



Thank you for helping with this Business Retention and Expansion survey. This process is a key step in building an effective partnership between local businesses and the community. There are two rules we have for this survey:

1. The “Skip It” Rule – If there is a question that you can’t or don’t want to answer, we can skip it. There is no need to explain your reasons; just let us know.
2. Confidentiality – All information you provide is confidential. Subject to freedom of information legislation, all information you provide will be kept confidential. All volunteer interviewers and individuals involved in the project are committed to this principle. All the responses from businesses will be summarized as percentages or averages in the community report, guaranteeing anonymity. The Leadership Team will respond to urgent issues and provide information or assistance as requested on the survey. Based on the analysis of the survey results, actions will be developed and implemented to support the growth of existing businesses and the economy.

After the survey results are compiled, we will develop strategic action plans to respond to business needs, concerns and opportunities. Copies of the report will be provided to all businesses participating in the survey.

Please do not hesitate to ask any questions during the survey process.

CONFIDENTIALITY AGREEMENT BETWEEN VOLUNTEER INTERVIEWERS AND RESPONDENT:

We, the Volunteer Interviewers, agree that all information will be kept strictly confidential and used only in the Business Retention and Expansion project. The person being interviewed is a witness to this commitment.

VOLUNTEER INTERVIEWERS (1) _____
Signature Print Name

(2) _____
Signature Print Name

PERSON INTERVIEWED: (1) _____
Signature Print Name

Date (MM/DD/YR)

Definitions - NAICS Codes

- 11 - Agriculture, Forestry, Fishing and Hunting
- 21 - Mining, Quarrying, and Oil and Gas Extraction
- 22 - Utilities
- 23 - Construction
- 31 - Manufacturing, (food, beverage, etc.)
- 32 - Manufacturing, (wood, paper, etc.)
- 33 - Manufacturing, (primary and fabricated metal, etc.)
- 42 - Wholesale Trade
- 44 - Retail Trade, (motor vehicle, furniture, etc.)
- 45 - Retail Trade, (sporting goods, book, music, etc.)
- 48 - Transportation and Warehousing, (air, rail, truck, etc.)
- 49 - Transportation and Warehousing, (postal service, couriers, etc.)
- 51 - Information
- 52 - Finance and Insurance
- 53 - Real Estate and Rental and Leasing
- 54 - Professional, Scientific, and Technical Services
- 55 - Management of Companies and Enterprises
- 56 - Administrative and Support and Waste Management and Remediation Services
- 61 - Educational Services
- 62 - Health Care and Social Assistance
- 71 - Arts, Entertainment, and Recreation
- 72 - Accommodation and Food Services
- 81 - Other Services (except Public Administration)
- 92 - Public Administration

Survey Key:

= Select Multiple

= Select One

COMPANY PROFILE

Company business ID: _____

Company name: _____

Address: _____

Town: _____ Postal Code: _____

CD/CSD: _____

Telephone: _____

Fax: _____

Web address (URL): _____

Which NAICS code(s) best describes your business? _____

Please specify the types of services or products your company provides?

CONTACT INFORMATION

Salutation: Mr. Ms. Mrs. Mr. and Mrs. Dr.

First name: _____

Last name: _____

Title: _____

Email address: _____

Telephone: _____

BUSINESS INFORMATION

BI1. 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**): _____
- Franchise, please indicate where headquarters is located (**City**): _____
- Branch or division of a regional, national or international company. Please indicate where the corporate headquarters is located (**City + Country**): _____ (go to question BI5)

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

- Yes No

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

- Yes No

BI4. a) Does your business have a business plan?

- Yes No (go to BI5)

b) When was it last updated?

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

BI5. 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

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

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

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

- 1 – 4 5 – 9 10 – 19 20 – 29
- 30 – 49 50 – 99 100 - 299 300 or more

BI8. What percentage of these employees are: (**Should total 100%**)

_____ Permanent Full-time

_____ Permanent Part-time

_____ Temporary/Seasonal

BI9. The **primary** market of your business is:

- Local Regional National International

BUSINESS CLIMATE

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

- Excellent
 Good
 Fair
 Poor

BC2. a) In the past 3 years has your attitude about doing business in this community changed?

- Yes, more positive (**Go to question BC2.b**)
 Yes, more negative (**Go to question BC2.c**)
 No Change (**Go to question BC3.**)

b) Please explain your positive change in attitude.

(Go to question BC3.)

c) Please explain your negative change in attitude.

BC3. How would you rate the following factors of doing business in this community? (**Read list. Select one answer for each**)

Use the following rating system:

NA = Do not Know/ Not Applicable **1** = Poor **2** = Fair **3** = Good **4** = Excellent

	NA	1	2	3	4
Workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of serviced land	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Land costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of space for rent or lease	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development/building permit process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development charges	<input type="radio"/>	<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"/>	<input type="radio"/>
Local roads and streets	<input type="radio"/>	<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"/>	<input type="radio"/>
Proximity to rail and airports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability health and medical services	<input type="radio"/>	<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"/>	<input type="radio"/>
Availability of adequate housing	<input type="radio"/>	<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"/>	<input type="radio"/>
Support from other businesses	<input type="radio"/>	<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"/>	<input type="radio"/>
Cellular phone service	<input type="radio"/>	<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"/>	<input type="radio"/>
Water/wastewater capacity	<input type="radio"/>	<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"/>	<input type="radio"/>
Availability of adequate electricity	<input type="radio"/>	<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"/>	<input type="radio"/>
Availability of natural gas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of natural gas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Notes:

BC4. From the perspective of your business, rate your level of satisfaction with each of the following community services: **(Read list. Select one answer for each)**

Use the following rating system:

NC = No Contact **1** = Poor **2** = Fair **3** = Good **4** = Excellent

Community Services / Organizations	NC	1	2	3	4
Child care services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Schools (elementary and secondary)	<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"/>
Workforce planning/development board	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chamber of Commerce / Board of Trade	<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"/>
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 _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other _____	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Use the following rating system:

NA = Do not Know/Not Applicable **1** = Poor **2** = Fair **3** = Good **4** = Excellent

Local Government Services	NA	1	2	3	4
Planning, engineering, zoning and building permits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health department / health unit approvals	<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"/>
Support from local residents	<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/recycling	<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"/>
Public transit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

(Interviewer notes)

FUTURE PLANS

FP1. a) Within the next 18 months, do you plan on: **(Read list. Select all that apply)**

- Remaining the same
- Expanding **(Go to question FP11)**
- Downsizing **(Go to question FP2)**
- Relocating **(Go to question FP5)**
- Selling **(Go to question FP8)**
- Closing **(Go to question FP17)**

b) What are the main reasons for remaining the same?

(Go to Business Development section)

Downsizing

FP2. What are the main reasons for the potential downsizing of your business?

FP3. Will your downsizing lead to a decrease in? **(Read list. Select all that apply)**

- Workforce **(How many?)** _____
- Floor space
- Product line(s)
- Services for customers
- Other **(Specify):** _____

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

Yes No

If yes, please specify:

(Go to the Business Development section)

Relocating

FP5. Where do you plan to relocate this business?

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

FP6. Why are you planning to relocate the business?

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

Yes No

If yes, please specify:

(Go to the Business Development section)

Selling

FP8. Why are you selling your business? (Read list. Select all that apply.)

- | | |
|---|---|
| <input type="checkbox"/> Retirement | <input type="checkbox"/> Personal |
| <input type="checkbox"/> Lack of profit | <input type="checkbox"/> Pursue other opportunities |
| <input type="checkbox"/> Workload | <input type="checkbox"/> Other: _____ |
| <input type="checkbox"/> Competition | |

FP9. a) Do you have a succession plan for your business?

Yes No

b) Would you like assistance/information with developing a succession plan?

Yes No

If yes, please specify:

FP10. Would you like assistance/information on selling your business?

Yes No

If yes, please specify:

(Go to the Business Development section)

Expanding

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

FP12. Will your expansion require or lead to... (Read list. Select all that apply)

- An increase in workforce (If yes, how many?) _____
- A decrease in workforce (If yes, how many?) _____
- An increase need for employee training
- An increase in floor space (If yes, how much?) _____ sq. ft.
- Additional product line(s)
- Additional services for customers
- Process improvements
- Other (Specify): _____

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

- Yes No

If yes please specify:

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

- Yes No

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

- Yes No

If yes, please specify:

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

- Yes No

If yes, please specify:

(Go to the Business Development section)

Closing

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

- Yes No

If yes, please specify why:

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

Yes No

If yes, please specify:

(Interviewer notes)

BUSINESS DEVELOPMENT

BD1. a) What is the outlook for your industry?

- Growing Stable (Go to question BD2)
 Declining Not sure (Go to question BD2)

b) What do you feel are the main reasons for this?

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

- \$0 - \$99,999 \$1,000,000 – \$4,999,999
 \$100,000 – \$249,999 \$5,000,000 – \$9,999,999
 \$250,000 – \$499,999 + \$10,000,000
 \$500,000 – \$999,999 Prefer not to answer

BD3. a) Are your projected sales in the next year expected to:

- Increase Remain the same (Go to question BD4)
 Decrease Not sure (Go to question BD4)

b) What do you feel is the main reason for this?

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

- Very Low Low Moderate High Very High

BD5. Is your business currently experiencing any barriers related to your information technology requirements? (Read list. Select all that apply)

- | | |
|--|--|
| <input type="checkbox"/> No barriers currently being experienced | <input type="checkbox"/> Hardware/software support |
| <input type="checkbox"/> Internet Speed | <input type="checkbox"/> Knowledge and training |
| <input type="checkbox"/> Internet Access | <input type="checkbox"/> Other |
| <input type="checkbox"/> Internet Cost | (Specify): _____ |

Please explain:

BD6. What products or services would you like to purchase locally that are now being purchased outside of the area?

BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following? (Read list. Select all that apply)

- | | |
|---|---|
| <input type="checkbox"/> Joint product purchasing | <input type="checkbox"/> None |
| <input type="checkbox"/> Joint marketing | <input type="checkbox"/> Other (Specify): |
| <input type="checkbox"/> Joint training | _____ |
| <input type="checkbox"/> Networking/information sharing | |

BD8. a) Does your business own or lease its facility/facilities?

- Own (Go to Workforce section) Lease

b) When does the lease expire?

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

c) Do you anticipate any problems in renewing the lease?

- Yes No

If yes, please specify:

(Interviewer notes)

WORKFORCE

WF1. a) During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?

- Increased (by how many?) _____
- Decreased (by how many?) _____
- Remained the same (Go to question WF2)
- Don't know (Go to question WF2)

b) What factors are responsible for this change?

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

Use the following rating system:

NA = Not applicable / Don't know 1 = Poor 2 = Fair 3 = Good 4 = Excellent

	NA	1	2	3	4
Availability of qualified workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input 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"/>

WF3. a) Does your business currently have difficulties hiring?

- Yes No (Go to Question WF4)

b) 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:) _____

c) Are the hiring challenges specifically related to the community or industry?

- Community Industry

d) 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, etc.

- 1. _____
- 2. _____
- 3. _____

WF4. How do you currently recruit new employees? **(Read list. Select all that apply)**

- | | |
|---|---|
| <input type="checkbox"/> Through your personal network | <input type="checkbox"/> Referrals from friends or current employees |
| <input type="checkbox"/> Employment centres and websites (job boards) | <input type="checkbox"/> Social Media applications such as LinkedIn or Facebook |
| <input type="checkbox"/> "Hiring" sign on your premises | <input type="checkbox"/> Unsolicited resumes |
| <input type="checkbox"/> Local media advertising | <input type="checkbox"/> Other |
| <input type="checkbox"/> Your own website | (Specify): _____ |
| <input type="checkbox"/> Professional recruitment firm | |

WF5. a) Does your business have difficulty retaining employees?

- Yes No **(Go to question WF6)**

b) What are the reasons for these difficulties in retaining employees? **(Read list. Select all that apply.)**

- | | |
|--------------------------------------|--|
| <input type="checkbox"/> Wages | <input type="checkbox"/> Work environment (Please specify):
_____ |
| <input type="checkbox"/> Competition | <input type="checkbox"/> Other (Please specify):
_____ |
| <input type="checkbox"/> Seasonal | |

c) What assistance could the community provide to assist you in hiring new employees?

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

- Yes No

If yes, please specify:

If no, are you interested in information?

- Yes No

WF7. Does your business currently use any external training?

- Yes No

If yes, please specify:

WF8. a) Are there currently any barriers for you and/or your employees receiving the necessary training?

- Yes No

b) If yes, please specify (**Do not read list. Select all that apply**)

- | | |
|--|---|
| <input type="checkbox"/> Cost | <input type="checkbox"/> Availability of training locally |
| <input type="checkbox"/> Awareness of existing training programs | <input type="checkbox"/> Unable to release employees |
| <input type="checkbox"/> Awareness of training support programs | <input type="checkbox"/> Other: _____ |

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

- Yes No

If yes, please specify:

(Interviewer notes):

Insert Sector and Community questions here if applicable or delete this page.

COMMUNITY DEVELOPMENT

CD1. a) Do you know of a business that may have an interest in locating in this community?

- Yes No (Go to question CD2)

b) Would you be willing to contact this business on behalf of our community or provide the contact information for this business?

- Contact business directly Yes No
Provide the contact information for this business Yes No

If yes, please specify:

CD2. What are the community's top three advantages as a place to do business?

1. _____
2. _____
3. _____

CD3. What are the community's top three disadvantages as a place to do business?

1. _____
2. _____
3. _____

CD4. 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?

CD5. What assistance or opportunities would be beneficial to support your business?

(Read list. Select all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Updating business plan | <input type="checkbox"/> Joint advertising and marketing |
| <input type="checkbox"/> Succession planning | <input type="checkbox"/> Attraction of related supply & services businesses |
| <input type="checkbox"/> Marketing seminars | <input type="checkbox"/> Workforce planning, employee training and attraction |
| <input type="checkbox"/> Access to capital information or seminars | <input type="checkbox"/> Productivity improvement workshops |
| <input type="checkbox"/> Trade shows | <input type="checkbox"/> E-marketing, social media and online content workshops |
| <input type="checkbox"/> Business networking sessions | <input type="checkbox"/> Other (Specify): |
| <input type="checkbox"/> Export development programs and services | _____ |

CD6. Do you have any other comments?

Closing statements

Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?

Yes No

Thank You, we greatly appreciate the time you have taken to participate in this business survey, and the comments you have provided.