



Business Retention and Expansion Report

August 12, 2019



Prepared by:



Funding provided by:

Government of Ontario
United Counties of Leeds and Grenville
Township of Rideau Lakes

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Background

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

The BR+E program consisted of trained staff and volunteers who visited businesses and conducted confidential interviews with senior management or owner.

Why undertake a BR+E?

- Existing businesses create more jobs
 - o 76-90% of new jobs come from existing businesses
- Existing businesses are already invested in the community
 - o Easier and less expensive to retain business than attract new business
- Existing businesses can be ambassadors for the community
 - o They can assist in identifying potential targets for attraction efforts
- Provides an early warning system
 - o Allows proactive support of businesses that are thinking of expanding; closures could be averted if businesses were connected with existing resources
- Improves the community's self-awareness
 - o Improve local business climate through strategic planning, policy review and business communications of existing resources and support programs.

Leadership

The United Counties of Leeds and Grenville Economic Development Office agreed to take a leadership role using the OMAFRA BR+E program to deliver the following:

- ✓ BR+E Program Action Report
- ✓ BR+E Aggregate Business Survey Report
- ✓ BR+E Aggregate Tourism Survey Report

The data collected from businesses in Rideau Lakes would also be part of the Counties regional BR+E program that will include all 10 of its member municipalities.

Trained staff from the Counties and Rideau Lakes joined with business volunteers to conduct confidential interviews.

Four Stage BR+E Process

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

Stage 1 – Project Planning and Survey Development

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

Stage 2 – Collect and Analyze

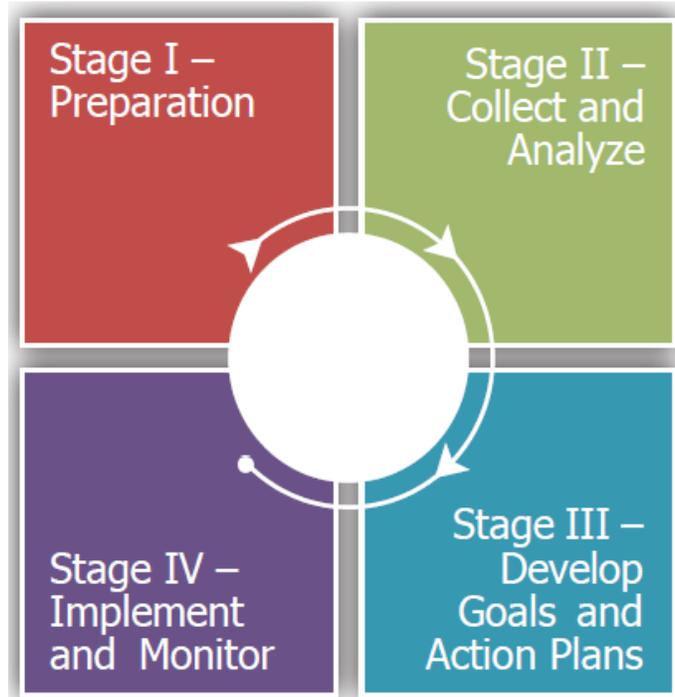
This stage involved completing business surveys, entering data, responding to specific business issues and opportunities, and conducting a data analysis from aggregate results.

Stage 3 – Develop Goals and Action Plans

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

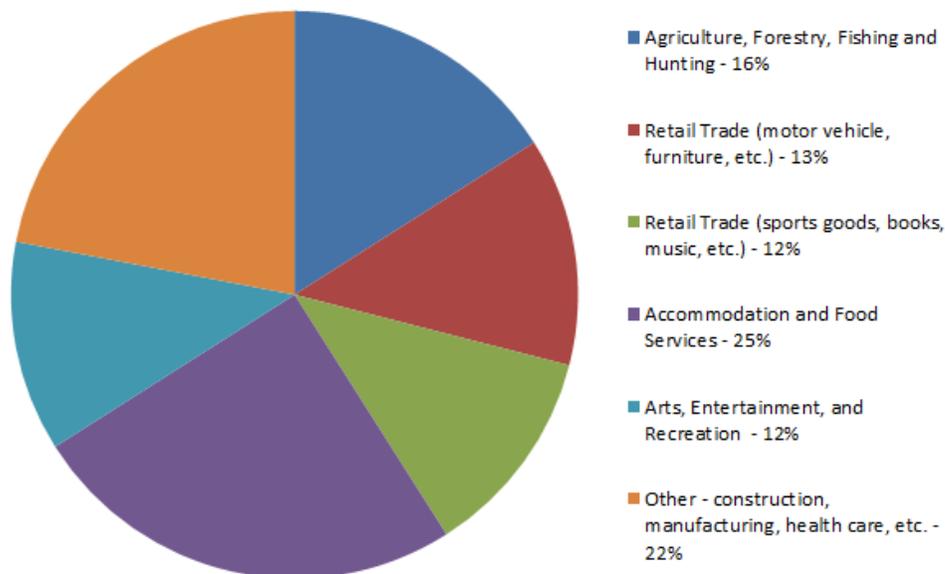
Stage 4 – Implementation and Monitoring

The BR+E program is presented to Rideau Lakes Council and Economic Development Committee. The program recommends hosting a public meeting to communicate the results of the project to the broader community. This stage also includes ongoing monitoring and tracking of results.



Business Profile

There were 65 surveys completed, including a base survey with Rideau Lakes community questions and a tourism sector survey, between July 30, 2018 to April 17, 2019. There was an excellent sector mix that is reflective of the number of businesses in the region.



In Rideau Lakes, 91% of businesses are locally owned and operated, with one location. 9% have more than location for a total local ownership of 100% (BI1).

67% of businesses in Rideau Lakes have been in operation for 11-35 years, and 44% over 35 years (BI5). 55% of current owners have been operating their businesses for 11 years or more (BI6).

66% of those surveyed feel that Rideau Lakes Township is a good to excellent place to do business (BC1).

Key Areas of Focus

Businesses were asked over 100 questions that resulted in streams of qualitative and quantitative data. Staff from Leeds Grenville and the Ministry of Agriculture, Food and Rural Affairs reviewed all qualitative and quantitative data and found five emerging trends, which was the focus at the Task Force Session on March 22, 2019.

The aggregate data is located in the accompanying Appendices.

Key Areas of Focus (cont'd)

1. **Being Open For Business**
2. **Workforce Recruitment**
3. **Business Engagement & Collaboration**
 - Business to Business
 - Business to Organizations
 - Municipality to Business
4. **Village and Hamlet Business Retention and Development**
5. **Tourism**
 - Harnessing New Opportunities
 - Collaborative Opportunities

Being Open For Business

The business community in Rideau Lakes has indicated a lack of support from the municipality, while at the same time noting how important working effectively with the Township could be to the growth and development of their business. 70% of those surveyed indicated that support from the municipality is important to their business (BC3). Of the businesses surveyed, 46% indicated their satisfaction with Planning, engineering, zoning, and building permits was Fair or Poor (BC4d). Based on additional qualitative comments the Township could benefit from a more “open to business” approach. Also noted is economic/development services, 59% of businesses cited No Contact (BC4d).

Workforce Recruitment

Rideau Lakes is experiencing workforce issues, specifically with recruitment of new, entry level employees. Rideau Lakes businesses are looking to grow and the workforce is an important factor to growth. 75% of businesses say that Workforce is important to their business (BC3) and it was #3 in a pick of the ‘top 5 most important factors to business’ (BC3). 79% of business surveyed indicated that they have the capacity and the interest to increase business activity (FP-A), and in the last 3 years, 35% of businesses have increased their number of employees, totaling 116 new jobs in the community (WF1a).

50% of businesses surveyed indicated that the **availability of qualified workers** in the community was Fair or Poor, and 50% said their ability to **attract new employees** was Fair or Poor **(WF2)**. 64% of businesses indicated they have **difficulties hiring** **(WF3a)**.

24% of businesses describe their hiring challenges as **too few applicants**, 31% say their applicants **lack appropriate skills and training**, and 26% say their applicants **lack relevant experience**. **(WF3b)**

53% of businesses felt their hiring challenges were specifically related to the community with 47% indicating it was due to their industry. **(WF3c)**

Businesses indicated difficulties hiring for the following positions **(WF3d)**:

- General and Skilled Labour – 30 %
- Kitchen staff – 8%
- Customer service – 6%
- Sales – 6%
- AZ Driver – 6%

Business Engagement and Collaboration

Through the survey results it is clear that there is much opportunity for the business community to benefit from additional engagement and collaboration at different levels.

Business to Business

High interest in **networking** and **participating in joint endeavors** was communicated **(BD8b)**. Additionally, 78% of businesses surveyed indicated **support from other businesses** as important to them **(BC3)**.

Business to Organizations

Low knowledge of and contact with local business organizations in the community **(BC4a)** and high interest in attending **business related workshops** and **seminars** was communicated by businesses surveyed.

Municipality to Business

The **support of the municipality** was rated Important by 70% of respondents **(BC3)**.

Village and Hamlet Business Retention and Development

The many villages and hamlets are held in high esteem by the business community, but there is much uncertainty about the sustainability of these areas if the status quo is

maintained. Results indicate a high interest in encouraging growth and development of businesses within these key commerce areas.

When asked what the municipality should be focusing on in the next 5-10 years, the top 4 responses were [Business Attraction](#), [Business Incentives](#), [Commercial Development](#) and finally [Village and Hamlet Revitalization](#) being the top response tied with Tourism development (**CQ3**).

[Internet service](#) was the **#1** in a pick of the 'Top 5 most important factors to business. 94% of those surveyed said that internet is important to their business (**BC3**). 28% cited [Internet speed](#) and 22% cited [Internet access](#) as an [IT barrier](#) (**BD5**).

Tourism and Marketing

Building on the area's natural strengths, harnessing new opportunities in neighbouring communities and supporting the tourism market is a key area of focus drawn from survey results.

Harnessing New Opportunities

When asked what the Township of Rideau Lakes should be focusing on over the next 5 years the **#1** answer was [Tourism development](#) tied with [Village and Hamlet Revitalization](#) (**CQ3**).

Surveyed businesses indicated that [Fishing](#), [Water based activities](#), and [Outdoor activities \(trails/nature\)](#) attract visitors to the area (**T10**).

Collaborative Opportunities

76% and 85% of tourism businesses in Rideau Lakes are not involved with key tourism organizations -RTO or DMO (**T11**). 93% of tourism businesses indicate visitors stay longer than 2 nights with 28% staying 6 nights or more (**T7b**).

NEXT STEPS

The Business Retention and Expansion report with its suggested action plan is one of the documents that should be considered when finalizing a municipal economic development strategy and annual action / work plans. When developing a strategy, consideration should be given to future trends and opportunities, available resources, and partnerships.

Draft Action Plan for consideration

*Items indicated with an asterisk were identified as a priority at the Task Force session.

Being Open For Business

Top Actions	Authorities
<p>* Develop and adopt a Development Services strategy:</p> <ul style="list-style-type: none"> • Adopt a customer focus approach to business owners <ul style="list-style-type: none"> ○ Staff to ask how they can assist by asking business owner(s) questions ○ Staff to provide guidance and where possible flexible options that would strive towards business success. • Review opportunities for better efficiencies that would streamline the planning process <ul style="list-style-type: none"> ○ Planning department and associated agencies collaborate more effectively when dealing with business and home owners. ○ Continue to empower and support staff to 'make things happen' - e.g. policy flexibility, focus on outcomes and less process. ○ Provide more flexibility on permits and fees (development charges). • Review opportunities to support business development <ul style="list-style-type: none"> ○ Municipal tax break first few years 	<ul style="list-style-type: none"> • Township of Rideau Lakes
<p>*Improved Wi-Fi access throughout the township and at township buildings</p>	<ul style="list-style-type: none"> • Township of Rideau Lakes • United Counties of Leeds and Grenville • Federal Government • Provincial Government • Eastern Ontario Regional Network (EORN)

<p>*Update business investment and welcome packages</p>	<ul style="list-style-type: none"> • Township of Rideau Lakes • United Counties of Leeds and Grenville
<p>*Create a list of available investment opportunities:</p> <ul style="list-style-type: none"> • businesses for sale • services are available <p>*Support private property owners and promote:</p> <ul style="list-style-type: none"> • redevelopment opportunities • vacant land development • investment opportunities 	<ul style="list-style-type: none"> • Township of Rideau Lakes • United Counties of Leeds and Grenville • Real Estate Agents
<p>Continue to encourage 'buy-local'</p> <ul style="list-style-type: none"> • Township internal purchasing • Broader community • Develop a business to business campaign 	<p>To be determined</p>
<p>Be pro-active in creating more facilities for young families. e.g. daycare, beaches, playgrounds, waterparks and arenas</p>	<p>To be determined</p>

Workforce Recruitment

Top Actions	Authorities
* Host an annual Job Fair event for local businesses in partnership with KEYS	<ul style="list-style-type: none"> • Township of Rideau Lakes • KEYS • Employers
* Develop School Board relationships that will result in a strong local workforce: <ul style="list-style-type: none"> • Coordinate with Counties Economic Development an approach to local School Boards • Encourage Boards to: <ul style="list-style-type: none"> ○ offer counselling and support for trades, tourism, hospitality, and customer service. ○ develop programs in high school that provide certificates and promote trades as a career 	<ul style="list-style-type: none"> • Township of Rideau Lakes • United Counties of Leeds and Grenville • School Boards • KEYS • Eastern Workforce Innovation Board
Develop a youth retention strategy	<ul style="list-style-type: none"> • Township of Rideau Lakes
Co-ordination with a Counties Economic Development strategy in terms of labour force issues	<ul style="list-style-type: none"> • Township of Rideau Lakes • United Counties of Leeds and Grenville
Promote funding programs that service Rideau Lakes	To be determined
Advertise outside of Rideau Lakes to attract new workers and residents	To be determined

Business Engagement and Collaboration

- Business to Organization
- Business to Business
- Municipality to Business

Top Actions	Authorities
<p>*Host regular general business networking events at a central location or in various villages.</p> <ul style="list-style-type: none"> • Consider industry specific round tables or topic specific (succession planning) events 	<ul style="list-style-type: none"> • Township of Rideau Lakes • Business community
<p>*Resurrect the Chamber or another similar entity that focuses on Rideau Lakes - if the business community wants to drive it. A suggested tourism emphasis.</p>	<ul style="list-style-type: none"> • Business owners
<p>* Provide support to new or existing businesses who want to change what or how they do business</p>	<ul style="list-style-type: none"> • Township of Rideau Lakes • United Counties of Leeds and Grenville • Valley Heartland Community Future Development Corp. • KEYS • Small Business Advisory Centre
<p>Training for small businesses on website development, social media, etc.</p>	<p>To be determined</p>
<p>New business outreach program – welcome, orientation, mentoring</p>	<p>To be determined</p>

Village and Hamlet Business Retention and Development

Top Actions	Authorities
<p>*Develop a Township growth plan that reduces uncertainty for potential investors / developers</p> <ul style="list-style-type: none"> • Each village needs a vision for their future. • Identify servicing options for hamlets 	<ul style="list-style-type: none"> • Township of Rideau Lakes
<p>*Support the development of community events and activities - walking trails, biking trails, snowmobile trails, music festivals. Encourage the arts, displays of culture, unique village identities.</p>	<ul style="list-style-type: none"> • Township of Rideau Lakes • United Counties of Leeds and Grenville • Volunteers • Community Improvement Plan Committee • Services clubs / Impacted clubs
<p>*Identify and communicate service gaps and housing options in hamlets that could be addressed.</p>	<ul style="list-style-type: none"> • Township of Rideau Lakes • United Counties of Leeds and Grenville • Real Estate Agents • Residents • Local Businesses
<p>CIP program for villages:</p> <ul style="list-style-type: none"> • Expand to more locations • Promote growth / development incentives to local business owners. • Increase the value and incentives <ul style="list-style-type: none"> ○ Grants for accessibility • Repurpose abandoned buildings / strengthen the bylaws for derelict buildings in the hamlets • Township to take a lead role in redeveloping key properties • Develop community improvement funding. • Exempt development charges for any development in villages to incentivize their location for development 	<ul style="list-style-type: none"> • Township of Rideau Lakes
<p>Review zoning by-laws to allow a wider range of uses in village commercial and institutional buildings</p>	<ul style="list-style-type: none"> • Township of Rideau Lakes

Tourism

Top Actions	Authorities
<p>*Create regional tourism experiences that focus on cultural and natural assets, along with Rideau Lakes villages.</p> <ul style="list-style-type: none"> • Package experiences <ul style="list-style-type: none"> ○ Fishing ○ Tourism attractions • Have a centralized booking agency 	<ul style="list-style-type: none"> • South Eastern Regional Tourism Organization • United Counties of Leeds and Grenville • Township of Rideau Lakes • Local Businesses • Parks Canada • Neighbouring municipalities and businesses
<p>* Develop / Rebuild a "Rideau Tourism" regional tourism organization that would allow for greater cooperation:</p> <ul style="list-style-type: none"> • One-stop regional booster • Growth agency • Could do centralized booking for accommodation and experiences • Assist partnering amongst businesses for advertising and community trade-shows to make them affordable • Organize a Rideau Lakes tourism and accommodation networking group to meet quarterly. Weekly events organized 	<ul style="list-style-type: none"> • United Counties of Leeds and Grenville • Township of Rideau Lakes • Economic Development Offices
<p>Develop and support the growth of shoulder season tourism creating a 4-season destination</p>	<p>To be determined</p>
<p>*Improve transportation and infrastructure, eg. paved shoulders for cycle tourism.</p>	<ul style="list-style-type: none"> • United Counties of Leeds and Grenville • Township of Rideau Lakes • Ontario Ministry of Transportation • Parks Canada

Summary of Top Actions

Open for Business

- Develop and adopt a Development Services strategy.
- Improve Wi-Fi access throughout the township and at township buildings.
- Update business investment and welcome packages.
- Create a list of available investment opportunities and support private property owners and promote land and building opportunities.

Workforce

- Host an annual Job Fair event for local businesses in partnership with KEYS.
- Develop School Board relationships that will result in a strong local workforce.

Business Engagement and Collaboration

- Host regular general business networking events at a central location or in various villages.
- Resurrect the Chamber or another similar entity that focuses on Rideau Lakes - if the business community wants to drive it. A suggested tourism emphasis.
- Provide support to new or existing businesses who want to change what or how they do business.

Village and Hamlet Business Retention and Development

- Develop a Township growth plan that reduces uncertainty for potential investors / developers.
- Support the development of community events and activities - walking trails, biking trails, snowmobile trails, music festivals. Encourage the arts, displays of culture, unique village identities.
- Identify and communicate service gaps and housing options in hamlets that could be addressed.

Tourism

- Create regional tourism experiences that focus on cultural and natural assets, and with Rideau Lakes villages.
- Develop / Rebuild a "Rideau Tourism" regional tourism organization that would allow for greater cooperation.
- Develop and support the growth of shoulder season tourism creating a 4-season destination.
- Improve transportation and infrastructure, eg. Paved shoulders for cycle tourism.

Project Team:

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Thank-you

We would like thank volunteers and the 65 businesses who participated in this survey for their time and contribution to this report.



Appendices

August 12, 2019



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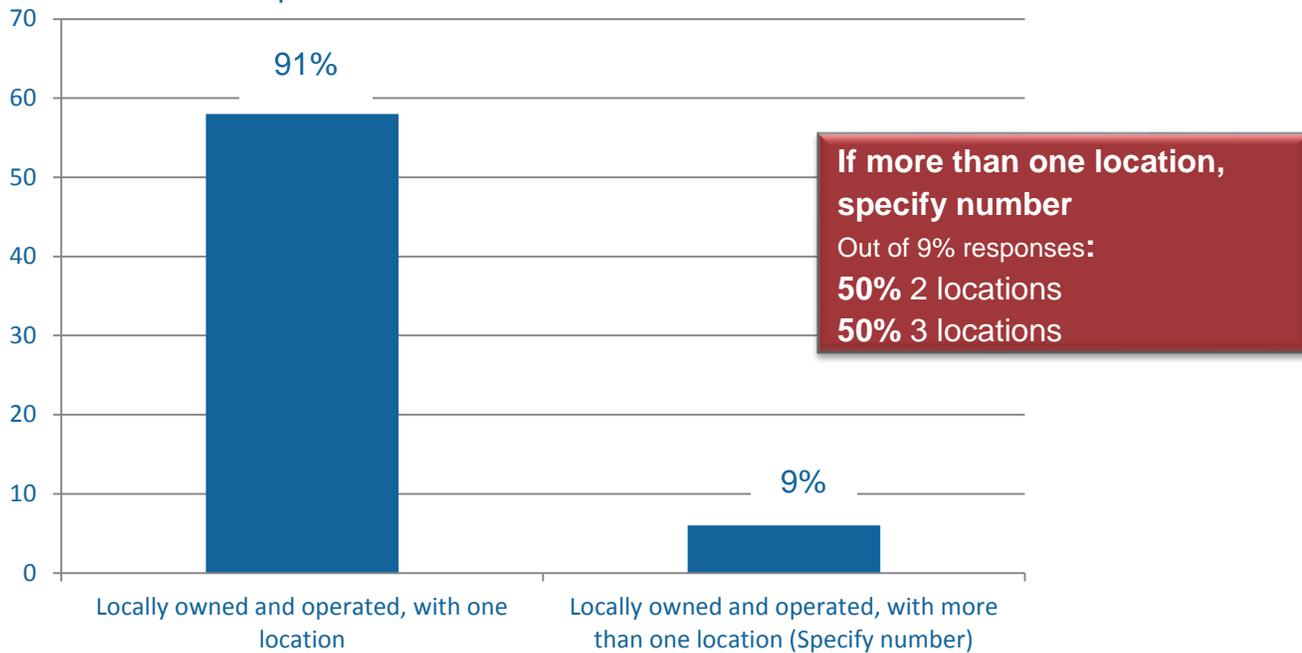
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Appendix A: Business Information

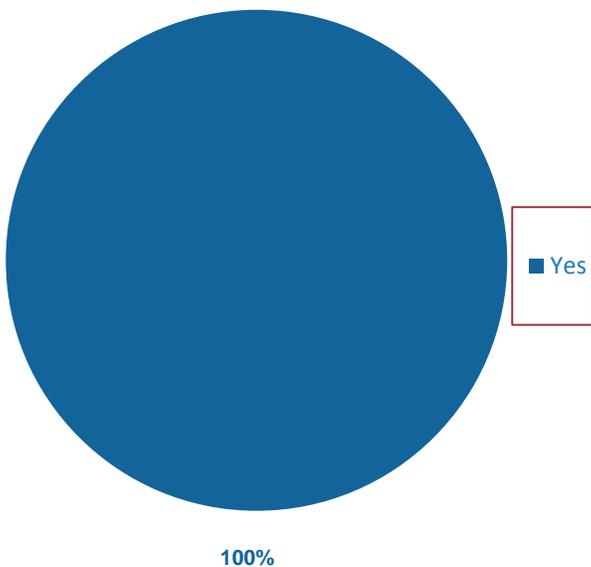
BI1. Which of the following best describes your business?

Out of 64 Responses:



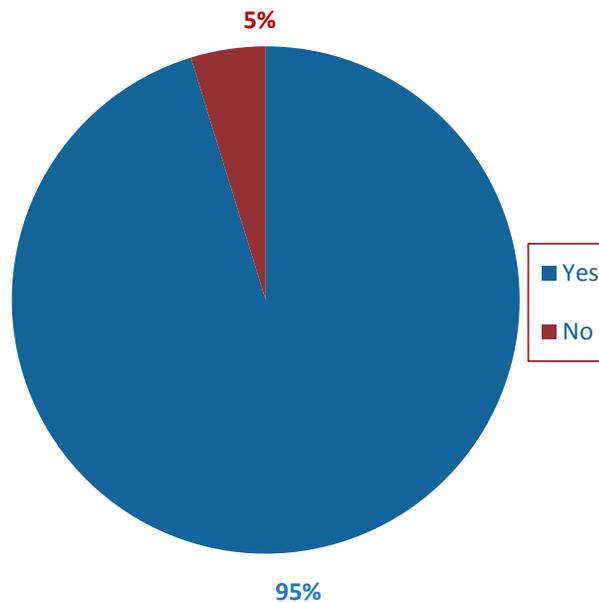
BI2. Is at least one of the owners involved in the day-to-day operation of the business?

Out of 64 Responses:



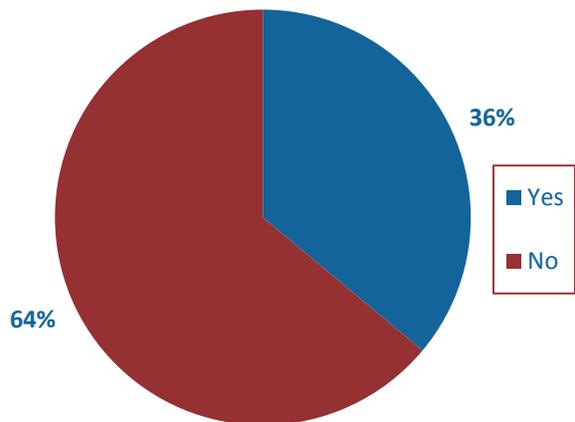
BI3. Is at least one of the owners a resident of the community?

Out of 63 Responses:



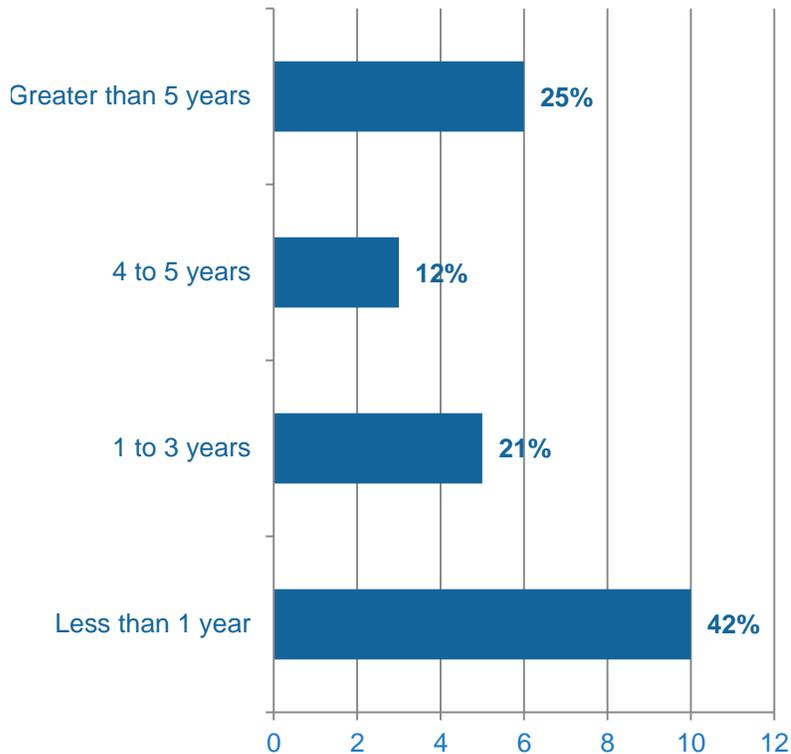
BI4a. Does your business have a business plan?

Out of 61 Responses:



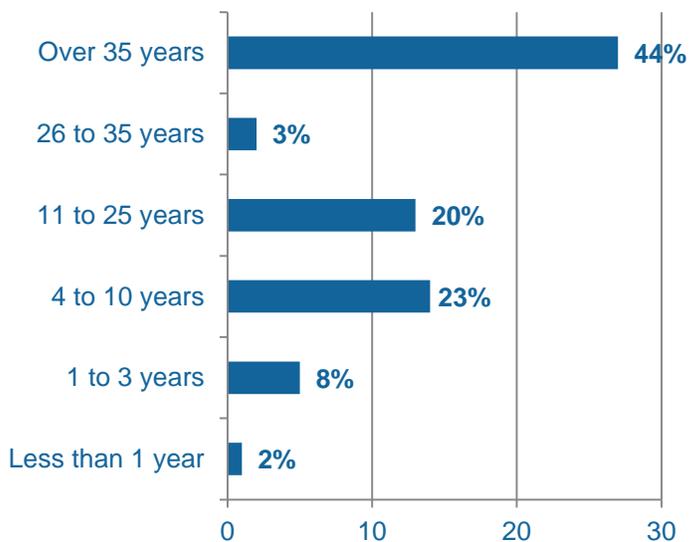
BI4b. When was it last updated?

Out of 24 responses:



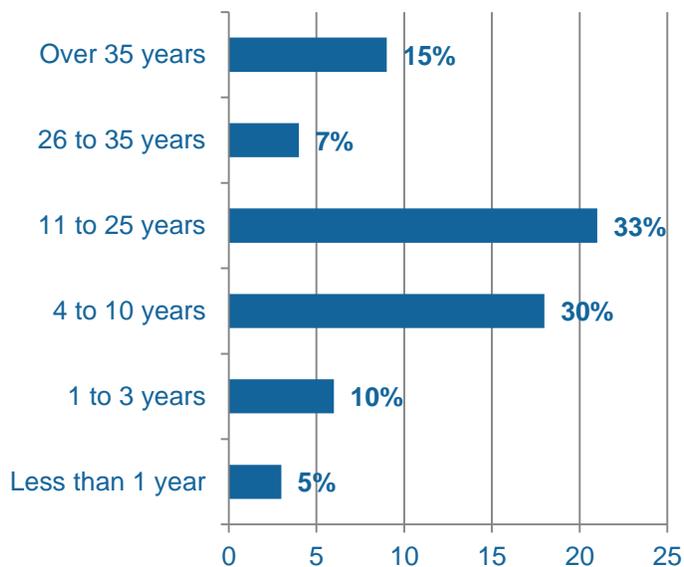
BI5. How many years has your business been in operation in this community?

Out of 62 responses:



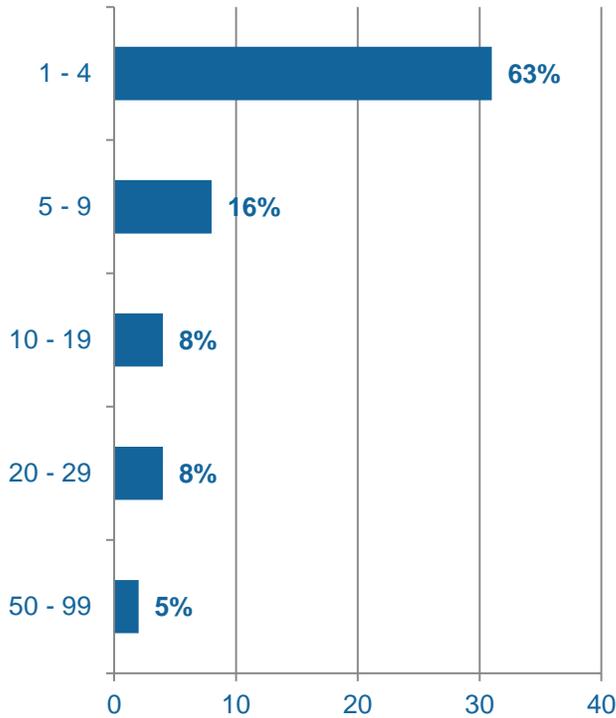
BI6. How many years have the current owner/owners been operating this business?

Out of 61 responses:



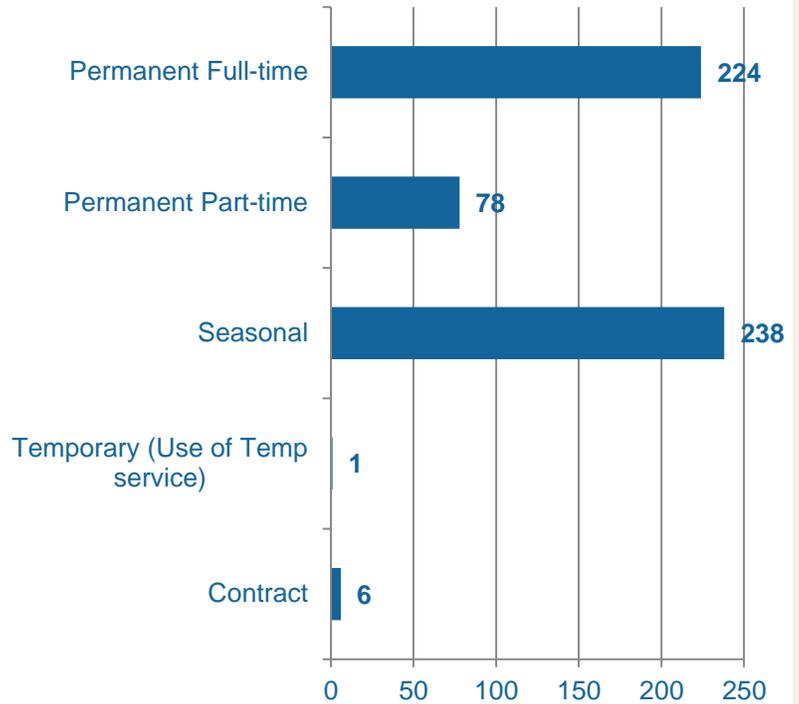
BI7. Including owner/owners, how many employees work at this location?

Out of 49 responses:



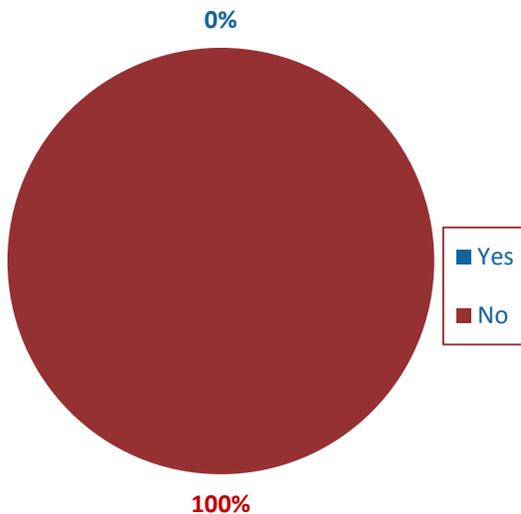
BI7a. Including owner/owners, please confirm your total number of employees operating at this location?

Out of 61 responses:



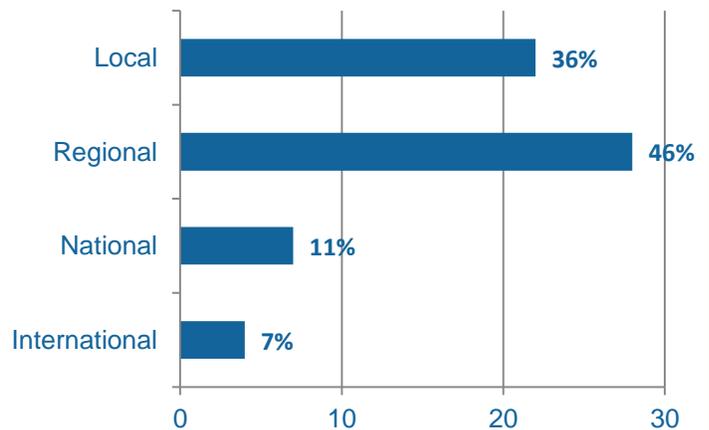
BI7c. Is your business unionized?

Out of 61 Responses:



BI8. The primary market of your business is:

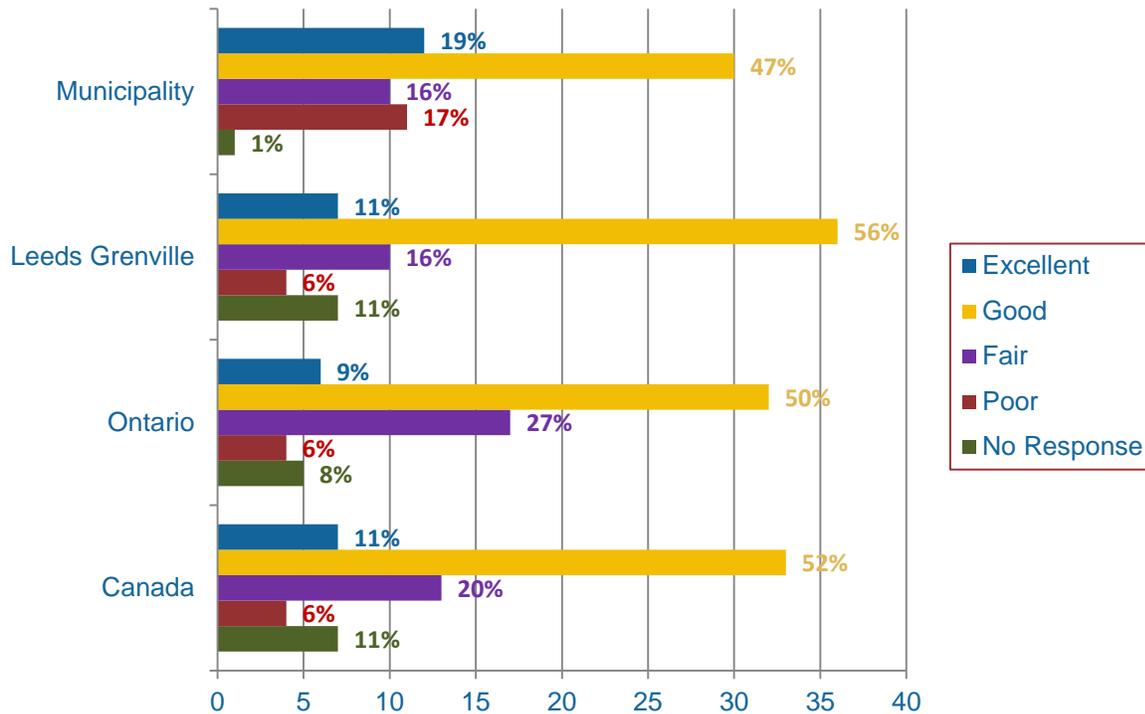
Out of 61 responses:



Appendix B: Business Climate

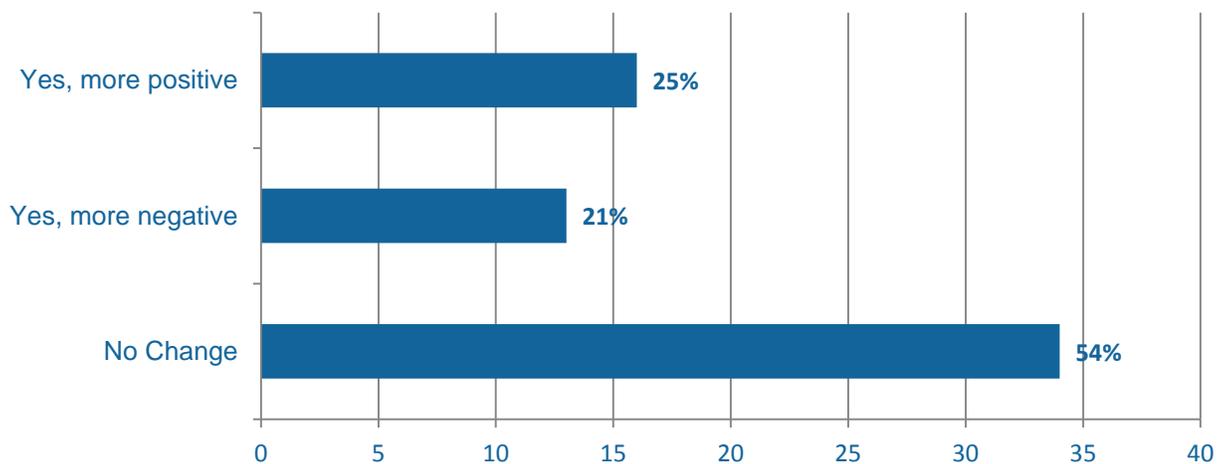
BC1. What is your general impression, as a place to do business with respect to:

Out of 64 responses:



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

Out of 63 responses:



BC2b. Please explain the positive change in attitude:

- Attitude of Development Services is much improved. Fast, helpful, explain and support and encourage. Help problem solve rather than just say no and leave you to figure it out (used to just say no).
- New Fire Chief.
- Business becoming better known.
- Business growing and more successful.
- Business is taking off, more people coming in, tourism is increasing.
- Cautiously optimistic. Could be due to election promises. Hoping positive changes to Smiths Falls (Canopy Growth, LeBoat) will lead to positive change in Rideau Lakes. Look beyond what is seen and known to what is possible.
- Expanding business, good relationship with community.
- Experience with community has been a positive one to date.
- Good interaction with Rideau Lakes staff, new council is familiar with government. Seems more receptive to discussion.
- Huge growth in business.
- Rideau Lakes Goldbook advertisement is critical.
- Free online promotion on community Facebook groups.
- The community is growing quickly.
- Tourism getting more attention i.e. Opinicon, Winery.
- Municipal changes.
- Parks Canada handling business development.

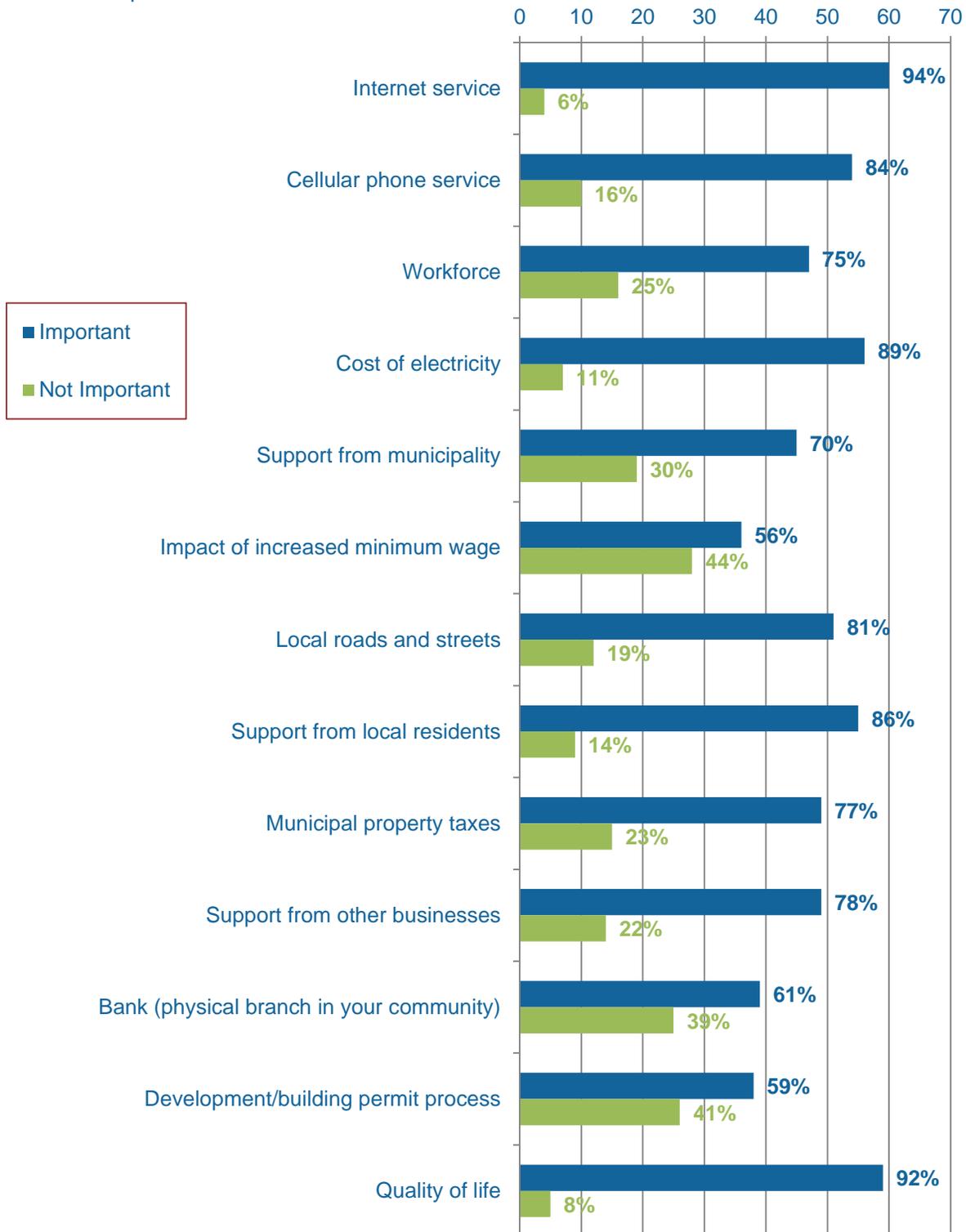
BC2b. Please explain the negative change in attitude:

- Building department and inspectors have no hands on experience in lumber yard or construction.
- Municipal, very impersonal, no compassion, not professional, do not know their own rules. Building permits/site plans. Common sense.
- Building code should be treated like a guideline, inspectors are being unreasonable with expectations and are working against, not with.
- Buying equipment and supplies for a job should be a tender, bid, or at least available to potentially get the chance.
- Township not reaching out to local businesses. Township not utilizing local businesses.
- Development department has made it overly difficult to develop residentially or commercially in the Township.
- Excessive red tape at the Township.
- No assistance from Township staff for those looking to do development. Always told to hire a planner.

- Unreasonable delays in permit processes.
- Disappointed in the way my business has been received. Maybe naive in sales projections.
- Health unit imposed water regulations disproportionately, neighbouring businesses not being treated the same.
- Building restrictions hinder development.
- No common sense during development process. Regulations are excessive - provincial and township.
- Not likely able to work with council; getting building permit is extremely difficult.
- Over the last 2 years there has been a significant increase in Government related costs impacting businesses (Provincial).
- Not enough customers to stay in business.
- Hydro, minimum wage, fuel.
- Licencing fees - Elevators/scales
- Over-regulation, paperwork burdensome and labour costs and regulations for immigrant workers.
- Zoning bylaw is a huge issue. Lack of support from township office. Bullied, ignored, "old boys club", number of staff.

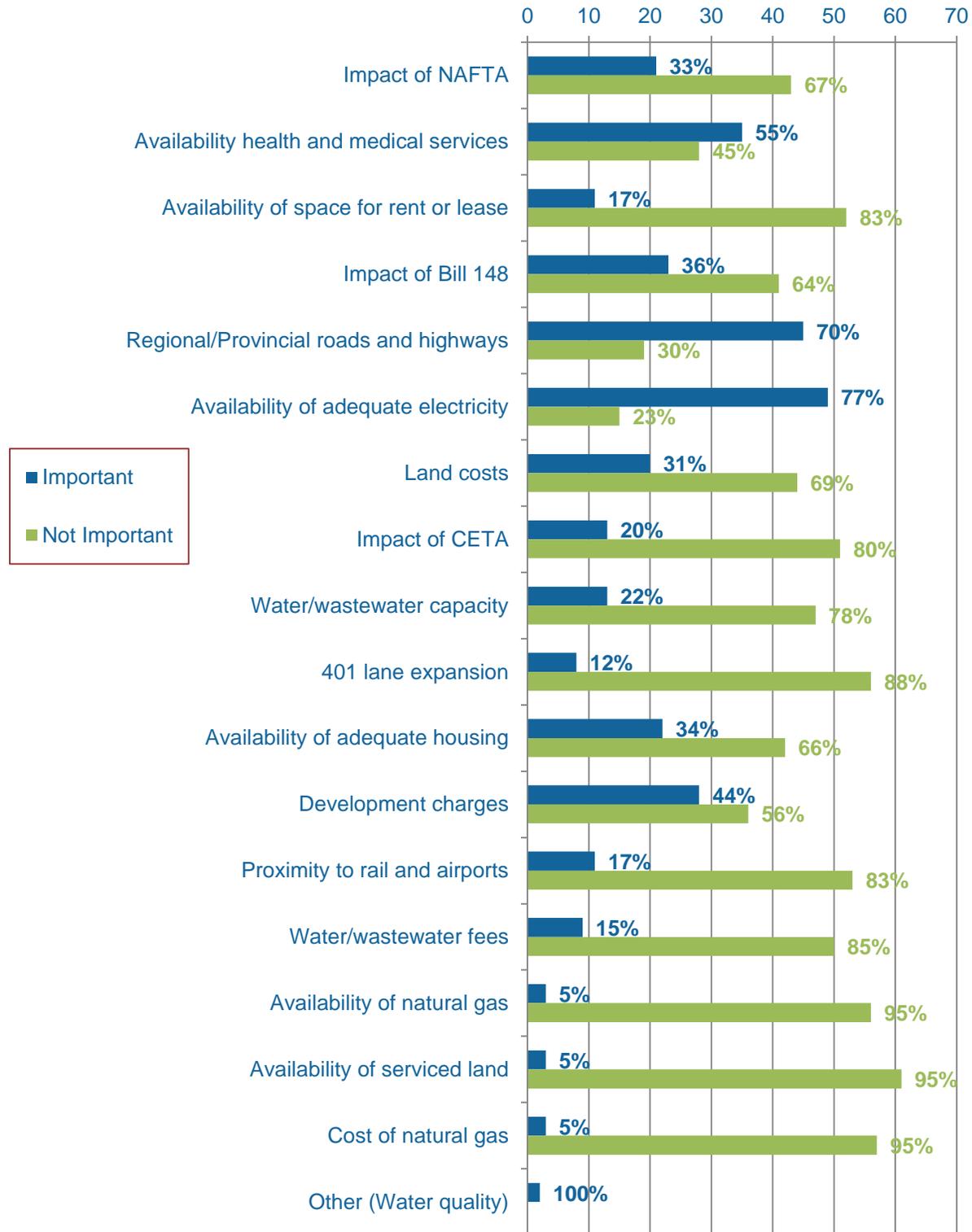
BC3. Which of the following factors are important to your business?

Out of 64 responses:

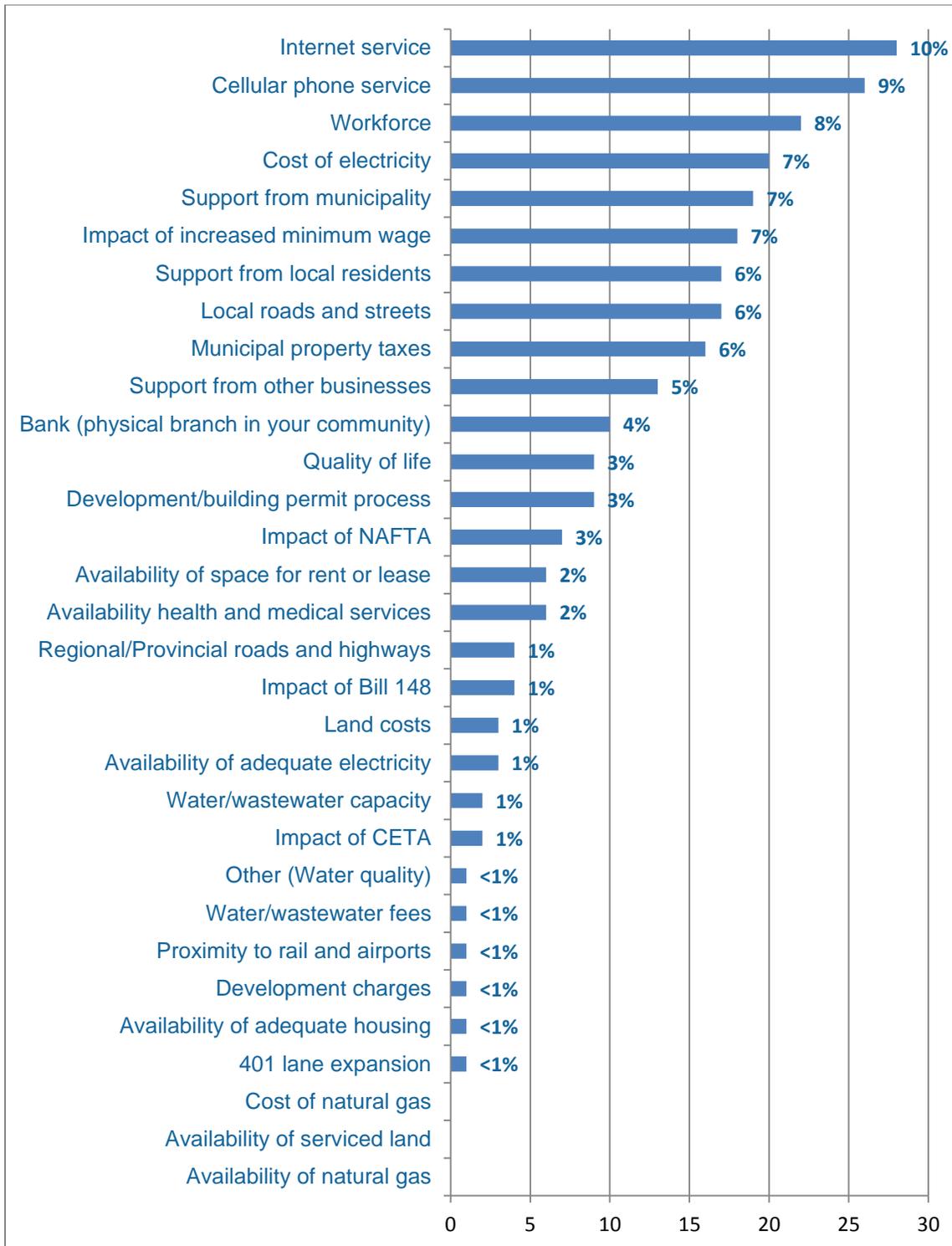


BC3. Which of the following factors are important to your business (cont'd)?

Out of 64 responses

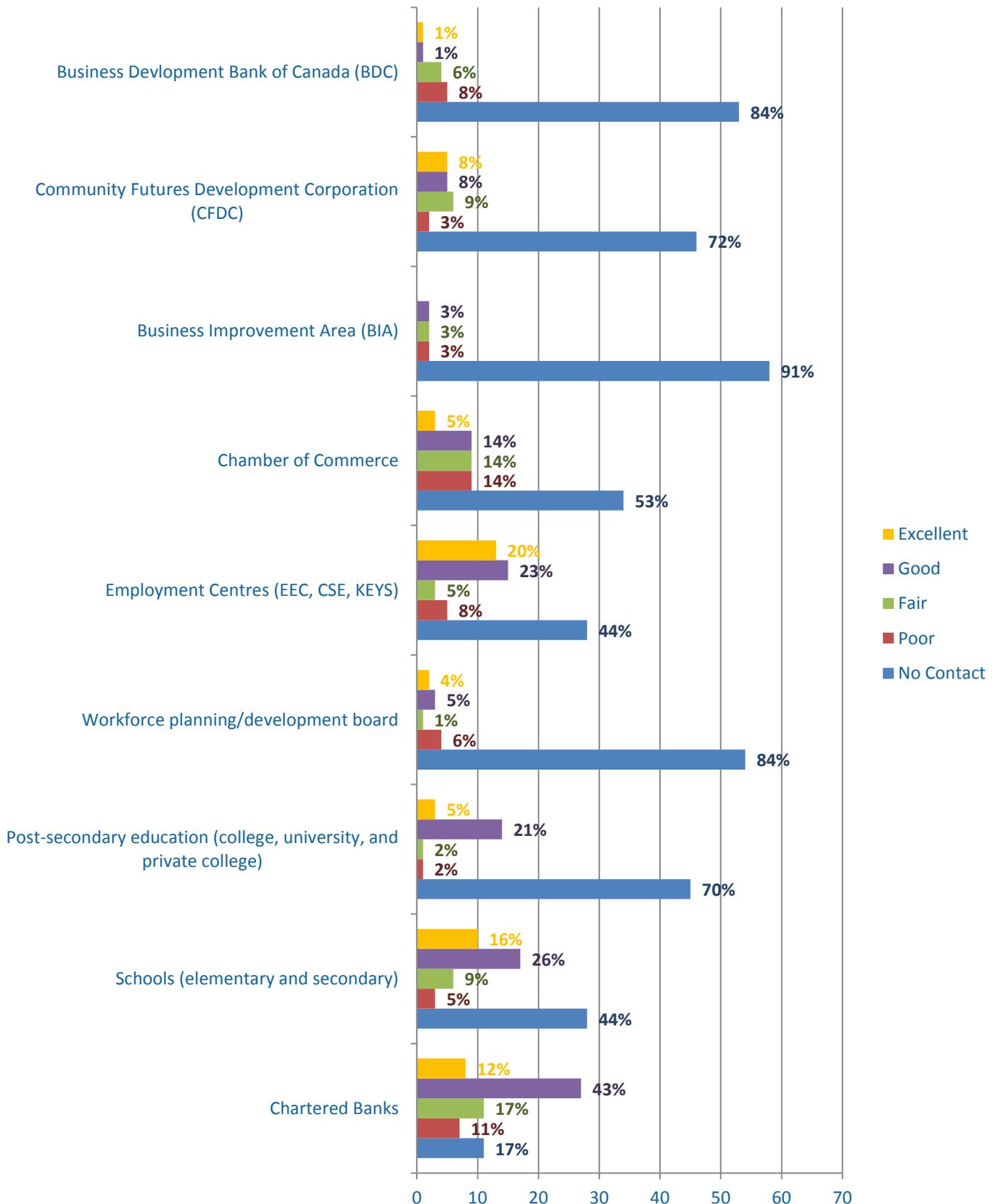


BC3. Then, select five (5) of the most important factors affecting your business:

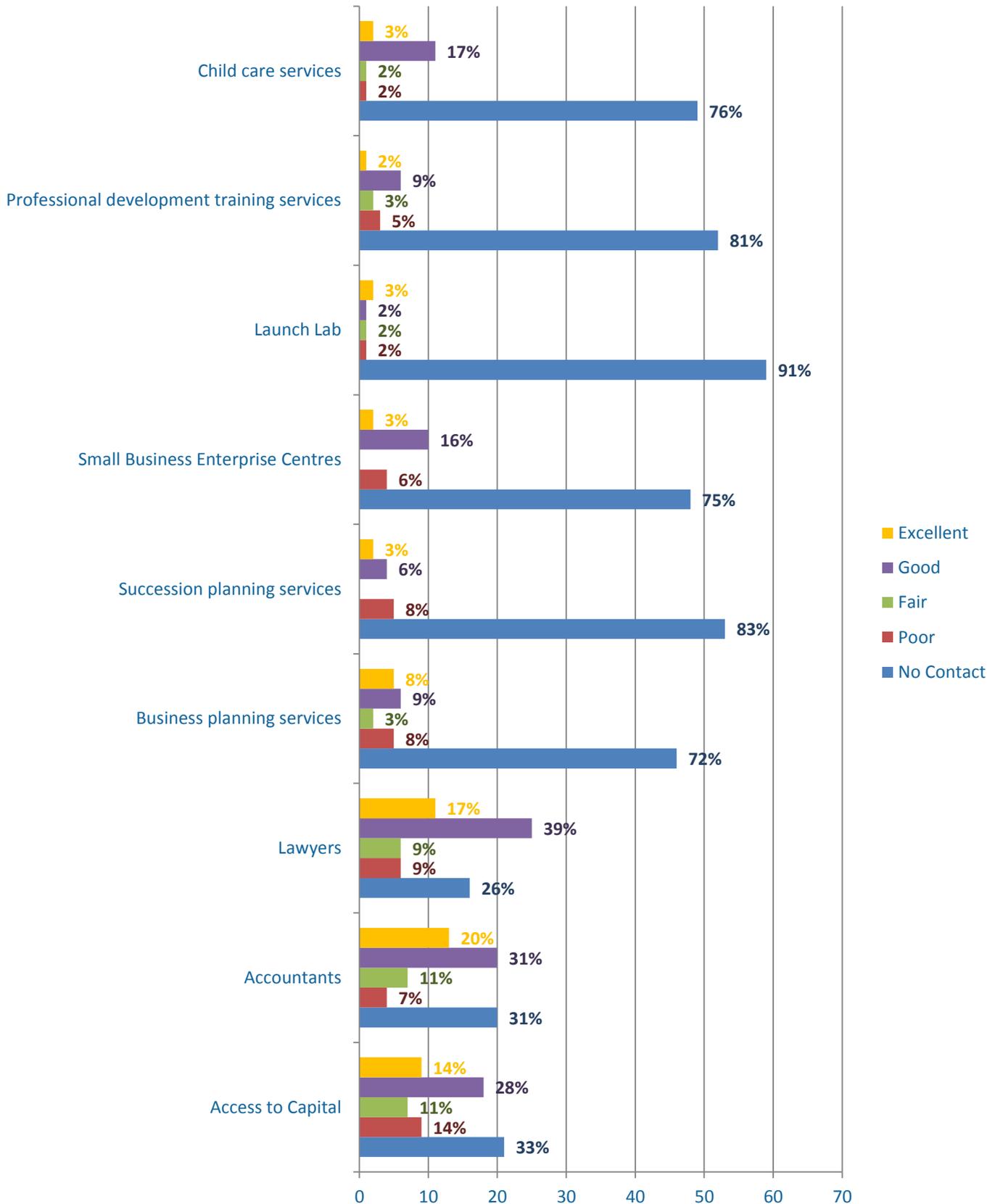


BC4a. From the perspective of your business, rate your level of satisfaction with each of the following community and business services:

Out of 64 responses:

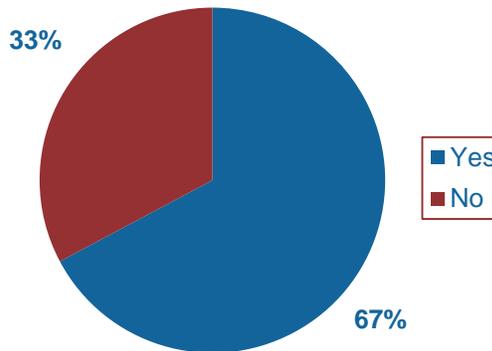


BC4a. From the perspective of your business, rate your level of satisfaction with each of the following community and business services (cont'd):

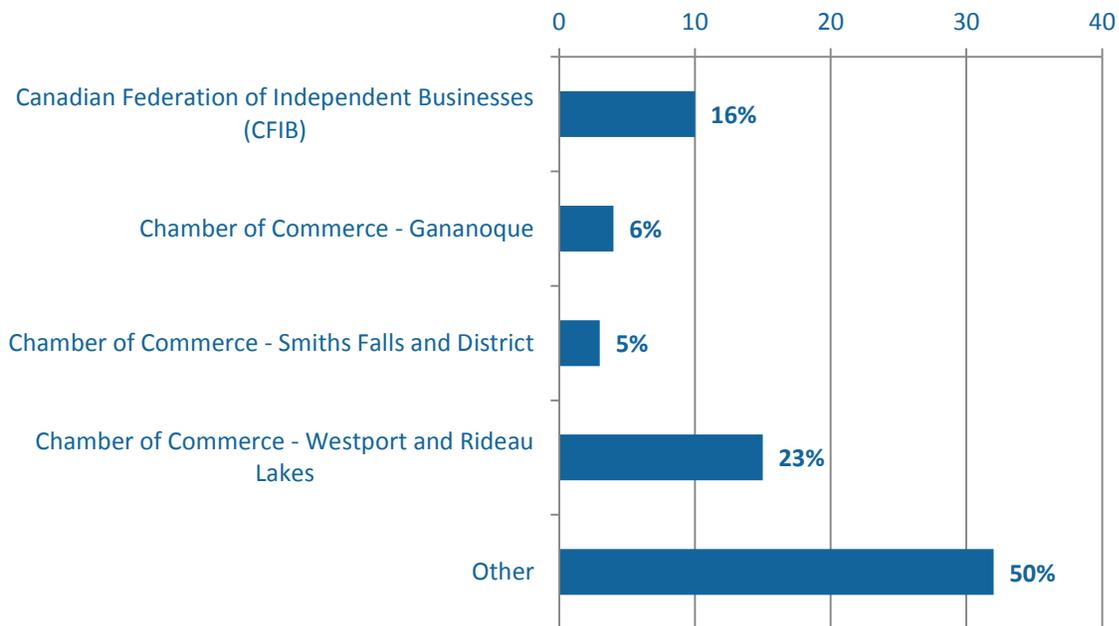


BC4b. Are you a member of any business organization(s)?:

Out of 61 responses:



If yes, which ones?

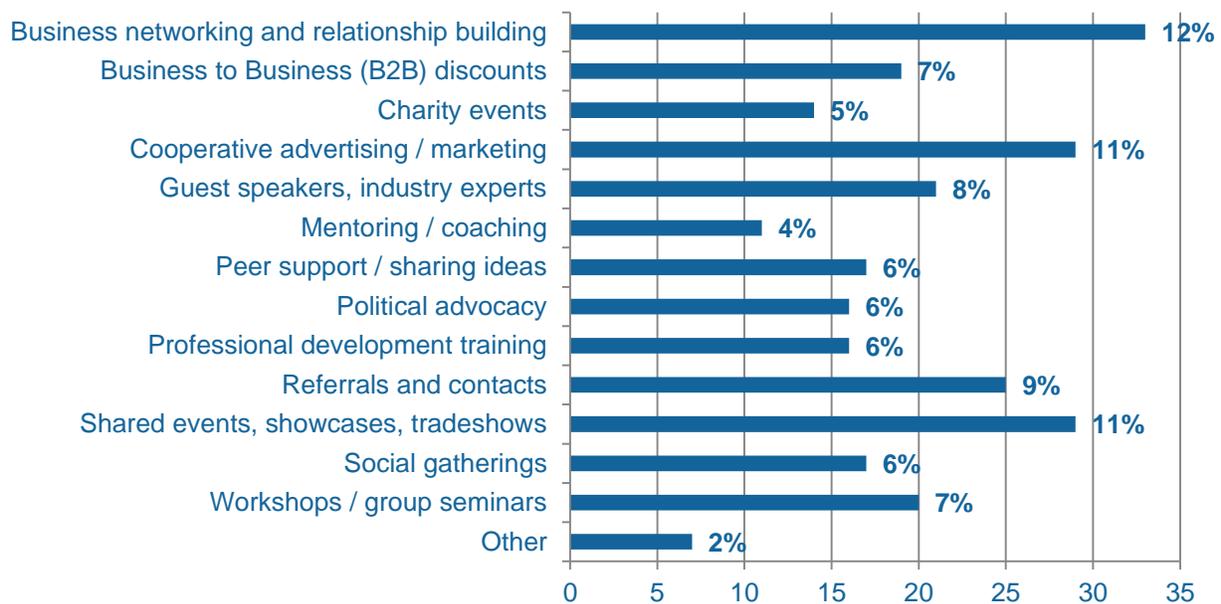


Other includes:

- Berry Growers of Ontario – 2x
- F.A.B.
- Boating Ontario
- Rideau Heritage Route
- Tourism Industry Assoc. of Ontario
- Marine Retailers Assoc. of Americas
- Grain Farmers of Ontario
- Ontario Farmers Association
- Holstein Club
- Leeds Soil & Crop
- Dairy Farmers of Ontario
- Soil and Crop Improvement.
- Decorators & Designers Association of Canada
- Lanark Local Flavours
- Grain, Beef and Dairy Farmers of Ontario
- Ontario Maple Syrup Producers
- Live Bait Association
- Loblaws
- Lyndhurst Seeley's Bay Chamber of Commerce

- Ontario Campground Assoc.
- Attractions Ontario
- Route Champlain Ontario
- National Golf Club Owners Assoc.
- Natural Farmers Union
- Ontario Agriculture Business Assoc.
- Ontario Assoc. of Agricultural Societies
- Canada Assoc. of Fairs & Exhibitions
- Ontario Beekeepers Association
- Ontario Federation of Agriculture
- Ontario Maple Syrup Production Association, OFA
- Ontario Motor Coach Association
- Canadian Urban Transport Authority
- Independent School Operators
- ORVDA
- Otter Lake Landowner Association
- Pharma Choice
- Rideau Lakes Artists Association
- Local Colours Art Group
- Rideau Lakes Studio Tour
- Portland Artist
- Travel Industry Advisory Council
- Wooden Canoe Heritage Association
- Canoe & Kayak Canada

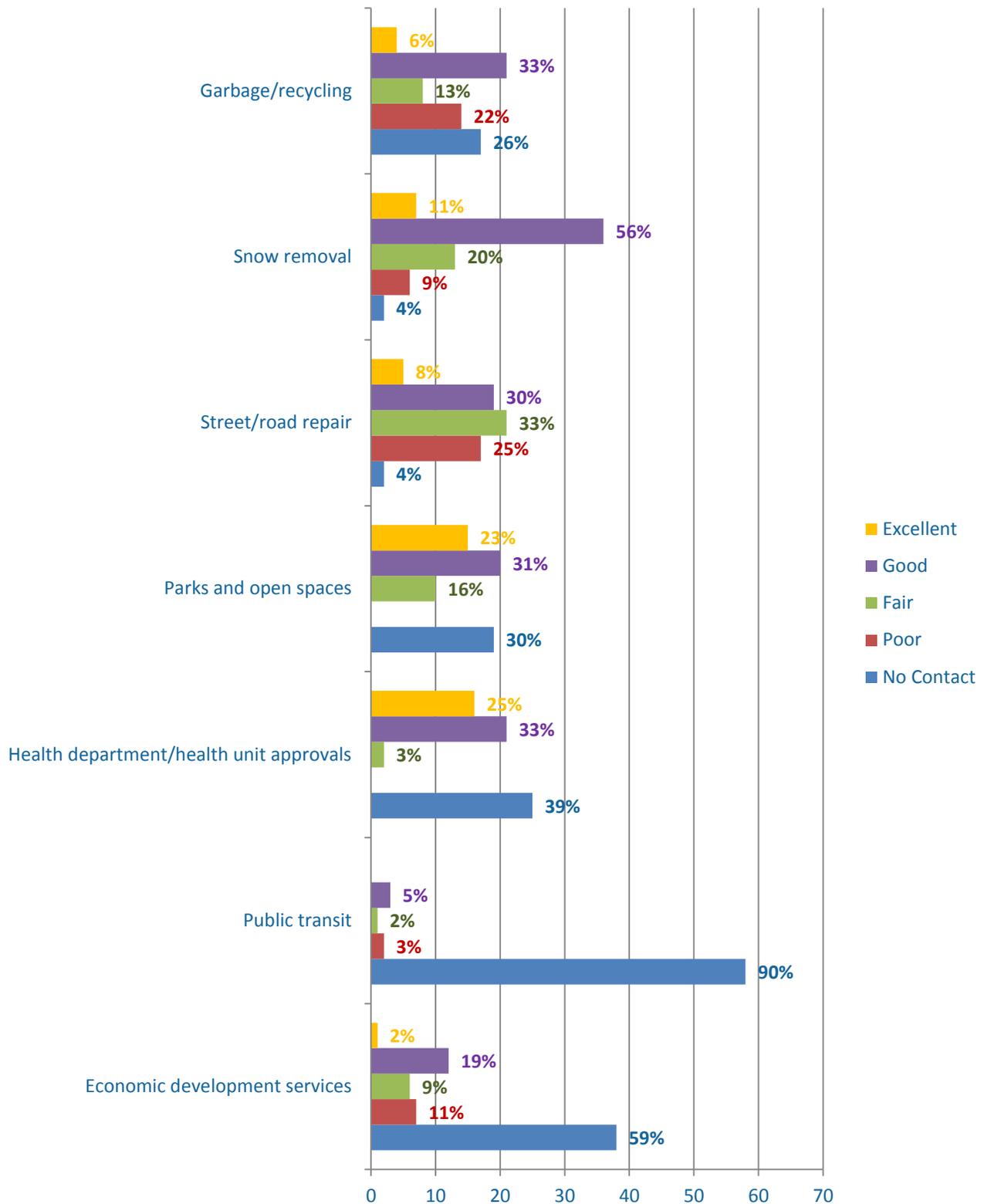
BC4c. If you are a member or choose to join an organization which promotes and supports businesses, what benefits or services are of value to your business?



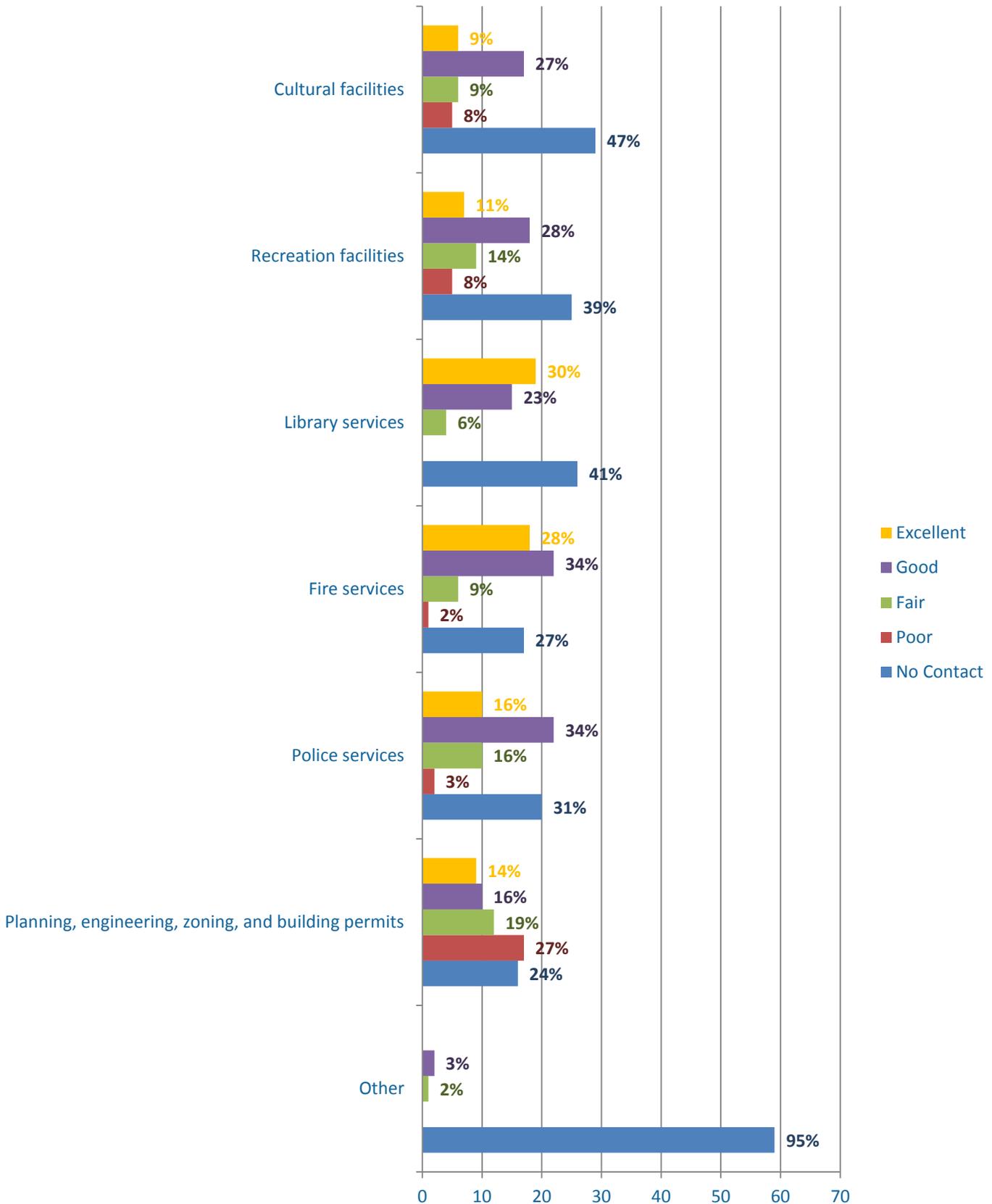
Other includes:

- Providing extended healthcare benefits to employees
- Membership discounts
- Interac discounts

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



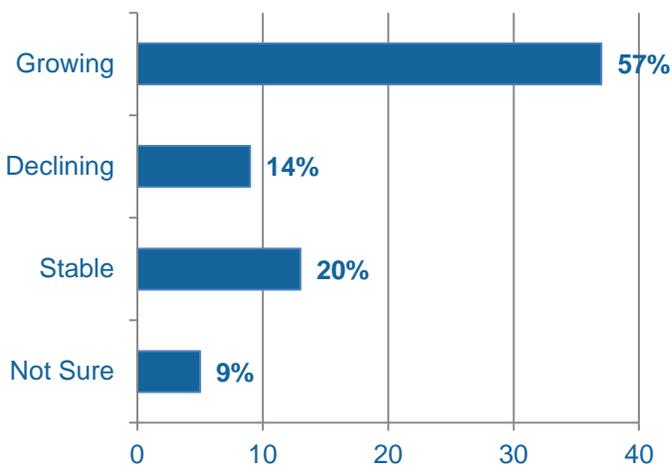
BC4d. From the perspective of your business, rate your level of satisfaction with each of the following local government services:



Appendix C: Business Development

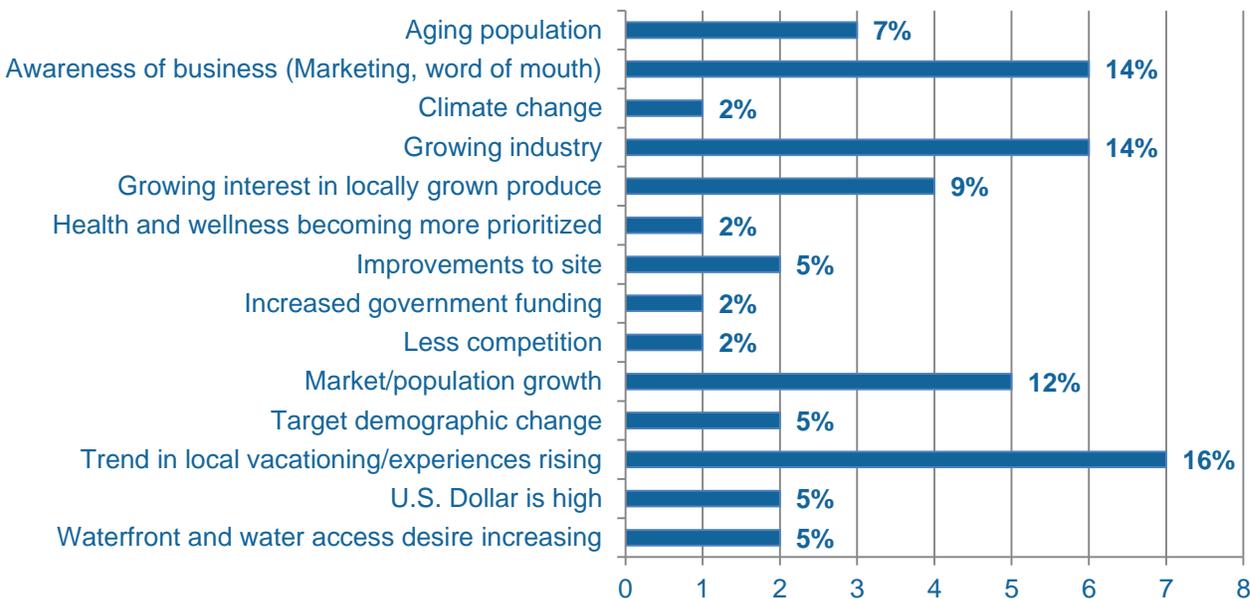
BD1a. What is the outlook for your industry?

Out of 64 responses:

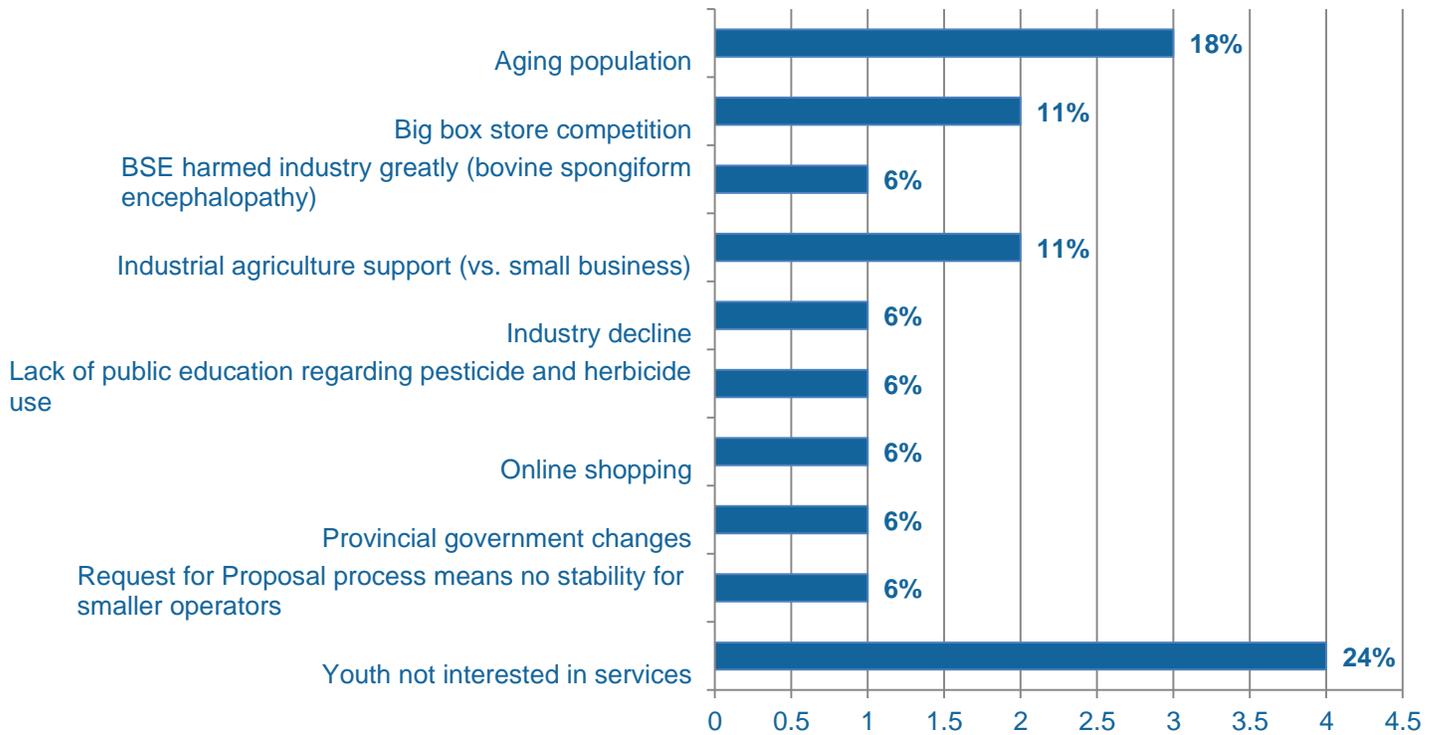


BD1b. What do you feel are the main reasons for this?

Reasons indicated for growth:

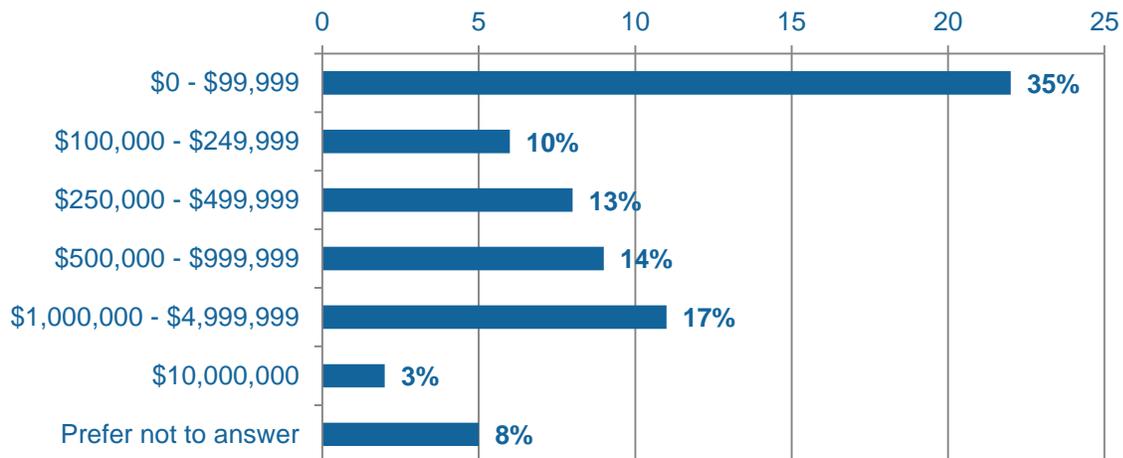


Reasons indicated for decline:



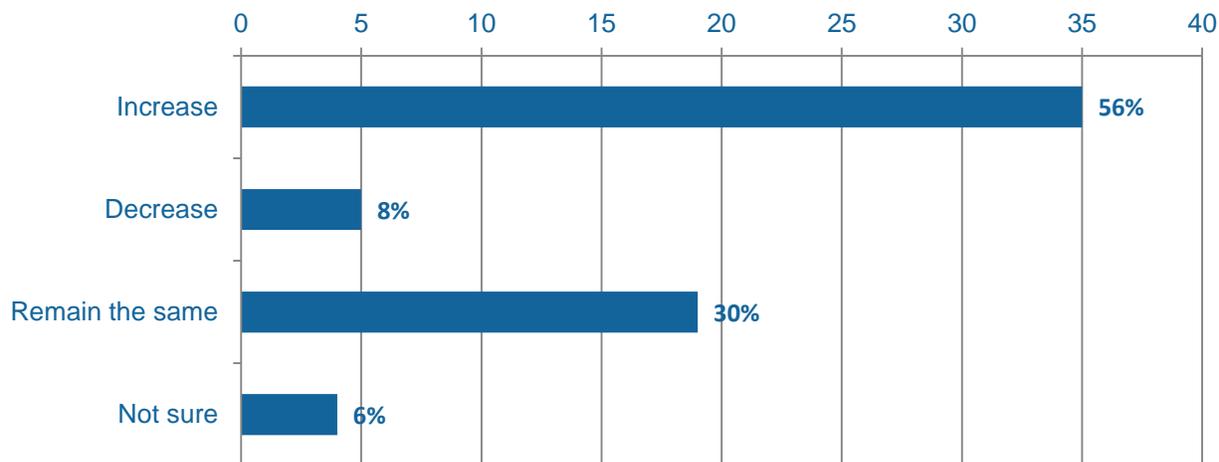
BD2. Please give an approximate annual sales range for your business:

Out of 63 responses:



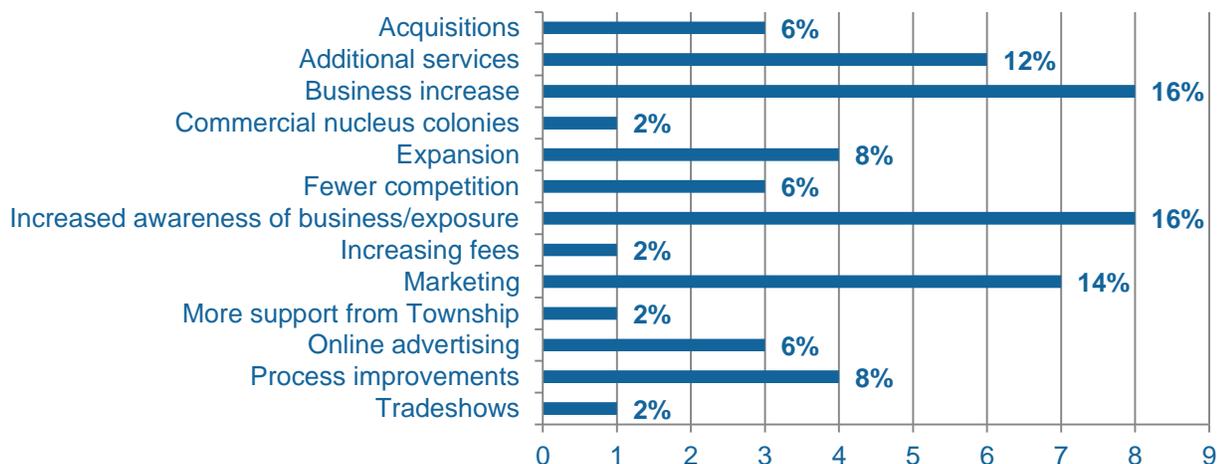
BD3a. Are your projected sales in the next year expected to:

Out of 63 responses:

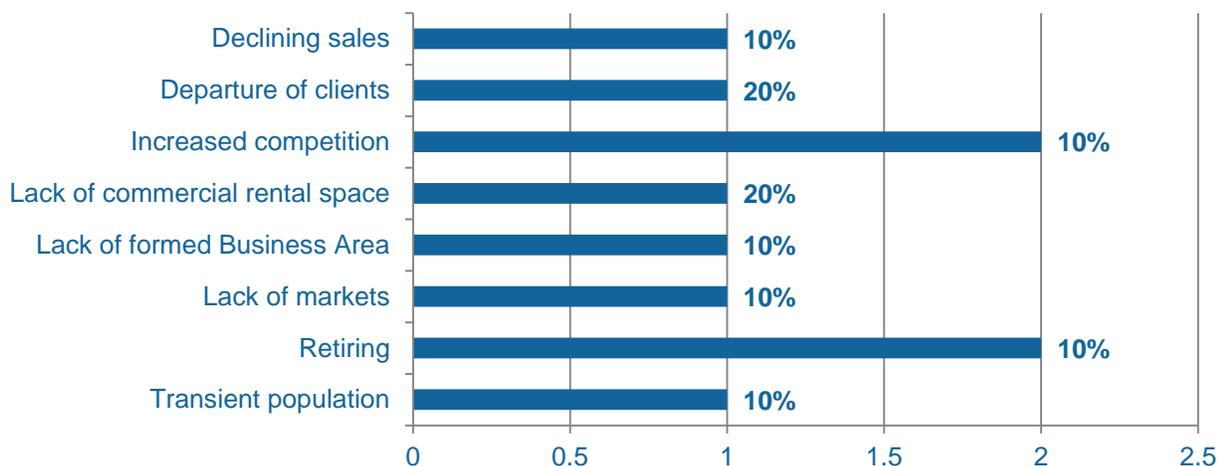


BD3b. What do you feel are the main reasons for this?

Reasons indicated for Increase:

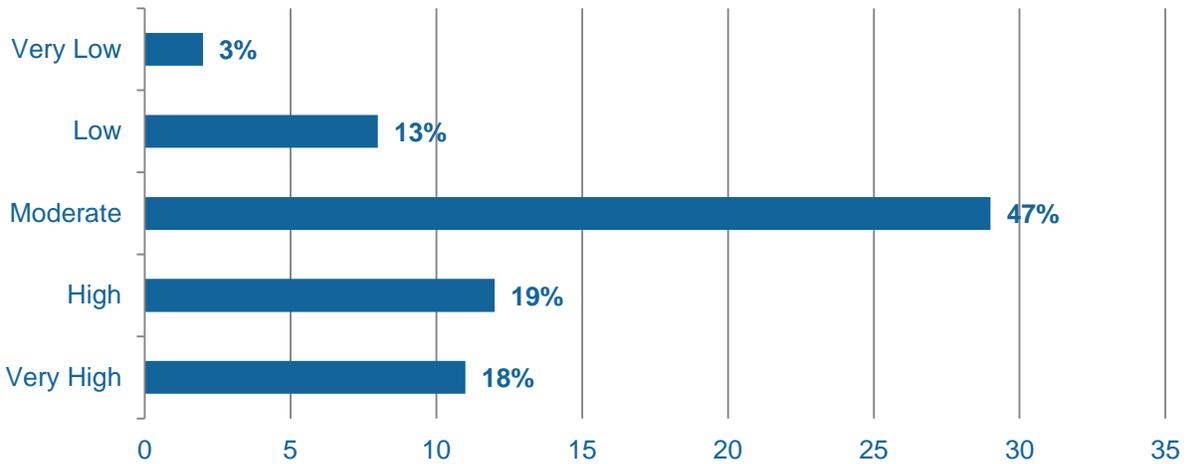


Reasons indicated for Decrease:

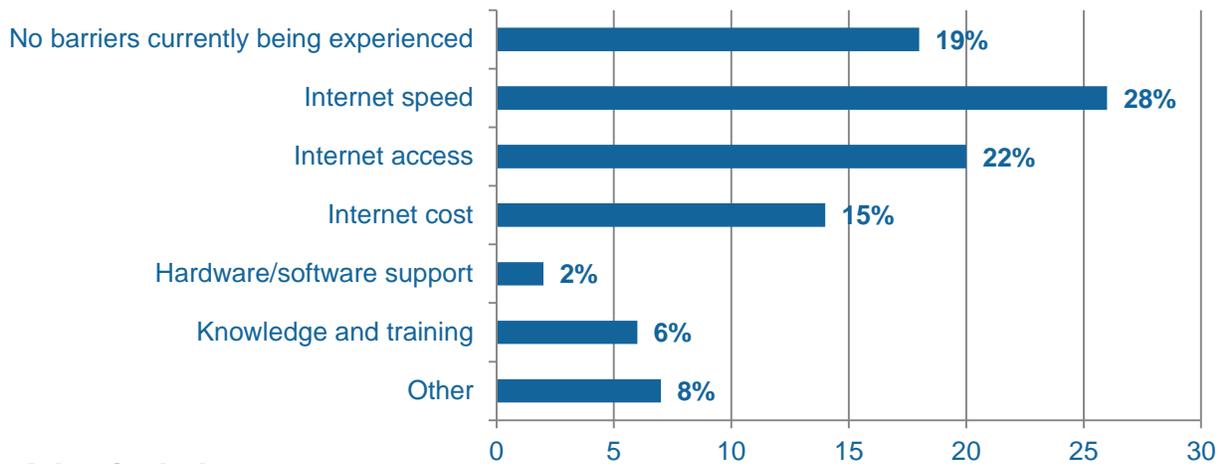


BD4. How would you rate your business related to the use of technology?

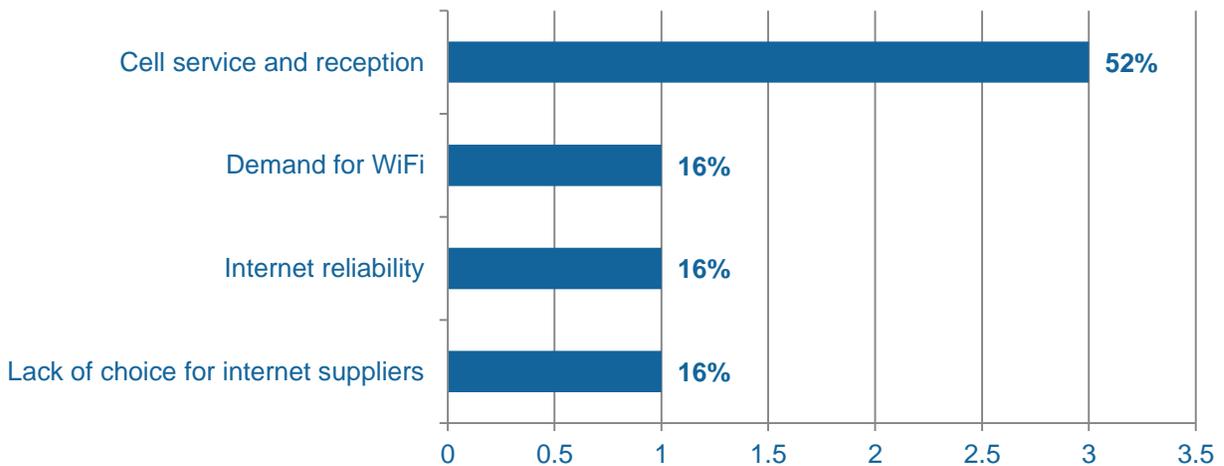
Out of 62 responses:



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



Other includes:

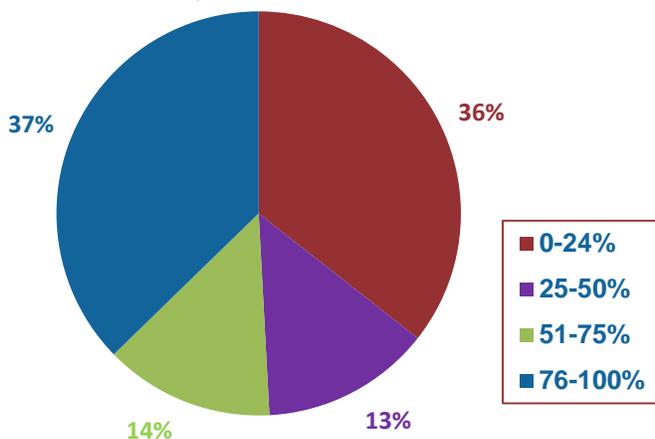


Please explain:

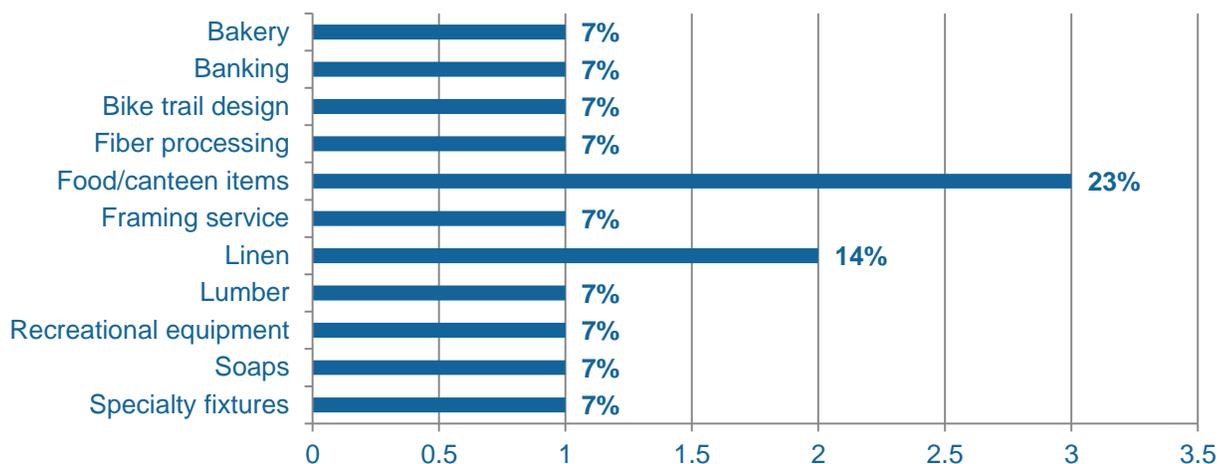
- Access to internet is intermittent, very important to businesses.
- Company has to upgrade.
- Cell service is unavailable in location.
- Only has DSL internet.
- Even upgrading to most expensive package is not consistent service.
- Cannot offer service if unlimited internet plan is not available.
- Lack of fiber optic cable.
- Lack of internet infrastructure and unreliable access
- Limited selection of providers.
- No internet. Competition and prices are going up.
- Not comparable to larger areas. Very over-priced for quality of service, community centres don't have internet access.
- Using Xplornet - can't connect to stores.

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

Out of 61 responses:

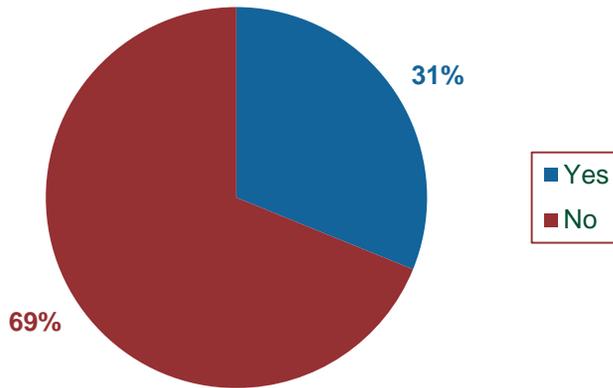


BD6b. What products or services would you like to purchase locally that are now being purchased outside the area?



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

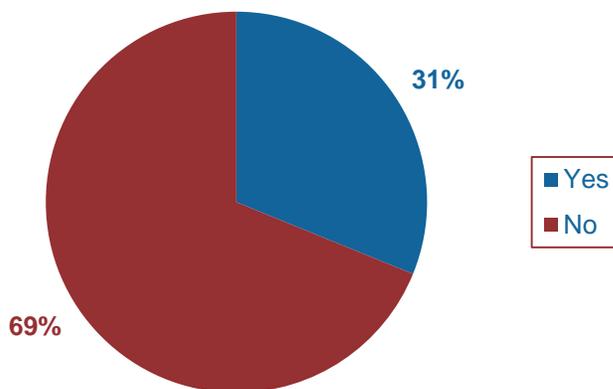
Out of 61 responses:



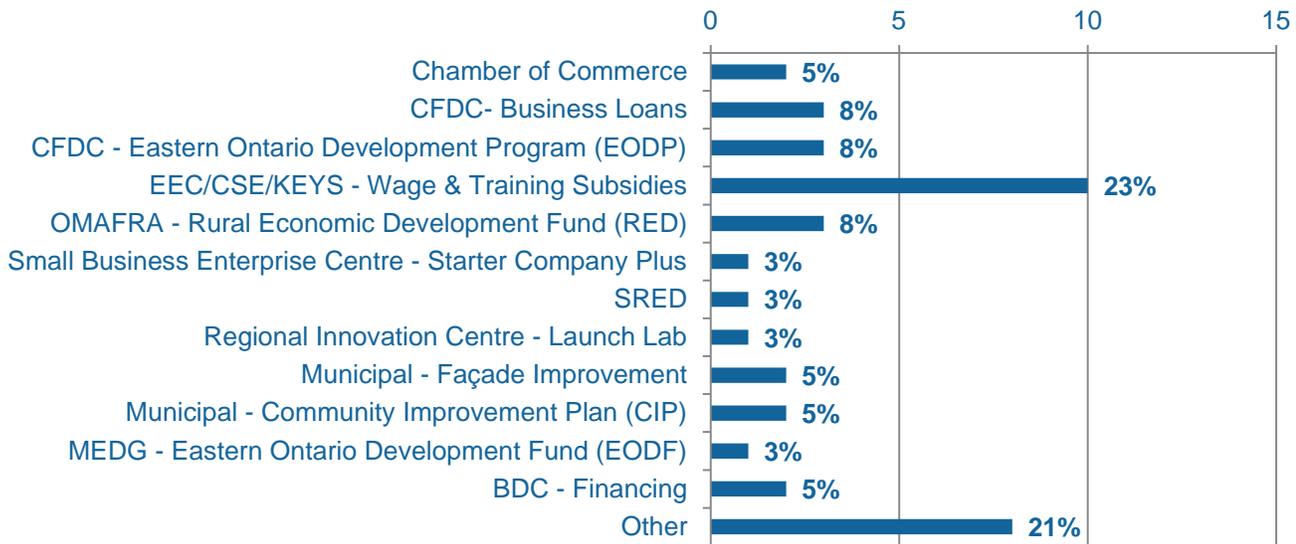
Public Sector Support

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

Out of 61 responses:



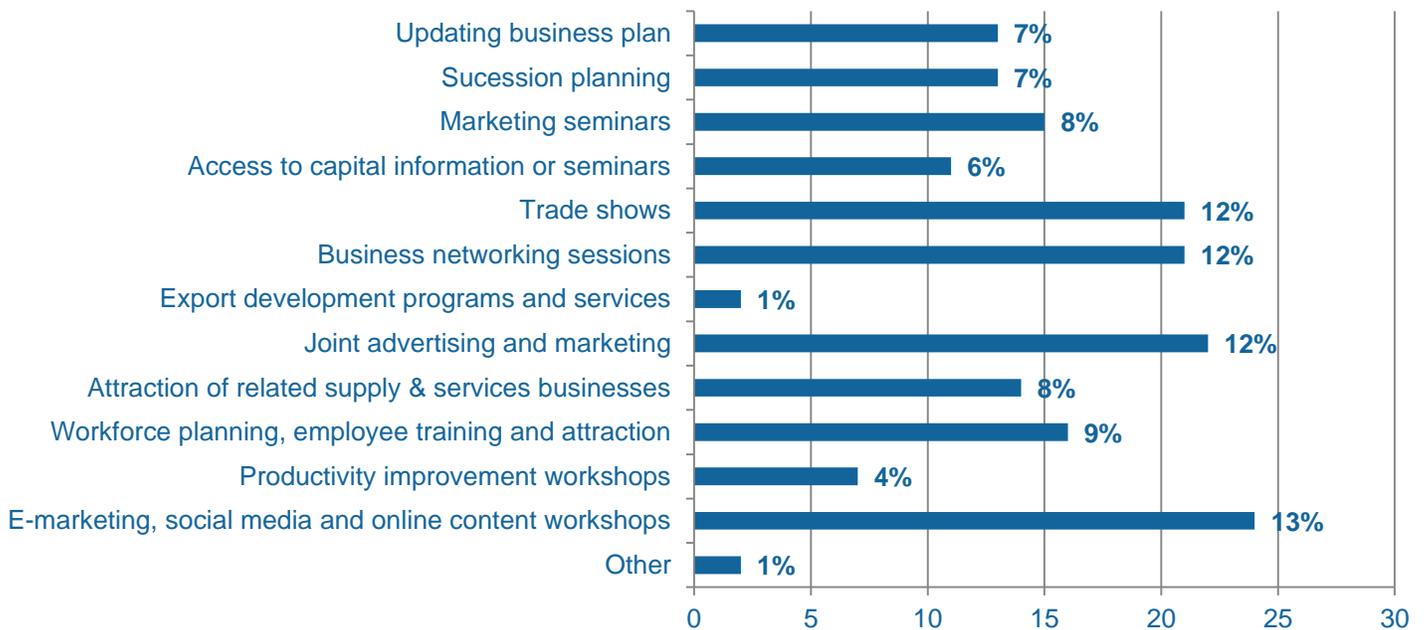
If yes, what public sector / not-for-profit funding or support do you use?



Other includes:

- Canada Summer Jobs Grant
- OMAFRA - COBRA
- Federal Recreation Grant
- Green Belt Fund
- Growing Forward Two

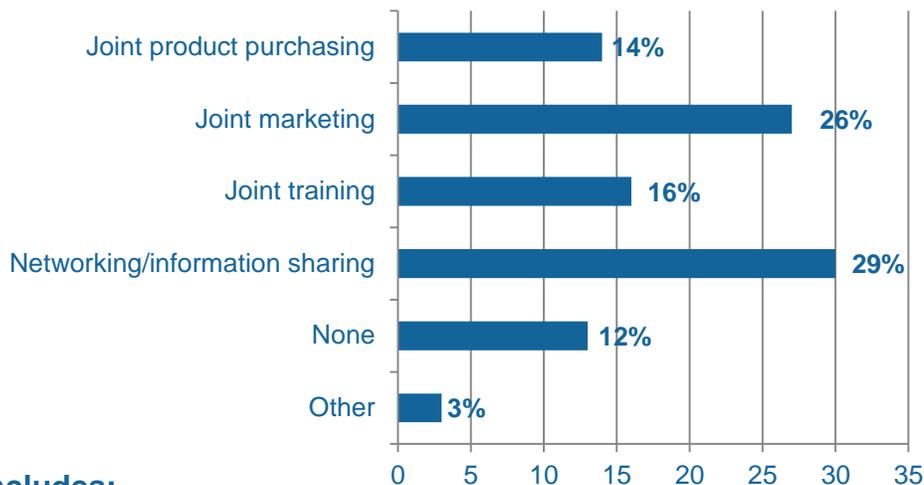
BD8b. What assistance or opportunities would be beneficial to support your business?



Other includes:

- Joint training
- Legal assistance.

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

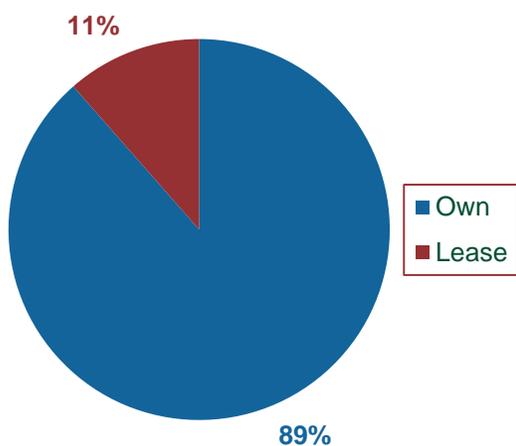


Other includes:

- Festivals and events
- Joint services (internet infrastructure)

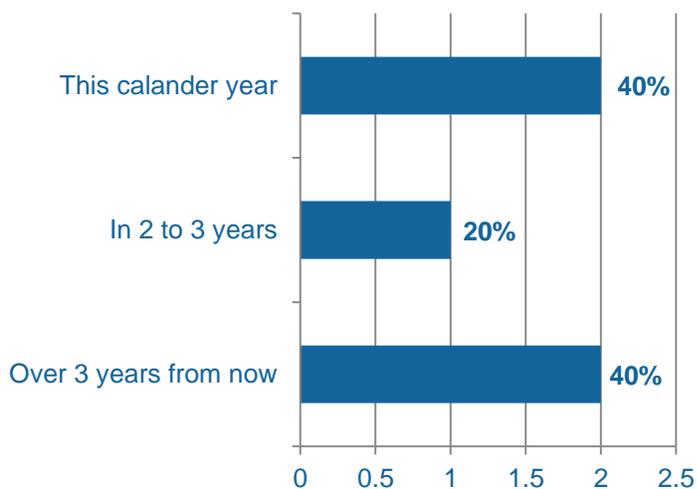
BD10a. Does your business own or lease its facility/facilities?

Out of 61 responses:



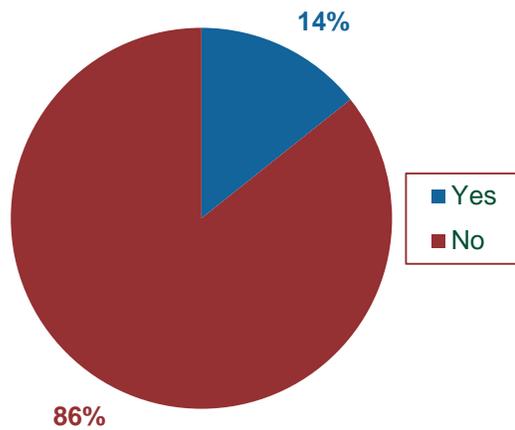
BD10b. When does the lease expire?

Out of 5 responses:



BD10c. Do you anticipate problems in renewing the lease?

Out of 5 responses:



If yes, please specify:

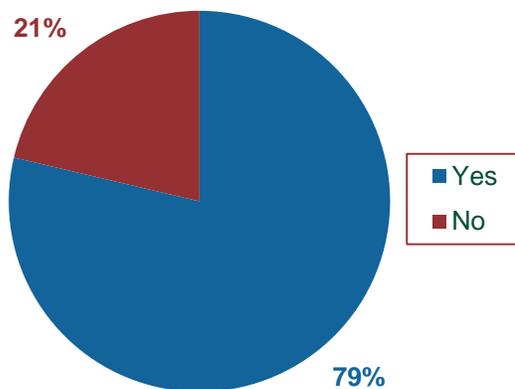
- Landlord negotiations

Appendix D: Future Plans

Future Plans

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

Out of 61 responses:



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

Note: only general comments shared:

- Clear more land for cash crop.
- Colder season – consider alternative programming.
- Consider purchasing more property to expand. Offering more programs.
- Continue to improve and bring more customers in. Tweed and LeBoat is an opportunity for expansion and growth.
- Could take on new properties.
- Off season availability.
- Expand into shoulder seasons with additional festivals
- Expand on services that are currently being provided.
- Grow bookings in the winter months.
- More tours, classes.
- Increase off season opportunities.
- New land acquisition, expansion limited by financing.
- Need new equipment to expand.
- Not able to expand crew due to workforce issues to accommodate additional work
- Not at this location. Farm is too small to expand.

- Thinking about launching expanded business.
- Open to opportunities. Looking to purchase land from Counties. Finding people to employ is biggest challenge
- Opportunity to add staff
- Potential to increase occupancy
- Staffing; needs help and physical work.
- The business is seasonal, not year round. But would like to increase staffing.
- Increase in quantity of equipment.
- Unstable market due to changes in provincial RFP regulations makes it more difficult for smaller companies to be successful, legislation supports multinationals.
- We are increasing capacity annually and are still hiring.
- Would like to get into winter farming, composting operation, other aspects to utilize land

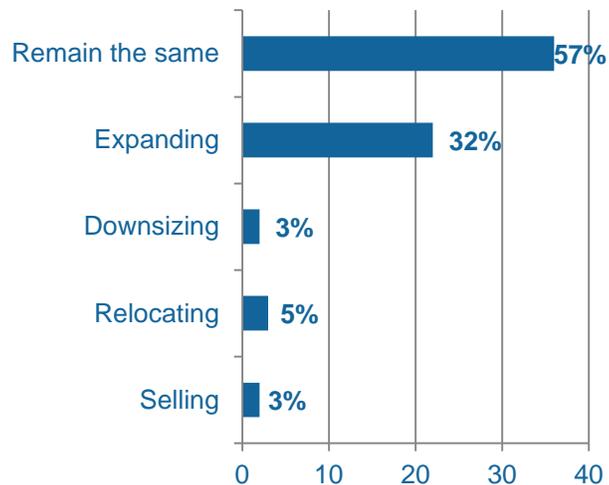
FP-B. If there was one thing that would substantially increase your business success, what would it be? Note: only general comments shared:

- Access to capital and start-up costs.
- A more helpful development department at the Township office.
- Ability to access grants to make continued improvements.
- Ability to build a new shop.
- Ability to get more off-site contracts, better access to local clients.
- Ability to preserve the feeling - stay the same i.e. relive yesteryear.
- Access to capital.
- Access to industrial shop space. Not a lot existing. More economical than building new.
- Attracting more customers.
- Education about fresh and local.
- Availability of qualified labour.
- Be on a less expensive property.
- Interest to rent or lease a home with the capacity to hold and support business.
- Better support from Ontario/Canadian government.
- Weather.
- Highway 15 drainage
- Better internet.
- Chamber and township need to step it up.
- Change in zoning - back to "rural residential".
- Cheaper parts costs.
- Lower fees and taxes at municipal level.
- Connections and great service. Keep in contact with corporate clients.
- Cooperation from the township.
- Dealing with government with regards to waterfront development - Rideau.
- Excessive red tape.
- Contractors won't work in Rideau Lakes and no help or assistance from municipality. No help or consistency from staff.
- Making connections
- Having a larger shop in busier area.

- Support from local municipality.
- Hydro, internet, wireless cellular access.
- If OHIP would cover massage therapy.
- Increase marketing, word of mouth referrals.
- Increase population.
- Internet service, better postal service (mail to wrong address).
- Less government regulations (provincial), changes to labeling, etc.
- Marketing by township.
- A shared tourism group for Eastern Ontario.
- Attitude of the government and local businesses."
- Marketing into the United States, specifically northern New York state.
- marketing plan to bring new businesses to increase occupancy and facility improvements
- More co-operation work with neighboring businesses.
- More customers.
- More farmers/farms.
- More financial support/opportunities for grants for infrastructure/facility improvements
- More local residents - increase population.
- Mountain biking event in the area.
- New equipment and financing.
- Pricing. London Agriculture Commodities sets price.
- Quality of life, not quantity.
- Delta to prosper as a small and vibrant community.
- Reduction of waterfront permitting process and time dives.
- Removal of tariffs.
- Road repairs on Fortune Line Road
- Joint marketing and promotion of events and businesses
- stability in contract procurement- No RFPS' for provincial contracts.
- Staffing / the right staff.
- Township/counties to revitalize Portland.
- Trade show - funding to help attend trade shows to attract off season renters.
- Affordable and reliable internet access with option for unlimited data.
- Use of a local company. Other people/businesses supporting local and promoting/spreading word of local businesses.
- Washroom facilities (flush toilets).
- Broader reach - let people know about the camp.
- Water problems - municipal drains, drainage.
- Weather.
- Willing labourers.

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

From 65 responses:

**FP1b. What are the main reasons for remaining the same?** From 12 responses:

- At capacity
- Tariffs
- Stable
- Labour issues
- Would require an increase in workforce which is not feasible.
- Lack of qualified workforce.

Downsizing**FP2. What are the main reasons for downsizing?**

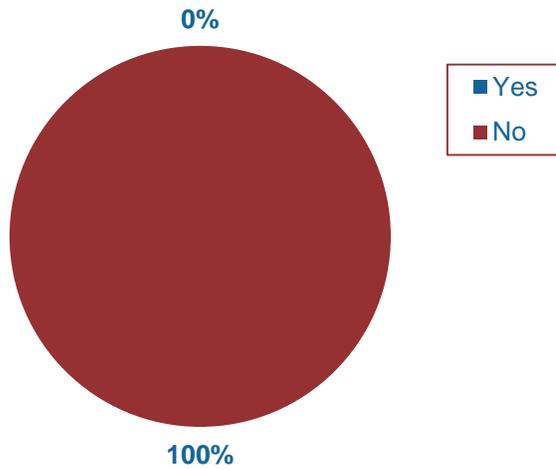
From 2 responses:

- Retirement
- Lack of return for effort put in.

FP3. What will your downsizing lead to a decrease in?

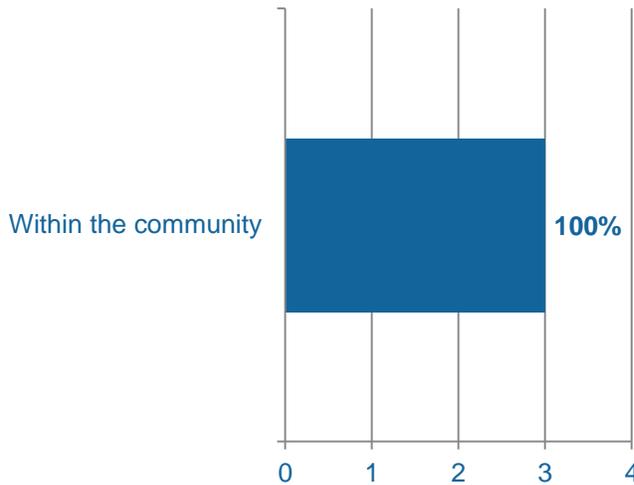
- Product lines
- Inventory

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



Relocating

FP5. Where do you plan to relocate this business?

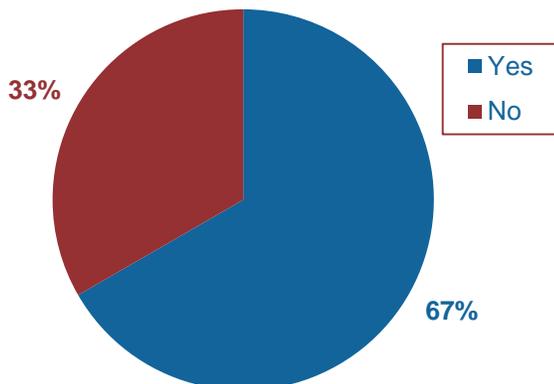


FP6. Why are you planning to relocate business?

From 3 responses:

- Increase visibility by moving from home-based to Main Street.
- Closer to water.

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



If yes, please specify:

- CIP funding.
- Loan from VHCFCDC.
- Grant identification

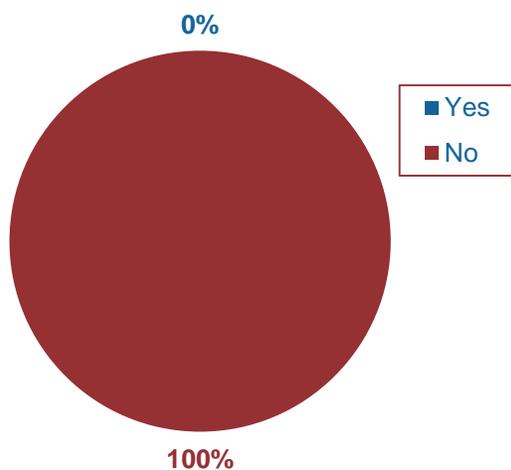
Selling

FP8. Why are you selling your business?

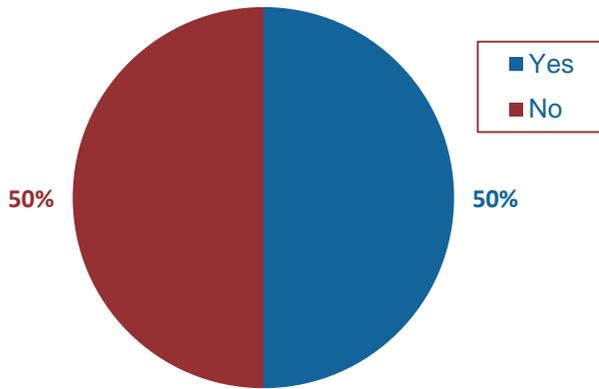
From 3 responses:

- Retirement
- Lack of profit, Workload, Competition, Personal, Pursue Other Opportunities.

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



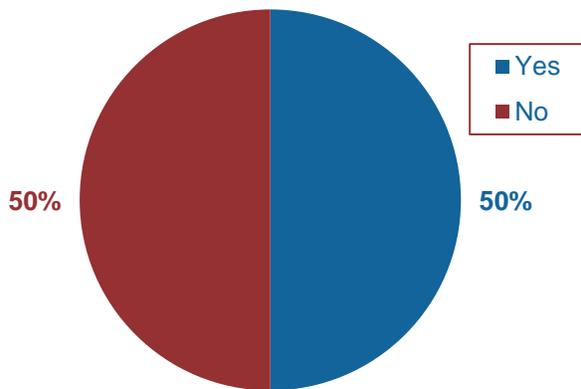
FP9b. Would you like assistance/information with developing a succession plan?



If yes, please specify:

- Finding a buyer.
- Legal procedures.
- Financing obstacle for buyers.

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



Expanding

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

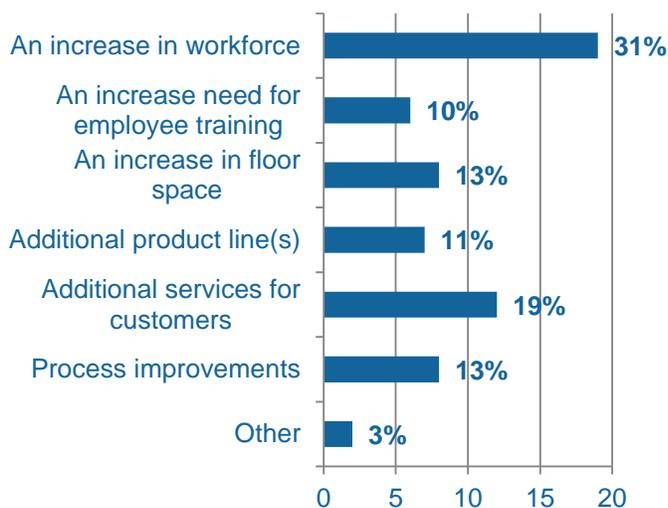
From 22 responses:



Other includes:

- Higher demand.
- Larger sales per customer.
- New legislation
- Other businesses lack succession planning.
- Expecting more international guests due to LeBoat and Canopy.

FP12. Will your expansion require or lead to:



If an increase in workforce, how many?: 57 jobs

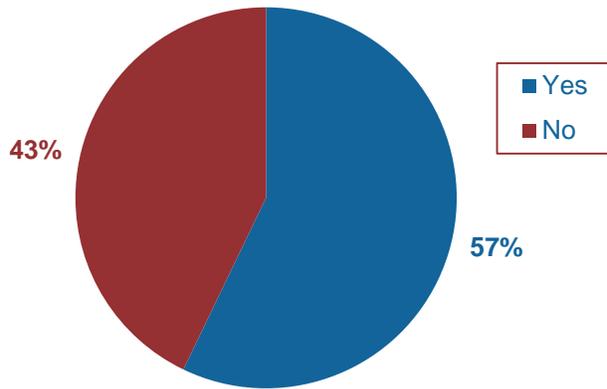
If an increase in floor space, how much? 6,890 square feet.

Other includes:

- Increased workforce of 3/year.

- Manufacturing.

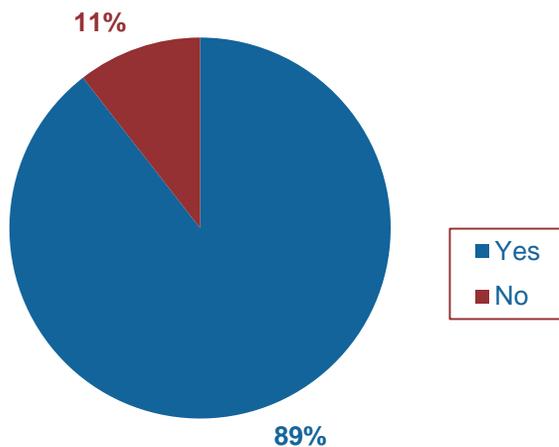
FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?



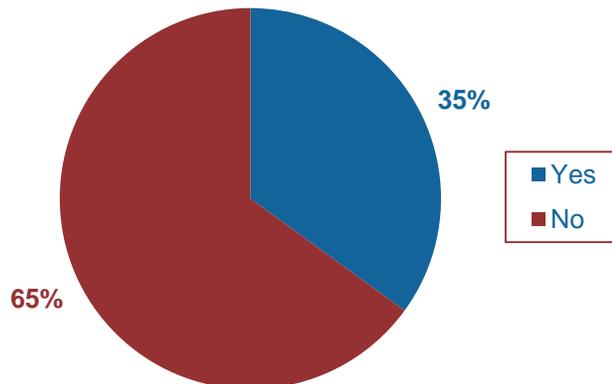
If yes, please specify:

- CDFC Grant
- BDC
- Federal Youth Jobs Grant
- Any relevant
- OMAFRA Farm
- Agri-tourism

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



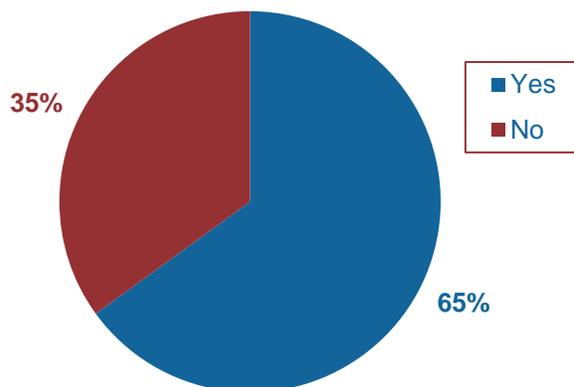
FP15. Is your business currently experiencing difficulties with your expansion plans?



If yes, please specify:

- Access to capital
- Workforce
- Need new septic

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



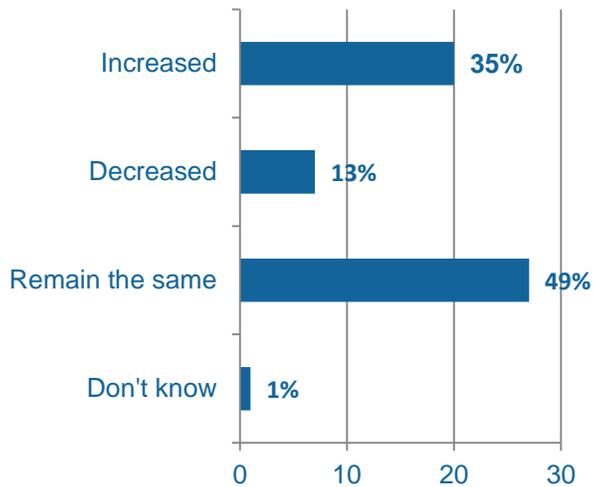
If yes, please specify:

- Assist with finding space.
- Letter writing campaign.
- Assist with application and form completions.
- Make surplus township property available.
- Push buy local.
- Promotion of area as destination for tourists.
- Façade beautification
- Fund external market opportunities

Appendix E: Workforce

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

From 55 responses:



Businesses in Rideau Lakes have **increased** their workforce by a total of **116** employees over the past 3 years,

WF1b. What factors are responsible for this change?

For increasing:

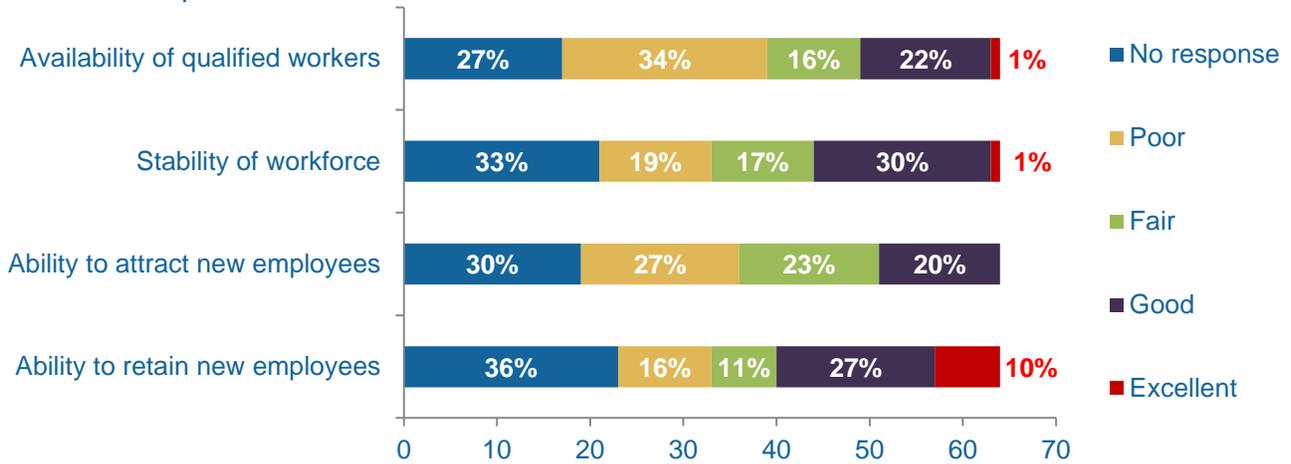
- Product demand.
- Grants.
- Growth of business.
- Needed to manage, not participate.
- Acquisitions.
- Could not find full-time workers, had to hire more part-time.
- Expansion.

For decreasing:

- Cannot offer accommodations.
- Bill 148.
- Minimum wage.
- Do not need sales people.
- Retirement.

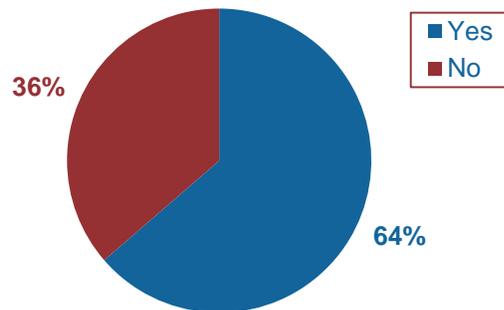
WF2. How would you rate the following factors in this community for your business needs?

From 59 responses:



WF3a. Does your business currently have difficulties hiring?

From 44 responses:



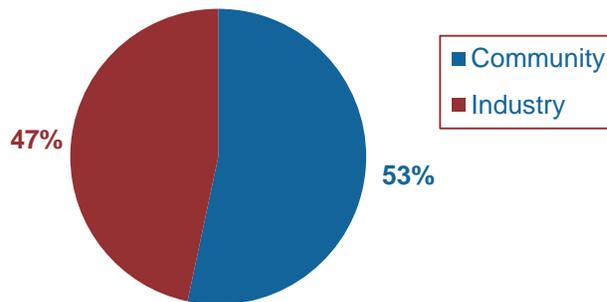
WF3b. How would you describe your company's hiring challenges? (Select all that apply).



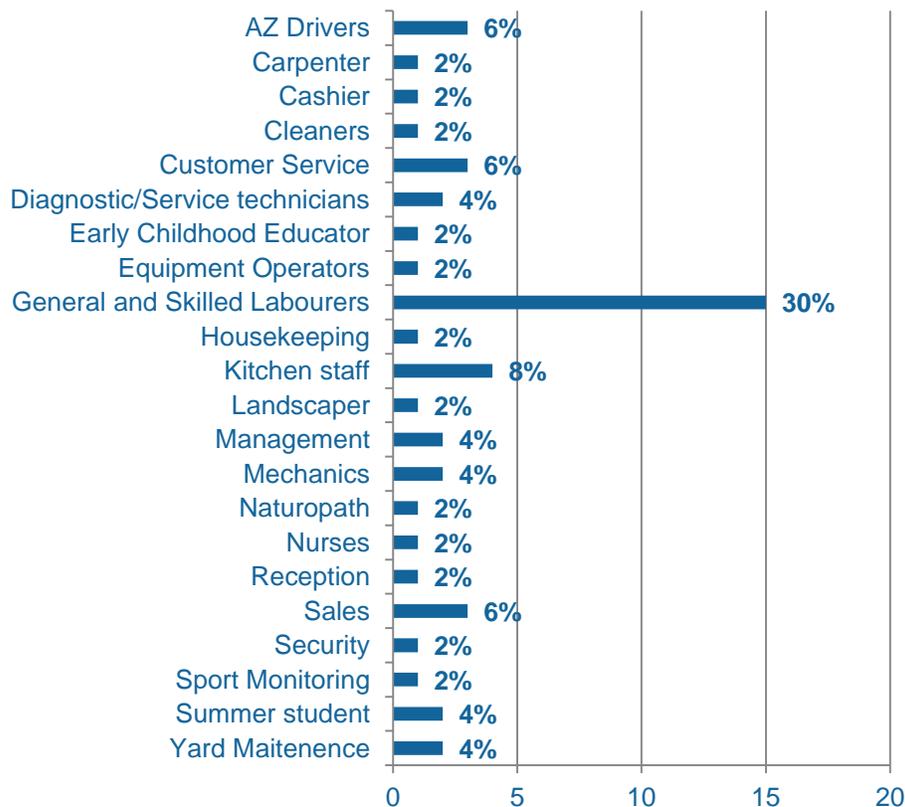
Other includes:

- Lack of motivation.
- Poor work ethic.
- Lack of loyalty.
- Unable to provide accommodations.
- Location is car reliant.
- Split shifts require employees to live close by.

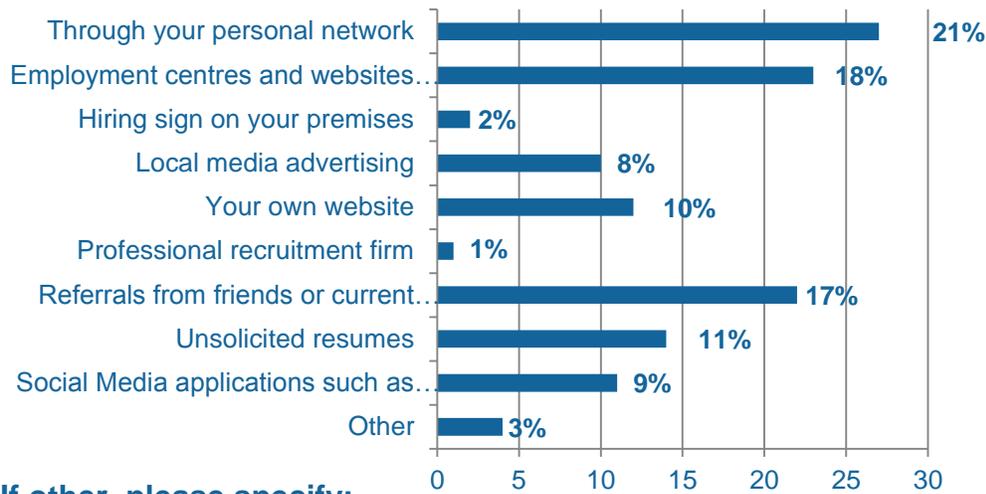
WF3c. Are the hiring challenges specifically related to the community or industry?



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



WF4. How do you currently recruit new employees?

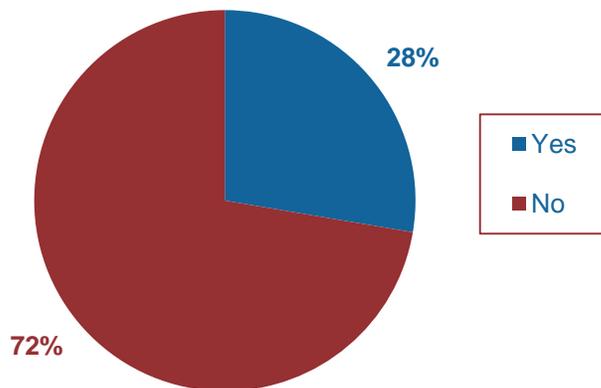


If other, please specify:

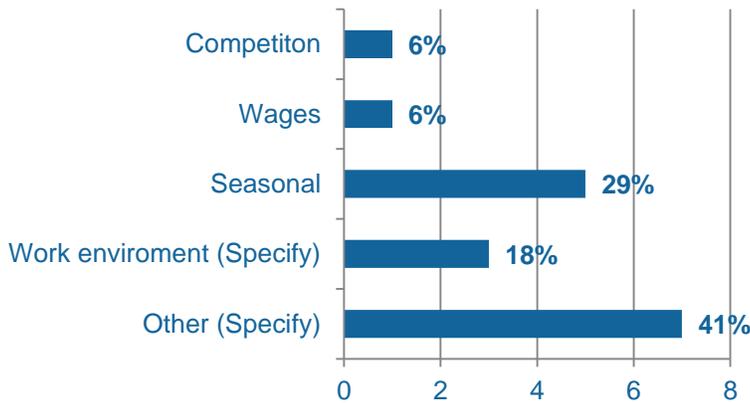
- High school Co-op
- Recruit from other businesses
- Word of mouth

WF5a. Does your business have difficulty retaining employees?

From 47 responses



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



If work environment, please specify:

- The difficulty of farm work.

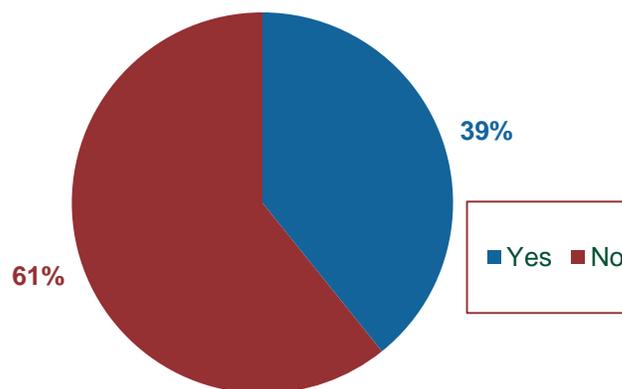
If other, please specify:

- Lack of accommodations.
- Frequency of work.
- Quality of workforce.
- High expectations of performance.
- Split shifts.
- Hours are not full time.

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

- Work with businesses to allow for necessary rezoning.

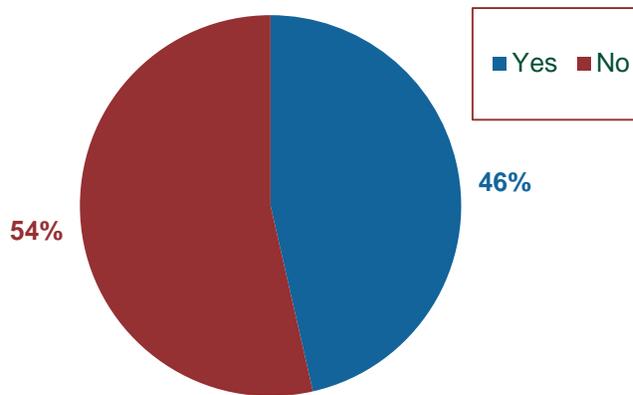
WF6. Does your business currently participate in any co-op, internship or apprenticeship programs?



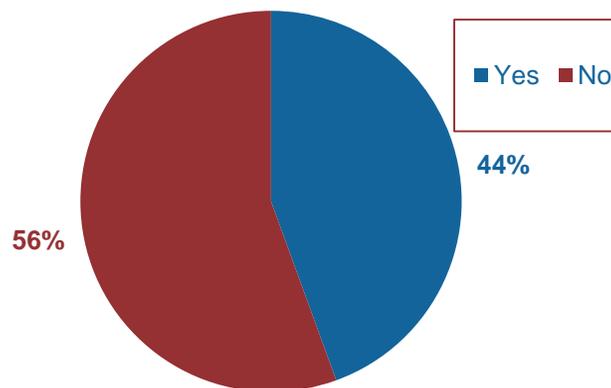
If yes, please specify:

- High school Co-op
- Marine technician program – Georgian College

If no, would you like to receive more information?



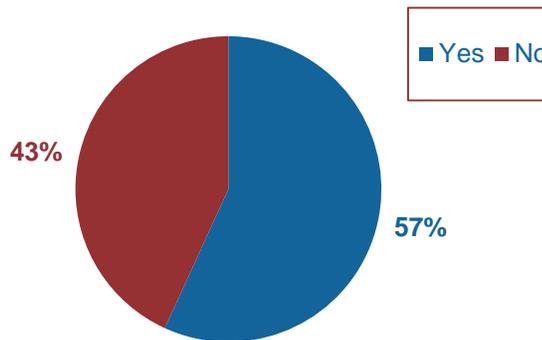
WF7a. Does your company provide in house (internal) staff training and development opportunities?



If yes, please specify:

- | | |
|-----------------------------------|---------------------------|
| ▪ Corporate training. | ▪ Gas pump safety. |
| ▪ Health and Safety. | ▪ Real estate mentorship. |
| ▪ Pharmacist technician training. | ▪ Trade specific. |
| ▪ Customer service. | ▪ Business development. |

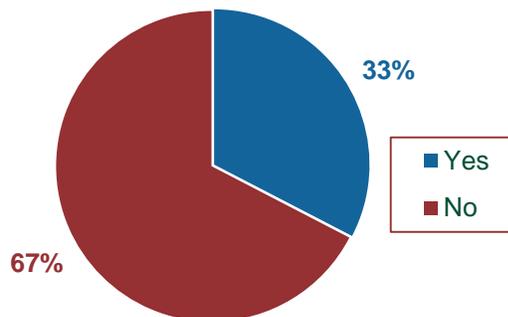
WF7b. Does your company encourage and financially support external training and education?



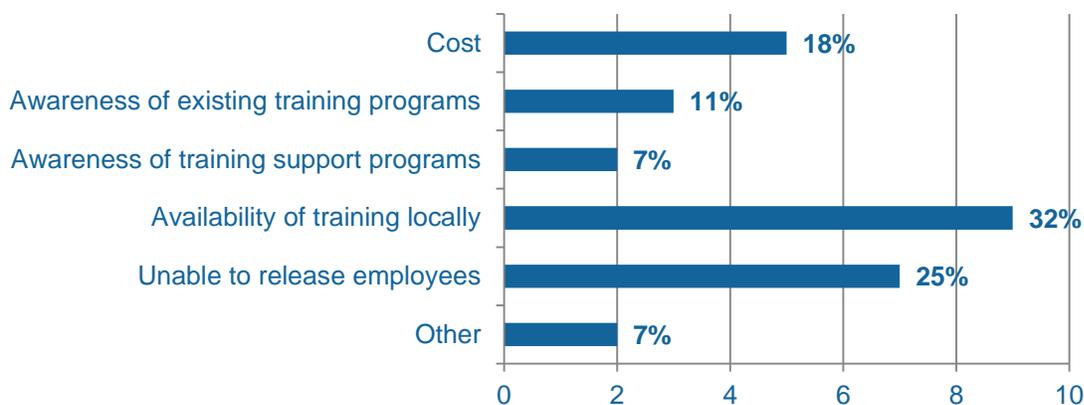
If yes, please specify:

- Engine training school.
- Fertilizer/pesticide training to retain license.
- ORCA (Canoe).
- Food handling.
- First aid.
- Water operators.
- Online courses.
- Pay for required training/cost share,

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

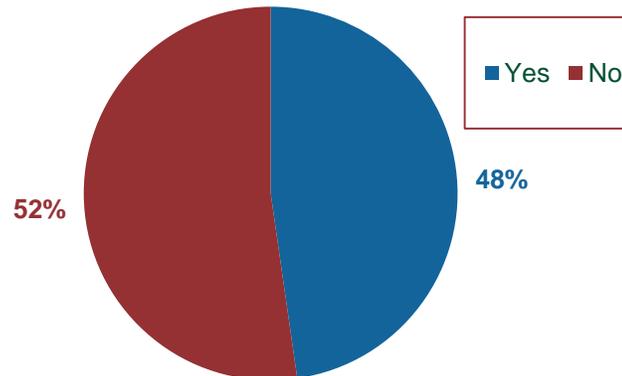


WF8b. If yes, please specify:



Other includes:

- Spanish language training required.
- Unable to release employees during season.

WF9. Are there any training programs/topics that would be beneficial to you and your employees?**If yes, please specify:**

- All mandatory training.
- Computer Skills.
- Sales Skills.
- First aid.
- WSIB.
- Health and safety.
- Management.
- Food handling.
- Sales management.
- Social media.
- Fall arrest.
- Fire response.
- Emergency response planning.
- Financial (taxes, bookkeeping)
- Recruitment.
- Marketing.
- Social media.
- Smart serve.

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

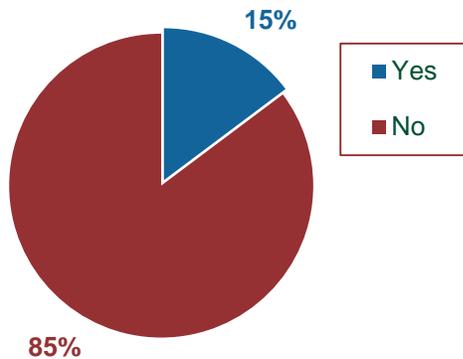
- New legislation requirements
- To keep current with online learning platforms
- Modernizing control systems
- Licensed welder
- Trans load operator
- Lack of skilled trades people and availability
- GPS use on the work site
- Retirement
- Digital Technology
- Training for communication skills

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

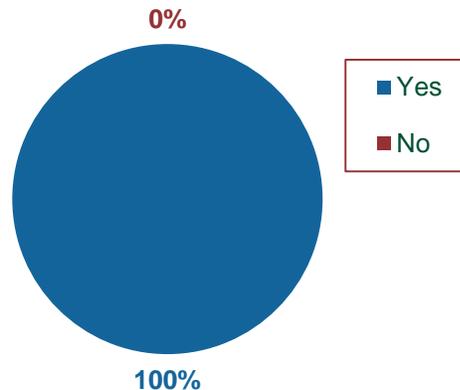
Training, looking to hire.

Appendix F: Business Attraction

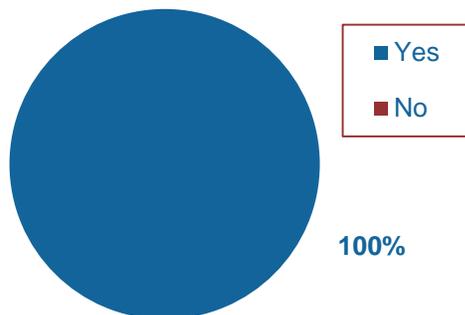
CD1a. Do you know if a business that may have an interest in locating in this community (region)?



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



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



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

- Access to canal / Rideau Lakes.
- Aging population.
- Location. Centrally located between Ottawa/Kingston/Toronto. 401 Access, Highway 15 access. USA access.
- Community, friendly, small, quiet.
- Reasonable cost of living (taxes, real estate).
- Waterfront access.
- Historical Tourism Industry
- Little competition
- Quality of life.
- Natural beauty.
- Rural
- Seasonal population
- Volunteers.
- Environmental cleanliness
- Good business mix.
- Good land.
- Potable water.

- UNESCO

- No traffic, good serviced roads.

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

- Aging community
- Planning / Building department.
- Capacity and connectivity of internet.
- Consumer apathy (particularly rural residents).
- Distance to other communities.
- Fire department.
- Municipal red tape.
- High taxes.
- Rural.
- Infrastructure.
- Lack of access to Crown land.
- Lack of clothing stores
- Lack of communication from township.
- Lack of knowledge of business and agriculture.
- Lack of population.
- Lack of programs /attractions.
- Lack of winter population.
- Lack of youth retention
- Location.
- Low cost of living (lower income community).
- Low foot traffic.
- Municipal bylaws
- Seasonal.
- Silo.
- Waste disposal.
- Education levels.
- Lack of Professional/Business Associations
- Lack of services - sewer and water.
- Natural gas access.
- Need more public infrastructure
- Westport Chamber.
- Workforce.
- Cost of electricity - barrier to developing property and business.
- Gas station availability.
- Lack of commercial properties.
- Lack of municipal branding.
- Limited access to year-round residences.
- Limited expansion locations.

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

- Focus on businesses that export products.
- Business Attraction
 - Larger businesses
 - Food establishment
 - Syrup packing plant back in the area.
- Focus on tourism
- Promotion
 - Tourism
 - Cross promotion of events and businesses
 - Promote buy local.
 - Access to information brochures to provide guests.
- Improve communications infrastructure and systems
 - Improved internet.
 - Improvement in wireless cellular
 - Internet should be reliable and affordable.
- More support for businesses.
 - Increase networking opportunities – 3x's
 - Promotion of local businesses
 - Business out reach
 - Someone to guide business owner through incubation and development.
i.e. Network of trades.
 - Help local suppliers connect with local stores and restaurants
- Affordable housing.
- Increased access to rural medical services,
- Infrastructure - hydro, water, sewer
- Keeping an eye on cannabis recreation use.
- Events / Activities / Camps
 - More sporting events.
 - Stand up paddle board event.
 - Sailing event.
 - Colder season activities.
 - More local kids camps
- Better road maintenance.
- Biking.
- No clear policy i.e. Mandatory participation in Chamber or business improvement.
- New trail from Brockville developed.
- Population growth

- Waterfront improvement.
- Revitalize small communities
- Inter-community cohesiveness and working together that improves community spirit.

CD6. Do you have any other comments?

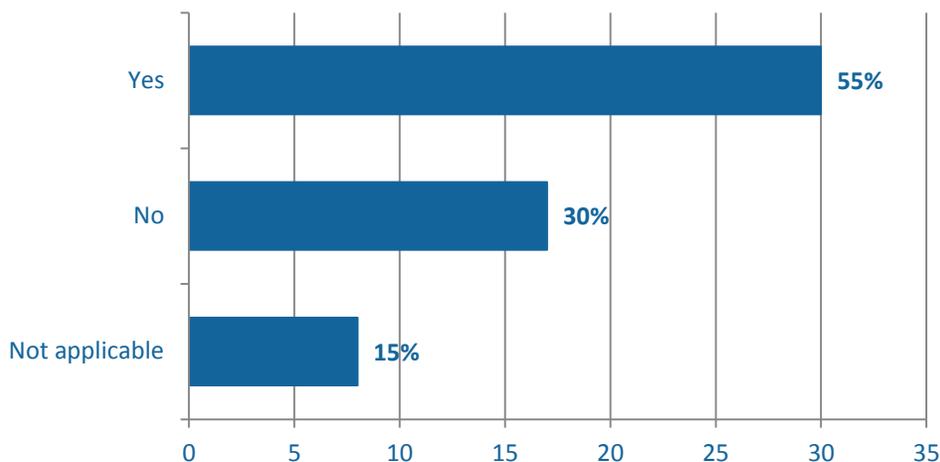
- Look at bigger picture.
- Parks Canada
 - Assistance getting in touch with Parks Canada regarding path awareness of lands at Upper Narrows.
 - Excessive Parks' regulations for waterfront work.
- Attract elderly care facilities.
- Business survey is great introduction to community.
- Community signage for attractions.
- Communication
 - Township to talk to individual businesses directly more often.
 - Listen to the info collected in the surveys.
 - Coordinated information sharing about issues. i.e. Re-assessing property tax, sales of properties.
 - Municipality be proactive. i.e. if paving, allow owner to participate and then bill accordingly.
- Supporting local is important and could be encouraged more.
 - Facilities are here to host trade shows, but must be affordable.
- Create a directory of who grows what - Farmer to Restaurant. Local Flavours was a good idea but few business leads.
- Development of packages that include events and local businesses to help encourage people to stay and visit local businesses
- Do not think the Community Enhancement Committee is a great idea. Volunteers feeling slighted/upset.
- Waste disposal huge issue that needs to be addressed. Cottages garbage impacting locals.
- Frustrating when non-local food vendors get in at local markets (Vendor from Ottawa and Gananoque).
- Connections with local restaurants not necessarily economical.
- Town of Gananoque is extremely helpful. They provide all of the 11 services checked. Rideau Lakes does not, or will not.
- Golf Courses are not looked upon highly in the banking world. Locally the banks want to help but are unable to as the "higher ups" don't want to work with increased costs, drought, etc.
- Highway 15 could be improved, it is dangerous.

- Historic buildings. Incentives, financial, insurance costs, educate realtors
- Keeping development of township and promoting township as a whole.
- Local initiative to negative exchange rate. Local banks (Elgin, Westport) will not do money exchange (USD-CAD) unless you have a bank account which is not feasible for tourists.
- Move Economic Development meetings around to local community centres to help make more accessible. Public Library hired someone to offer tech support (on a grant) cost his tech support contract with.
- MPAC and property assessments inconsistent.
- Tourism association within Rideau Lakes/Rural Areas would help.
 - Tourism businesses in the area are on their own, no cohesion locally.
- Open doors to new businesses.
- Opinicon has been amazing for the community/economy. Great promoter / referrals for other businesses.
- Government Regulations
 - Regional and local business issues start at a provincial level with taxation and regulations.
 - Building Code - we are a smaller community and shouldn't be treated with the same rules as big city businesses
 - All levels of government regulations hurting small businesses.
- Regional maple syrup convention in Brockville 2020 - opportunity to support.
- Maple syrup board member interested in being a part of any counties tourism committee organization. Lanark and District Maple Producers.
- So much potential and interest in developing business and housing
- Township has a very bad reputation in the building/development world. People would rather develop outside Rideau Lakes borders in order to have a better experience.
- Retired business owners and people to create mentoring and networking opportunities.
- Target empty buildings in Delta.
- Derelict properties fixed up.
- Too many Councillors. Committees are unqualified and misinformed.
- Township needs to market itself better as a great place to live and work
- Westport Chamber owns the Elgin business leader board and it costs businesses \$200 to post. Should be returned to the community.

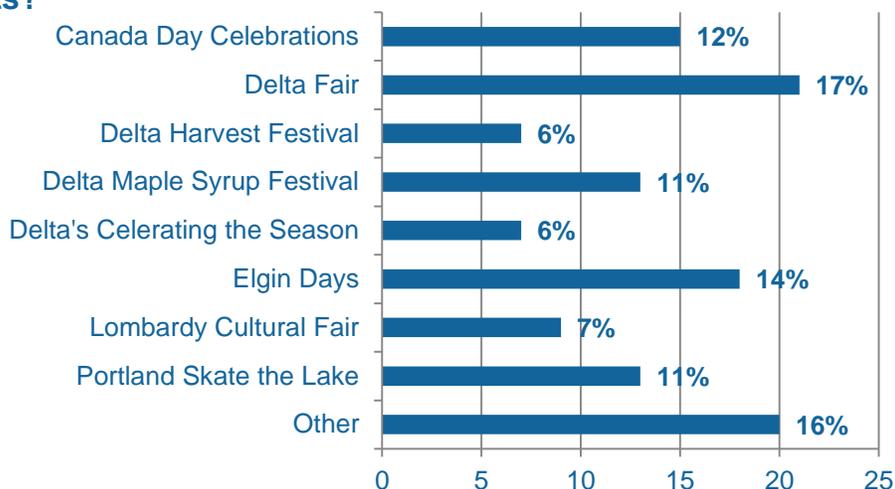
Appendix G: Community Questions

CQ1. The Township of Rideau-Lakes supports several local festivals and community events. Are the local community festivals and events of benefit to your business?

From 55 responses:



If “Yes”, do you contribute to any of the following local festivals and community events?



Other includes:

- All 4H Programs.
- Athens Farmersville.
- Big Rideau Lake Association.

- Chaffey's Lock Community Center Events.
- Chaffey's Lock Craft Show.
- Delta Mill.
- Rideau Lakes Studio Tour.
- Lyndhurst Fair.
- Festival of Small Halls.
- Local Pancake Breakfast.
- Perth Maple Fest.
- Portland Community Days.
- Shop and Hop Seeley's Bay and Lyndhurst
- Westport Music Festival.

Please describe your contribution:

- A booth displaying products and services.
- Marketing / Advertising
- Attend Delta Maple Syrup festival
- Donate
 - Items for silent auctions
 - Food for dinners
 - Jerseys.
- Delta Fair and Lombardy Agriculture Fair supports employees.
- Volunteer.
- Design work for the fair.
- Offer use of facility.
- Open house and toy sale.
- Running events/sharing volunteers.
- Submit float.
- Sponsor Portland Skate the Lake.

If "No", why do you not contribute to any of the festivals and community events?

- Competing for market share.
- Aimed at locals, not a benefit to the business.
- Does not produce enough business.
- No recognition for donations

CQ2. What are some significant, positive actions the Township of Rideau Lakes could take to enhance improve and support business development and business growth in general, in the Township of Rideau Lakes?

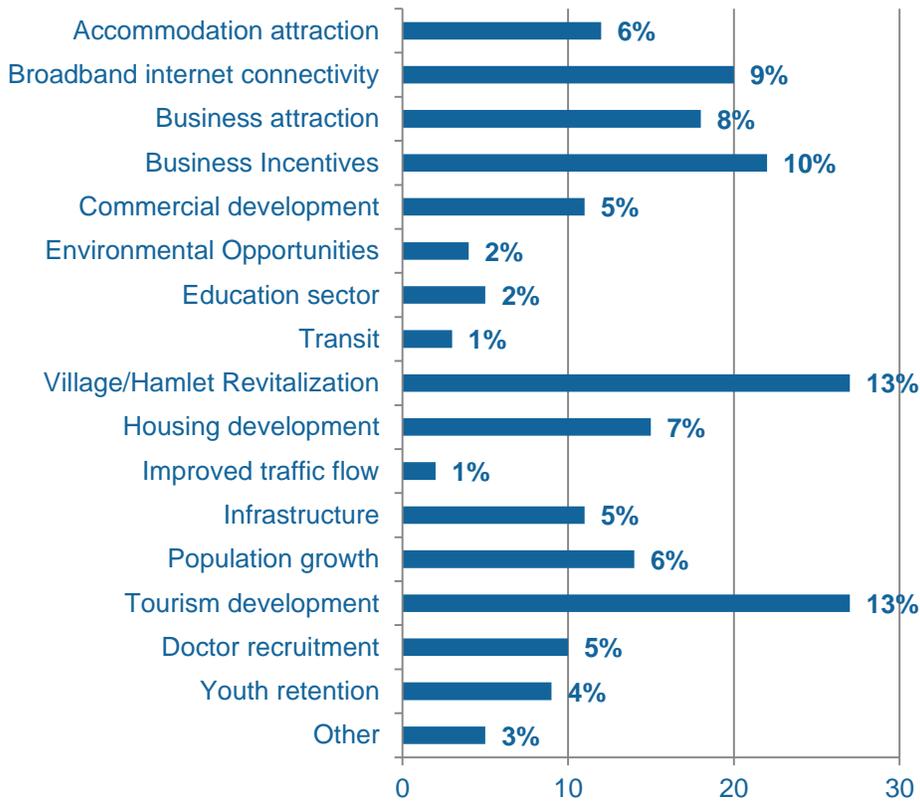
- Tourism
 - Focus on tourism/attraction.
 - Encouraging tourism, encouraging visitors to stay local.
- Building and Planning Dept.
 - More efficient and streamlined processes, a lot of hoops a business owner has to jump through until you know who to call to get answers (severance, building permits). 2x's
 - Need better rapport with community.

- Staff attitude - 2x's, always answers "no" first – 2x's. Be more helpful – 2x's with assistance and guiding businesses, be proactive with businesses and developers to help reach compromises
- Need to create productive timelines for building permits (3 months for a garage)
- Ease of building process (permits, red tape),
- Does not have a good reputation outside Rideau Lakes.
- Help businesses who are looking to expand rather than excessive red tape.
- If building a new business (construction) staff to walk through whole process.
- Less micromanaging. It creates issues that don't need attention. More assistance and flexibility to solve problems.
- Zoning in other areas of Chaffey's away from agriculture use.
- They already do a good job, most issues are provincial.
- Staff
 - Open for business friendly attitude are needed for all staff. 2x's
 - Open to compromise, be supportive, "book-smart, not common sense".
 - Become more open for business and proactively help businesses
 - No municipal staff support. Very short and dried response.
 - Asking, "What can we do to help you?"
- Red Tape
 - Reduce / Less red tape. 3x's to expedite development
 - Red tape frustrating for small business.
- Reduce taxes
- Services
 - Access to municipal sewer and water.
- Communication
 - Better internet, phone lines and cell service.
 - Improve cell and internet services,
 - Improve rural internet service. (i.e. for use of ""square"" tech)
 - Cannot get service inside some buildings.
 - Internet - capacity and connectivity.
- Marketing / Promotion
 - Promote cheaper market costs to Toronto market. i.e. property/cottages.
 - Market Heritage
 - Create a strong brand and vision.
 - Create good marketing and broadcast clearly.
 - Marketing outside of the region, specifically northern New York state.
 - Help coordinate marketing and promotion for local events

- Promote press/events/news stories in local papers outside of Brockville and Smiths Falls.
- Help get info out to broader community.
- Promote local area as a whole, let business community/individuals promote their own.
- Make residents more aware of the thriving and interesting businesses who are just down the road.
- Investment Attraction
 - Attract 1 large business to help draw smaller businesses.
 - Buy places for people to set up businesses.
 - Attract food establishment in Portland.
- Residential
 - Attract new residents and lifeblood for the community.
 - Bring the right people to the community. Immigrants, other cultures.
 - New immigrants, attraction.
 - More people living here.
 - Land is available for home - use it! Increase growth in residential spaces
- Improved infrastructure.
 - Better streets and parking in village.
 - Municipal drainage.
 - Parking in Chaffey's.
- Quality of Life
 - Build on the community/value of rural life.
 - Focus on balance of life.
- Business Communications and Events
 - Building relationships with businesses i.e. forums.
 - Business breakfast event and Business of the Year are great and should continue.
 - Encourage/nurture connections between businesses - 2x's. All local towns are isolated.
 - Establish an "unofficial" business association and bi-weekly business chit-chat sessions to network with area businesses. One meeting should be in daytime and other in evening so all can join.
 - Informal meetings with business owners, face-to-face. Not a formal interview/process to initiate.
 - Connecting communities together (villages).
- Business Development
 - Fewer obstacles for business development
 - Make it easier for businesses to come in and set up/get established.
 - Try and reduce regulations for small business development.

- Help with grants. Support and advising. Administrative support when filling out grants.
- Joint Ventures between existing businesses --> need someone to help establish these connections
- Be more involved with local business
- Offer one stop consultation with businesses (all departments at the table at one time).
- More partnerships between businesses and municipality.
- Buy Local
 - Provide an incentive to use local businesses
 - Buy local milk.
 - Signage - promote buy local, support local.
 - Encourage local shopping.
 - Create community store that sells local products.
 - Township should use local businesses when available.
- Encourage home builders and development environment.
- Tax base
 - Increase (residential/commercial).
 - Population - to share tax base and put money into the community.
- Facelift of different communities and making cohesiveness.
- Doesn't like that all trash cans were removed; planters collect debris as a result.
- Establish targets and deliverables
- Council
 - Lake associations to be committee of council.
 - New council will be positive change for the area and for their business.
 - Learn and grow with Economic Development committee and must continue in a positive note.
- Keep lakes healthy.
- More importance should be given to small business/farms. More importance to environmental concerns. Only focus on \$\$ - waterfront development.
- Incentives to start a new business.
- If vacant property has negative impact on community, property owner should be held accountable.
- RTO 9 does not help Rideau Heritage Route as well as it could. Peterborough was very good.
- Recreational services that are open to the public.
- Set up farmer's markets.
- There is a push from the township towards tourism and away from agriculture. Agriculture needs some attention. There is a bike trail along Highway 42 that poses a safety concern along roadway.

CQ3. What should the municipality be focusing on over the next five (5) years?



Other includes:

- Local print media.
- Senior specific housing.
- Morale.

CQ4. What is your vision for the business community in the Township of Rideau Lakes over the next 5-10 years?

- Focus on Excellence.
- Collaboration and globalization
- Outward-looking.
- Growth
 - Lots of potential
 - Bigger population, more money, bigger businesses.
 - LeBoat and Canopy will bring people playing golf, moving and shopping in the area. Very positive.
 - Would like to see more retail and restaurants.
 - Focus on encouraging housing and commercial development. Make it easier to be more supportive in permits and assistance. Bring people to township first and businesses will follow.
 - Focus on attracting businesses that bring in money from outside the community and counties. Proprietary products. Lots of potential since so much already available in area. Biggest attractions are lakes, heritage - work on expanding this.
- Residential
 - Attracting families with young children.
 - Promote a diverse community by attracting immigrants.
 - Increase in population to stimulate business growth.
- Establishing Child Care Centers
- Seniors
 - More support.
 - Elderly living accommodations.
 - Perfect locale for retirement and care homes. Would need sewage and plumbing.
- Balance
 - Anticipating big businesses to take over small businesses.
 - Balancing tourism and agriculture – 2x's
 - Be progressive but retain rural way of life.
 - Society as a whole is important for harmony
- More reasons for people to come here.
- Promote / Marketing
 - Promote Healthy Lifestyle /Quality of Life /Recreational Opportunities.
 - Promote rural area as a viable place to run a business. Focusing on the business climate (connectivity between businesses) will help create a thriving business community.
 - More international marketing

- Increased Market.
- Put out the message that the township is open for business, government cooperation is given.
- Overall look of township branded as one community - makes communities care more for each other. Rideau Lakes rebrand to be a tourism destination.
- Better municipal marketing to spread the word about the great things in Rideau lakes – 2x's
- Investment Attraction
 - Attract new major employers.
 - Attract business to rural.
 - Attraction of smaller businesses.
 - Diversify business attraction besides seasonal tourism.
- Roads
 - Better maintenance.
 - Shorter plow routes - snow is cleaned more efficiently.
 - Increase snow removal budget - salting.
- Communication Systems
 - Catch up with urban areas in terms of internet and cell services to allow local population to work from home – 4x's
 - Improved internet services - 3x's and cell services – 2x's, to assist home based businesses and relocation of other businesses
- Expansion of park.
- Farmers Markets
 - Farmers market to support local businesses.
 - Multiple farmers markets to reach different areas.
- Frontenac Arch Biosphere is the new Prince Edward County.
- Networking
 - Getting business together more.
 - More networking and relationships between businesses and government.
- Business Development and Support
 - Encouragement of businesses that support existing business.
 - Help local businesses flourish.
 - Create a welcome package. As new owners and former outsiders, it has been necessary to utilize local contacts to facilitate the transition of ownership.
 - Community Business Group. Like a sponsor, mentor for contacts in the area.
 - Investment guidance.

- Local businesses that serve local heads should not be assisted by the government.
- More municipal support for local business.
- Low income area.
- Has to carry premium brands for higher income and things for lower income.
- No silver lining for higher income.
- More money spent by customers, more customers to spend money.
- Need more cottages for rent.
- Work together for the benefit of the community.
- Village and Hamlet
 - Focus on infrastructure and services to make some of the villages viable for development (parking, servicing).
 - Revitalization - clean up old buildings /tear down
 - Township needs to step-in to discourage empty storefronts, provide help and support in problem-solving difficulties in hamlets.
 - Remain stable, focus on improving villages and infrastructure.
 - Delta
 - Revitalization of mainstreet with improved business area. 2x's
 - See a thriving sustainable economy for locals and tourists.
 - Great location for a spa and brewery.
 - Portland
 - Should develop, commercial business success is hindered
- Send closure details to local businesses. Government be more cooperative with businesses. Need to help businesses thrive to help communities thrive.
- The area is somewhat of an undiscovered "jewel" and seems to be an area not well promoted as a place of business. That being said, the municipalities need to determine what their vision is - are residents looking to have a tourist mecca, a farming community, or a harmonious community? The business community can only thrive dependent upon those who live here. I would like to see other businesses open here and possibly even small tech firms, possibly whose primary focus is farming.
- Tourism Focus– 3x's
 - Focus on promoting the region as a tourist destination
 - Good for everyone
 - Tourists have more disposable income, bring in more tourists
 - Geographical area is a huge attraction i.e. Rideau Canal.
- Upper Rideau and gas provisions.
- With current municipal environment business will diminish.
- Not looking for a handout - looking for cooperation.
- Municipality and Staff

- Municipality be better cheerleaders of local businesses and what is existing in the community.
- Municipality more open for business – 2x's, more positive interactions between staff and businesses, more reasonable approach from township staff, building and planning.
- Change and improve staff attitude, more friendly – 4x's, to be more supportive and helpful that help businesses succeed
- Training and education of municipal staff (building and planning staff).
- Improved experience, more business friendly approach to new and current businesses, more open and helpful – 3x's
- Need a single person or point of contact that business owners can contact to get information.
- Need more give and take with municipality and business owners.
- Assist businesses to compliance rather than scare them.
- Remove barriers between governments (municipalities, counties)
- Rideau Lakes needs to provide more incentives and tax breaks to entice businesses to open.
- Municipal transparency
- More welcoming and supportive actions on behalf of the township. i.e. formal ribbon cuttings
- Reduction of Municipal red tape, fees – 2x's
- Local government fiscal responsibility.
- Predominant role of council in business community. Business minded township.
- unhappy with council.
- Township adjusting its rules and regulations to accommodate small business.
- Township more involved and support rural businesses.
- Better business practices that are environmentally friendly. Proper recycling, more re-use opportunities.
- Community access to services.



Tourism

August 12, 2019



Prepared by:



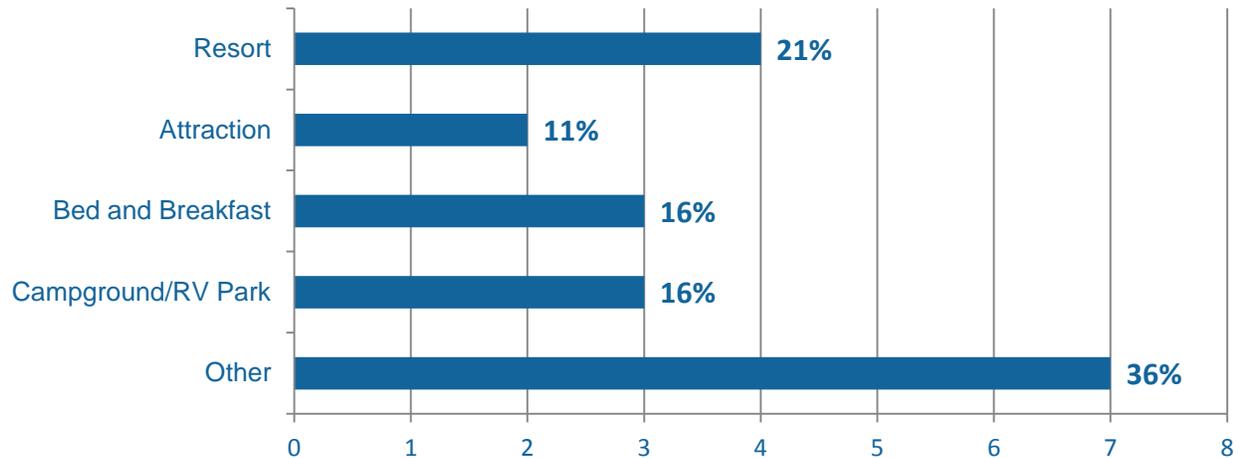
Funding provided by:

Government of Ontario
United Counties of Leeds and Grenville
Township of Rideau Lakes

Tourism

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

Out of 19 responses:

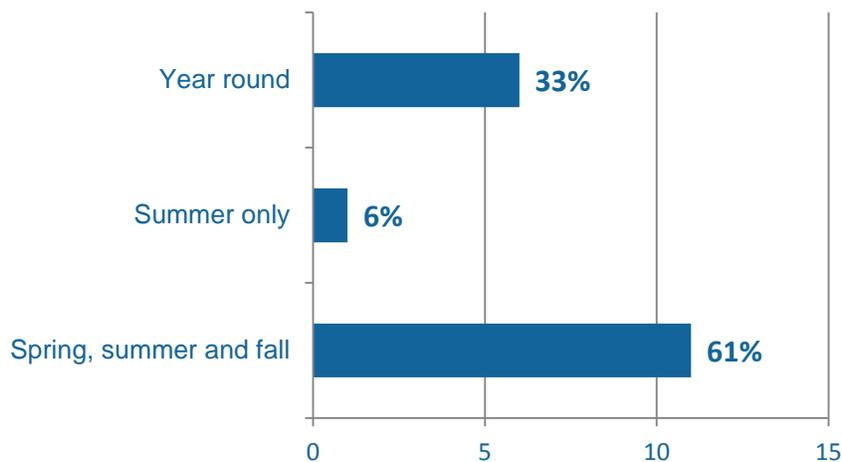


Other includes:

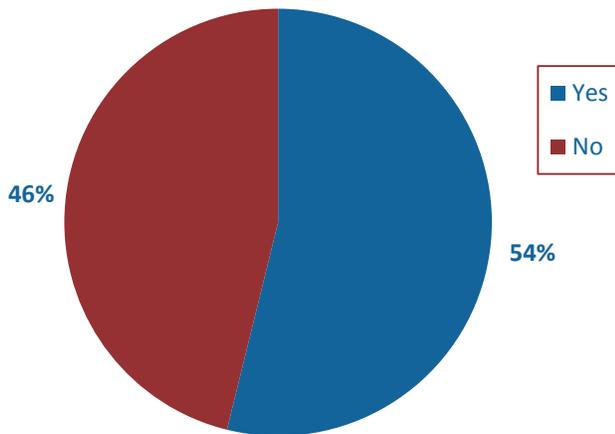
- Cottages
- Marina
- Rental management
- Marine Fishing Cabins
- Seasonal camp

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

Out of 18 responses:



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

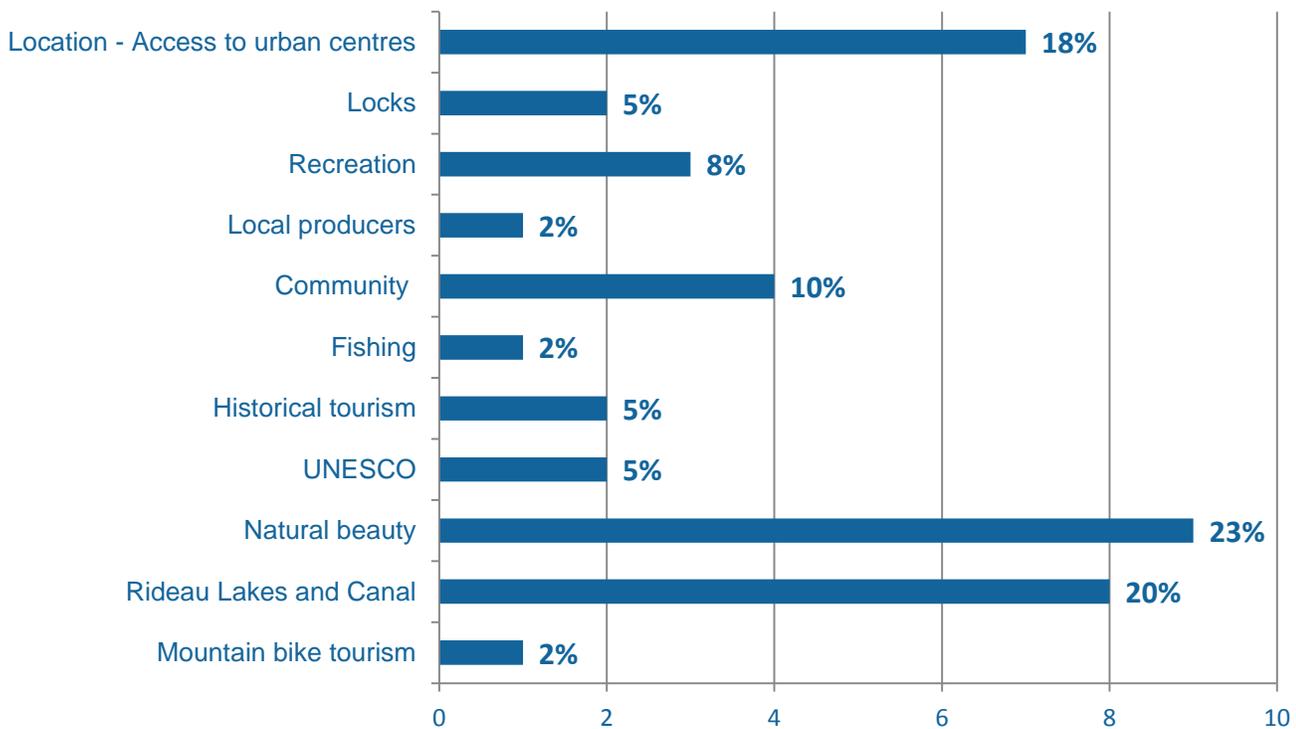


T3b. If “Yes”, what would it take to expand into other seasons?

Offering activities during off-season and winterizing business.

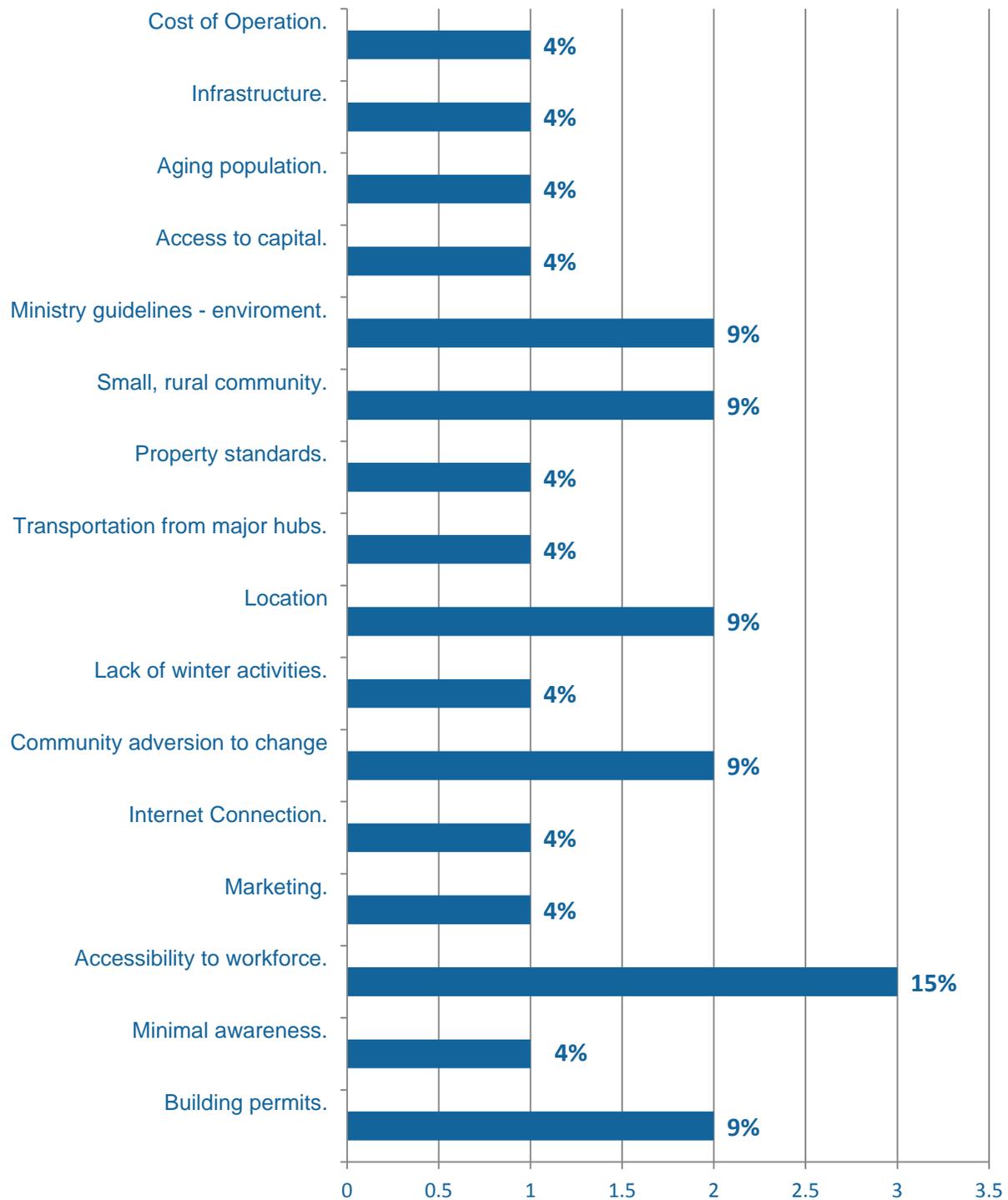
T4a. What are the advantages to operating a tourism business in this area? List up to three.

Out of 19 responses:



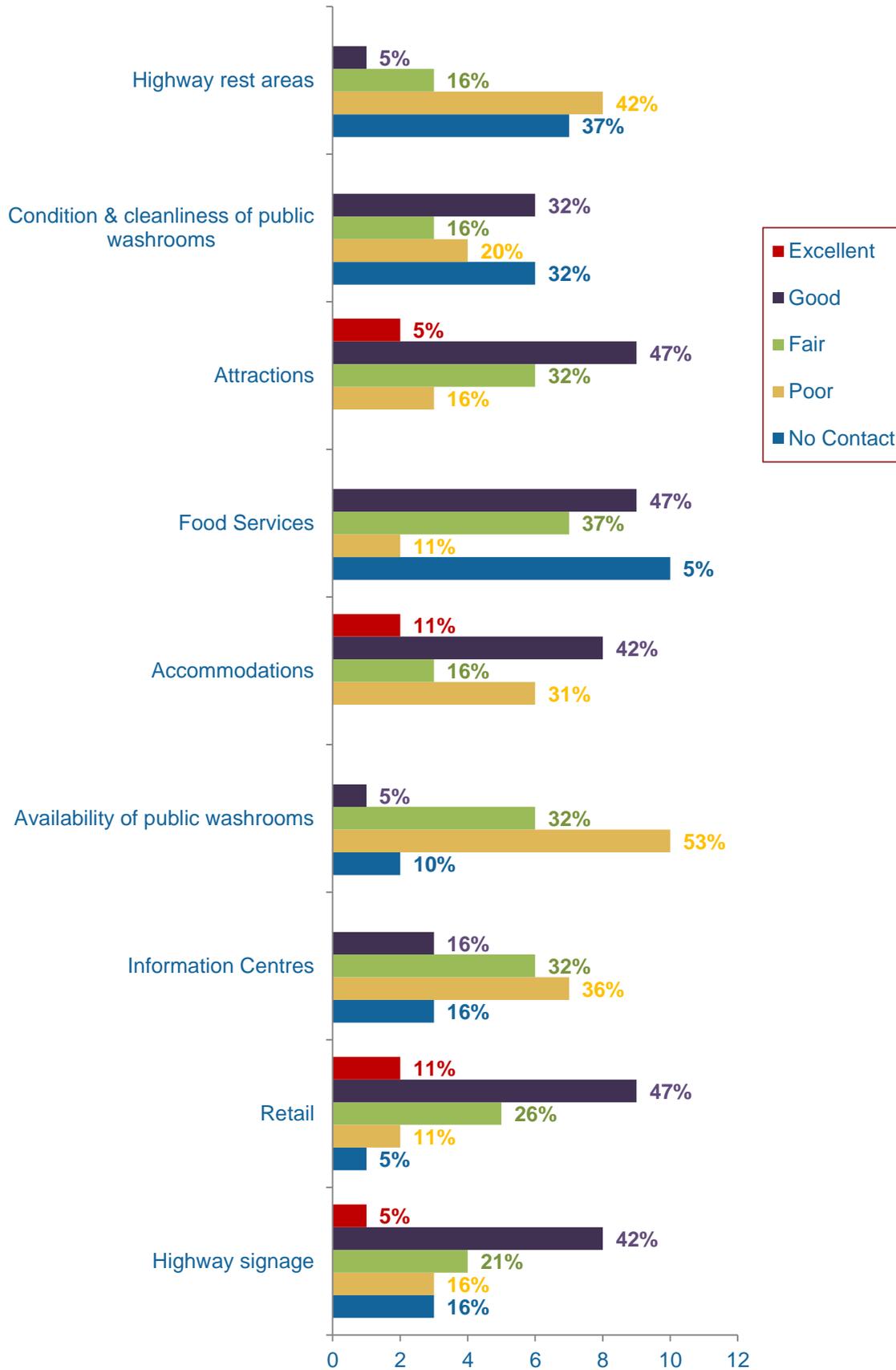
T4b. What are the challenges to operating a tourism business in this area? List up to three.

Out of 18 responses:



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

Out of 19 responses:



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

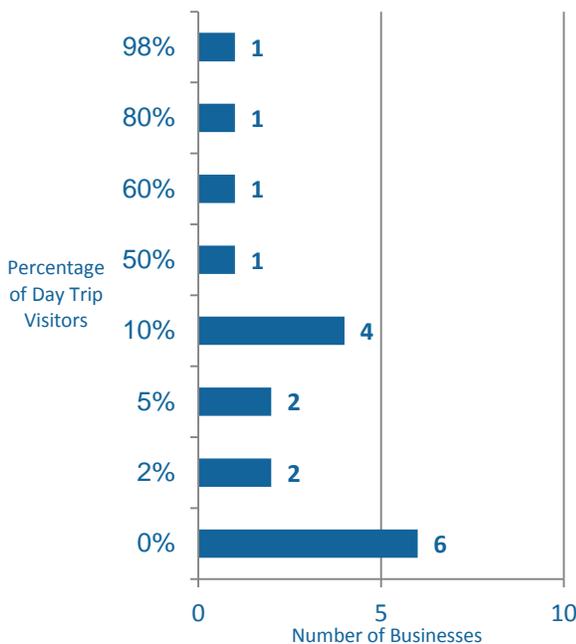
Out of 18 responses:

- Upgrade roads.
- Improving hamlets.
- Bike lanes.
- Paved shoulders.
- Public washrooms.
- Tourist center/welcome center.
- Exchange money service.
- Internet.
- Trails.
- Recreation Centers.
- Public Trash Bins.
- Portland Dock needs attention.
- Accommodations.
- Transportation.
- Networking group.
- More hydro infrastructure.
- More community marketing.
- Farmer's Markets.
- Info available for websites.
- Access to Capital.
- Farmer's Market.
- Gas availability on Waterway.

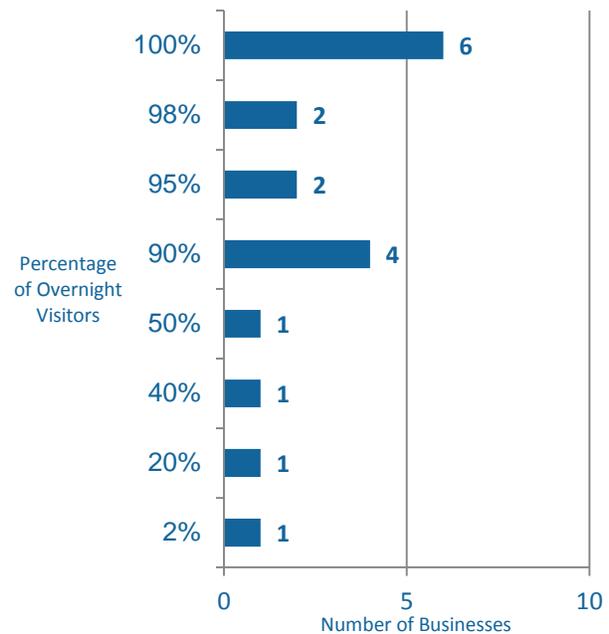
T7a. Please estimate the percentage of your visitors that come for a day trip and the percent that are overnight visitors.

Out of 18 responses:

Day Trip:

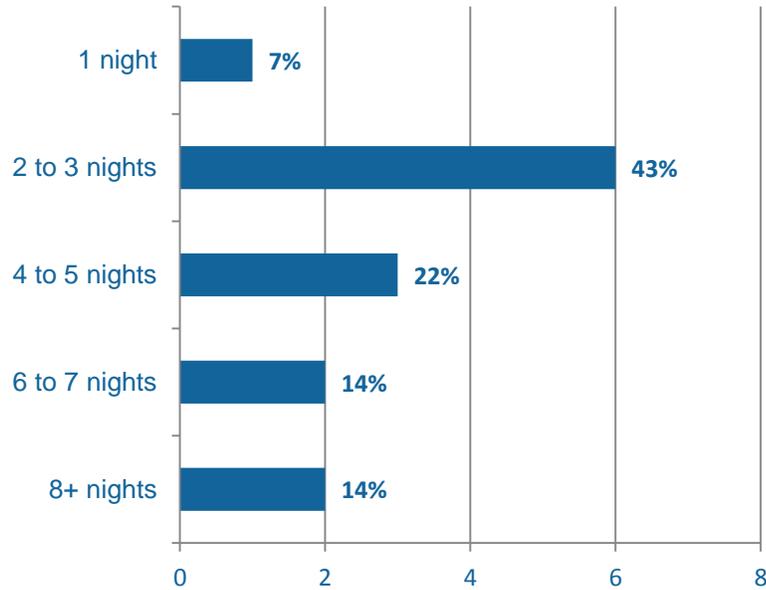


Overnight Trip:



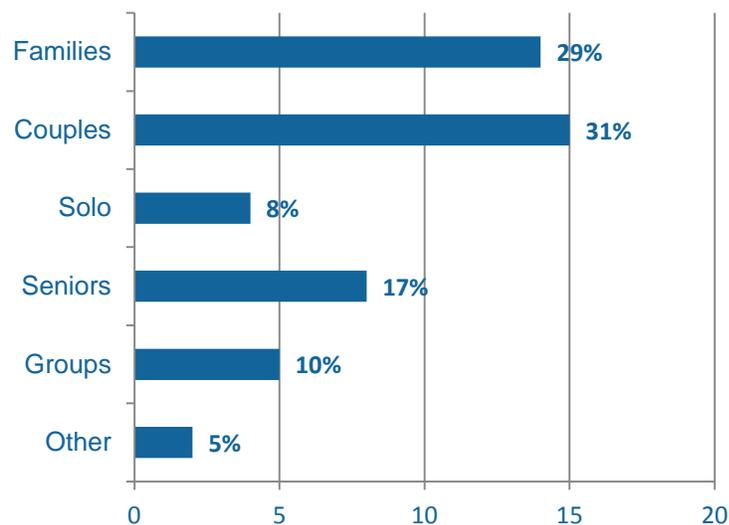
T7b. On average how many nights does a typical visitor stay?

Out of 17 responses:



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

Out of 19 responses:

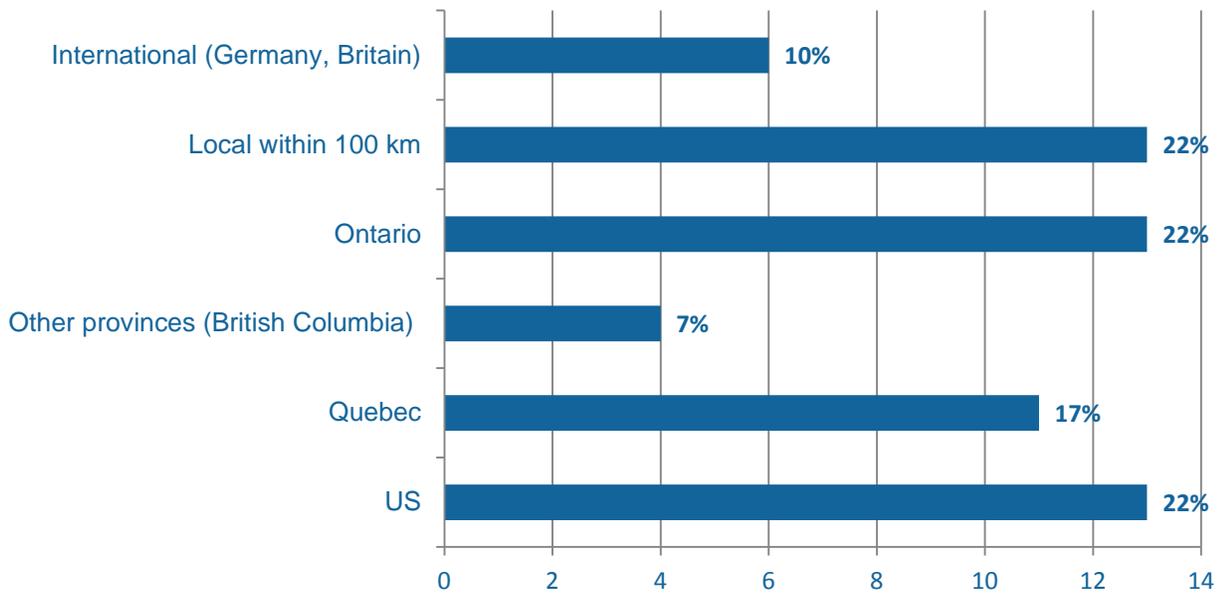


Other includes:

- Children
- Team building and leadership events

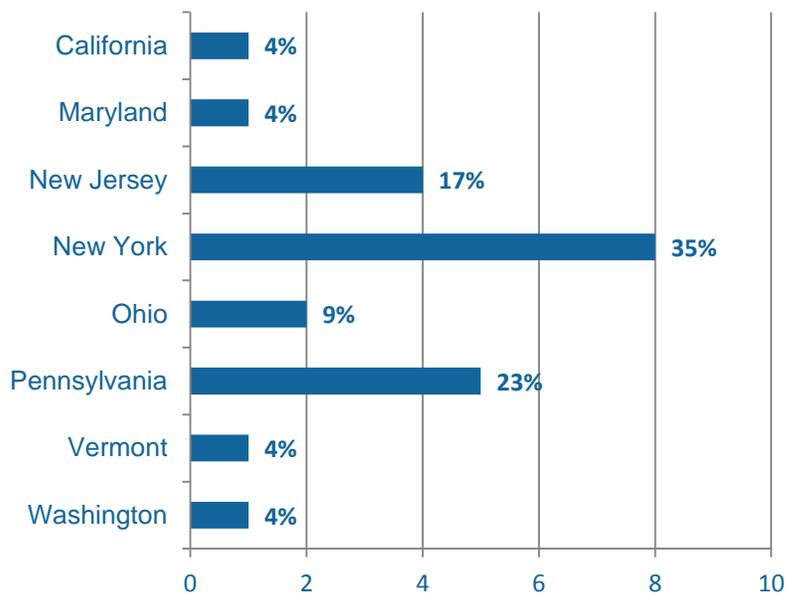
T9. What are your target markets?

Out of 19 responses:



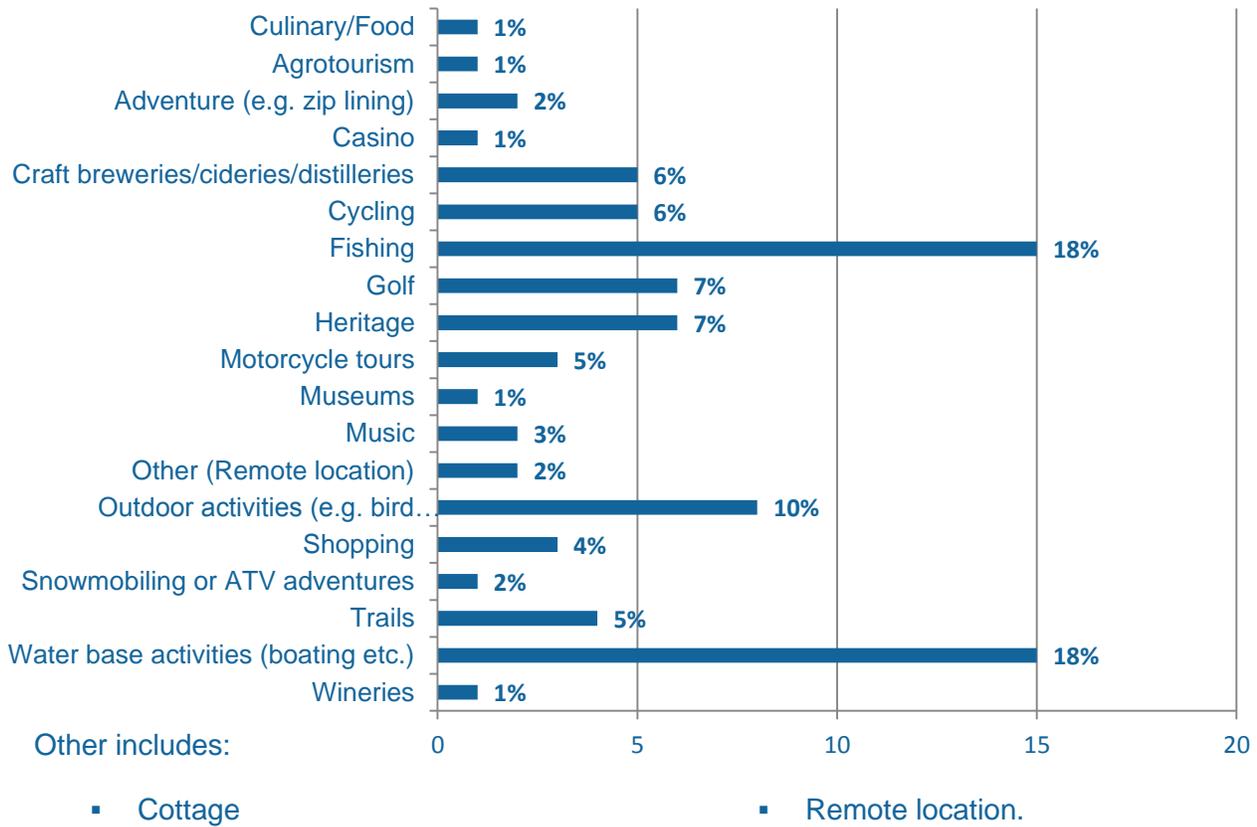
T9. What are your target markets?

US includes:



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

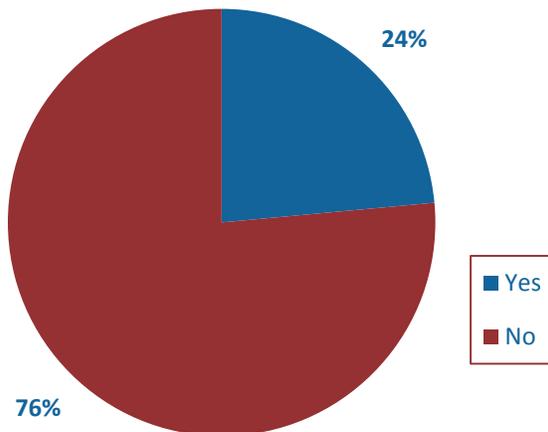
Out of 19 responses:



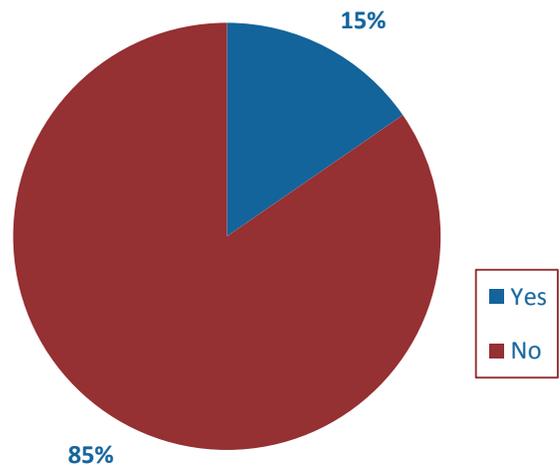
T11. Are you involved with the following organizations?

Out of 17 responses:

Regional Tourism Organization

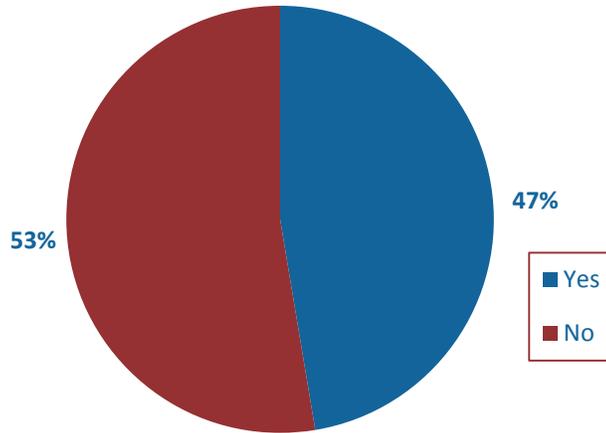


Destination Management/Marketing Organization (DMO)



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

Out of 19 responses:



If yes, which ones?

- Friends of the Rideau
- Chaffey's Lock Heritage Society

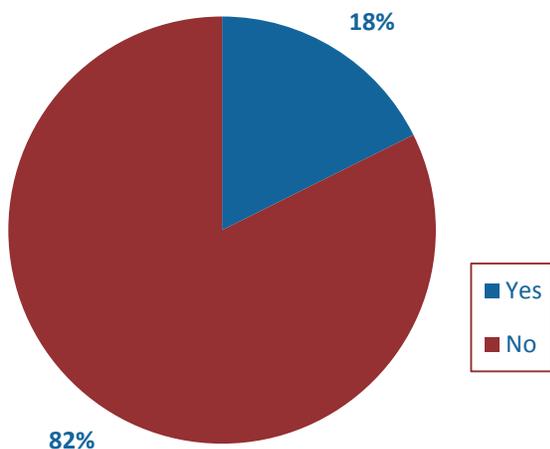
T12. Are you a member of any other tourism organization?

If yes, which ones? (cont.)

- Ontario Culinary
- Boating Ontario
- BBCanada
- Ontario Campground
- Travel Industry Council of Ontario

T13a. Do you offer packages?

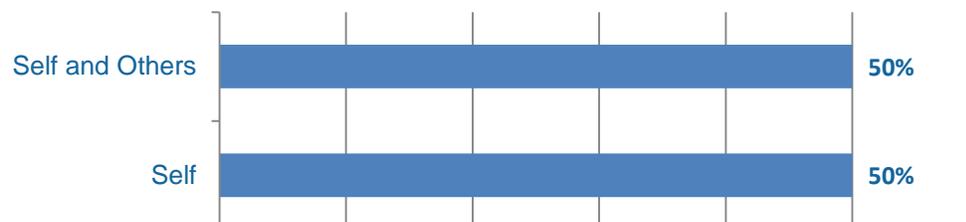
Out of 17 responses:



T13b. Who do you offer packages with?

- Only include my own amenities.
- Partner with others.

T13c. Who handles the promotion of the packages?

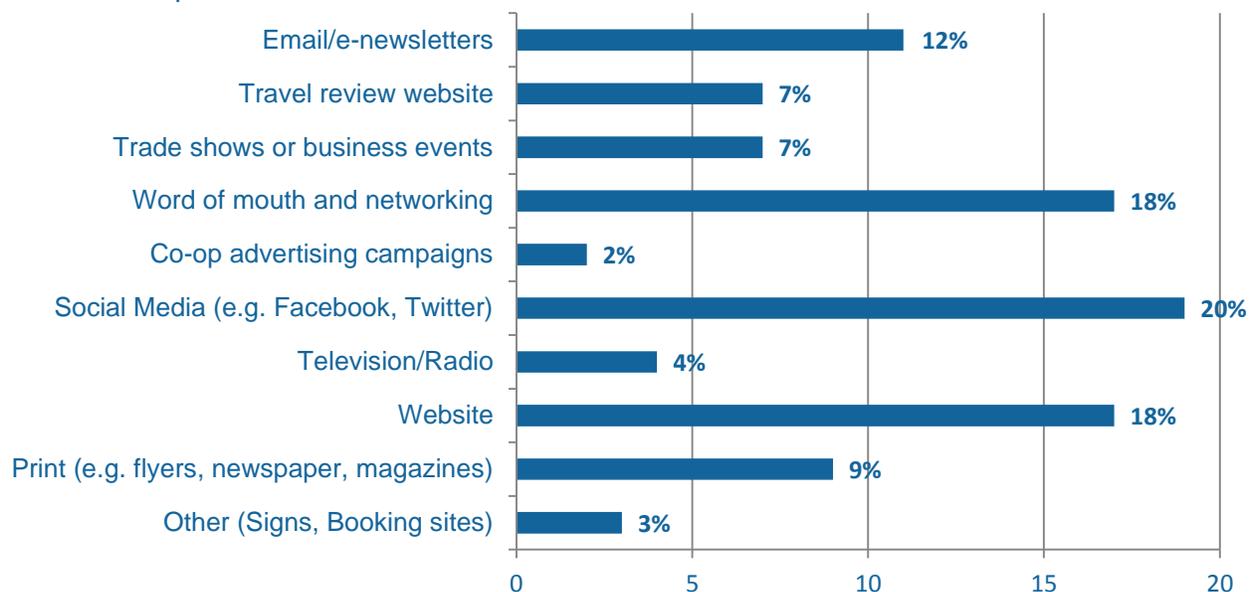


T13d. If No, what are the barriers to you offering packages?

- Lack of time to create packages.
- Differentiated product is difficult to package.
- Not available to business.
- Relationships are being investigated.

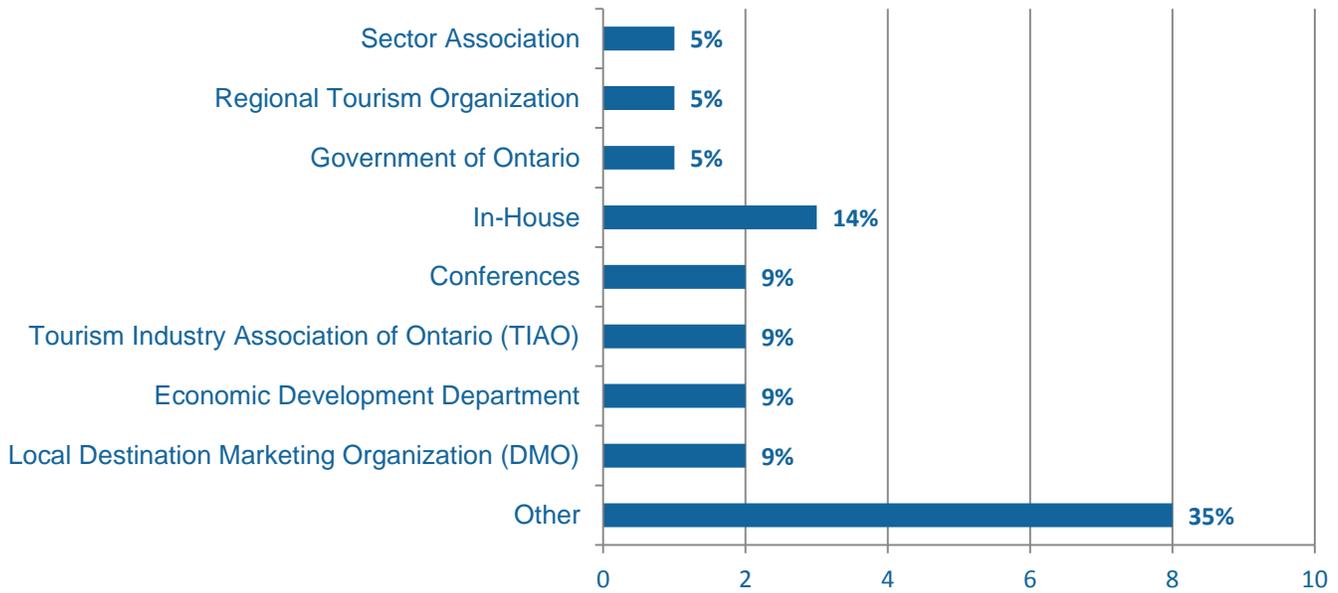
T14. What methods do you use to promote your business?

Out of 19 responses:



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

Out of 19 responses:

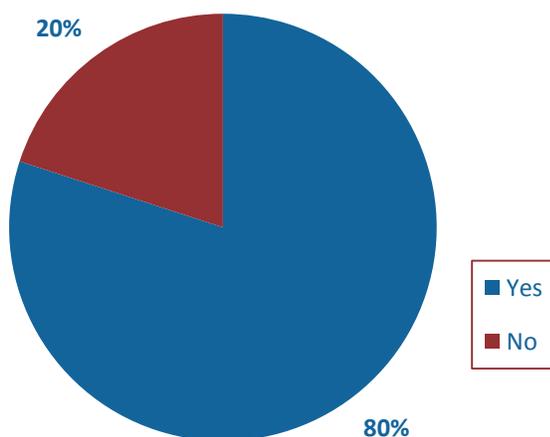


Other includes:

- Social media
- Boating Ontario
- Trade Shows
- Sector Specific Conferences
- Peer support
- Government of Ontario

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

Out of 10 responses:



If No, what additional information would be useful?

Not relevant to niche market served by business.



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