available to business
- Economic development services
- Planning, zoning and building permits
- Winter weather effects
- Cost of electricity
- Poor proximity to rail and the airport
- No shared vision or economic development plan engagement across the overall business community and its stakeholders
- Kincardine does not have a full spectrum of businesses that can service all the needs of its residents and visitors (e.g. deficit in restaurant choices, men's wear stores, locksmith, etc.).

THREATS

- Lack of a coordinated economic plan for the community resulting in losing new residents to other communities.
- Lack of skilled labour force available for Kincardine businesses
- Lack of ultra-high speed internet services to attract new high value creating businesses (Creative Economy)
- Cost of electricity

BUSINESS INFORMATION



The Respondents

Most of the businesses (78%) are locally owned with 90% of owners involved in the daily operation of the business.

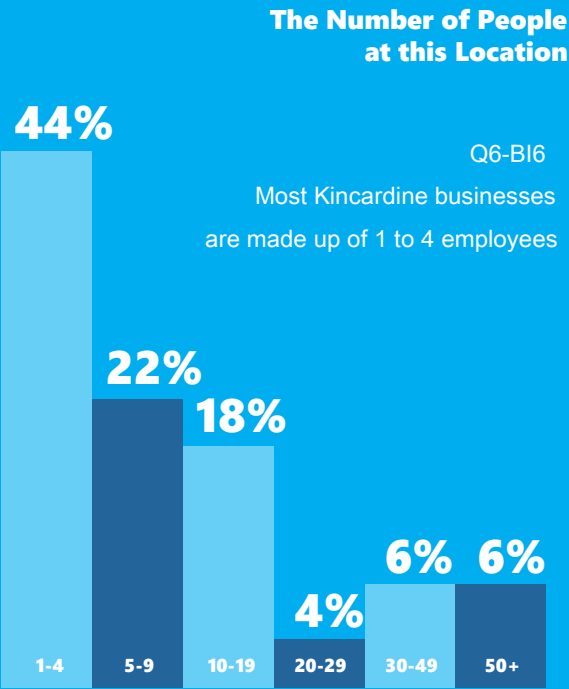
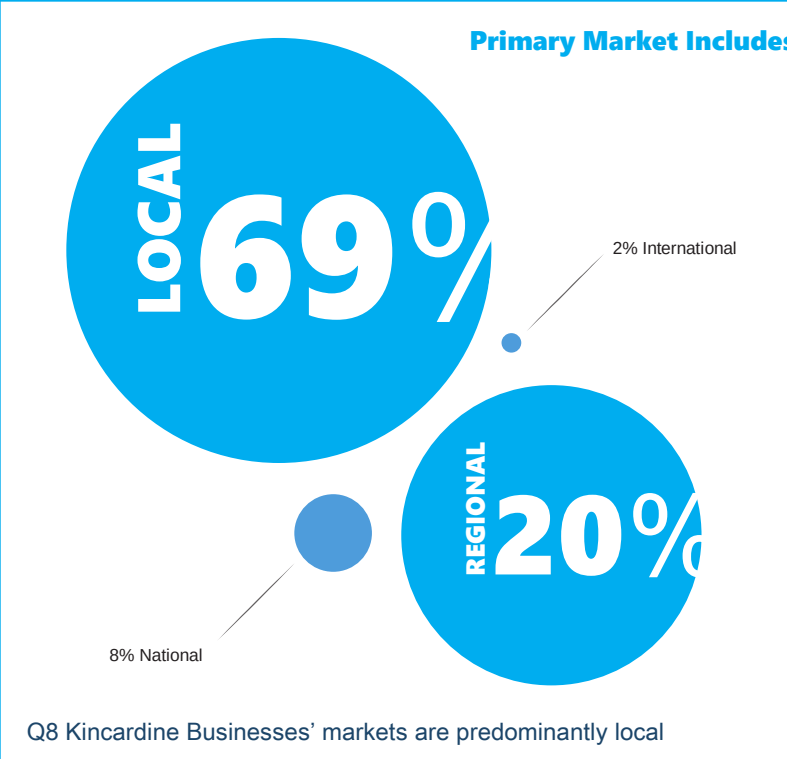
Most are small businesses, with 66% having fewer than ten employees.

Respondents serve predominantly local and regional markets, with 11% reporting that they serve a national or international market.

The survey information is intended to establish an economic baseline for Kincardine businesses. It will set the stage for planning and the creation of future activities that will help build business retention and enable business expansion in the Kincardine area.

BUSINESS INFORMATION

Kincardine has a very established and stable business community.



The companies range between the following business descriptions:



Years Establishment has been in business:

Less than 1 year (3%)	1 to 3 years (17%)
26 to 35 years (13%)	Over 35 years (23%)
4 to 10 years (17%)	11 to 25 years (27%)

Q6-BI6 Kincardine businesses are well established

Years Current Owners have Operated this Business:

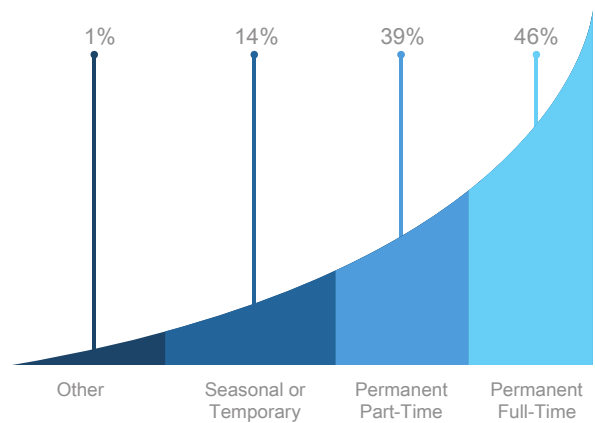
Less than 1 year (3%)	1 to 3 years (17%)
Over 35 years (10%)	4 to 10 years (22%)
26 to 35 years (17%)	11 to 25 years (31%)

Q5-BI5 High level of operating experience amongst Kincardine businesses

BUSINESS INFORMATION

Kincardine Businesses Employment Type:

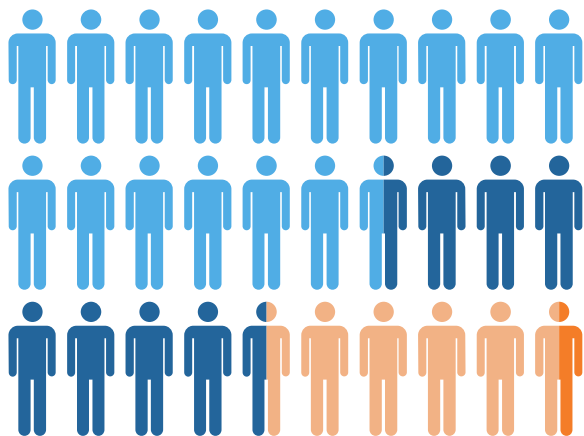
Kincardine Business Employment Type:



Q7-BI7 Kincardine has a high proportion of seasonal employees

Q12-BC11. Respondent Comments/Quotes:

- “As a place to do business there is a lot of good in the community. People like to support people and as long as you provide a good service people will support you.”
- The businesses here are good however there is not all opportunities available here and that is because the pricing is influenced by Bruce Power.
- 90% of our business is the summer tourist crowd
- Hard to run a business unless you own the building. City rent but country sales
- Far away from airport and other business hubs
- Difficult to recruit employees



What is your impression of this community as a place to do business?

GOOD [55%]
EXCELLENT [27%]
FAIR [17%]
POOR [2%]

Q12-BC11 Kincardine businesses have a high regard for their community

Q13-BC12. In the past three years, has your attitude about doing business in this community changed?

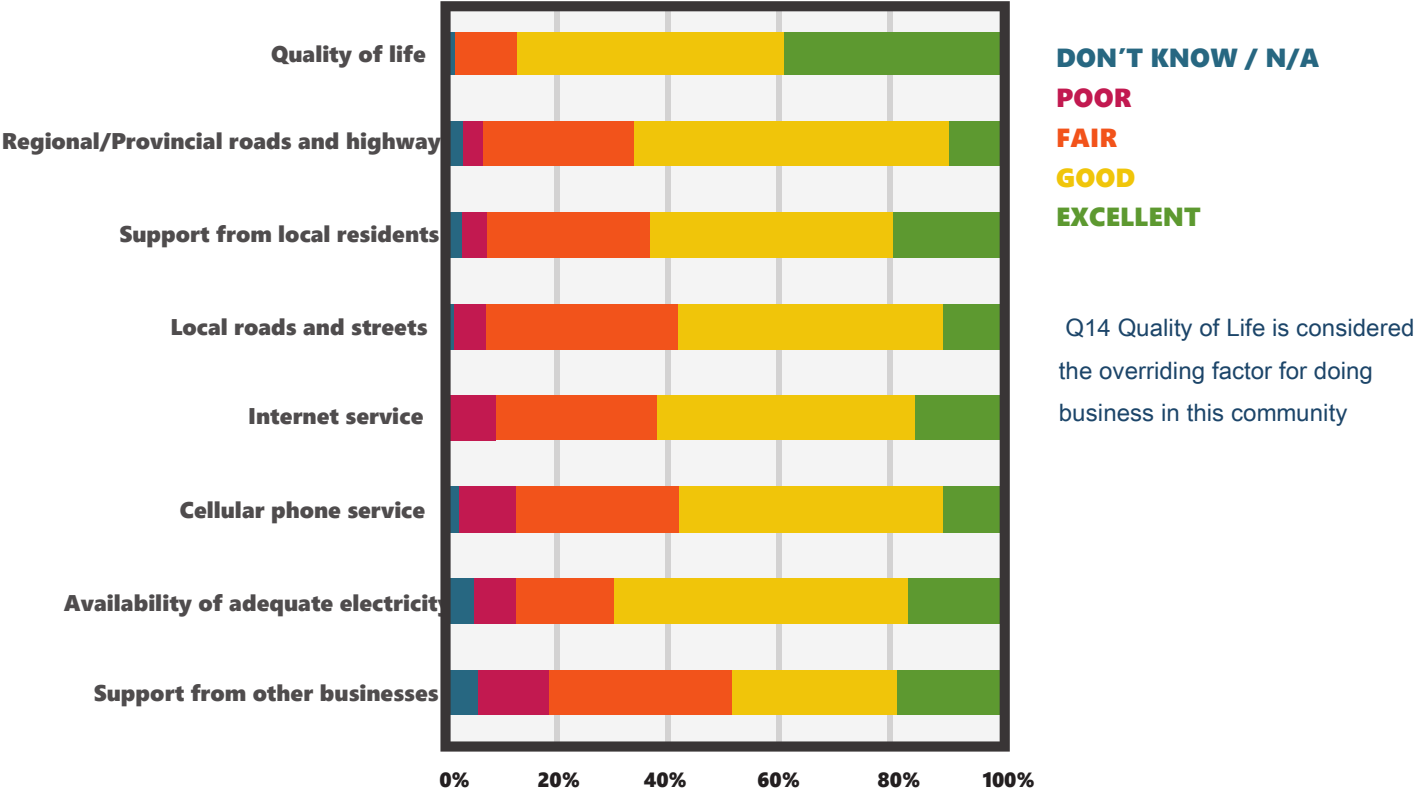
Bruce Power in close proximity to the community is a mixed blessing. It brings wealth into the community but presents challenges in terms of recruiting and retaining skilled trades and technical people in the local business community.

It is suggested that municipal support could be more forthcoming to bring more traffic to Kincardine during all seasons and develop more flexible policies for local businesses.



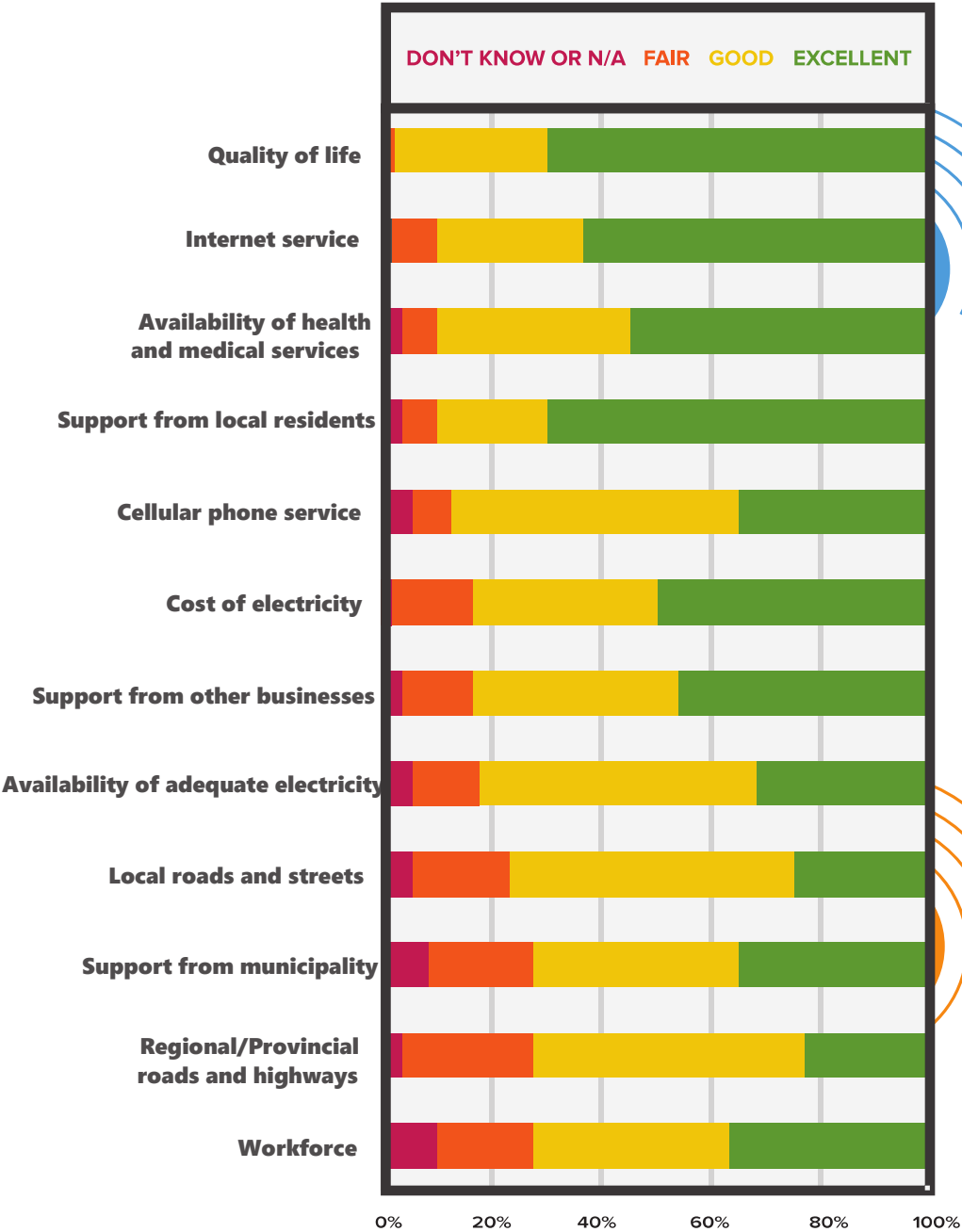
BUSINESS FACTORS

Factors for doing business in this community:



BUSINESS FACTORS

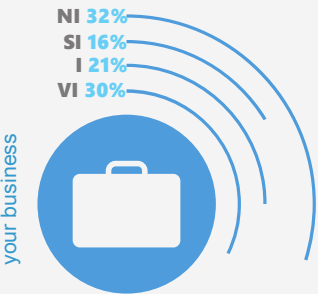
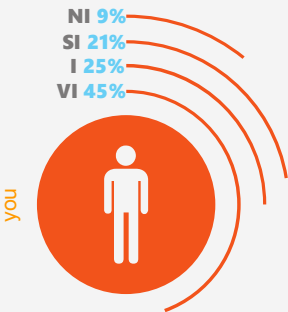
How important are factors for doing business in this community?



Q15 Quality of Life is considered the most important factor for doing business in this community.

How important is the availability of natural gas to the community? To your business?

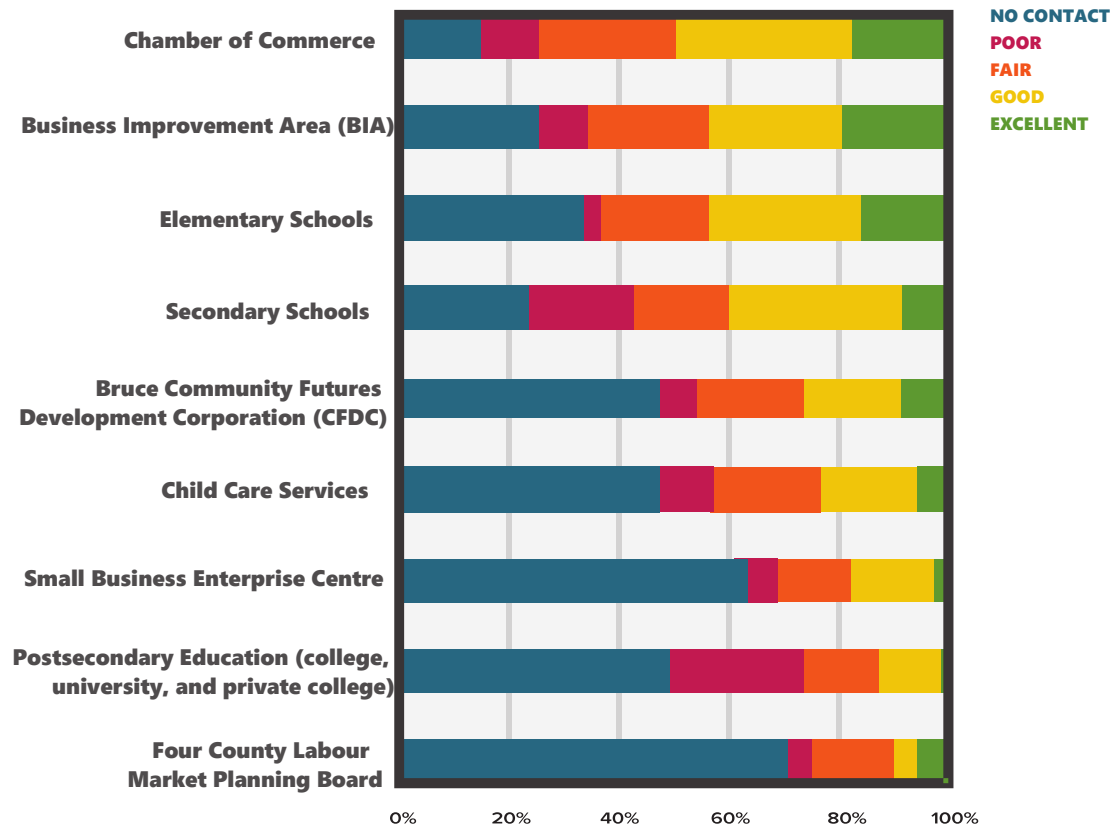
- VI. Very Important
- I. Important
- SI. Somewhat Important
- NI. Not Important



Q16 It is difficult to reach a conclusion with this chart due to the inherent spread of the responses based on the availability of natural gas to business. Additional research is required.

COMMUNITY SERVICES

From a business perspective, rate your level of satisfaction with community services.

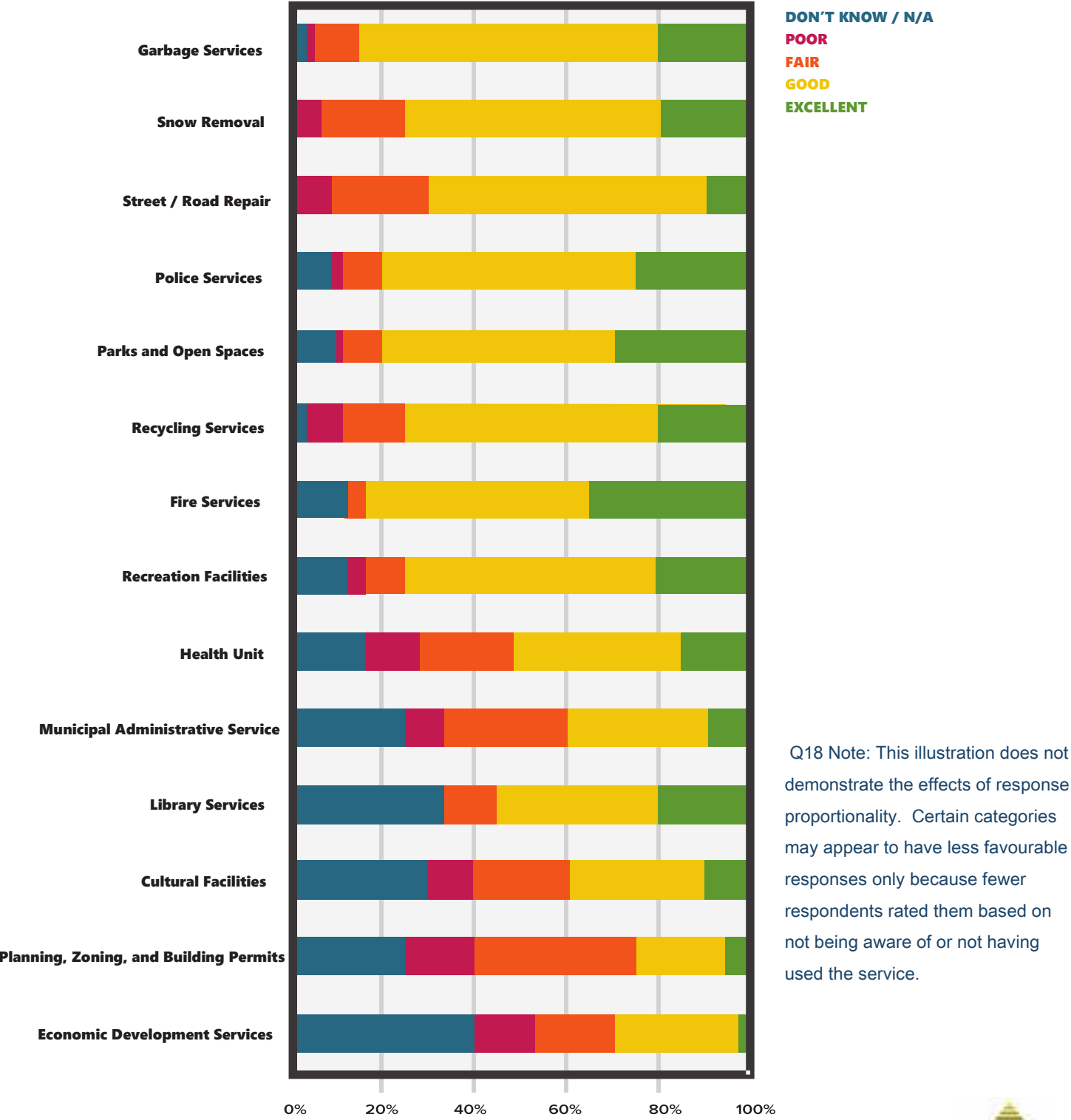


Q17-BC14 Note: This illustration does not demonstrate the effects of response proportionality. Certain categories may appear to have less favourable responses only because fewer respondents rated them based on their level of need/importance. Example, only 18% of respondents that answered this question provided a rating for the Four County Labour Market Planning Board.



GOVERNMENT SERVICES

From the perspective of your business, rate your satisfaction with each of the following Local Government Services:



Q18 Note: This illustration does not demonstrate the effects of response proportionality. Certain categories may appear to have less favourable responses only because fewer respondents rated them based on not being aware of or not having used the service.





KINCARDINE BUSINESS.

BUSINESS EXPANSION PLANS – KINCARDINE BUSINESSES.
WORKFORCE - HIRING DIFFICULTIES – TRAINING – RETENTION.

KINCARDINE BUSINESS

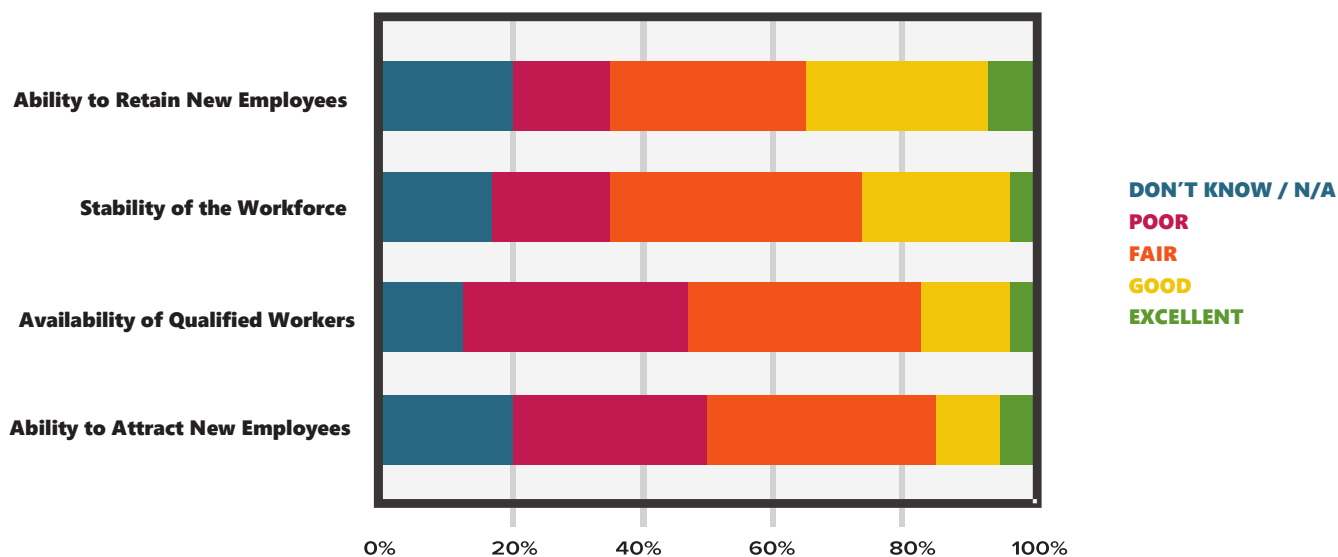
BUSINESS EXPANSION PLANS – KINCARDINE BUSINESSES

Q19/Q21 Business Expansion:

- 27% of Kincardine businesses plan to expand in the next 18 months.
- For the businesses planning to expand, 7% of the expansion will lead to expanding the workforce. 52% of these business expansions will lead to an increase of services to customers and 52% of these expansions will lead to improved business process improvements.
- 32% of businesses plan to increase their number of employees over the next three years.
- 68% of these businesses planning to expand cited they could potentially use some assistance from the community to support their expansion plans.
- **Only 21% of these expanding businesses plan to access support from any federal or provincial assistance.**

WORKFORCE - HIRING DIFFICULTIES – TRAINING – RETENTION

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



- **46%** of respondents said they currently have difficulty hiring
- **58%** of respondents said the hiring challenges were not specifically related to their industry **Q57-WF33**

How would you describe your company's hiring challenges?



KINCARDINE BUSINESS

WORKFORCE - HIRING DIFFICULTIES – TRAINING – RETENTION CONTINUED

Q59-WF34a. Respondent Comments:

- Many applicants local to Kincardine are waiting to get into Bruce Power.
- We can't compete with Bruce Power wages.
- A trend we are noticing is the desire for higher wages with minimal commitments/effort.
- The skills we are looking for are becoming increasingly unavailable. Our colleges no longer train college or university students with the skills we need.
- The community does not have a talent pool large enough to pull people in with the qualifications we need that are willing to work the hours/wage we offer.
- It is difficult to attract health professionals that are interested in long term commitments.
- Best qualified candidates come from elsewhere so we must first convince them to move and trust they will.
- Too few applicants are both qualified and ambitious.
- Have a hard time finding people willing to work physically.
- People are unwilling to move away from larger centers to small towns.
- The skills we are looking for are becoming increasingly unavailable. Our colleges no longer train college or university students with the skills we need.
- Bruce Power rates create a challenge for normal/local business.
- 5 of my 21 employees live within the municipality of Kincardine, the rest travel to work. My challenges are finding staff in the "trades". Good trades' people are hard to find.
- Well there isn't much here for people to do and if you are not working at Bruce Power there is really nothing to draw people to this area as far as shopping no name brand places.
- Small community doesn't have the local depth of qualified candidates. But some difficulties such as turn-over when there is a poor fit, are pretty much universal.
- Cost of living in the community is extremely high for rent vs. the pay employees receive across the company.
- Many families only rely on one person to work at Bruce Power so it is hard to find part-time staff because the other person doesn't need to work and child care is too hard to find and too expensive if they did want to work.

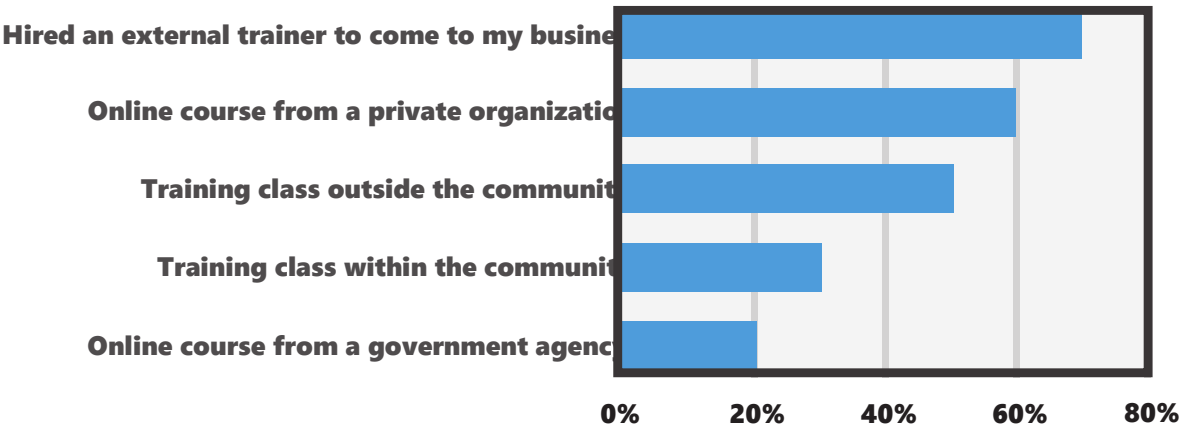


How do you currently recruit new employees?



Q63-WF35. 28% of respondents said that hiring challenges are specifically related to the community.

Identify the types of external training that you have used or currently use.

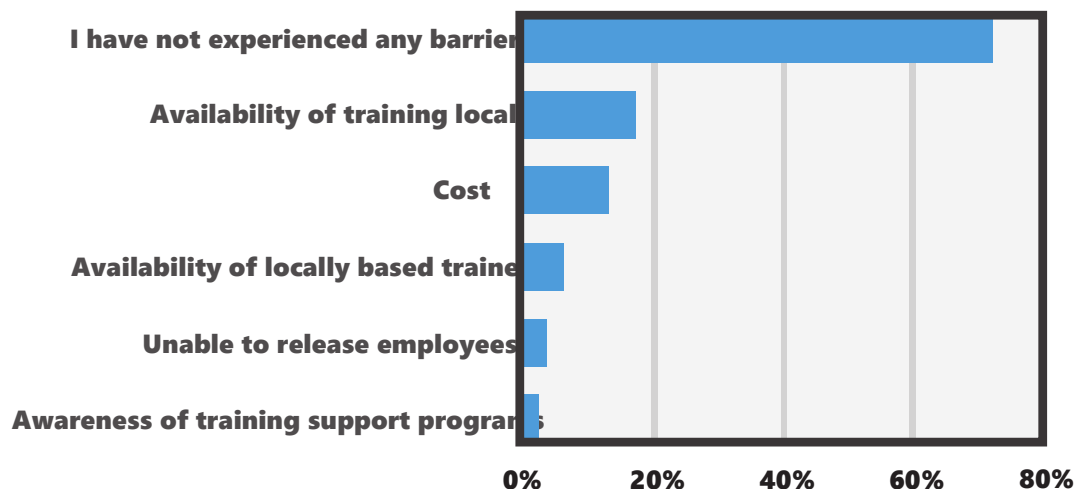


Q68-WF37a. Local access to training is very limited in Kincardine



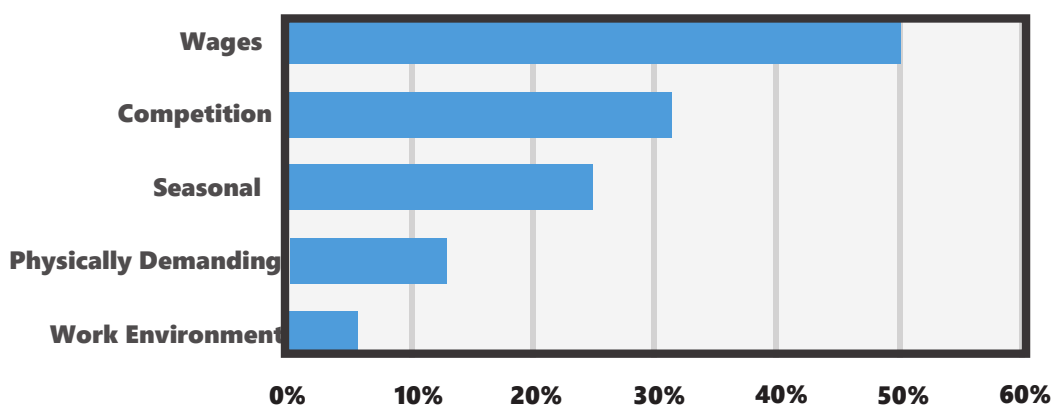
WORKFORCE - HIRING DIFFICULTIES – TRAINING – RETENTION CONTINUED

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



Q71-WF39. A very small number of respondents (6) said they participate in any co-op, internship or apprentice programs
Only 16% of respondents said they have difficulty retaining employees

What are the reasons for these difficulties in retaining employees?



Q65-WF36a. Specific reasons provided by respondents

- Bruce Power
- Far from the big city there are nothing to enjoy.
- Inadequate skills and inability to see their weaknesses, so they can't absorb learning curve despite coaching efforts.



KINCARDINE BUSINESS.

BUSINESS OUTLOOK.

KINCARDINE BUSINESS

BUSINESS OUTLOOK

The business outlook in general for Kincardine businesses is very positive.

In 2005, Bruce Power entered into the Bruce Power Refurbishment Implementation Agreement (BPRIA) to enable the restart of Bruce Units 1 and 2, to return the site to its full operating capacity of eight units. The amended agreement entered into today will enable the company to progress with a series of incremental life-extension investments, including refurbishment, to secure a clean, reliable and affordable source of electricity for Ontario families and businesses for decades to come, as outlined in Ontario's 2013 Long-Term Energy Plan (LTEP).

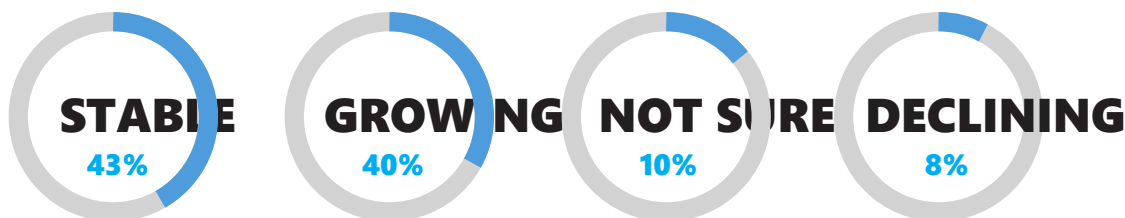
In 2015, Bruce Power and the Independent Electricity System Operator secured a long-term agreement that will see Bruce Power provide 6,300 megawatts through 2063 through a multi-year investment program known as Major Component Replacement.

Bruce Power and the County of Bruce have teamed up to establish and support a new regional economic development and innovation initiative. The goal of the initiative is to leverage economic opportunities for local communities given the multi-year, multi-billion investment program announced by Bruce Power in December of 2015. Spin off benefits are expected to impact the Municipality of Kincardine resulting in Bruce Power related contractors locating offices in the community.

Kincardine's 7 Acres cannabis greenhouse is ramping up both hiring and construction, with over \$70 million expected to be invested to see the entire 340,000-square-foot facility built out by 2019. Originally envisioned as a six- to 10-year project with about 100 employees will now staff upwards of 300 employees at full capacity.

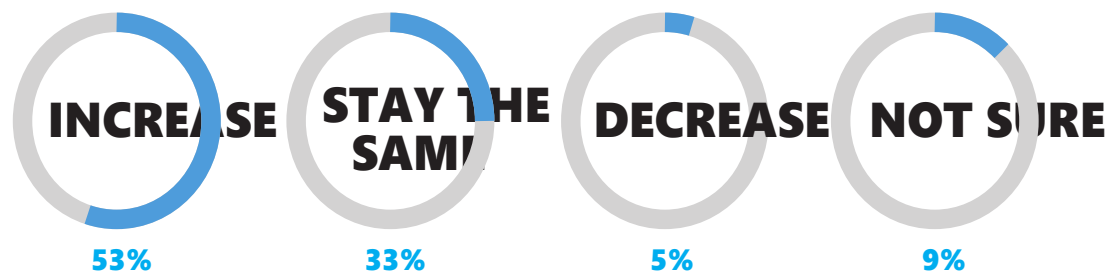
What is the outlook for your business sector?

Q40-BD23. Positive outlook from Kincardine businesses.



Are your projected sales in the next year expected to:

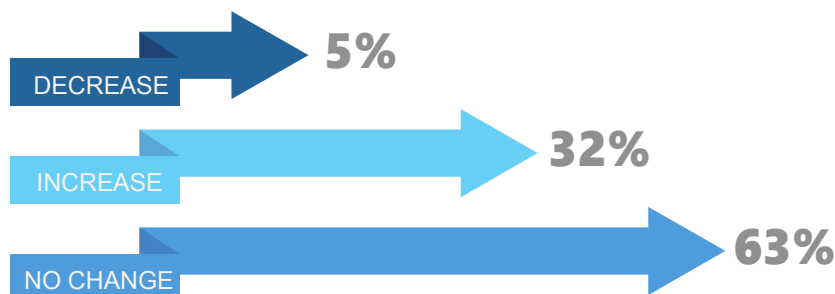
Q43-BD25. Kincardine businesses have positive expectations for holding their own or positive growth



KINCARDINE BUSINESS

BUSINESS OUTLOOK CONTINUED

For the next 3 years, do you plan to change the total number of people you employ in this business?



Q56-WF32b. Respondents referred to the many growth opportunities such as the Bruce Power major component replacement program

Q13 BC12. Respondent Comments/Quotes:

- The community has welcomed the Cannabis industry and our Company.
- There is generally a good diversity of businesses owned and operated by persons who clearly care about the ongoing welfare of the community.
- The closeness of Bruce Power offers a lot of opportunities for business owners in the area, as well as the cottage community that the summer months bring.
- Relatively high average income and has stability in part due to Bruce Power. The region is healthy, but not inundated with competition.
- Kincardine has more potential now with Bruce Power's refurbishment plan, and it's being handled in a more moderate way rather than with a boom-bust scenario as it did a decade ago with Bruce Units 1-2 Re-start. Also, a lot more is known on how to benefit local businesses on a regional scale through Google Search Engine Optimization and technologies like this, which has allowed our business to see a positive resurgence in an overwhelmingly negative atmosphere for newspaper and media companies.



KINCARDINE BUSINESS
INDUSTRY FOCUS.

TOURISM
OVERVIEW.

KINCARDINE BUSINESS - INDUSTRY FOCUS

TOURISM - INDUSTRY OVERVIEW.

- **57%** of respondents said their business is impacted by tourism
- **48%** of respondents said their business has been impacted, in the last year, by festivals or events held in the Municipality

Q84 TR 52. Suggestions for a new event or festival - Respondent Comments about festivals or events held in the Municipality:

- More people in town, usually brings more business.
- Queen street closure is inconvenient for all businesses except retail.
- We involve our business in any way we can within our business model.
- Not sure why the Chamber runs a fishing derby - wonder if it should be a non-profit or something that is separate so that Chamber can put its resources into promoting and supporting more businesses.
- Blues festival is our best weekend.
- Our commercial tenants rely on festivals, tourists and events, and our property is in a great location for this.
- Handling the cost of rent and bills in the winter months without stability in sales and income is a challenge.
- We need something in the Late Fall or Winter.
- Staffing costs, surviving the winter
- Our business is indirectly impacted - related to success of other tourism based industries and seasonal property.
- I am a promotional item and clothing company. Each time there is a festival or event I have the opportunity to supply event clothing and promotional items to be sold or given away.
- Media sponsorship recognized on billboards, posters, etc., helped launch our business to begin with, and has resulted in increased readership.
- I think Kincardine is "full" of events, our volunteers are tapped out. Just build on what we have. Help out the local fall fairs, etc.
- We have taxed our volunteers to the limit. We have some wonderful events that take place each year and rather than re-invent the wheel, new activities or events should be encouraged to piggy back on existing events. We are further off to do what we do well, rather than scatter resources with the possible result being a fragmented, poorly run events that turn people off instead of encouraging them to attend.
- Hold more regional athletic competitions.
- Create surfing event at the lake.
- We need to support and grow all of the great events that are currently available. Use them to draw more people in.
- We need more winter fests and something in early spring.

KINCARDINE BUSINESS - INDUSTRY FOCUS

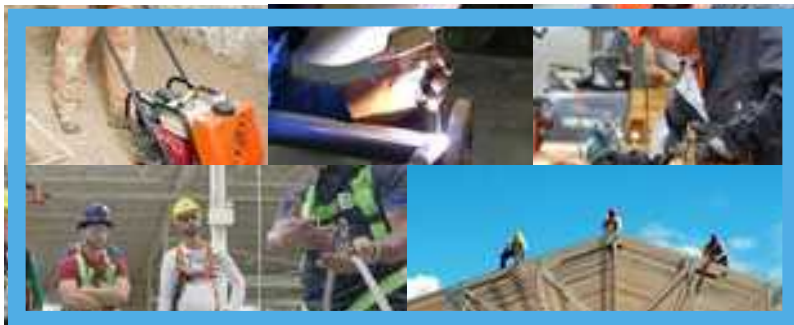
Respondent suggestions continued:

- Improved support of the Fish Kincardine and Chantry Chinook Derbies.
- Boat racing, could be power, sail, or Jet Ski.
- Something in the Late Fall or Winter
- Winter related
- How about beach-side musical concerts outside of the ongoing programs now in place?
- Truck shows, Fergus just grew there's check it out.
- Something big to promote our beach area.
- Concerts on the beach for a younger audience.
- Close the main street to create an atmosphere like Mayfield during summer months.
- Winter ski packages. Snowmobile packages. Winter festivals. Anything up increase off season sales.
- Pride Parade
- More food based festivals, ribs, ethnic foods, beer etc.
- International kite festival. Wind/kite surfing competition. Ironman event. Special events at the airport.

Q80-TR48.

What, if any, key factors or barriers are preventing your business from expanding into another season?

- I am in all season, just way busier in the summertime.
- Handling the cost of rent and bills in the winter months without stability in sales and income.
- Staffing costs, surviving the winter.
- Our business is indirectly impacted - related to success of other tourism based industries and seasonal property.
- Our clientele in this community clear out in the winter. Skiing or Florida
- In terms of tourism, absence of winter attractions or assets.
- Winter weather
- Large declines in traffic and spending.
- Not enough events in the winter.
- Availability of skilled workers.



KINCARDINE BUSINESS - INDUSTRY FOCUS

Q81-TR-49. Kincardine Tourism Committee Suggestions

- Build a playground for adults and children something similar to wonder land but smaller.
- Support local, get involved.
- Provide better grocery/family stores. Zehrs. Walmart. Giant Tiger.
- A greater need for delivering out of the box initiatives for 1 spring/ summer and 2 Fall. Increased transparency of programs with business buy in. Greater level of measured performance and post analysis.
- Put a sign on the tourist info booth so people know where it is.
- Market Kincardine more in the fall, winter and spring. The mentality seems to be we are a summer tourist town and that's good enough. It's not. Some of us business owners are actually trying to make a living with our businesses and are not doing it for fun because our spouse works at Bruce power. October to May is a long hall for us.
- Working as "one" with the goal for each to have a great season.
- Create a local food trail, highlighting all business/farms in the area with seasonal maps.
- Work closer with local media to meet local and regional needs.
Provide stories ready-made or information.
- Better restaurants to bring people here.
- Increase marketing budget.
- Promote

Q81-TR-49. Bruce County Tourism Suggestions

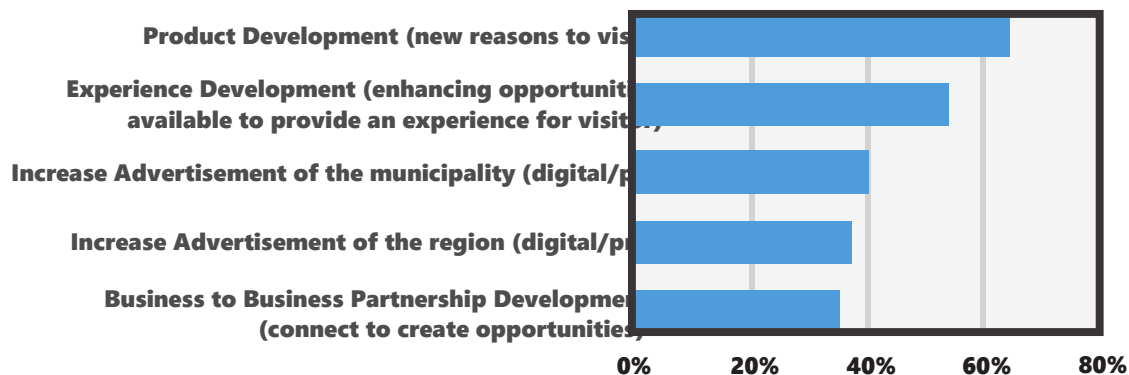
- Advertising the area more and let the people know about beauty of this area.
- Highlight more of the great products and services available locally.
- How about just a visit to our property and leave us information based on what they see and hear from us.
- Increased collaboration with Kincardine Tourism Committee and local business. Ongoing need for Spruce investment. Greater integration of Kincardine and Bruce County into larger, provincial initiatives.
- I think we do a great job of promoting and offering events for tourist in the summer months but not in the winter months.
- Let all businesses work together has one team.
- Provide free things to do in Bruce County.
- Keep up the good work.
- Work closer with local media to meet local and regional needs.
Provide stories ready-made or information.
- Promote

KINCARDINE BUSINESS - INDUSTRY FOCUS

Q81-TR-49. RT07 (Regional Tourism Organization #7) Suggestions

- Not sure how they help local businesses.
- Create regional local food trail maps, specialized business maps (bridal, restaurants, day trips, things to do (categorized by age, family, etc.).
- Work closer with local media to meet local and regional needs. Provide stories ready-made or information.
- More interaction with stakeholders.
- Similar suggestions that were made for the Kincardine Tourism Committee and Bruce County Tourism

What would you like to see in the Municipality of Kincardine do in the future to help grow tourism in the area?



Q82-TR50. Typical Respondent Suggestions:

- Continue growing the trail system and make roadways more accessible to bikes.
- Bring in more businesses, bike trails, support restaurants more, another food market downtown with wine.
- Develop a functional plan to make the municipality a year round destination for tourists. I've been advocating for this for 14 years. Hasn't happened yet....



GENERAL INDUSTRY.

KINCARDINE MUNICIPALITY OVERVIEW.
BUILDING A STRONGER FUTURE.

GENERAL INDUSTRY

OVERVIEW

Tourism

Tourism relies on some of the most breath-taking scenery along the Georgian Bluffs and Bruce Trail and a host of visitor attractions including fairs and festivals operated in many of Bruce County's municipalities. Some of the more noteworthy attractions and events include sandy beaches; the Bruce Trail; campgrounds; cycling; birding; cross country skiing; boating; fishing; scuba diving at Fathom Five Underwater National Park in Tobermory; the Kincardine Scottish Festival; the Kincardine weekly Saturday night Pipe Band Parade; the Lighthouse Blues Fest; the Wiarton Willy Festival and Pumpkinfest in Port Elgin; to name a few. Efforts to connect all these events starting in Kincardine have the potential to make Kincardine a tourist gateway to the Bruce

Agriculture

Bruce County has 3750 farms that generate more than \$255 Million annually in gross sales. Agriculture operations include growing of corn, soybeans, string beans, canola and winter wheat. County farms also produce beef, lamb, pork, elk, bison and emu. Bruce County also is home to horse breeding and training as well as wine production. Agriculture is complemented with a variety of support and processing industries, making the agriculture sector not only a significant economic activity for Bruce County but an important contributor to overall farm production in Ontario. Kincardine has an opportunity to create a centre of excellence for Agriculture in Bruce County and attract additional service businesses that serve agriculture in the area.

Energy

The energy sector is a large player in the County with much of the infrastructure located in the municipality of Kincardine. Kincardine is home to Bruce Power Nuclear Generating Station; large wind energy installations; and a growing solar energy sector. Kincardine is also in the final approval stages for the Deep Geological Repository, which will house low and intermediate radioactive materials from nuclear operations across Ontario. Kincardine has an opportunity to develop a centre of excellence in partnership with a higher education institution to design and develop battery, wind and solar technology and service the training and development needs of all the energy sectors including nuclear. It also has the potential to build a central maintenance facility for wind and solar operations located in Bruce County and beyond.

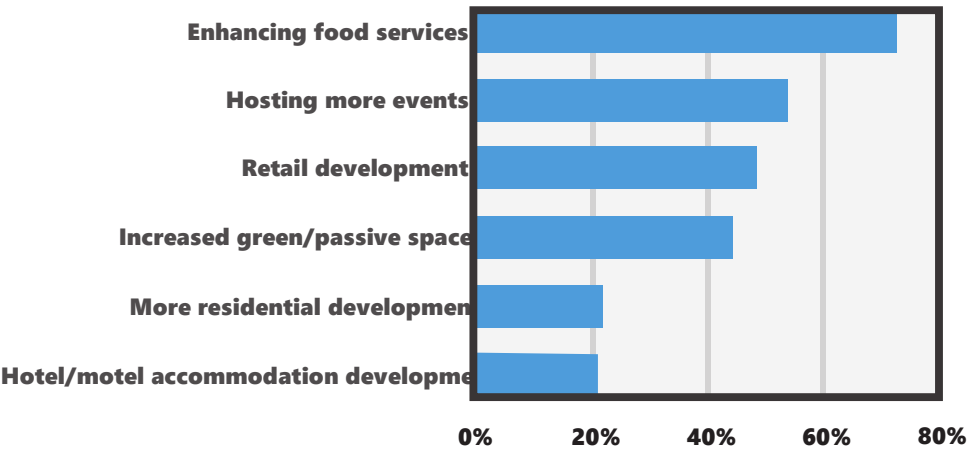
(Source for General Industry – Penetangore Regional Economic Development Corporation)



GENERAL INDUSTRY

KINCARDINE MUNICIPALITY - BUILDING A STRONGER FUTURE

Which of the following do you see as a key factor to the future development of the Kincardine waterfront?



Q88-K56. Typical Respondent Comment:

- Kincardine’s waterfront is unique, we should keep it wholesome. A board shops, fishing pole rental, bike rentals, kayak and canoe rentals, kite rental/sales, sausage carts, ice cream cart, beach side patio bar type restaurant, , photo op booths to highlighting Kincardine’s highlights fisherman catching the big one, bag piper, etc (your face in the hole).



GENERAL INDUSTRY

KINCARDINE MUNICIPALITY - BUILDING A STRONGER FUTURE

Q89-K57. Respondent Comments/Quotes:

“Building a Stronger Downtown Kincardine” Respondent Suggestions:

- Common and later hours, fun activities, outside patios, winter events.
- Implement a code for downtown buildings that maintains a heritage theme.
- Concentrate less on tourists and more focus on the people that live there year round.
- Enhance curb appeal, e.g. Sidewalks need caring too, keep alleyways clean, attention flower beds.
- More business owners working together and supporting each other for the greater good.
- Parking
- Enhancing food services and “nightlife” to draw in a younger crowd.
- Food service
- Maintain diversity of stores and unique shops.
- A strategic development process for future plans. Brand the Queen Street Area and promote it as a destination and experience on the water front for baby boomers (not surfers). Encourage a beautiful destination for people to walk and spend time.
- Stores and restaurants that offer something unique.
- Increase scope of stores; men’s, kids.
- Get more businesses to come to our town.
- Make incentives for small business , bonus for new openings.
- Affordable rent
- Limit expansion on highway.
- Satellite liquor store downtown.
- Grocery store downtown; A real bakery.
- Have “office” businesses locate on the side streets and save the main “storefront” type locations for actual retail businesses that rely on foot traffic.
- Presence of anchor-type stores.
- Main street events.
- Scottish theme in ALL the shops all shops working together as a team.
- Simple. Need more people to live in town. We are losing potential “residents” to Port Elgin because it has more to offer. IE - night life, Theater, more restaurants, Walmart etc.
- Would be amazing for the festivals and events hosted downtown.
- Increase planning via lessons learned in larger urban centers/Ontario BIA.

GENERAL INDUSTRY

KINCARDINE MUNICIPALITY - BUILDING A STRONGER FUTURE

Respondent suggestions below in order of priority.

Q90-K58. What community assets or activities would you most like to see developed in the downtown?



Markets Activities Benches Buskers Parking

Q91-K59. What 3 business opportunities could be started in the Municipality of Kincardine?

1. Men's wear
2. Restaurant
3. Large retailer & movie theatre

Q92-CD60. What are the community's top three strengths as a place to do business?

1 Good Community **2 Good Location** **3 Bruce Power**

Q93-CD-61. What are the community's top three weaknesses as a place to do business?

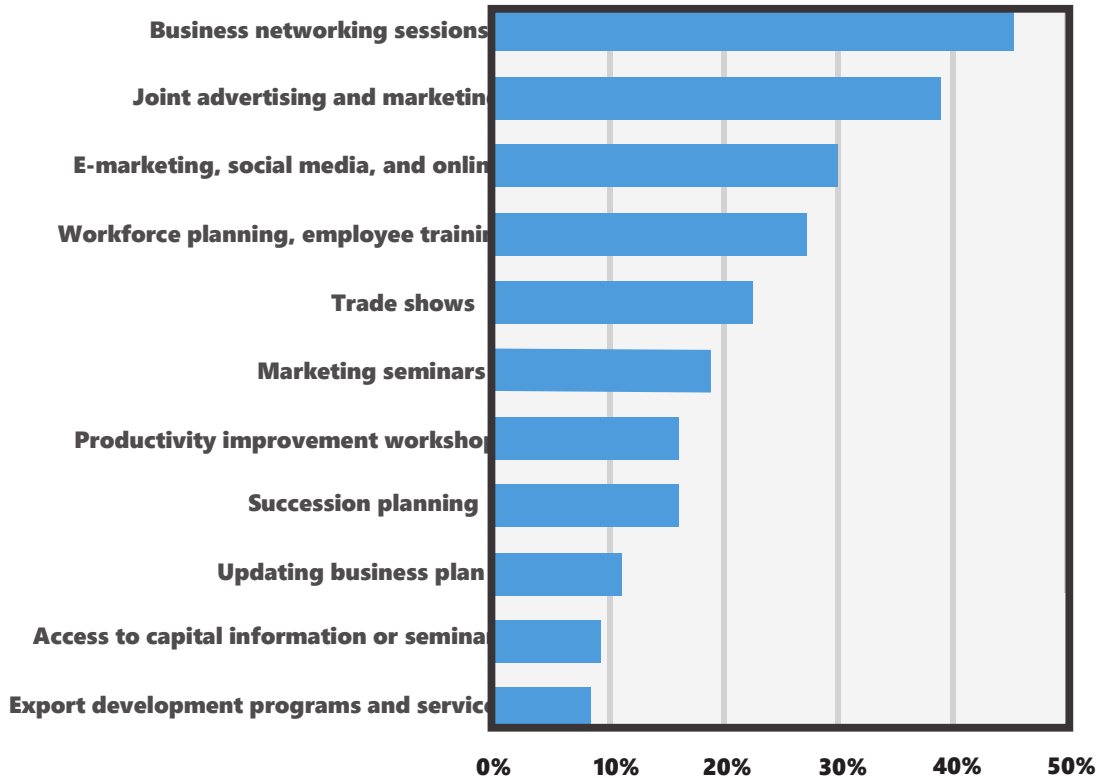
1. Winter weather
2. Seasonality issues – short business cycle
3. High Business Taxes & No Natural Gas distribution

Q94-CD62. In terms of overall impact on this community as a place to do business, what is the most significant change you would like to see in the next five years?

1. Natural Gas servicing
2. Business readiness, collaboration across the Municipality, businesses, BIA, etc.; planning, training & business development
3. Higher Education in collaboration with business
4. Secure big retailer, i.e. Big Box store, etc.

GENERAL INDUSTRY

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



Q95-CD63. What assistance or opportunities would be beneficial to support your business?

Respondent Comments:

- Better representation of the businesses in Kincardine online.
- Increased collaboration between Municipal/Regional tourism development teams and business owners/major event coordinators. Alignment not to create more events but larger and better quality initiatives that make Kincardine a standout destination.
- Tourism plan developed and implemented to focus all year round.
- Recruit businesses to fill the void that currently sends people to Walmart in Port Elgin or to the city.
- We need to build on existing programs and quit wasting time and money trying to re-create the wheel. What they need is more support from the community (all events, advertising, purchases large and small) should be sourced locally, people who want to work, and a municipality that supports them. With rising costs of doing business and the lack of skilled people to work for us, a lot of local business are over worked. A lot of local business barely survive the winter, as there is little local support in the winter months.
- How to reduce expenses. Cost of electricity, water and taxation takes most of net income.
- Better information flow to businesses.
- Easier access to funding.

GENERAL INDUSTRY

KINCARDINE MUNICIPALITY - BUILDING A STRONGER FUTURE

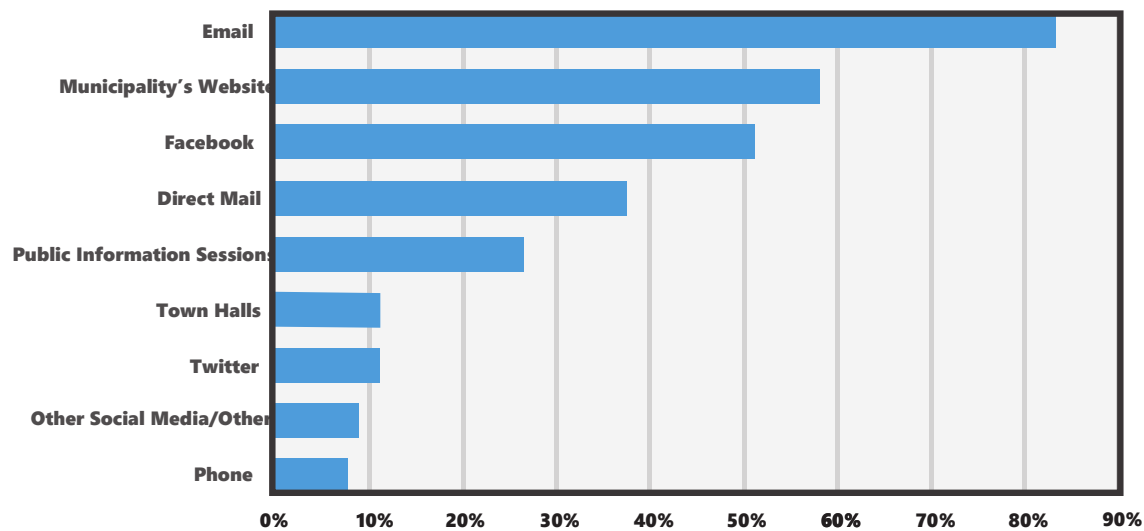
Q96-CD64. Final comments from respondents:

- It would be nice if town staff knew more about what is available downtown and were more open to local ideas. There's plenty happening and lots of good business people trying to grow this area. Our downtown is unique, a real asset.
- Thank you
- Thank you for giving us the opportunity to comment.
- Drive into Kincardine on 21, take any street to the downtown and look around. It's a mess. The town needs to raise its standards to attract people and business.
- I'm always available to discuss.
- Thanks for putting this survey together.
- Start providing more stores to keep shopping local! Build a plaza.
- Increasing costs, unsure government initiatives in employment standards, and the lack of effort to make downtown Kincardine a destination for locals will be our downfall. We already have issues filling vacant store fronts. Small town local businesses need to work together and need the support of the Municipality, rather than continuing to move essential services away from the core to the highway. It limits tourists coming downtown, boaters using our harbour and inhibits older local residents to access to services. Not only do we need to market our town differently, we need to consider our aging population's needs for supports and services in the core to meet their requirements.
- With the anticipated activity and increased staffing at Bruce Power starting to ramp up, things will likely improve for the near future. Sustainability beyond the boom should be planned now. The number of full time employees initially added will be far less than the number of people remaining to operate and maintain the facilities once construction is over.
- Kincardine is overall an amazing place. Lots of good work has been done to draw people in from a tourism perspective. All the festivals, etc., are part of why we like living here - just want to see more active efforts focused on the non-tourism aspects of community.
- Thanks for a great survey!
- It would be nice to study if these things work for businesses if the municipality is allocating money to them.
- Our revenue comes from advertising income, so what would be helpful is a consolidated approach - meaning one contact person would represent all the businesses in the BIA or the chamber or real estate, and we could deal with that person for advertising of those businesses.

BUSINESS COMMUNICATIONS

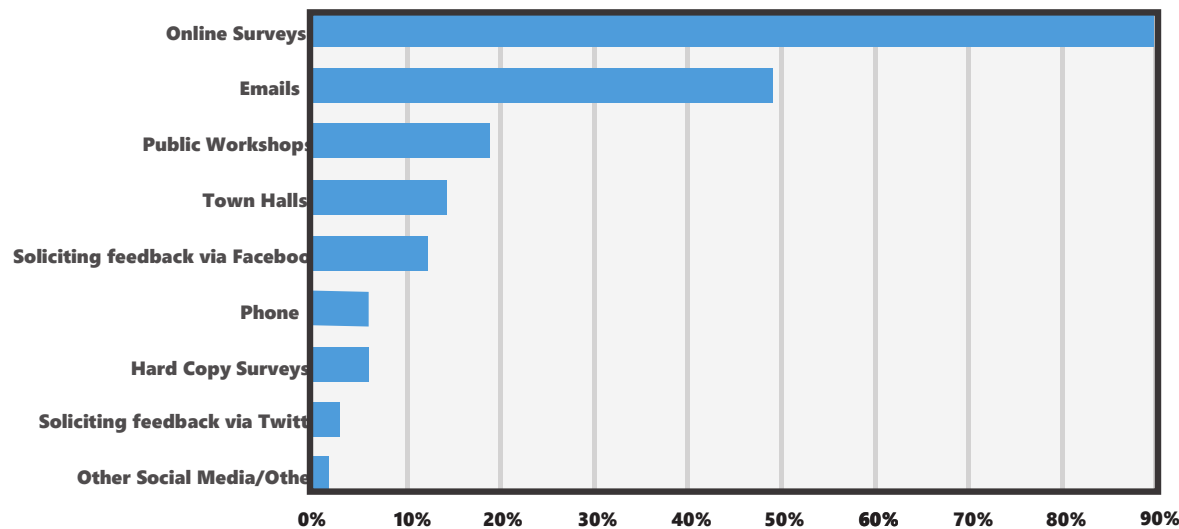
BUSINESS COMMUNICATIONS WITH KINCARDINE

What are the preferred ways for the Municipality to inform businesses of new and upcoming projects/opportunities?



Q86-K54. The predominant preferred choice of business communication for Kincardine businesses is to receive information is by email.

What are the preferred ways for the Municipality to gather feedback from businesses?



Q87-K55. The predominant preferred choice of business communication for Kincardine businesses is to provide information is by online surveys.





GENERAL INDUSTRY.

OVERVIEW, OBSERVATIONS, AND RECOMMENDATIONS.

OBSERVATIONS AND RECOMMENDATIONS

The following observations are the most significant findings from the answers respondents provided along with the opinions, insights and comments that they shared.

GENERAL

1. Kincardine has a mature, stable and sustainable business community of businesses supported by a majority of long term experienced business owners and operators.
2. The general outlook for the community and its economic outlook is positive. Businesses see this community as a great place to do business in, the community has a great quality of life and the people in the community are very supportive.
3. Although the Kincardine workforce is made up of 14% Seasonal and Temporary workers, 32% of businesses plan to increase their number of employees over the next three years while 63% of businesses expect no change in their levels of employment over the next 3 years.
4. Economic development across the various segments of businesses, municipal, county, support agencies is carried out disparately. There is a need for a shared vision and an integrated approach to orchestrate economic development across all parties and identify and manage the inter-dependencies across all groups.

BUSINESS GROWTH

5. Bruce Power is playing a major role as an advocate and advisor for its surrounding communities by promoting and supporting economic development for the Municipality of Kincardine, while also leveraging its suppliers to also contribute to the economic development efforts of the community.
6. Kincardine's 7 Acres (owned by parent company Supreme Pharmaceuticals) cannabis greenhouse operation, introduces an additional long term economic development opportunity available to the Municipality of Kincardine. Kincardine can capitalize on attracting complementary industry players and service providers to further align with 7 Acres in contributing to the local economy. The 7 Acres project alone is expected to create 300 jobs and invest over \$70 million to see their entire 340,000 square foot facility built by 2019. This initially translates into housing construction and augmented business growth for Kincardine.
7. The issue of locating businesses Downtown versus at the Highway 21 location must be dealt with in a collaborative and timely way to ensure the long term viability of the Kincardine Downtown and to optimize a high level of synergy gained from strategically clustering the appropriate businesses. Long term viability of a community depends on planning for SMART growth where development should or should not go. This will help create an environment where businesses can thrive on a walkable main street and families can live close to their daily destinations.

OBSERVATIONS AND RECOMMENDATIONS

BUSINESS PLANNING & DEVELOPMENT

8. The survey respondent opinions point to a lack of orchestration across Kincardine businesses and support organizations and associated economic development committees to develop a shared vision with goals and a strategy to create an overall business development plan. There needs to be heightened engagement across all levels of government, across regional initiatives, government services, agencies, stakeholders, businesses and community groups to develop a comprehensive unified approach to economic development for the Municipality of Kincardine. The survey results suggest that roles and responsibilities are not established across all efforts. There appears to be no single points of contact nor key roles that are accountable and responsible to provide directions and manage all levels of decision making.
9. Business respondents greatly emphasized the need for a four seasons' tourism strategy and concerted approach to tourism in Kincardine to ensure businesses have the means to successfully operate 12 months out of the year. Expenses during the lean revenue months associated with fall and winter threaten the viability of many of the businesses.
10. There exists a need to define a target profile of businesses for the Municipality of Kincardine to arrive at the optimum mix of businesses required to serve the community. This was evidenced in the survey through a myriad of recommendations suggesting what kinds of businesses are needed in Kincardine to fill the full scope of goods and services supply expected from its residents and visitors. It was also suggested that having the optimum mix of businesses would enable the community to attract additional residents.
11. Kincardine has an opportunity to play a greater role in supporting farmers and agricultural businesses in Bruce County in terms of developing additional competencies and service capabilities in serving, growers, wine producers, animal raisers, food processors, etc.
12. The energy sector is a large player in Bruce County with much of the infrastructure located in the municipality of Kincardine. This presents an opportunity to develop a centre of excellence for the energy sector for training and development, technology development and service across the full range of energy technologies such as: battery, solar, wind and nuclear.
13. Survey comments called for further development of the Kincardine waterfront. The Kincardine waterfront is underdeveloped and has potential to attract more visitors and greatly contribute to the quality of life of its residents.
14. There is a need for a comprehensive employment strategy that can serve the overall needs of the community, all of its businesses and complement the efforts of its anchor employers. Based on the needs expressed in the survey, a strategy could include an integrated approach to job promotion, job advertising, recruitment, training, and development and worker retention.

OBSERVATIONS AND RECOMMENDATIONS

BUSINESS FACTORS

15. Winter is a challenge for Kincardine businesses. The respondents contributed many innovative suggestions for boosting tourism and creating more winter activities to support local businesses and provide more social activity for its residents and visitors.
16. Kincardine is missing an active higher education component in its current economic development efforts.
17. Kincardine is not in close proximity to regional airports, railways, and business hubs which is considered a weakness.
18. Based on the general comments collected in the survey, many business owners and operators are unaware of government services that are available to assist them and are not fully informed as to what services are actually available in Kincardine for local businesses. It is also apparent that many business respondents were unaware of support organizations and unaware of the roles associated with organizations such as: RTO 7, Four County Labour Market Planning Board, Small Business Enterprise Centre and the Bruce Community Futures Development Corporation.
19. Based on general comments it is suggested that the “Buy Local” concept does not have effective traction within the Municipality of Kincardine.
20. The most important factor associated with doing business in Kincardine is Quality of Life and Kincardine as a “Good Community” was selected as the community’s top strength as a place to do business.
21. Economic development ranked the lowest in terms of business satisfaction with local government services. Library services needs to play a more vital role for helping businesses succeed and grow. If there is a strategy to attract sport tournaments, there needs to be more emphasis on recreational facilities.
22. Business expressed concerns that electricity costs and business space rents are too high.
23. Recruitment and retention of qualified workers for Kincardine businesses affects the capability of Kincardine businesses to succeed.
24. Businesses find it difficult to compete with Bruce Power in terms of recruiting and retaining employees especially when it comes to employee wages and building a pool of skilled workers.
25. 17% of businesses see the lack of local worker training as a barrier to their business success.
26. 48% of businesses have been positively impacted, in the last year, by festivals or events held in the Municipality.

OBSERVATIONS AND RECOMMENDATIONS

INFORMATION FLOW AND INTEGRATED EFFORTS

27. The survey respondents did not acknowledge any awareness about or awareness of any activities undertaken by the Bruce Power Suppliers initiative.
28. The survey respondents did not acknowledge any awareness about or awareness of any activities undertaken by the Bruce County Regional Economic Development Working Group.
29. The survey respondents did not acknowledge any awareness about the renewed focus of the Rural Economic Development Program (RED) initiated by the Ministry of Agriculture, Food and Rural Affairs.
30. The survey respondents did not acknowledge any awareness about or awareness of any activities undertaken by the Centre of Energy Excellence, Campus Initiative, and Vocational Training effort.
31. The survey respondents did not acknowledge any awareness about a Business/Industrial Park contemplated for the Municipality of Kincardine.
32. The survey respondents did not acknowledge any awareness about or awareness of any activities undertaken by the Business Retention and Expansion program to include agri-businesses for the Municipality of Kincardine.
33. Businesses expressed a desire that the Municipality of Kincardine work on product development (new reasons to visit -**64% of Businesses** enhance opportunities available to provide an experience for visitors (**48% of Businesses**) and increase Kincardine tourism advertising(**43% of Businesses**) to help grow the tourism business in the future.
34. Kincardine businesses are interested in working with other businesses in the community to pursue networking and information sharing (41% of Businesses) and exploring joint marketing (21% of Businesses) and joint training (19% of Businesses).

FUTURE ECONOMIC GROWTH

35. The survey respondents offered an inventory of useful and innovative ideas to boost tourism in Kincardine that will be made available to any committees or organizations looking to advance future tourism initiatives.
36. New business opportunities are anticipated based on the growth created by the Bruce Power re-investment plan, the new 7 Acres cannabis growing operation, changing commercial base in the area, the desire for clean green products, the fact that Kincardine is growing, positive consumer trends and technology advancements.
37. Business sales are expected to increase (53% of Businesses) or remain the same (33% of Businesses) over the next 3 years.
38. The growing trend of on-line shopping is seen as factor that can negatively affect the growth in local business sales.
39. Internet speed was seen as a barrier in technology by 19% of the businesses.

OBSERVATIONS AND RECOMMENDATIONS

RECOMMENDATIONS

Recommendations based on key priorities derived from the survey observations:

1. Hire an experienced Economic Development Officer assigned to the Municipality of Kincardine that would serve as a single point of contact to drive the following economic development priorities that immediately impact the future economic success of Kincardine:
 - i. Optimize the on-going strategic location and distribution of businesses that complement the Hwy 21 bypass business area and Downtown Kincardine
 - ii. Lead a team to develop a comprehensive Kincardine Waterfront Development Plan and proposal that will integrate into an overall masterplan for the Municipality of Kincardine
 - iii. Serve as the liaison to all County, Regional and Provincial industry development entities including Tourism organizations such as RTO 7, Bruce County Tourism, etc. Represent Kincardine business interests and influence the integration of Kincardine economic and tourism development plans with ongoing County, Regional and Provincial planning and development efforts.
 - iv. Lead collaborative and information exchange efforts across an economic development partner base made up of the Municipality, the Chamber, BIA, Bruce CFDC, and other key stakeholders.
2. Establish a panel of key stakeholders that represent the Kincardine Chamber, Kincardine BIA, BCFDC and other interest groups to take part in regular progress reviews and planning sessions to keep the Kincardine Downtown Development Strategy on target. Schedule regular information updates with the general business community, the public and associated stakeholders to report on progress, the latest developments and related issues.
3. Commission the Bruce Community Futures Development Corporation, the Kincardine Chamber of Commerce and the Kincardine BIA to develop a Four Seasons Tourism Strategy for Kincardine. Engage all other appropriate representatives from key stakeholder organizations.
4. Pilot a series of Town Hall meetings scheduled throughout the year to provide updates on economic development initiatives. Engage the Public and the Business Community for input and involvement.
5. Commission the Bruce Community Futures Development Corporation and the Four County Labour Market Planning Board to conduct a comprehensive Labour Skills and Competencies Assessment for the Municipality of Kincardine to deal with recruitment, retention, development and training of the overall business community labour force.

OBSERVATIONS AND RECOMMENDATIONS

Secondary Recommendations

1. Create a broader tourism committee that is directly connected with Bruce County Tourism, RTO7 and networked with the surrounding counties. Assess the many suggestions collected by this survey and integrate the suggestions into developments that connect to existing and future regional themes to draw visitors to Kincardine. Consult with the Canadian Tourism Council (CTC) to understand the comprehensive market research visitor segmentation it has undertaken to understand how to match the advantages Kincardine has to offer with the segment needs learned by the CTC. Understand Kincardine's strengths that match with Canada's Millennial Travel needs (ref: https://www.destinationcanada.com/sites/default/files/2016-11/Programs_MillennialTravel_DomesticReport_EN.pdf). Explore as a broad committee how it can utilize the Explorer Quotient Resources developed by Destination Canada specifically to the benefit of Kincardine. (ref: <https://www.destinationcanada.com/en/offices-contacts>)
2. Create a shared vision and a corresponding Downtown Development Master Plan (DDMP) as a product of an ongoing and open community engagement process that would be designed to bring together members of the Municipality of Kincardine Council, residents, business owners and relevant stakeholders.
3. Create a 5 year economic development forecast for the Municipality of Kincardine to be managed on an interim basis by the Kincardine Community Economic Development Committee. The forecasting process developed would be designed to seek regular updates from all Kincardine Businesses and all relevant sources inside and outside of the Municipality of Kincardine. The updated forecast results could be regularly compared against actual economic development results and corresponding planned objectives.
4. Develop an over-arching long term economic and development plan (20 year outlook) for the Municipality of Kincardine
5. Kick off a Winter Tourism Plan as part of the recommended four seasons approach to tourism. Incorporate community focused winter plans for resident activities and the potential development of winter facilities infrastructure for the use of Kincardine residents and the facilitation of winter festivals, tournaments and conferences.
6. Develop an integrated communications platform to provide all Kincardine businesses open access to local, regional and provincial tourism support organizers and tour/destination operators in order to take part in any area networked offerings.
7. Re-invent the "Buy Local" program in Kincardine. [Becky McCray, Author of Small Town Rules, insists that "buy local" initiative can make a positive impact only if businesses are providing the value and convenience residents demand, and proceeds to provide a concise overview of both common problems and solutions. (ref: www.saveyour.town)
8. Conduct a structural and process review of all economic development activities related to Kincardine in an effort to create an organizational structure that will represent the overall business interests of Kincardine and integrate all economic development efforts locally, county wide, regionally and provincially.

THANK YOU FOR YOUR SUPPORT.

**Thank you to everyone involved in the making of this survey.
Your feedback means the world to us. Your ideas fuel our
community. Let us grow together.**





Federal Economic Development
Agency for Southern Ontario

Agence fédérale de développement
économique pour le Sud de l'Ontario

Municipality of Kincardine Business Survey 2017

BUSINESS INFORMATION (BI)

BI 1. Which of the following best describes your business?

- ☐ Locally owned and operated, with one location
- ☐ Locally owned and operated, with more than one location (Specify number below)
- ☐ Franchisee, (please indicate where headquarters is located below)
- ☐ Branch or division of a regional, national or international company. (Please indicate where the corporate headquarters is located City + Country in the field below)

Please enter further information here

BI 2. Is at least one of the owners involved in the day-to-day operation of the business?

- ☐ Yes
- ☐ No

BI 3. Is at least one of the owners a resident of the community?

- ☐ Yes
- ☐ No

BI 4. How many years has your business been in operation in this community

- ☐ Less than 1 year
- ☐ 1 to 3 years
- ☐ 4 to 10 years
- ☐ 11 to 25 years
- ☐ 26 to 35 years
- ☐ Over 35 years

BI 5. How many years have the current owner(s) been operating this business?

- ☐ Less than 1 year
- ☐ 1 to 3 years
- ☐ 4 to 10 year
- ☐ 11 to 25 years
- ☐ 26 to 35 years
- ☐ Over 35 years

BI 6. Including owner(s), how many employees work at this location?

- ☐ 1--4
- ☐ 5--9
- ☒ 10--19
- ☐ 20--29
- ☐ 30--49
- ☐ 50--or more

Ex 7. What number of these employees are:

Permanent Full-time

Permanent Part-time

Seasonal/Temporary

Other

B1 8. The primary market of your business is:

- ☐ Local
- ☐ Regional
- ☐ National
- ☐ International

B1 9. What is the primary activity of your business?

- | | |
|---|---|
| <input type="radio"/> Agriculture, forestry, fishing and hunting | <input type="radio"/> Real estate and rental and leasing |
| <input type="radio"/> Mining and quarrying | <input type="radio"/> Professional, Scientific and Technical Services |
| <input type="radio"/> Utilities - engaged in operating electric, gas and water utilities | <input type="radio"/> Administrative Services and support, HR |
| <input type="radio"/> Construction: constructing, repairing and renovating buildings and other structures | <input type="radio"/> Educational services |
| <input type="radio"/> Manufacturing | <input type="radio"/> Health care and social assistance |
| <input type="radio"/> Wholesale trade | <input type="radio"/> Arts, entertainment and recreation |
| <input type="radio"/> Retail trade | <input type="radio"/> Accommodation only |
| <input type="radio"/> Transportation and warehousing | <input type="radio"/> Food services only |
| <input type="radio"/> Information and cultural industries (such as newspaper) | <input type="radio"/> Accommodation and food services |
| <input type="radio"/> Finance and insurance | |
| <input type="radio"/> Not sure - Please give a short description of your primary business activity | |

B1 10. Does your business have a business plan?

- ☐ Yes
- ☐ No



Municipality of Kincardine Business Survey 2017

BUSINESS INFORMATION

BI 10.a If you do have a business plan, when was it last updated?

- ☐ Less than 1 year
- ☐ 1 to 3 years
- ☐ 4 to 5 years
- ☐ Greater than 5 years



Municipality of Kincardine Business Survey 2017

BUSINESS CLIMATE

BC 11. What is your general impression of this community as a place to do business?

- ☐ Excellent
- ☐ Good
- ☐ Fair
- ☐ Poor

Please explain

BC 12. In the past 3 years has your attitude about doing business in this community changed?

- ☐ More positive
- ☐ More negative
- ☐ No Change

Please elaborate



Municipality of Kincardine Business Survey 2017

BUSINESS CLIMATE

BC 13a. How would you rate the following factors of doing business in this community

	Don't Know or NA	Poor	Fair	Good	Excellent
Workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Availability of serviced land	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Land costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Availability of space for rent or lease	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Development/building permit process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Development charges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Municipal property taxes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Water/wastewater capacity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Water/wastewater fees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Availability of adequate electricity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Cost of electricity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Local roads and streets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Regional/Provincial roads and highways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Proximity to rail and airports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

Don't Know or

NA

Poor

Fair

Good

Excellent

Availability of
adequate housing

☐
☐
☐
☐
☐

Support from
municipality

☐
☐
☐
☐
☐

Support from other
businesses

☐
☐
☐
☐
☐

Support from local
residents

☐
☐
☐
☐
☐

Cellular phone
service

☐
☐
☐
☐
☐

Internet service

☐
☐
☐
☐
☐

Quality of life

☐
☐
☐
☐
☐

Availability of health
and medical services

☐
☐
☐
☐
☐

Availability of Start-
Up financing

☐
☐
☐
☐
☐

Availability of
Business Training

☐
☐
☐
☐
☐

Other (please specify)

BC 13b. How important are the following factors to your business

Not Important at
all

Somewhat
Important

Important

Very Important

Workforce

☐
☐
☐
☐

Availability of
serviced land

☐
☐
☐
☐

Land costs

☐
☐
☐
☐

Availability of space
for rent or lease

☐
☐
☐
☐

Development/building
permit process

☐
☐
☐
☐

	Not Important at all	Somewhat Important	Important	Very Important
Development charges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Municipal property taxes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water/wastewater capacity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water/wastewater fees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of adequate electricity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of electricity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local roads and streets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional/Provincial roads and highways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proximity to rail and airports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of adequate housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support from municipality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support from other businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support from local residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cellular phone service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of health and medical services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of Start-Up financing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Not Important at all	Somewhat Important	Important	Very Important
Availability of Business training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

BC 13.c How important is the availability of natural gas to:

	Not at all Important	Somewhat Important	Important	Very Important
your business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

BC 14. From the perspective of your business, rate your level of satisfaction with each of the following Community Services:

	No Contact	Poor	Fair	Good	Excellent
Child care services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Elementary Schools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Secondary Schools	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Postsecondary education (college, university, and private college)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Four County Labour Market Planning Board	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chamber of Commerce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Improvement Area (BIA)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bruce Community Futures Development Corporation (CFDC)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Small Business Enterprise Centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

BC 15. From the perspective of your business, rate your level of satisfaction with each of the following

Local Government Services

	Don't Know /				
	NA	Poor	Fair	Good	Excellent
Health unit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Police services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fire services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Library services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreation facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultural facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks and open spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street / road repair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Snow removal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Garbage services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recycling services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic development services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning, zoning and building permits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Municipal Administrative service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)



Readiness of Knowledge Enterprise Survey 2017

FUTURE PLANS

FP 16. Within the next 18 months, do you plan on Expanding?

☒ Yes

☐ No



Municipality of Kincardine Business Survey 2017

FUTURE PLANS

FP 16.a what are the main reasons for the potential expansion of your business?

FP 16.b Will your expansion require or lead to... (Select all that apply)

- ☐ An increase in workforce
- ☐ A decrease in workforce
- ☐ An increase need for employee training
- ☐ An increase in floor space (If yes, state how many sq ft. in the textbox below)
- ☐ Additional product line(s)
- ☐ Additional services for customers
- ☐ Process improvements
- ☐ Other (please specify) and/or the data for the answers above

FP 16.c Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?

- ☐ Yes
- ☐ No

FP 16.d Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?

- ☐ Yes
- ☐ No

FP 16.e Could the community potentially provide some assistance to support your expansion plans?

☐ Yes

☐ No

If yes, please specify:



Municipality of Kincardine Business Survey 2017

FUTURE PLANS

FP 17. Within the next 18 months, do you plan on Downsizing?

☐ Yes

☐ No



Municipality of Kincardine Business Survey 2017

FUTURE PLANS

FP 17.a What are the main reasons for the potential downsizing of your business

FP 17.b Will your downsizing lead to a decrease in:

- ☐ Workforce
- ☐ Floor space (If yes, state how many sq ft. in the "Other" below)
- ☐ Product line(s)
- ☐ Services for customers
- ☐ Other

FP 17.c Is there any assistance that could be provided to prevent/limit the downsizing of your business?

- ☐ Yes
- ☐ No

If yes, please specify:



Municipality of Kincardine Business Survey 2017

FUTURE PLANS

FP 18. Within the next 18 months, do you plan on Relocating?

☐ Yes

☐ No



Municipality of Kincardine Business Survey 2017

FUTURE PLANS

FP 18.a Where do you plan to relocate this business?

- ☐ Within the community
- ☐ Exploring options
- ☐ Outside the community (Specify location):

FP 18.b Why are you planning to relocate the business?

FP 18c. Is there any assistance that could be provided to prevent the relocation outside the community or to assist with the relocation of your business within the community?

- ☐ Yes
- ☐ No

If yes, please specify:



Municipality of Kincardine Business Survey 2017

FUTURE PLANS

FP 19. Within the next 18 months, do you plan on Selling?

☐ Yes

☐ No



Municipality of Kincardine Business Survey 2017

FUTURE PLANS

FP 19.a Why are you selling your business? (Select all that apply.)

- ☐ Retirement
- ☐ Lack of profit
- ☐ Workload
- ☐ Competition
- ☐ Personal
- ☐ Pursue other opportunities
- ☐ Other (please specify)

FP 19.b Would you like assistance/information on selling your business?

- ☐ Yes
- ☐ No

If yes, please specify:



Municipality of Kincardine **Business Survey 2017**

FUTURE PLANS

FP 20. Within the next 18 months, do you plan on Closing this location without re-opening in another location?

☐ **Yes**

☐ **No**



Municipality of Kincardine Business Survey 2017

FIGURE PLANS

FP 20.a Could the community provide any assistance to prevent the closure of your business?

☐ Yes

☐ No

If yes, please specify:



Municipality of Kincardine Business Survey 2017

FUTURE PLANS

FP 21. Do you have a succession plan or transition plan for your business?

☐ Yes

☐ No

FP 22. Would you like assistance/information with developing a succession plan?

☐ Yes

☐ No

If yes, please specify:



Municipality of Northumberland Business Survey 2017

BUSINESS DEVELOPMENT

BD 23. What is the outlook for your business' sector?

- ☒ Growing
- ☐ Stable
- ☐ Declining
- ☐ Not sure



Municipality of Kincardine Business Survey 2017

BUSINESS DEVELOPMENT

BD 23.a What do you feel are the main reasons for this change in your industry?



Municipality of Kincardine Business Survey 2017

BUSINESS DEVELOPMENT

BD 24. Please give an approximate annual sales range for your business:

- ☐ \$0 - \$99,999
- ☐ \$100,000 - \$249,999
- ☐ \$250,000 - \$499,999
- ☐ \$500,000 - \$999,999
- ☐ \$1,000,000 +
- ☐ Prefer not to answer

BD 25. Are your projected sales in the next year expected to:

- ☐ Increase
- ☐ Remain the same
- ☐ Decrease
- ☐ Not sure



BRUCE

Chairman of Bruce Development Corporation

Municipality of Kincardine Business Survey 2017

BUSINESS DEVELOPMENT

BD 25.a What do you feel is the main reason for this change in your sales next year?



Municipality of Kincardine Business Survey 2017

BUSINESS DEVELOPMENT

BD 26. How would you rate your business related to the use of technology?

- ☐ Very Low
- ☐ Low
- ☐ Moderate
- ☐ High
- ☐ Very High

BD 27. Is your business currently experiencing any barriers related to your information technology requirements? (Select all that apply)

- ☐ No barriers currently being experienced
- ☐ Internet Speed
- ☐ Internet Access
- ☐ Internet Cost
- ☐ Hardware/software support
- ☐ Knowledge of available technology
- ☐ Training
- ☐ Other (please specify)

BD 27.a If you have experienced barriers related to your information technology requirements, please elaborate



Municipality of Kincardine Business Survey 2017

BUSINESS DEVELOPMENT

BD 28. What products or services would you like to purchase locally that are now being purchased outside of the area? (List as many as you like)

BD 29. Are you interested in working with other businesses in the community to pursue any of the following? (Select all that apply)

- ☐ Joint product purchasing
- ☐ Joint marketing
- ☐ Joint training
- ☐ Networking/information sharing
- ☐ None
- ☐ Other (please specify)

BD 30. Does your business own or lease its facility/facilities?

- ☐ Own
- ☐ Lease



Municipality of Kincardine Business Survey 2017

BUSINESS DEVELOPMENT

BD 30.a When does the lease expire?

- ☐ This calendar year
- ☐ Next year
- ☐ 2-3 years
- ☐ 3+ years

BD 30.b Do you anticipate any problems in renewing the lease?

- ☐ Yes
- ☐ No

If yes, please specify:



Municipality of Kincardine Business Survey 2017

WORKFORCE

WF 31. During the past 3 years, was there a change in the total number of people you employ in the business?

- ☐ No change
- ☐ An INCREASE
- ☐ A DECREASE

Please enter the number of people

WF 31.b What factors are responsible for this change?

WF 32. For the next 3 years, do you plan to change the total number of people you employ in this business?

- ☐ No change
- ☐ An INCREASE
- ☐ A DECREASE

Please enter the number of people

WF 32.b What factors are responsible for this change?



Municipality of Bruce Business Survey 2017

WORKFORCE

WF 33. How would you rate the following factors in this community for your business needs?

	Don't Know / NA	Poor	Fair	Good	Excellent
Availability of qualified workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Stability of the workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to attract new employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to retain new employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

WF 34. Does your business currently have difficulties hiring?

☒ Yes

☐ No

**Municipality of Kincardine Business Survey 2017****WORKFORCE**

WF 34a. How would you describe your company's hiring challenges? (Select all that apply)

- ☐ Too few applicants
- ☐ Lack of appropriate skills or training
- ☐ Lack of relevant experience
- ☐ Other (please specify)

WF 34b. Are the hiring challenges specifically related to the community?

- ☐ Yes
- ☐ No
- ☐ Please elaborate:

WF 34c. Are the hiring challenges specifically related to your industry?

- ☐ Yes
- ☐ No
- ☐ Please elaborate:

WF 34d. What occupations do you have difficulty in recruiting for your business? (list up to three)

E.g. engineer, IT specialist, financial advisors, sales associate, farm labourers, server etc.

1.

2.

3.



Municipality of Bruce Business Survey 2017

WORKFORCE

WF 35. How do you currently recruit new employees? (Select all that apply)

- ☐ Through your personal network
- ☐ Employment centres and websites (job boards)
- ☐ "Hiring" sign on your premises
- ☐ Local media advertising
- ☐ Your own website
- ☐ Professional recruitment firm
- ☐ Referrals from friends or current employees
- ☐ Social Media applications such as LinkedIn or Facebook
- ☐ Unsolicited resumes
- ☐ Other (please specify)

WF 36. Does your business have difficulty retaining employees?

- ☐ Yes
- ☐ No



Municipality of Kawartha Business Survey 2017

WORKFORCE

WF 36.a What are the reasons for these difficulties in retaining employees (Select all that apply.)

- ☐ Wages
- ☐ Competition
- ☐ Seasonal
- ☐ Physically demanding
- ☐ Work environment (Please specify in the "Other (please specify)" In the textbox below
- ☐ Other (please specify)

WF 36.b What assistance could the community provide to assist you in hiring new employees?



Small Business of Mainline Business Survey 2017

WORKFORCE

WF 37. Does your business currently participate in any co-op, internship or apprenticeship programs?

☐ Yes

☐ No

If yes, please specify:

WF 37a. If no, are you interested in information about co-ops, internships or apprenticeship programs?

☐ Yes

☐ No

WF 38. Does your business currently use any external training (training not provided by yourself or senior staff)?

☐ Yes

☐ No



Masterplan of Kincardine Business Survey 2017

WORKFORCE

WF 3B.2 Please identify the types of external training that you have used or currently use (Select all that apply)

- ☐ Training class within the community
- ☐ Training class outside the community
- ☐ Hired an external trainer to come to my place of business
- ☐ Online course from a government agency
- ☐ Online course from a private organization
- ☐ Other (please specify)



Wisconsin Community Enterprise Development Business Survey 2017

WORKFORCE

WF 39. Are there currently any barriers for you and/or your employees receiving the necessary training? (Select all that apply)

- ☐ I have not experienced any barriers
- ☐ Cost
- ☐ Availability of training locally
- ☐ Availability of locally based trainers
- ☐ Unable to release employees
- ☐ Awareness of training support programs
- ☐ Other (please specify)

WF 40. Are there any training programs/topics that would be beneficial to you and your employees?

- ☐ Yes
- ☐ No

if yes, please specify:



Municipality of Kincardine Business Survey 2017

COMMUNITY FUTURES

CF 41. Have you accessed services offered by the Community Futures Development Corporation (CFDC)?

☒ Yes

☐ No



Municipality of Kincardine Business Survey 2017

COMMUNITY FEATURES

CF 41.a Which service have you accessed (Select all that apply):

- ☐ Business Loans
- ☐ One-on-one Business Coaching
- ☐ Workshops/Seminars
- ☐ General Business Information
- ☐ Community Capacity Building Grants
- ☐ Referrals to other community resources
- ☐ Assistance with Business Registration and/or Start-up Information
- ☐ CFDC support of/participation in a Community Economic Development project
- ☐ Other (please specify)

CF 41.b How valuable did you find the services to be?

- ☐ N/A
- ☐ Poor
- ☐ Fair
- ☐ Good
- ☐ Excellent

Please explain:



BRUCE

Community Development Corporation

Municipality of Kawartha Lakes Business Survey 2007

COMMUNITY FEATURES

CF 42. Are you aware that the CFDC offers free consultations for business advice?

☐ Yes

☐ No

CF 43. Are you aware that the CFDC offers loans up to \$250,000?

☐ Yes

☐ No



Municipality of Kincardine Business Survey 2017

TOURISM

TR 48. Is your business impacted by tourism?

☐ Yes

☐ No



Municipality of Kincardine Business Survey 2017

TOURISM

TR 47. What percentage of your business is driven by tourism (please drag the dot along the line)



TR 48. What, if any, key factors or barriers are preventing your business from expanding into another season?

TR 49. Do you have any suggestions or recommendations for the following agencies to help develop the Kincardine tourism industry? (Select all that apply)

Kincardine Tourism Committee

Bruce County Tourism

RTO? (Regional Tourism Organisation #7)



Municipality of Kincardine Business Survey 2017

TOURISM

TR 50. What would you like to see the Municipality of Kincardine do in the future to help grow tourism in the area?

- ☐ Product development (new reasons to visit)
- ☐ Experience Development (enhancing opportunities available to provide an experience for visitor)
- ☐ Increase Advertisement of the municipality (digital and print)
- ☐ Increase Advertisement of the region (digital and print)
- ☐ Business to Business Partnership Development (connect to create opportunities)
- ☐ Other (please specify)

TR 51. Has your business been impacted, in the last year, by festivals or events held in the Municipality?

- ☐ Positively affected
- ☐ Negatively affected
- ☐ Not at all

Please elaborate

TR 52. Do you have any suggestions for a new event or festival that could be held in the Municipality?

☐ Yes

☐ No

Please elaborate

TR 53. Name the top three geographic areas from where your tourists originate? (city, region or country)

1.

2.

3.



Municipality of Kincardine Business Survey 2017

KINCARDINE

K 54. What are the preferred ways for the Municipality to inform businesses of new and upcoming projects/opportunities? (Select all that apply)

- ☐ Municipality's website
- ☐ Facebook
- ☐ Twitter
- ☐ Email
- ☐ Town Halls
- ☐ Public Information Sessions
- ☐ Direct Mail
- ☐ Phone
- ☐ Other Social Media or Other:

K 55. What are the preferred ways for the Municipality to gather feedback from businesses? (Select all that apply)

- ☒ Online surveys
- ☐ Hard copy surveys
- ☐ Email
- ☐ Soliciting feedback via Facebook
- ☒ Soliciting feedback via Twitter
- ☐ Town Halls
- ☐ Public Workshops
- ☐ Phone
- ☐ Other Social Media or Other:

K 56. Which of the following do you see as key factors to the future development of the Kincardine waterfront? (Select all that apply)

- ☐ Hosting more events
- ☐ Retail development
- ☐ Enhancing food services
- ☐ More residential development
- ☐ Hotel/motel accommodation development
- ☐ Increased green/passive space
- ☐ Other (please specify)

K 57. What do you see as the key areas of focus to build a stronger Downtown?

K 58. What three community assets or activities would you most like to see developed in the downtown? (e.g. farmers market, buskers, benches, etc.)?

1.

2.

3.

K 59. In your opinion, what 3 business opportunities could be started in the Municipality of Kincardine

1.

2.

3.



Municipality of Kincardine Business Survey Q3-17

COMMUNITY DEVELOPMENT

CD 60. What are the community's top three strengths as a place to do business?

1.

2.

3.

CD 61. What are the community's top three weaknesses as a place to do business?

1.

2.

3.

CD 62. In terms of overall impact on this community as a place to do business, what is the most significant change you would like to see in the next five years?

**CD 63. What assistance or opportunities would be beneficial to support your business?
(Select all that apply)**

- ☐ Updating business plan
- ☐ Succession planning
- ☐ Marketing seminars
- ☐ Access to capital information or seminars
- ☐ Trade shows
- ☐ Business networking sessions
- ☐ Export development programs and services
- ☐ Joint advertising and marketing
- ☐ Workforce planning, employee training and attraction
- ☐ Productivity improvement workshops
- ☐ E-marketing, social media and online content workshops
- ☐ Other (please specify)

CD 64. Do you have any other comments?

