



**sbp** **SCUGOG**  
BUSINESS PROGRAM

**FINAL REPORT AND  
ACTION PLAN**

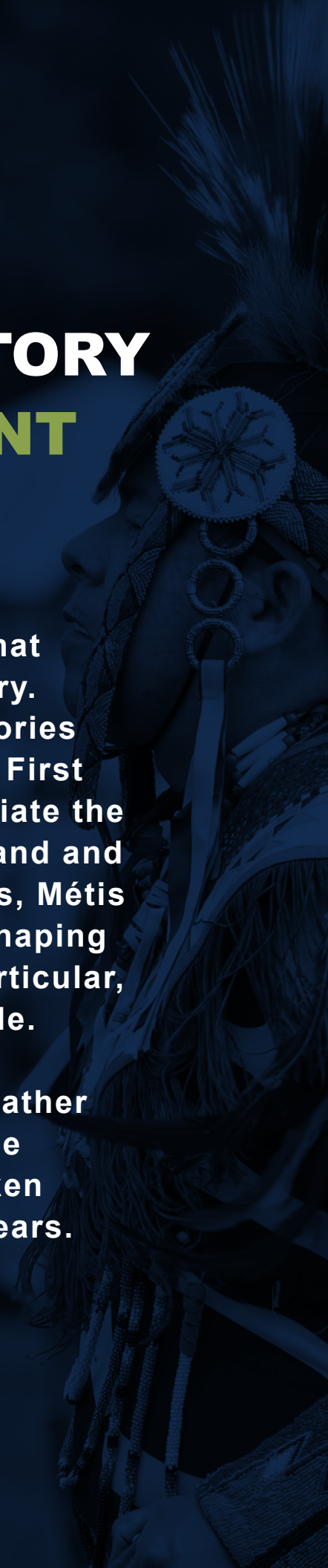
**PROJECT PARTNERS**



# **FIRST NATIONS TRADITIONAL TERRITORY ACKNOWLEDGEMENT**

**Scugog is situated on treaty land that is steeped in rich indigenous history. We acknowledge the traditional territories of the Mississaugas of Scugog Island First Nation. We recognize and deeply appreciate the historic Indigenous connection to this land and recognize the contributions First Nations, Métis and Inuit peoples have made, both in shaping and strengthening this community in particular, our province and country as a whole.**

**We're grateful for the opportunity to gather on these lands and we thank all the generations of people who have taken care of this land - for thousands of years.**



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**The photos included in this document showcase the diversity of the Scugog business community. They are intended for illustrative purposes only and may not represent individuals or businesses that participated in the Scugog Business Program.**

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**WE WISH TO  
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AND THANK  
EACH OF THESE  
INDIVIDUALS FOR  
THEIR SUPPORT  
IN UNDERTAKING  
THE SCUGOG  
BUSINESS  
PROGRAM.**

# EXECUTIVE SUMMARY

The Township of Scugog developed the Scugog Business Program (SBP) to collect first-hand information about the challenges and opportunities facing local businesses with a goal to enhance the understanding of the actions needed to create an environment where businesses want to remain and grow in the Township. Eighty-eight interviews were completed with businesses across a range of sectors in the municipality, however, note that not every business provided an answer to all questions. The interview guide consisted of 99 questions across a range of topics to better understand the health of businesses and their experiences in the community.

The data from these interviews was analyzed and condensed into a summary document to guide participants of the Leadership Team Retreat to identify key actionable priorities and potential actions. The Leadership Team Retreat included partners who are critical to the implementation of this action plan to enhance the overall operating environment for businesses in the community.

From the data, the following key themes were identified:

## STRENGTHS

- A high quality of life
- Supportive community
- Connected and supportive business community
- Location/Proximity to the GTA
- Historic downtown adjacent to Lake Scugog
- Small town atmosphere
- Waterfront park setting

## WEAKNESSES

- Access and cost of land and space
- Available workforce
- Housing options
- Development, planning, by-law, and building processes
- Infrastructure provision
- Seasonality

## OPPORTUNITIES

- Growth
- Downtown
- Tourism
- Public transit
- Awareness of business community
- More business supports
- Relationship with the Township

## THREATS

- Cost of living and doing business

Using the data summary, attendees at the Leadership Team Retreat identified 10 priorities and which were streamlined to 6 recommended key priority areas, with 30 potential actions. The 6 key priority areas are:

-  **1. COMMUNICATION**
-  **2. PLANNING AND DEVELOPMENT PROCESSES**
-  **3. TRANSIT**
-  **4. COORDINATION AND COLLABORATION WITH STAKEHOLDERS AND BUSINESSES**
-  **5. TOURISM GROWTH**
-  **6. WORKFORCE**

This report provides a summary of the SBP process, the key themes identified, and the action and implementation plan. More specific data on responses, including a detailed participant profile, assessment of business and community factors, and the overall business and community outlook can be found in Appendix A.



# INTRODUCTION AND PURPOSE

The Township of Scugog and Invest Durham developed the Scugog Business Program (SBP) to collect first-hand information about the challenges and opportunities facing local businesses. The goal was to develop a deeper understanding of the actions needed to create an environment where businesses want to remain and grow in the Township of Scugog, with a particular focus on locally owned and operated businesses. This was their first business retention and expansion exercise since 2013. The SBP has resulted in the development of an action plan, included in this report, that will guide project and community partners in enhancing the operating environment for businesses in Scugog based on the data collected through the SBP.

Additionally, in 2023, the Region of Durham completed the **Growing North Durham Rural Economic Development Action Plan** to support economic development in its three northern municipalities, the Townships of Brock, Scugog, and Uxbridge. It is aligned around three key pillars – People, Places, and Prosperity. Each pillar has a number of identified goals and actions, and where possible, this action plan sought to align activities to the plan. The Growing North Durham Plan outlines the following pillars and goal areas:

## PEOPLE

1. Support Entrepreneurship
2. Skills, Talent, and Workforce Development
3. Foster the Innovation Economy

## PLACES

1. Showcase North Durham
2. Welcome New and Diverse Businesses
3. Vibrant Downtowns

## PROSPERITY

1. Business Retention and Expansion
2. Investment Readiness
3. Employment Lands, Connectivity, and Economic Infrastructure



# METHODOLOGY

The SBP utilized the Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA) Business Retention and Expansion process and survey to guide their discussions. This involved training interviewees to go out and conduct interviews with businesses in the municipality. In total, 88 in-person

and self-reported online interviews were completed with businesses across a range of sectors. Figure 1 displays the number of businesses that participated from each sector (note: 1 business did not respond to the question).

**FIGURE 1** Types of businesses by industry (NAICS Code)

Industry (NAICS Code)	Count
11 - Agriculture, Forestry, Fishing and Hunting	11
21 - Mining, Quarrying, and Oil and Gas Extraction	1
22 - Utilities	0
23 - Construction	2
31 - Manufacturing, (food, beverage, etc.)	4
32 - Manufacturing, (wood, paper, etc.)	2
33 - Manufacturing, (primary and fabricated metal, etc.)	2
42 - Wholesale Trade	1
44 - Retail Trade, (motor vehicle, furniture, etc.)	10
45 - Retail Trade, (sporting goods, book, music, etc.)	8
48 - Transportation and Warehousing, (air, rail, truck, etc.)	1
49 - Transportation and Warehousing, (postal service, couriers, etc.)	0
51 - Information	1
52 - Finance and Insurance	1
53 - Real Estate and Rental and Leasing	1
54 - Professional, Scientific, and Technical Services	10
55 - Management of Companies and Enterprises	1
56 - Administrative and Support and Waste Management and Remediation Services	2
62 - Health Care and Social Assistance	7
71 - Arts, Entertainment, and Recreation	7
72 - Accommodation and Food Services	8
81 - Other Services (except Public Administration)	5
92 - Public Administration	0
61 - Educational Services	2

## **The SBP interview guide comprised 99 questions that were designed to help the Township of Scugog, Region of Durham and other project partners better understand the challenges and opportunities that exist for businesses operating within the Township.**

The survey consisted of questions that collected information on the demographics of the business, sentiments about the community, the current business climate, business development needs, future plans, workforce needs, and Scugog-specific questions. Note that not every business provided an answer to all questions and responses represented the perspectives of respondents and may not reflect fact. More specific data on responses can be found in Appendix A. Interview data was then entered into Qualtrics for data and analysis purposes.

Significant and immediate issues were also identified and addressed following interviews. These include red flag issues, those that are causing immediate negative consequences for a business that might result in re-locating outside of the community, and where economic development partners could intervene to support. These also include green flag issues, when businesses are on the cusp of leveraging an immediate opportunity or expansion and economic development partners could provide meaningful support or intervention to assist. Throughout the process approximately 26 red flag and 68 green flag issues were identified. Red flag issues ranged from challenges finding workforce, to dissatisfaction with Township processes, to a need for improved access to transit. Green flag issues ranged from expansions to information on funding programs, to a need for increased business connections in the community. All red and green flag issues received timely follow up with information and resources.

Interview data was analyzed, and key data trends and themes were identified in a summary report. Despite conducting interviews across different sectors, analysis revealed that no unique trends emerged by sector, or age of the business. This report provides details regarding the most critical data identified from the SBP process to guide strategic discussions at the leadership team retreat. The leadership retreat was held on April 18, 2024, to review the data, identify the most critical priorities, and to begin scoping out an action plan. Ten (10) priorities were identified at the retreat that have since been streamlined into six (6) priority areas and 30 potential actions. This plan was presented to the Planning and Community Affairs Committee and shared with key BR+E stakeholders to review and provide any final feedback on the action plan. Feedback was reviewed and incorporated accordingly.

To set the context, the following sections share information about key business and economic indicators and key themes, before introducing the action plan. Appendix A shares additional, more detailed, key information from the data collection and consultation process. Appendix B provides a copy of the interview guide.

# KEY BUSINESS AND ECONOMIC INDICATORS

**The following section highlights key findings from the data.**

Respondents by the numbers:

- 71% locally owned and operated (note: these types of businesses were targeted)
- 59% operating their business for 11 years or more
- 90% have an owner involved in day-to-day operations
- 67% have an owner who is a resident of the Township of Scugog
- 83% are focused on local and regional markets, 9% are focused on national markets, and 8% on international markets

**85%**

of respondents rated Scugog as a good or excellent place to do business.

**64%**

of respondents indicated they expect their sales to increase over the next year, versus

**6%**

expecting to decrease.

**27%**

of respondents indicated that their attitude towards doing business in Scugog had become more positive in the past 3 years, while

**19%**

indicated their attitude had become more negative, remaining respondents experienced no change in attitude.

**46%**

of respondents expect to expand over the next 18 months.

**50%**

of respondents have increased the number of people they employ over the past 3 years, while

**12%**

have decreased.

**56%**

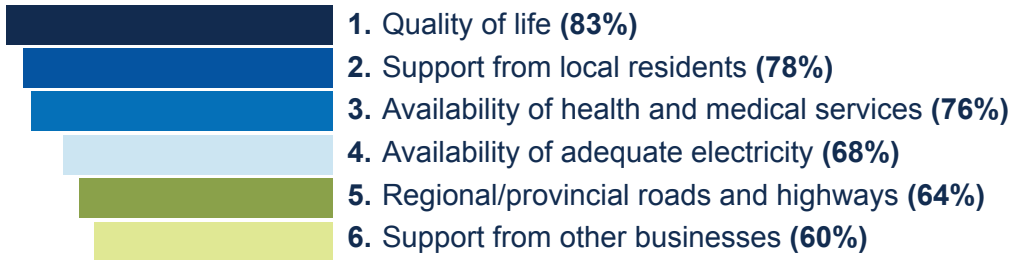
of respondents said their industry outlook was growing, versus

**5%**

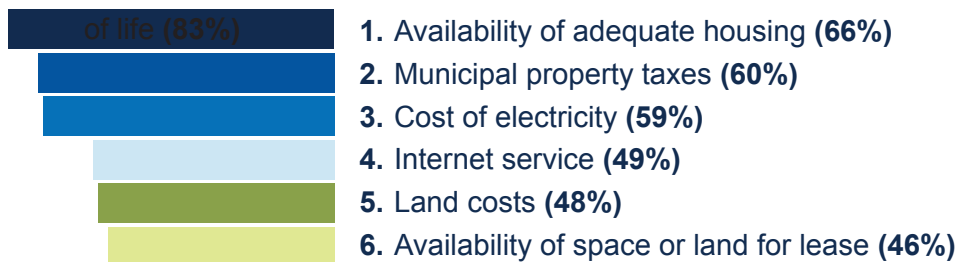
declining.

Participants were also asked to rate a number of factors related to doing business in Scugog, and their perceptions of the services. The following details key findings from the ratings.

## Factors of doing business with the most “good” and “excellent” ratings included:



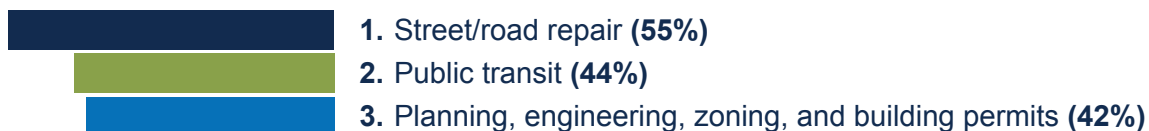
## Factors of doing business with the most “fair” and “poor” ratings included:



## Community Services with the most “good” and “excellent” ratings included:



## Community Services with the most “fair” and “poor” ratings included:



# KEY THEMES (SWOT)

**This section provides an overview of key themes categorized within a strengths, weaknesses, opportunities, threats (SWOT) framework**

## STRENGTHS

**A high quality of life:** Scugog was considered an excellent location to live and operate a business, offering a high quality of life to residents.

- 83% of respondents rated quality of life as good or excellent, as Scugog is a charming, beautiful community with excellent amenities, such as nice parks and open spaces, good health care, and a high-quality business community.

**Supportive community:** The Scugog resident community was generally considered to be supportive of local businesses.

- 78% of respondents rated support from local residents as good or excellent.
- Overall, Scugog residents are relatively affluent, shop local, and are committed to the community.

**Connected and supportive business community:** Scugog businesses were considered well connected and generally supportive of one another.

- 60% of respondents rated support from other businesses as good or excellent.
- It is easy to connect and collaborate with businesses in the community, and there are many networking opportunities.

**Location/Proximity:** Scugog's location, particularly its proximity to the GTA and large marketplace was considered a strategic advantage.

- Scugog is well located, close to key consumer marketplaces for many businesses and well connected to transportation networks, while still maintaining a small-town community feel.



## WEAKNESSES

### Access and cost of land and space:

Businesses noted that the supply of available land and space is inadequate for expansion, and those that were available were costly.

- 48% of respondents rated land costs as fair or poor.
- 46% of respondents rated availability of land or space for lease as fair or poor.
- 53% of respondents owned their facility, while 46% leased. Of those leasing, 23% anticipated problems renewing their lease, primarily due to cost.
- There is a desire for more available serviced land, as well as commercial and office space.
- It is challenging to find suitable land or space for expansion or simply operating.
- The cost of rental space was a concern.

**Available workforce:** Businesses faced challenges to attract the labour they required, and low-income earners are challenged to afford housing and transit.

- 65% of respondents rated the availability of qualified workers as poor or fair.
- 56% of respondents rated their ability to attract new employees as poor or fair.
- 52% of respondents said they had difficulties hiring.
- Availability and attraction of the required workforce is a challenge, especially skilled labour.
- Assistance finding labour with a locally based employment centre, financial support and incentives for hiring, and better connections to educational institutions were all requested.
- Scugog does not have amenities (housing/transit) to support low-income earners
- Consultation with the Scugog Business Program Leadership Team highlighted that the demand for employees was starting to decrease as the economy slows.

**Housing options:** The cost of housing is high, and availability is low, making housing a key contributor to workforce challenges.

- 66% of respondents rated the availability of adequate housing as poor or fair.
- Finding housing for workforce is a challenge and the community needs more diverse and affordable housing options to accommodate potential workers across all life stages and employment situations.

### Development, planning, by-law, and building

**processes:** Businesses faced challenges navigating the development, planning, building, and by-law processes.

- 42% of respondents rated planning, engineering, zoning, and building permits as fair or poor.
- Challenges included difficulties navigating processes, limited communication with municipal representatives, unequal enforcement of by-laws, and the time and cost of processes.

**Infrastructure provision:** Businesses identified that access to internet and general servicing was still a challenge in some parts of the Township.

- Lack of access to water, sewage, and garbage services, mainly in industrial areas.
- 49% of respondents rated internet service as fair or poor.
- Internet and cell service access remains a challenge in rural areas.

**Seasonality:** Some businesses noted that their business declines over the winter months.

- As many businesses are tourism driven, seasonality is a challenge and more can be done to attract customers in the off-season.

## OPPORTUNITIES

**Growth:** The Region is growing rapidly, and this was viewed favourably by businesses as it increased their market opportunity.

- Growth was a primary reason for more positive feelings about doing business in Scugog.
- Most welcomed growth as it created more opportunities and expanded the marketplace for their business.

**Downtown:** Scugog has a charming, heritage downtown that is an asset to the community and to tourism.

- Downtown adds character and is an anchor for tourism.
- Parking was a perceived issue, especially with the recent loss of parking space.
- More focus needed on beautification, marketing, cleanliness, protecting heritage character, walkability, and connection between waterfront and downtown.
- Signage would enable easier movement around the downtown and community, minimizing the parking issue and enhancing connectivity and walkability.

**Tourism:** Tourism is a major industry in Scugog.

- Tourism is a key opportunity for the community, which has many related assets.
- Suggestions for improvement included more promotion and events, attracting accommodation, enhancement of the waterfront, enhanced wayfinding signage, enhanced connection to the Trent Severn waterway, and redevelopment of the Fairgrounds and Old Mill.

**Public transit:** Access to transit was frequently cited as a challenge by businesses.

- While respondents noted the expansion of Durham Region Transit's On-Demand Program had been a positive, they still felt Scugog required more/better public transit, as current services are falling below community need, especially for workforce.

**Awareness of business community:** Businesses felt that there could be more awareness about the retail and services in Scugog.

- Awareness of the Scugog business community is increasing but more can be done to promote businesses to residents, other businesses, and external communities.

**More business supports:** Many businesses indicated they were interested in participating in joint initiatives leveraging informational resources in the community.

- More support for local business is desired, including contacting and engaging with businesses on a more regular basis for support and collaboration purposes, and more equal provision of business support services between more urban and rural parts of the Township, as well as between northern and southern municipalities in the Region of Durham.

**Relationship with the Township:** Businesses expressed a number of mixed sentiments about the Township.

- Remarks were split amongst those who had a good/improving relationship with the Township, and those who did not, as well as those who thought the Township had good leadership and was doing a good job overall, versus those who felt leadership was not progressive and Township staff were hard to access when assistance was needed.

## THREATS

**Cost of living and doing business:** The cost of living and doing business is going up, putting significant pressure on business to raise wages and costs.

- Cost of rent and supplies is rising, as are employee costs of living and demand for wages.

# THE SBP ACTION PLAN

**The SBP action plan lays out key priorities and activities to address business concerns and opportunities to enhance the Township of Scugog as a place to do business**

The SBP was a partnership project between the Township of Scugog and Invest Durham. The Township currently has no dedicated economic development staff; however, the Director of Development does undertake some economic development related initiatives. As a result of limited capacity and bandwidth, Invest Durham leads North Durham-wide economic development initiatives and supports Township-specific economic development initiatives. Engaging partners, such as the North Durham Chamber of Commerce, the Port Perry BIA, Invest Durham, Durham Tourism, and other key stakeholders will be necessary to have the capacity to support the implementation of this action plan in a timely and comprehensive manner.

The following action plan was derived from both the interview data and the Leadership Team Retreat. The Leadership Team identified 10 unique priorities from the SBP data. The priorities were ranked and the top eight (8) selected for further discussion. Analysis of the recommendations led the consultant to streamline the actions and success measures into six (6) key priority areas to develop an action plan that meets the needs and capacity of the implementation partners.

The six priorities include:

-  **1. COMMUNICATION**
-  **2. PLANNING AND DEVELOPMENT PROCESSES**
-  **3. TRANSIT**
-  **4. COORDINATION AND COLLABORATION WITH STAKEHOLDERS AND BUSINESSES**
-  **5. TOURISM GROWTH**
-  **6. WORKFORCE**

There are three (3) timeframes identified in the action plan. They include Short, which identifies activities that should begin within a 1 year timeframe; Mid, which refers to activities that should take place within the next 2 to 4 years; and Long, which refers to activities that fall within a 5+ year timeframe. Overall, the implementation timeline will need to remain fluid, as capacity is limited, and some elements of implementation will likely depend on the ability of the Township and/or partners to leverage grant funding. Township-led activities may be dependent on temporary staff to lead them. The following section identifies the key activities proposed for each priority area.



PORT PERRY



**THE FOLLOWING  
SECTION  
IDENTIFIES THE  
KEY ACTIVITIES  
PROPOSED  
FOR EACH  
PRIORITY  
AREA.**



## PRIORITY ACTION AREA 1:

# COMMUNICATION

**OBJECTIVE:** Improve communications from economic development partners to the business community, and about the business community.

Actions	Lead	Potential Partners	Timeframe	Resources	Performance Measures
Review, enhance, and leverage existing business-oriented communications to help keep the business community informed about business support and development opportunities available locally and regionally. This should include understanding existing communication channels with businesses and how they can be leveraged to share messaging. Work with key partners to promote communications and avoid duplication.	Township of Scugog	<ul style="list-style-type: none"> <li>■ Invest Durham</li> <li>■ Durham Tourism</li> <li>■ North Durham Chamber of Commerce</li> <li>■ Port Perry BIA</li> <li>■ Mississaugas of Scugog Island First Nation (MSIFN)</li> <li>■ Central Counties Tourism</li> </ul>	Short	<ul style="list-style-type: none"> <li>■ Staff time</li> </ul>	<ul style="list-style-type: none"> <li>■ Communication process developed</li> <li>■ Engagement with communication tools (reach and audience)</li> <li>■ Number of shares by partners</li> </ul>
Utilize the Scugog Business Program brand to provide regular updates on program outcomes, starting with communicating the findings and action plan of the program.	All		Short	<ul style="list-style-type: none"> <li>■ Staff time</li> </ul>	<ul style="list-style-type: none"> <li>■ Business-related communications all fall under the common brand of SBP</li> </ul>
Continue to undertake an on-going and standardized business visitation program.	Invest Durham	<ul style="list-style-type: none"> <li>■ Township of Scugog</li> <li>■ North Durham Chamber of Commerce</li> <li>■ Port Perry BIA</li> <li>■ MSIFN</li> </ul>	Mid	<ul style="list-style-type: none"> <li>■ Staff Time</li> </ul>	<ul style="list-style-type: none"> <li>■ Number of businesses contacted</li> <li>■ Number of red flag/green flag issues identified</li> <li>■ Outcomes as a result</li> </ul>
Work with partners to celebrate and promote local businesses to the community, and across the broader market area for goods, services, and tourism, such as via blog posts, or promotional events and content.	Township of Scugog	<ul style="list-style-type: none"> <li>■ Invest Durham</li> <li>■ Scugog Economic Development Advisory Committee (EDAC)</li> <li>■ North Durham Chamber of Commerce</li> </ul>	Long	<ul style="list-style-type: none"> <li>■ Staff time</li> <li>■ Marketing costs</li> </ul>	<ul style="list-style-type: none"> <li>■ Business retention</li> <li>■ Business expansion</li> <li>■ Visitation statistics (if available)</li> <li>■ Number of Scugog business features</li> </ul>

## PRIORITY ACTION AREA 2:

# PLANNING AND DEVELOPMENT PROCESSES



**OBJECTIVE:** Enhance planning and development practices and infrastructure to support business expansion and new investment.

Actions	Lead	Potential Partners	Timeframe	Resources	Performance Measures
Promote the Scugog Community Improvement Plan (CIP) at existing events and through marketing initiatives.	Township of Scugog	<ul style="list-style-type: none"> <li>Invest Durham</li> <li>North Durham Chamber of Commerce</li> <li>Port Perry BIA</li> </ul>	Short	<ul style="list-style-type: none"> <li>Staff time</li> <li>Marketing budget</li> </ul>	<ul style="list-style-type: none"> <li>Public and private CIP \$ invested</li> </ul>
Continue to advocate for and support the development of infrastructure enhancements in the community, particularly related to internet and employment land servicing.	Township of Scugog	<ul style="list-style-type: none"> <li>Invest Durham</li> <li>North Durham Chamber of Commerce</li> <li>Port Perry BIA</li> </ul>	Short	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Increased infrastructure provision</li> <li>Kilometres of fibre</li> <li>\$ invested</li> <li>Capacity of new infrastructure enhancements</li> </ul>
Enhance and simplify the communications available to guide businesses through the development process so they understand what is allowed and the requirements they must meet early on in the process.	Township of Scugog	<ul style="list-style-type: none"> <li>Region of Durham (Invest Durham, Health Department, etc.)</li> <li>Lake Simcoe Region Conservation Authority</li> <li>Kawartha Region Conservation Authority</li> <li>Utility Partners</li> </ul>	Mid	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Development guide for businesses is created</li> </ul>
Quantify the need and explore opportunities to stimulate the development of new commercial and industrial spaces for lease, via CIP (which has recently been implemented in Downtown and Employment Areas of Port Perry), planning policy (zoning), and/or investment attraction efforts.	Township of Scugog	<ul style="list-style-type: none"> <li>Invest Durham</li> <li>Realtors</li> </ul>	Mid	<ul style="list-style-type: none"> <li>Staff time</li> <li>CIP contributions allocated</li> <li>Cost of marketing efforts</li> </ul>	<ul style="list-style-type: none"> <li>Need quantified (via commercial realtor insight and on-going business visitation)</li> <li>Businesses wanting to invest in the community can find spaces to operate</li> <li>Public and private CIP \$ invested</li> </ul>



Actions	Lead	Potential Partners	Timeframe	Resources	Performance Measures
Facilitate updates and enhancements to policies and application and approval processes for Agriculture-Related and On-Farm Diversified Uses. A Region-led project is currently underway in collaboration with the Townships of Brock, Scugog and Uxbridge.	Invest Durham	<ul style="list-style-type: none"> <li>■ Township of Scugog</li> <li>■ Local Agricultural Societies and Federations</li> </ul>	Mid	<ul style="list-style-type: none"> <li>■ Staff time</li> </ul>	<ul style="list-style-type: none"> <li>■ More agricultural operations pursuing agriculture-related and on-farm diversified uses</li> <li>■ Stakeholder satisfaction with the project</li> </ul>
Streamline the development approval process.	Township of Scugog	<ul style="list-style-type: none"> <li>■ Region of Durham</li> <li>■ Lake Simcoe Regional Conservation Authority</li> <li>■ Kawartha Region Conservation Authority</li> </ul>	Long	<ul style="list-style-type: none"> <li>■ Staff time</li> </ul>	<ul style="list-style-type: none"> <li>■ Length of time to approve</li> <li>■ Number of permits issued</li> </ul>
Collect feedback on business experiences with the development processes and address identified barriers. This could be via survey or interviews.	Township of Scugog		Long	<ul style="list-style-type: none"> <li>■ Staff time</li> </ul>	<ul style="list-style-type: none"> <li>■ Feedback process implemented</li> <li>■ Barriers identified and addressed</li> <li>■ Business satisfaction with planning and development process</li> </ul>
Ensure there is connection to economic development support prior to undertaking the pre-consultation process for industrial and commercial development applications. Economic development staff can provide assistance before and after the consultation process, as well as assist businesses with questions and follow-up as needed.	Township of Scugog	<ul style="list-style-type: none"> <li>■ Region of Durham</li> <li>■ Lake Simcoe Regional Conservation Authority</li> <li>■ Kawartha Region Conservation Authority</li> </ul>	On-going	<ul style="list-style-type: none"> <li>■ Staff time</li> </ul>	<ul style="list-style-type: none"> <li>■ Business satisfaction with planning and development process</li> </ul>



## PRIORITY ACTION AREA 3:

# TRANSIT

**OBJECTIVE:** Improve access to and awareness of transit services for employment purposes.

Actions	Lead	Potential Partners	Timeframe	Resources	Performance Measures
Promote Durham Region On Demand Transit services to Scugog employers and employees.	Invest Durham	<ul style="list-style-type: none"> <li>■ Township of Scugog</li> <li>■ Durham Region Transit</li> <li>■ Scugog EDAC</li> <li>■ North Durham Chamber of Commerce</li> <li>■ Port Perry BIA</li> </ul>	Mid	<ul style="list-style-type: none"> <li>■ Staff time</li> <li>■ Cost of promotions</li> </ul>	<ul style="list-style-type: none"> <li>■ Increased usage of transit for employment purposes</li> <li>■ Transit is less of a barrier to attracting and retaining workforce</li> </ul>
Review the third-party transit provider landscape and their barriers to expansion in Scugog. Explore activities to address those.	Scugog EDAC	<ul style="list-style-type: none"> <li>■ Township of Scugog</li> <li>■ Durham Region Transit</li> <li>■ Invest Durham</li> </ul>	Mid	<ul style="list-style-type: none"> <li>■ Staff time</li> <li>■ Cost of potential activities to pilot</li> </ul>	<ul style="list-style-type: none"> <li>■ Review conducted</li> <li>■ Potential activities identified</li> </ul>
Collect information on transit needs of the workforce and advocate for mechanisms to service them (i.e. increase capacity, expand hours, third party providers, such as Uber, etc.).	Township of Scugog	<ul style="list-style-type: none"> <li>■ Durham Region Transit</li> <li>■ Scugog EDAC</li> <li>■ Invest Durham</li> <li>■ North Durham Chamber of Commerce</li> </ul>	Mid	<ul style="list-style-type: none"> <li>■ Staff time</li> <li>■ Cost of potential expansion/modifications</li> </ul>	<ul style="list-style-type: none"> <li>■ Transit is less of a barrier to attracting and retaining workforce (anecdotal – via on-going business visitation feedback)</li> </ul>

## PRIORITY ACTION AREA 4:

# COLLABORATION AND COORDINATION



**OBJECTIVE:** Enhance on-going collaboration between stakeholders and businesses to create a better environment for businesses to grow and thrive in Scugog.

Actions	Lead	Potential Partners	Timeframe	Resources	Performance Measures
Host bi-annual Leadership Team meetings to share information, review action plan progress, and determine collective actions for the coming 6 months.	Township of Scugog	<ul style="list-style-type: none"> <li>■ Township of Scugog</li> <li>■ Invest Durham</li> <li>■ North Durham Chamber of Commerce</li> <li>■ Port Perry BIA</li> <li>■ MSIFN</li> <li>■ Ontario Ministry of Rural Affairs</li> <li>■ Durham College</li> <li>■ Business Advisory Centre Durham</li> </ul>	Short	<ul style="list-style-type: none"> <li>■ Staff time</li> </ul>	<ul style="list-style-type: none"> <li>■ Number of partners attending</li> </ul>
Create a business-to-business and business-to-consumer service registry for businesses in the community.	North Durham Chamber of Commerce	<ul style="list-style-type: none"> <li>■ Invest Durham</li> <li>■ Township of Scugog</li> <li>■ Port Perry BIA</li> </ul>	Mid	<ul style="list-style-type: none"> <li>■ Staff time</li> <li>■ Potential IT cost</li> </ul>	<ul style="list-style-type: none"> <li>■ Usage statistics</li> </ul>
Host a business support organization trade show to showcase the business supports available to Scugog business owners and entrepreneurs. This could be held in alignment with the North Durham Building Business Forum.	Invest Durham	<ul style="list-style-type: none"> <li>■ Township of Scugog</li> <li>■ North Durham Chamber of Commerce</li> <li>■ Port Perry BIA</li> <li>■ MSIFN</li> </ul>	Mid	<ul style="list-style-type: none"> <li>■ Staff time</li> <li>■ Venue/ event costs</li> <li>■ Marketing costs</li> </ul>	<ul style="list-style-type: none"> <li>■ Attendance (# of vendors, # of attendees)</li> <li>■ Post-tradeshow survey of business satisfaction and outcomes</li> </ul>

Actions	Lead	Potential Partners	Timeframe	Resources	Performance Measures
Work with partners to support business-focused events around the Township, not just focused in Port Perry. These can include networking and educational opportunities. It is recommended that a minimum of 4 events be held a year.	North Durham Chamber of Commerce	<ul style="list-style-type: none"> <li>■ Township of Scugog</li> <li>■ Invest Durham</li> <li>■ Durham Tourism</li> <li>■ Port Perry BIA</li> <li>■ MSIFN</li> <li>■ Durham College</li> <li>■ Durham College Community Employment Services</li> <li>■ Business Advisory Centre Durham</li> </ul>	On-going	<ul style="list-style-type: none"> <li>■ Staff time</li> </ul>	<ul style="list-style-type: none"> <li>■ Attendance</li> <li>■ Post-event survey of business satisfaction and outcomes</li> </ul>
Enhance the capacity to implement the Scugog Business Program Action Plan by exploring and applying to programs that will expand human and financial resource capacity. These programs could include OMRA's Rural Economic Development Program, or the Canada Summer Jobs Program.	Township of Scugog	<ul style="list-style-type: none"> <li>■ Invest Durham</li> <li>■ North Durham Chamber of Commerce</li> <li>■ Project-specific partners</li> </ul>	On-going	<ul style="list-style-type: none"> <li>■ Staff time</li> </ul>	<ul style="list-style-type: none"> <li>■ Additional resources acquired (\$ and human)</li> </ul>





## PRIORITY ACTION AREA 5:

# TOURISM GROWTH

**OBJECTIVE:** Further develop Scugog’s strength as a tourism destination.

Actions	Lead	Potential Partners	Timeframe	Resources	Performance Measures
Undertake investment attraction efforts to support the development of new accommodations in Scugog to increase overnight stays in the Township. This should include the identification of appropriate locations for accommodations.	Invest Durham/ Township of Scugog	<ul style="list-style-type: none"> <li>■ Durham Tourism</li> </ul>	Short	<ul style="list-style-type: none"> <li>■ Staff time</li> <li>■ Budget for investment attraction efforts</li> </ul>	<ul style="list-style-type: none"> <li>■ Number of new overnight accommodations</li> </ul>
Share special event toolkit on the Township website to assist those who want to organize and expand events to navigate Township processes and connect to partners.	Township of Scugog	<ul style="list-style-type: none"> <li>■ Durham Tourism</li> <li>■ Invest Durham</li> </ul>	Short	<ul style="list-style-type: none"> <li>■ Staff time</li> </ul>	<ul style="list-style-type: none"> <li>■ Increase in number of events</li> </ul>
Support improved connectivity across the Township and in Port Perry with wayfinding signage.	Township of Scugog	<ul style="list-style-type: none"> <li>■ Durham Tourism</li> <li>■ Port Perry BIA</li> <li>■ Central Counties Tourism</li> <li>■ MSIFN</li> <li>■ Scugog Council for the Arts</li> </ul>	Mid	<ul style="list-style-type: none"> <li>■ Staff time</li> <li>■ Budget for signage design</li> <li>■ Manufacturing, installation, and maintenance</li> </ul>	<ul style="list-style-type: none"> <li>■ Reduced perception of parking challenges</li> <li>■ Perceptions of improved connections between downtown Port Perry and the waterfront</li> </ul>
Provide networking opportunities and information to support tourism package development, especially to connect more rural businesses with those in Port Perry.	Durham Tourism	<ul style="list-style-type: none"> <li>■ North Durham Chamber of Commerce</li> <li>■ Port Perry BIA</li> <li>■ Township of Scugog</li> <li>■ Central Counties Tourism</li> <li>■ MSIFN</li> <li>■ Scugog Council for the Arts</li> </ul>	On-going	<ul style="list-style-type: none"> <li>■ Staff time</li> <li>■ Budget for events</li> </ul>	<ul style="list-style-type: none"> <li>■ New connections made</li> <li>■ New packages and/or initiatives established</li> </ul>



Actions	Lead	Potential Partners	Timeframe	Resources	Performance Measures
Work with partners and the private sector to expand tourism products (e.g. film tourism, cycle tourism) and marketing. Special focus should be given to off-season tourists and Trent Severn waterway users.	Durham Tourism	<ul style="list-style-type: none"> <li>■ North Durham Chamber of Commerce</li> <li>■ Port Perry BIA</li> <li>■ Township of Scugog</li> <li>■ Scugog Tourism Advisory Committee (TAC)</li> <li>■ Central Counties Tourism</li> <li>■ MSIFN</li> </ul>	On-going	<ul style="list-style-type: none"> <li>■ Staff time</li> <li>■ Budget for product development</li> <li>■ Budget for advertising</li> </ul>	<ul style="list-style-type: none"> <li>■ Increase in visitation, especially in the off-season</li> <li>■ Increase in tourism products</li> <li>■ Engagement with tourism promotions</li> </ul>
Continue to support downtown beautification and heritage preservation efforts.	Township of Scugog	<ul style="list-style-type: none"> <li>■ Port Perry BIA</li> </ul>	On-going	<ul style="list-style-type: none"> <li>■ Staff time</li> <li>■ Budget for beautification</li> </ul>	<ul style="list-style-type: none"> <li>■ Downtown vacancy rate</li> <li>■ Downtown visitation</li> </ul>





# PRIORITY ACTION AREA 6: WORKFORCE

**OBJECTIVE:** Improve employer access to the workforce they need to grow.

Actions	Lead	Potential Partners	Timeframe	Resources	Performance Measures
Support and enable the development of workforce-attainable housing. This could be through promotion of related CIP incentives, or permissive policy, such as additional unit development.	Township of Scugog	<ul style="list-style-type: none"> <li>Invest Durham</li> </ul>	Short	<ul style="list-style-type: none"> <li>Staff time</li> <li>Budget allocation for CIP</li> </ul>	<ul style="list-style-type: none"> <li>New workforce-attainable housing units created</li> </ul>
Work with partners to organize events, such as job fairs and networking opportunities, to connect employers with local and regional residents.	North Durham Chamber of Commerce	<ul style="list-style-type: none"> <li>Invest Durham</li> <li>Durham College</li> <li>North Durham Chamber of Commerce</li> <li>Port Perry BIA</li> <li>Durham Region Employment Service Providers</li> <li>Durham Workforce Authority</li> </ul>	Mid	<ul style="list-style-type: none"> <li>Staff time</li> <li>Budget to host events</li> </ul>	<ul style="list-style-type: none"> <li>Number of employment connections made at events</li> <li>Number of participants (employers and job seekers)</li> </ul>
Work with partners to create a webpage for those considering relocating to Scugog that features local assets and employers. This could include linkage to the Lifestyle page on Invest Durham's website.	Township of Scugog	<ul style="list-style-type: none"> <li>Invest Durham</li> <li>North Durham Chamber of Commerce</li> <li>Port Perry BIA</li> <li>Durham Workforce Authority</li> </ul>	Mid	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Visits to website</li> <li>Employers are more easily able to attract new employees</li> </ul>
Support and develop initiatives that will improve the diversity and inclusivity of the community and of employers.	Durham Local Immigration Partnership	<ul style="list-style-type: none"> <li>Township of Scugog</li> <li>Invest Durham</li> <li>North Durham Chamber of Commerce</li> <li>Durham Workforce Authority</li> <li>MSIFN</li> </ul>	Long	<ul style="list-style-type: none"> <li>Staff time</li> <li>Budget for any related events</li> </ul>	<ul style="list-style-type: none"> <li>Scugog welcomes more diverse residents</li> <li>Employers are more easily able to attract and retain employees</li> </ul>



## CONCLUSION:

The SBP has been a strong initial step towards enhancing the overall relationship with businesses in the Township of Scugog. The action plan addresses a number of key opportunities and challenges identified by businesses that should enable additional investment, business expansion, and enhanced quality of place in Scugog. Given the limited staff capacity available for the implementation of this action plan, leveraging local and regional partnerships as well as provincial and federal programs will be key to enabling successful outcomes. Performance measures should be tracked and reported on annually, with adjustments to tactics made as required. Effectively communicating opportunities and outcomes will be key to ensuring the business community is able to maximize the benefit of actions undertaken through this plan.

## APPENDIX A:

# KEY SBP DATA

This appendix provides a summary of critical data points for review. Data is provided by response count.

**Note that not every respondent answered every question.**

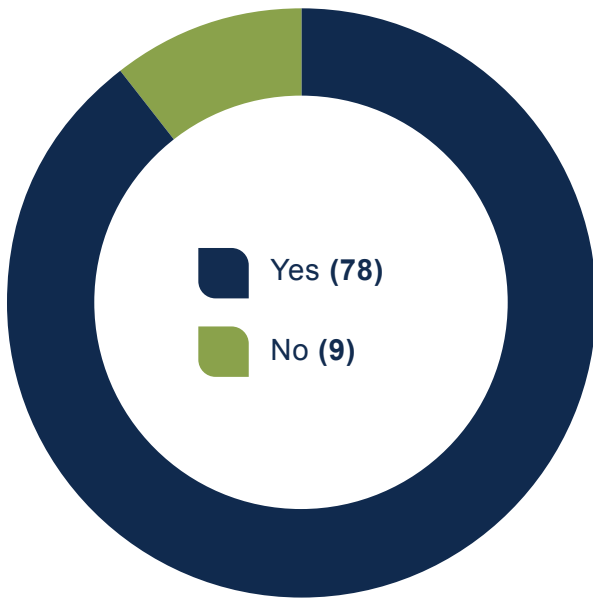
## PARTICIPANT PROFILE

The following section provides insights on the types and characteristics of businesses that participated in the SBP.

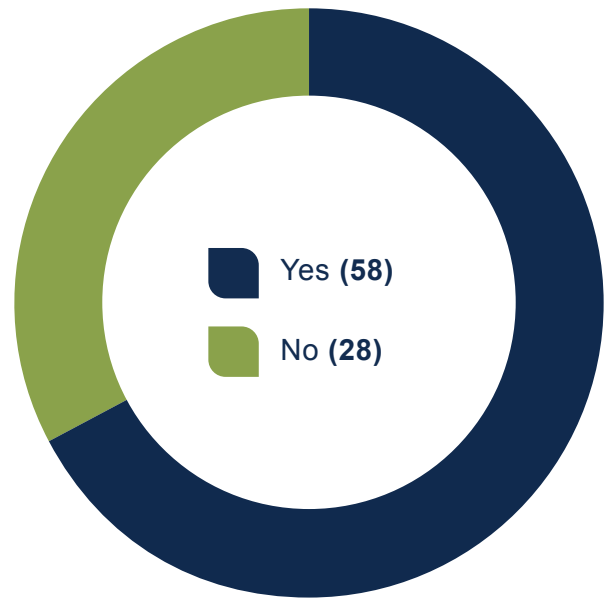
**FIGURE 2** Types of businesses by industry (NAICS Code)

Industry (NAICS Code)	Count
11 - Agriculture, Forestry, Fishing and Hunting	11
21 - Mining, Quarrying, and Oil and Gas Extraction	1
22 - Utilities	0
23 - Construction	2
31 - Manufacturing, (food, beverage, etc.)	4
32 - Manufacturing, (wood, paper, etc.)	2
33 - Manufacturing, (primary and fabricated metal, etc.)	2
42 - Wholesale Trade	1
44 - Retail Trade, (motor vehicle, furniture, etc.)	10
45 - Retail Trade, (sporting goods, book, music, etc.)	8
48 - Transportation and Warehousing, (air, rail, truck, etc.)	1
49 - Transportation and Warehousing, (postal service, couriers, etc.)	0
51 - Information	1
52 - Finance and Insurance	1
53 - Real Estate and Rental and Leasing	1
54 - Professional, Scientific, and Technical Services	10
55 - Management of Companies and Enterprises	1
56 - Administrative and Support and Waste Management and Remediation Services	2
62 - Health Care and Social Assistance	7
71 - Arts, Entertainment, and Recreation	7
72 - Accommodation and Food Services	8
81 - Other Services (except Public Administration)	5
92 - Public Administration	0
61 - Educational Services	2

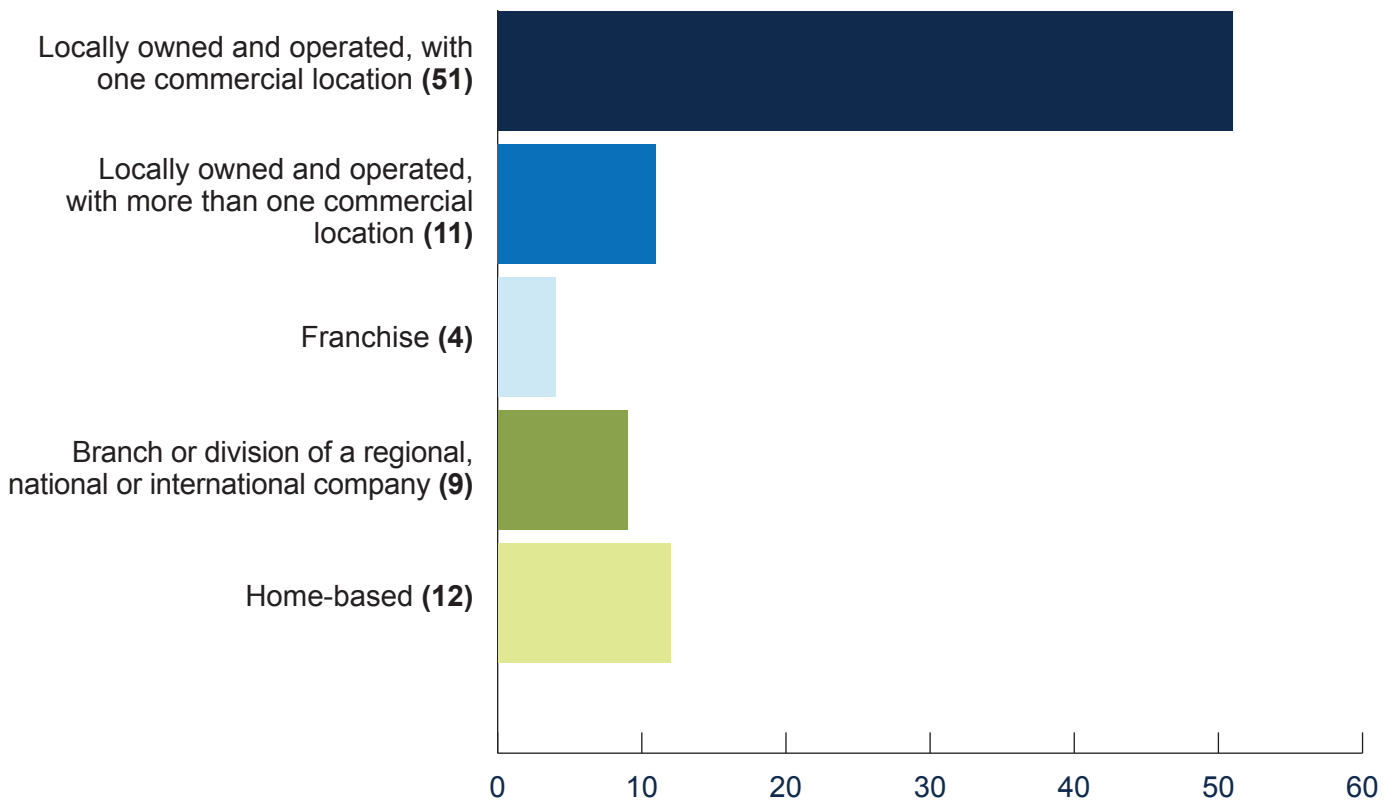
**FIGURE 3** At least one owner involved in day-to-day operations



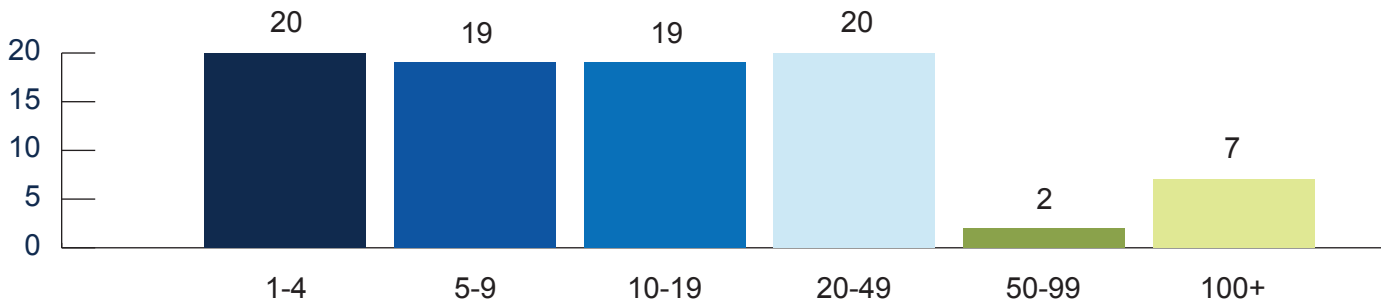
**FIGURE 4** At least one owner a resident of Scugog



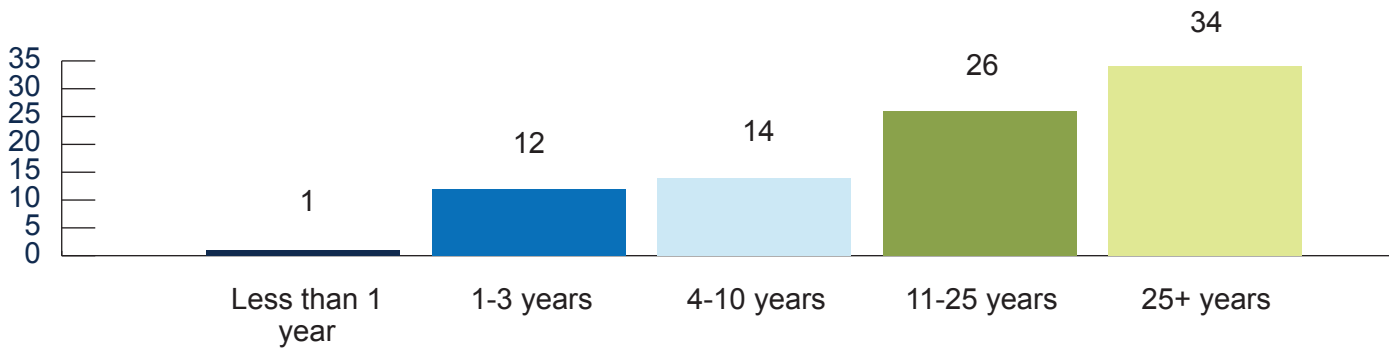
**FIGURE 5** Nature of business operation



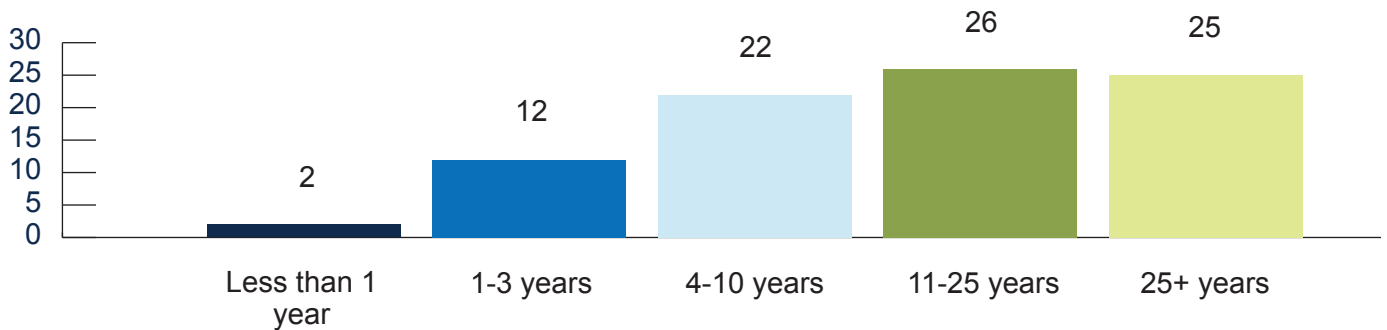
**FIGURE 6** Number of employees



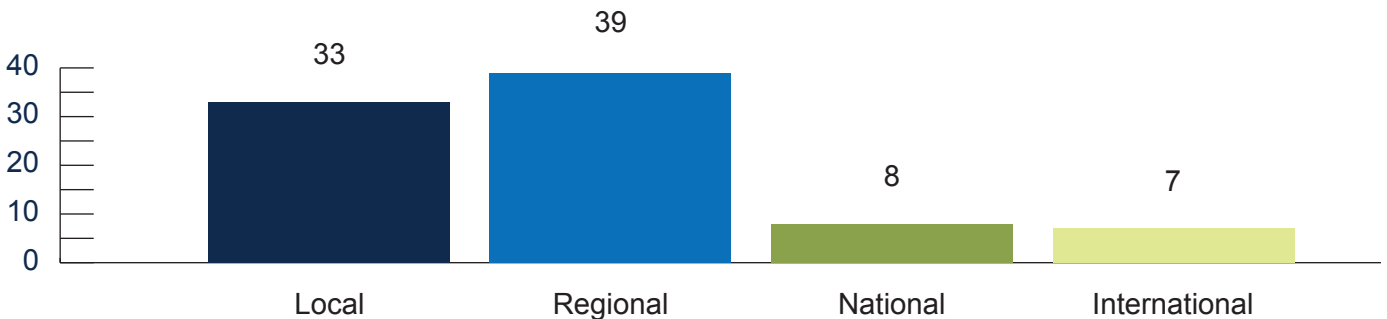
**FIGURE 7** Years in operation in Scugog



**FIGURE 8** Years current owners have been operating business



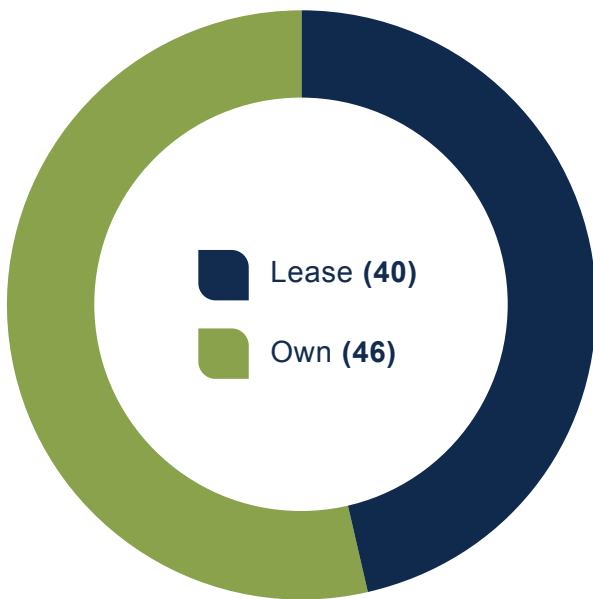
**FIGURE 9** Primary business market



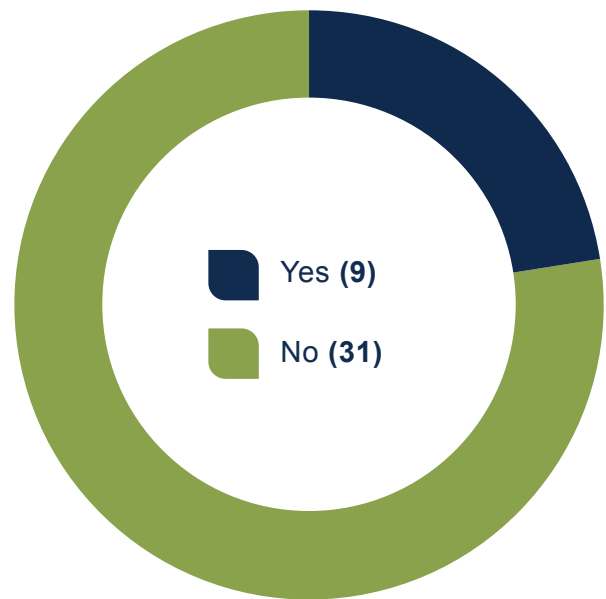
# OPERATING CONDITIONS

The following section provides an overview of the conditions facing businesses operating in the Township of Scugog. This section gives insight into the strengths and challenges of operating a business in Scugog.

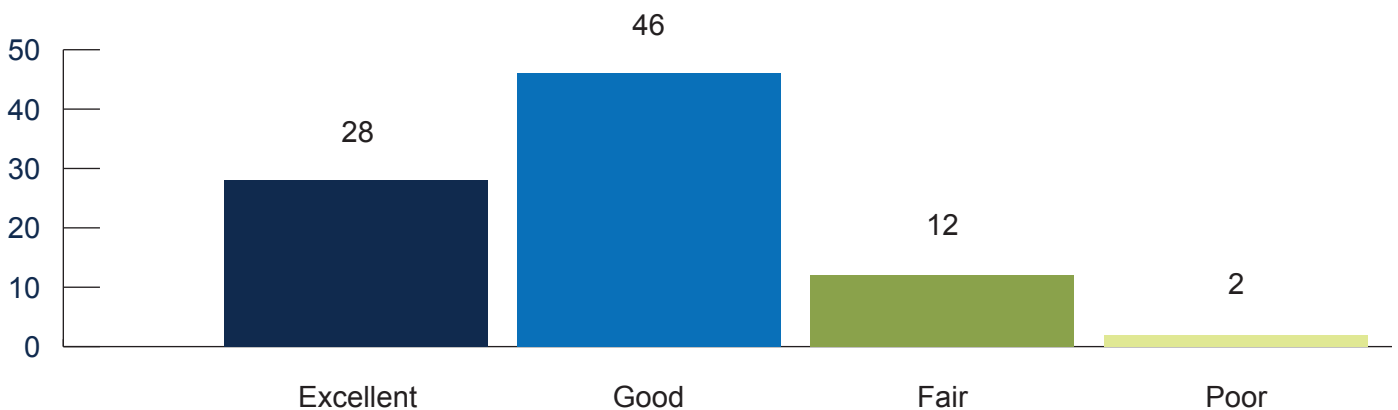
**FIGURE 10** Lease or own operating facility



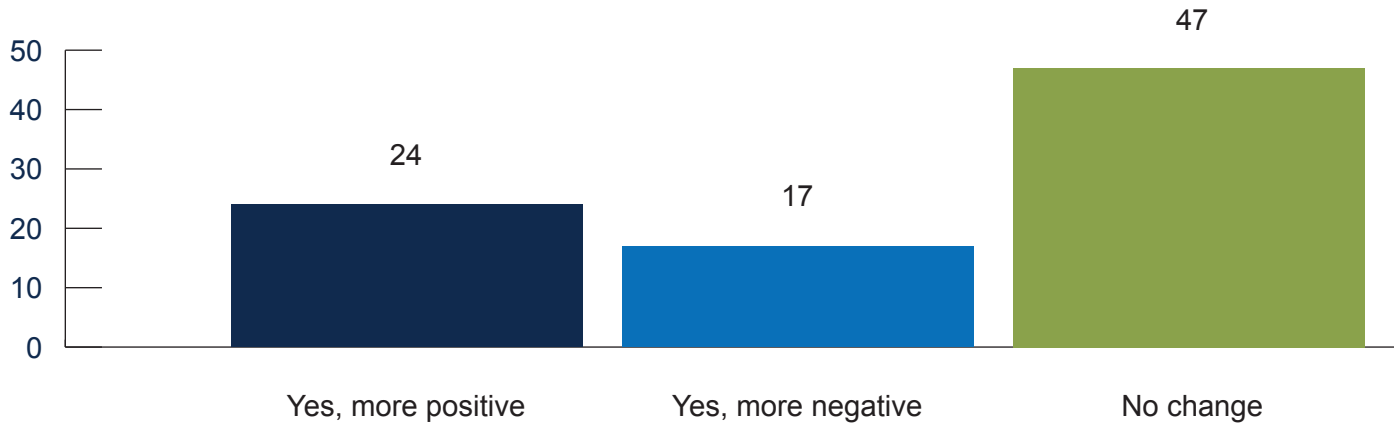
**FIGURE 11** Anticipate problems renewing the lease?



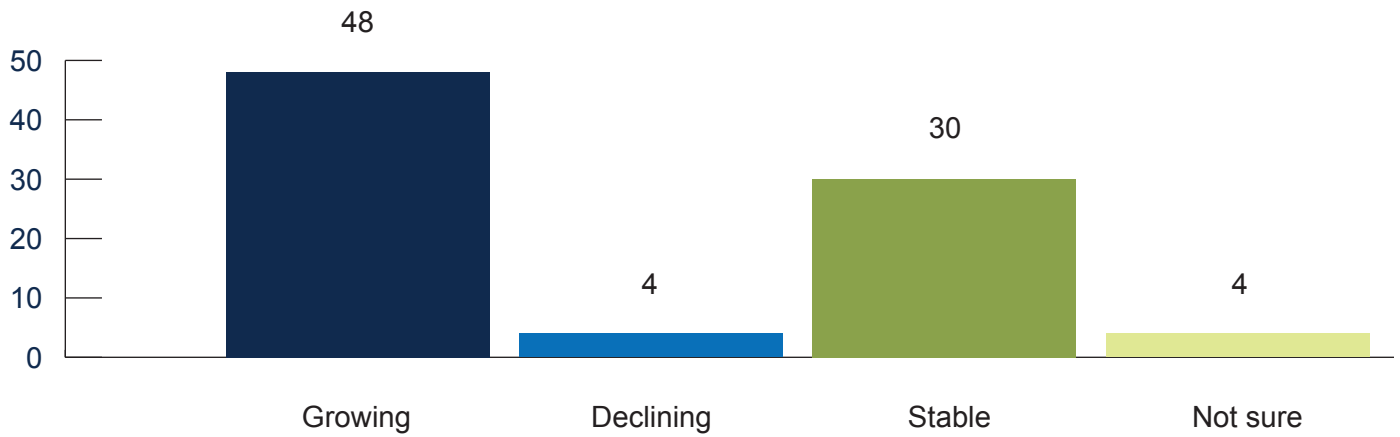
**FIGURE 12** General impression of Scugog as a place to do business



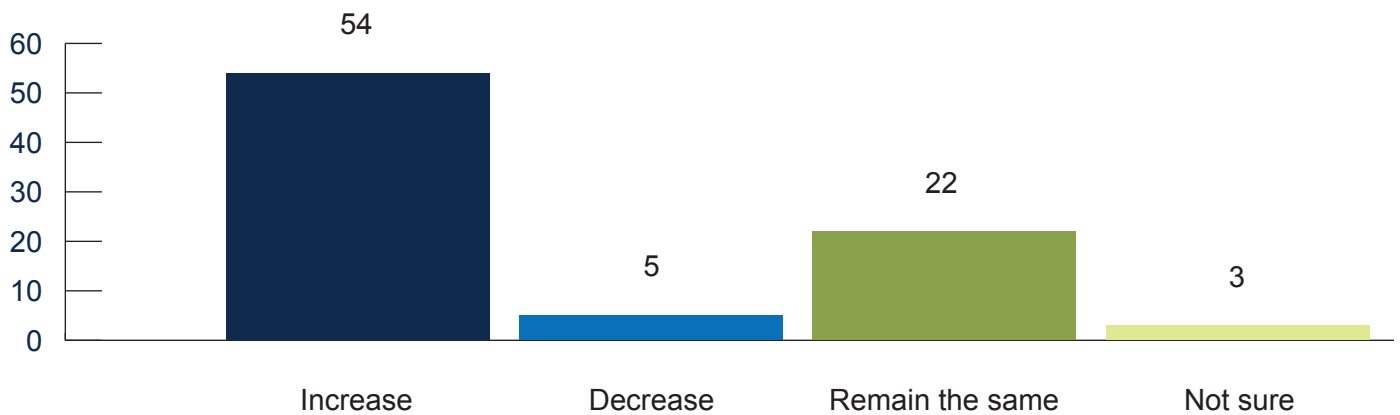
**FIGURE 13** Change in impression on doing business in Scugog over the past 3 years?



**FIGURE 14** Industry outlook the past 3 years?



**FIGURE 15** Sales expectations





**FIGURE 16** Satisfaction rating of factors of doing business in Scugog

Factor of Doing Business	N/A	Poor	Fair	Good	Excellent
Workforce	18	11	26	26	6
Availability of serviced land	53	10	11	12	1
Land costs	34	17	26	9	1
Availability of space for rent or lease	32	25	15	14	1
Development/building permit process	35	22	16	12	2
Development charges	47	18	15	7	0
Municipal property taxes	22	16	36	13	0
Local roads and streets	6	17	26	34	4
Regional/Provincial roads and highways	5	1	25	50	5
Proximity to rail and airports	29	10	20	24	4
Availability of health and medical services	7	6	8	40	26
Quality of life	1	1	2	38	45
Availability of adequate housing	16	27	30	13	1
Support from municipality	13	11	22	34	6
Support from other businesses	7	6	21	31	21
Support from local residents	7	2	10	34	34
Cellular phone service	1	17	20	39	10
Internet service	0	19	24	29	15
Water/wastewater capacity	39	9	13	22	4
Water/wastewater fees	42	8	20	16	1
Availability of adequate electricity	7	6	15	42	17
Cost of electricity	7	11	40	25	4
Availability of natural gas	17	9	11	37	12
Cost of natural gas	28	11	27	17	4

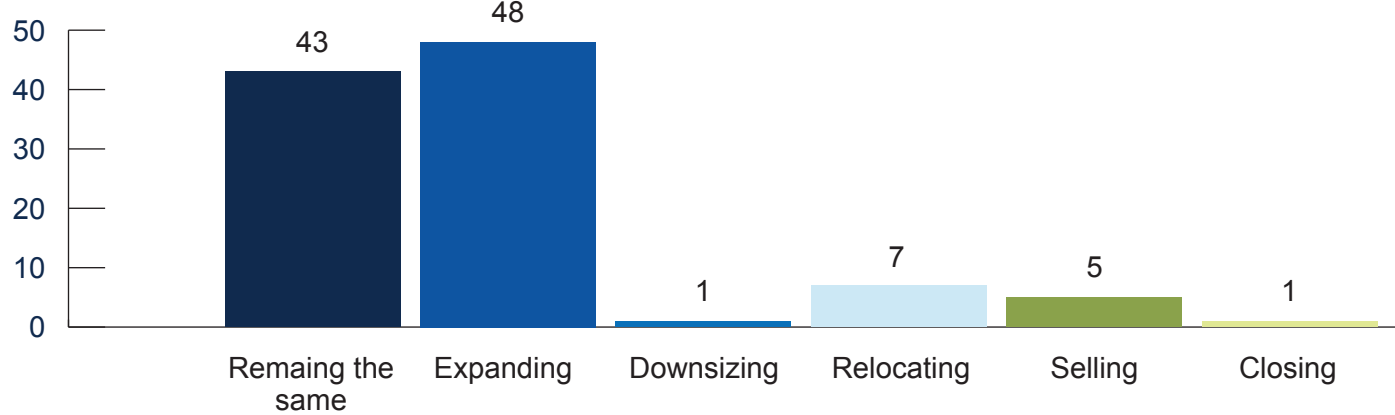


**FIGURE 17** Satisfaction rating of community services

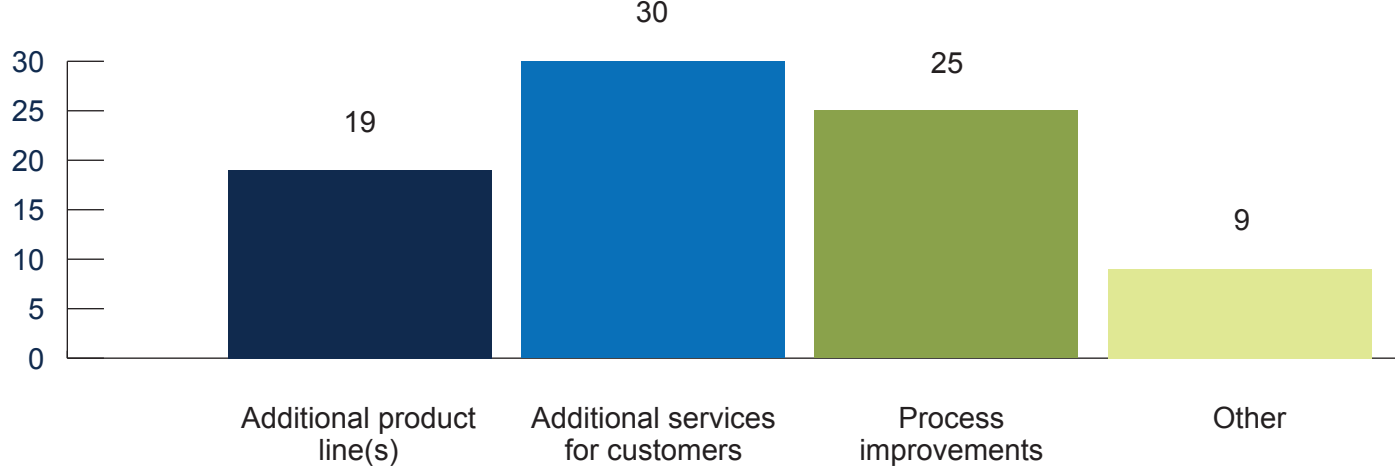
Community Services	No contact	Poor	Fair	Good	Excellent
Child care services	54	5	10	12	5
Schools (elementary and secondary)	33	2	8	34	9
Postsecondary education (college, university, and private college)	36	1	9	34	7
Workforce planning/development board	54	5	14	13	0
Chamber of Commerce	25	1	11	31	19
Business Improvement Area (BIA)	42	12	9	17	7
Business Advisory Centre Durham	64	2	3	15	3
Planning, engineering, zoning, and building permits	33	18	18	15	3
Health department / health unit approvals	29	4	11	32	11
Police services	19	0	7	36	25
Fire services	17	0	3	40	27
Library services	34	1	2	25	25
Recreation facilities	25	2	10	36	13
Cultural facilities	28	1	14	26	17
Parks and open spaces	12	1	7	41	25
Street / road repair	7	22	26	30	2
Snow removal	7	5	16	51	8
Garbage/recycling	14	5	10	41	17
Economic development services	44	7	6	24	6
Public transit	35	23	15	12	1



**FIGURE 18** 18-month plan



**FIGURE 19** Expansion will lead to

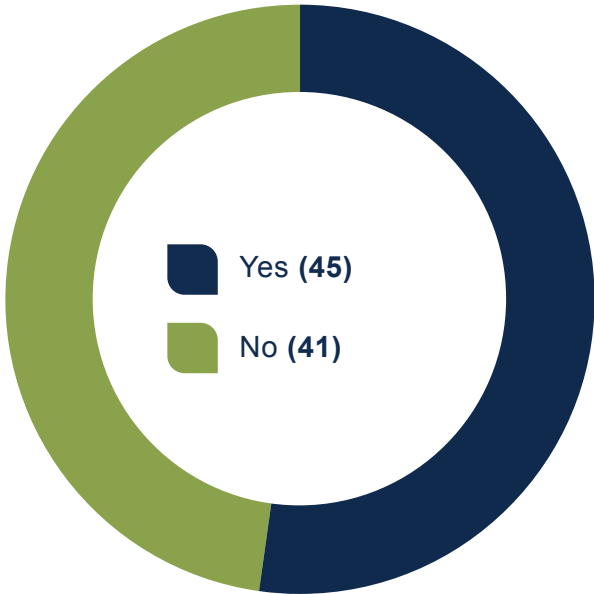
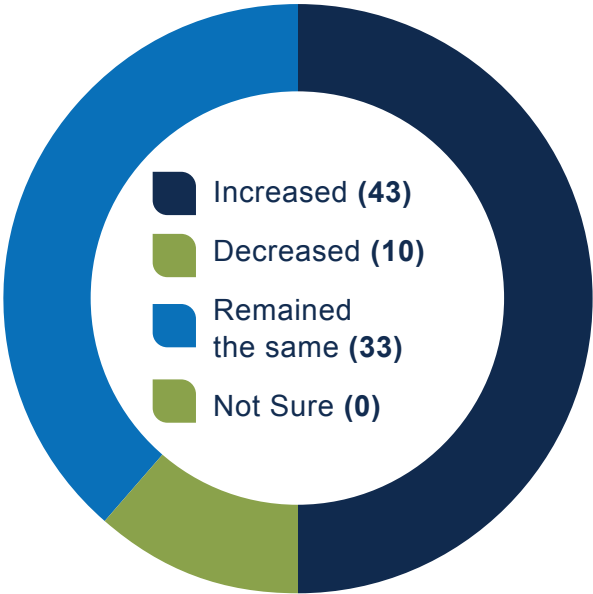


# WORKFORCE FACTORS

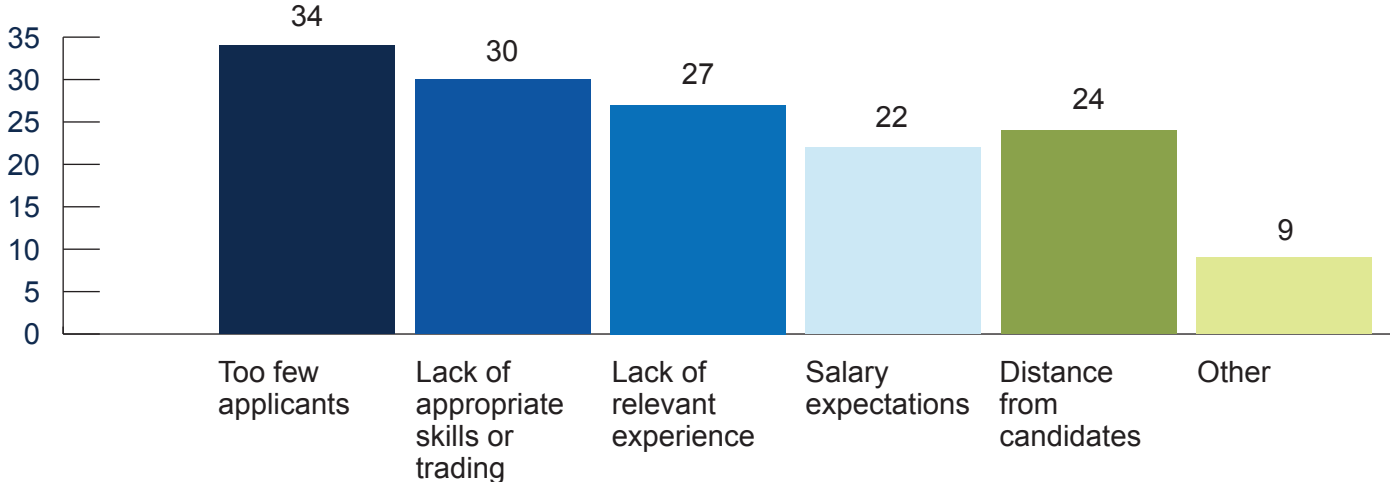
This section provides an overview of the business perspective of available workforce in the community.

**FIGURE 20** Number of employees over the past 3 years

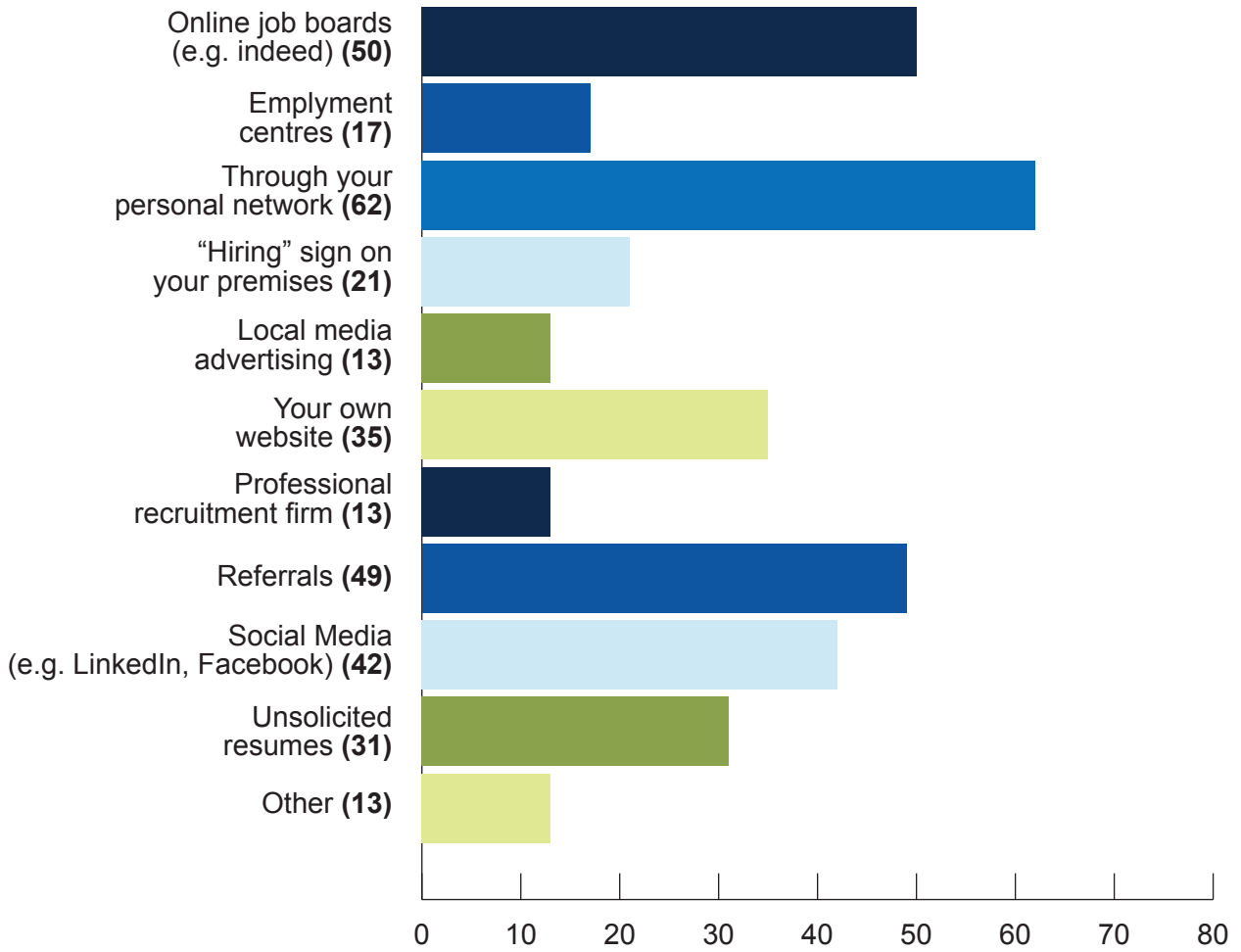
**FIGURE 21** Difficulty hiring?



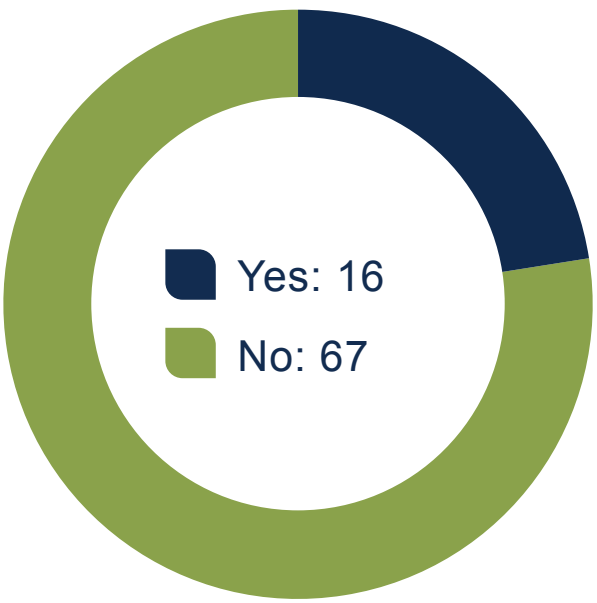
**FIGURE 22** Describe hiring challenges



**FIGURE 23** Recruitment tactics



**FIGURE 24** Difficulty retaining employees?



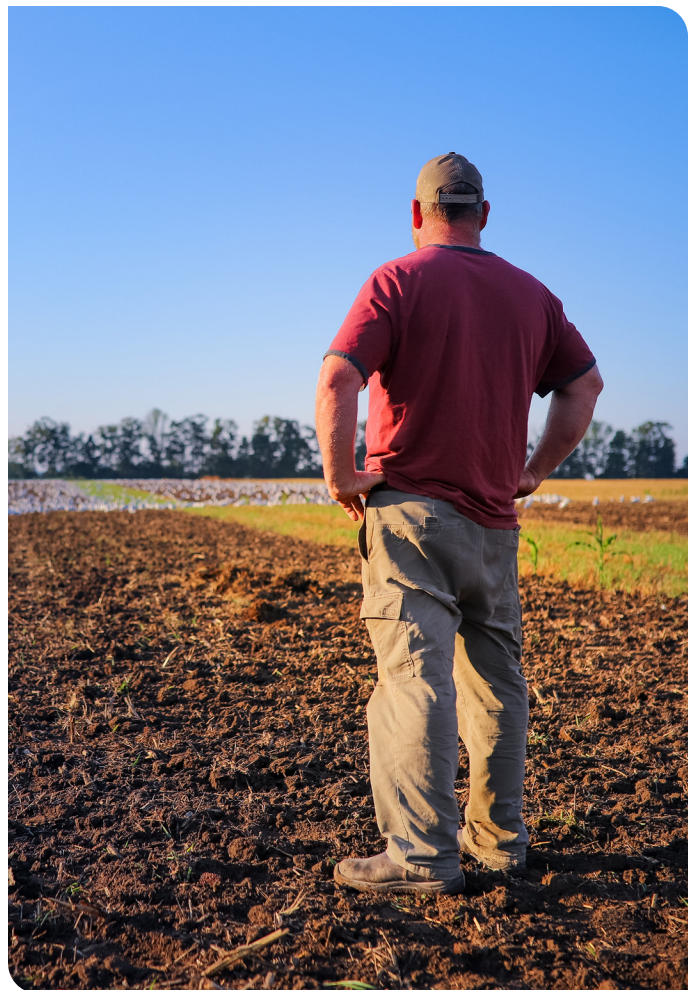
**FIGURE 25** Rating of workforce factors



**Occupations that are difficult to fill**

(with mention counts)

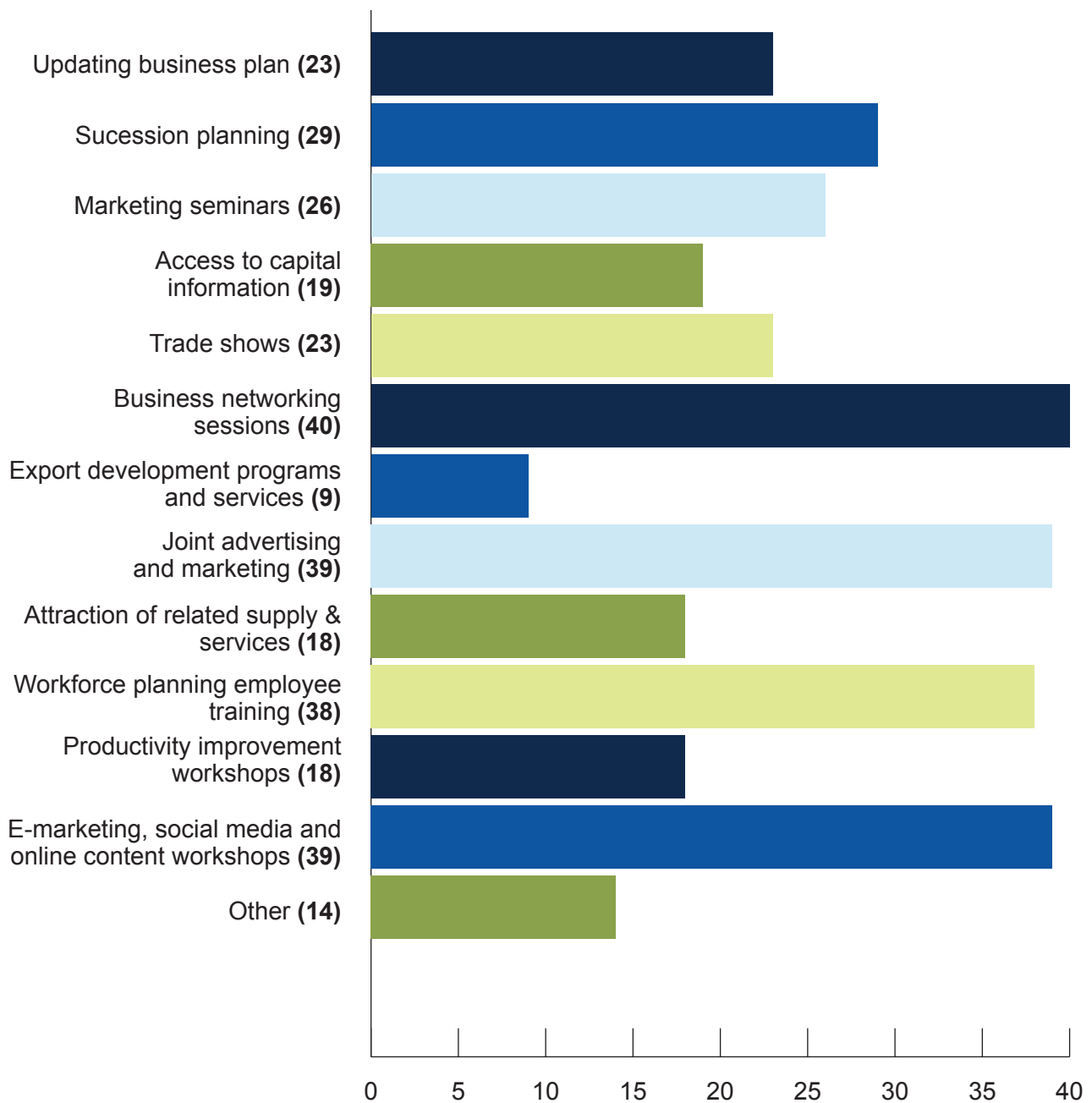
- Trades (15)
  - Technician (5)
  - Mechanic (4)
  - Millwright
  - Tool and die
- Culinary (5)
- Drivers (4)
- Sales (3)
- Retail (2)
- Farm help (2)
- General Labour (2)



# BUSINESS NEEDS

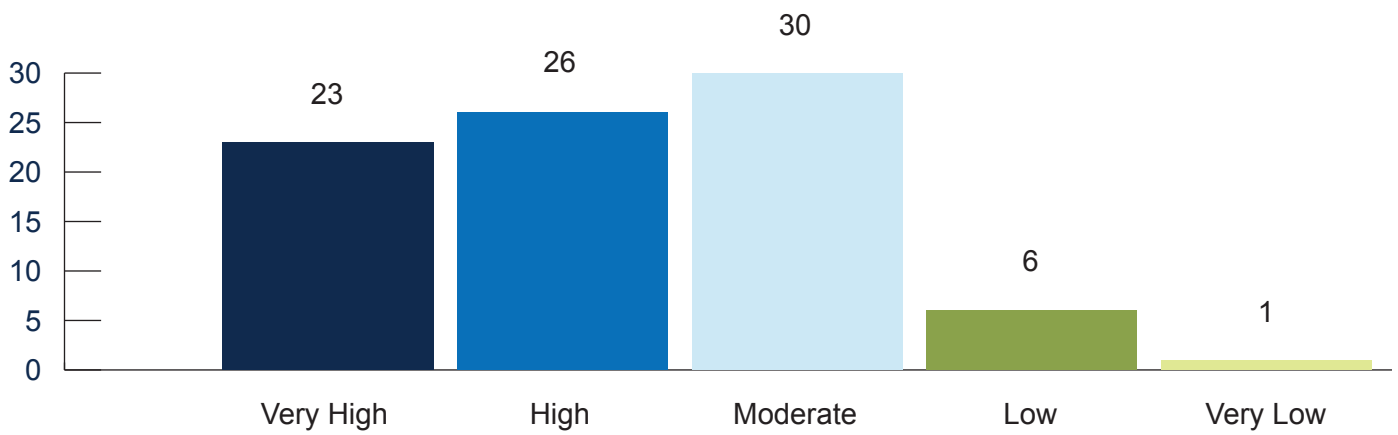
This section provides an overview of needs, supports, and programming identified by businesses in the community.

**FIGURE 26** Interest in participating in business support opportunities

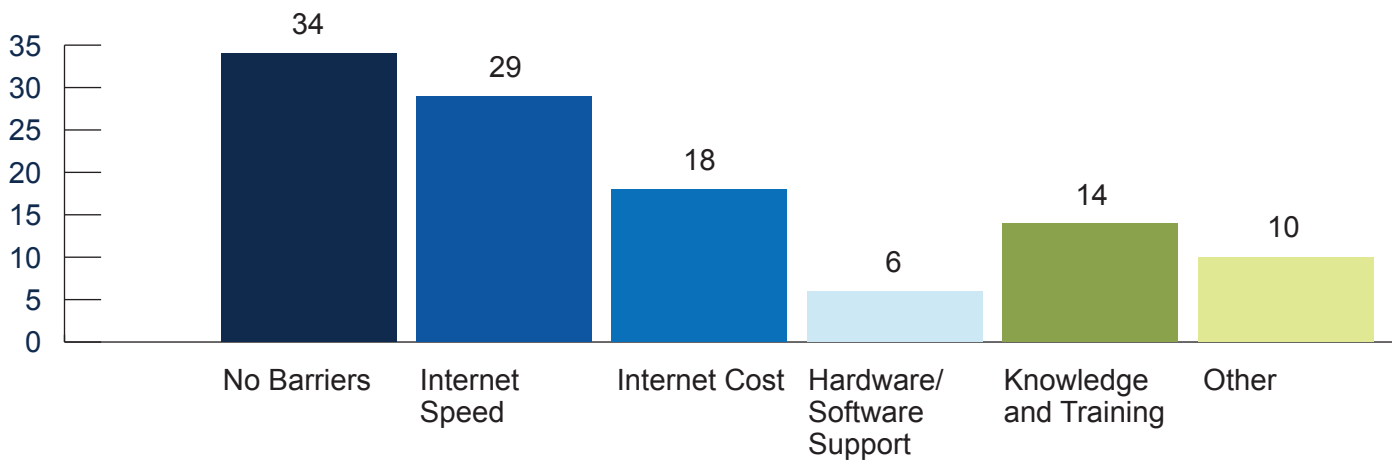




**FIGURE 27** Business use of technology



**FIGURE 28** Barriers related to IT requirements





# APPENDIX B: SCUGOG BUSINESS PROGRAM SURVEY

## Start of Block: Introduction

### Intro 1

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

1. The “Skip It” Rule – If there is a question that you can’t or don’t want to answer, we can skip it. There is no need to explain your reasons; just let us know.
2. Confidentiality – All information you provide is confidential. Subject to freedom of information legislation, all information you provide will be kept confidential. All volunteer interviewers and individuals involved in the project are committed to this principle.

All the responses from businesses will be summarized as percentages or averages in the community report, guaranteeing anonymity. The Leadership Team will respond to urgent issues and provide information or assistance as requested on the survey. Based on the analysis of the survey results, actions will be developed and implemented to support the growth of existing businesses and the economy.

After the survey results are compiled, we will develop strategic action plans to respond to business needs, concerns and opportunities. Copies of the report will be provided to all businesses participating in the survey. Please do not hesitate to ask any questions during the survey process.

**CONFIDENTIALITY AGREEMENT BETWEEN VOLUNTEER INTERVIEWERS AND RESPONDENT:** We, the Volunteer Interviewers, agree that all information will be kept strictly confidential and used only in the Business Retention and Expansion project. The person being interviewed is a witness to this commitment.

### Intro 2 VOLUNTEER INTERVIEWER 1 - SIGNATURE

[If you are the business owner/representative, please disregard this question and continue to the next section]

### Intro 3 VOLUNTEER INTERVIEWER 1 - PRINT NAME

[If you are the business owner/representative, please disregard this question and continue to the next section]

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### Intro 4 VOLUNTEER INTERVIEWER 2 - SIGNATURE

[If you are the business owner/representative, please disregard this question and continue to the next section]

### Intro 5 VOLUNTEER INTERVIEWER 2 - PRINT NAME

[If you are the business owner/representative, please disregard this question and continue to the next section]

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### Intro 6 PERSON INTERVIEWED - SIGNATURE Intro 7 PERSON INTERVIEWED - PRINT NAME

### Intro 8 Date (MM/DD/YR)

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End of Block: Introduction



**Start of Block: Business Contact Information**

**Q9 Business Contact/Interviewee Name(s)**

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**Q10 Job Title**

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**Q11 Email Address**

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**Q12 Telephone**

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**Q13 This survey is being conducted:**

- As an in-person interview
- As a virtual interview (via Teams, Zoom, etc.)
- As an interview over the phone
- Online by the business representative (i.e. personalized link sent directly to the business owner/manager)

**End of Block: Business Contact Information**

**Start of Block: Company Profile**

**Q14 Business Name**

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**Q15 Full Business Mailing Address**

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**Q16 As defined by the Township of Scugog's Community Improvement Plans, is this business located within either the Port Perry Downtown Area or the Port Perry Employment Area?**

- Yes, the Port Perry Downtown Area
- Yes, the Port Perry Employment Area
- Yes, this business has locations in both areas
- No, this business is not located in either of these areas

**Q17 Business Telephone Number**

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**Q18 Business Email**

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**Q19 Business Website URL**

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**Q20 NAICS Code**

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

**Q21 Including the owner/owners, how many employees work for this business (both onsite and remote)?**

- 1 - 4
- 5 - 9
- 10 - 19
- 20 - 49
- 50 - 99
- 100+

**Q22 What percentage of these employees are: (Should total 100%)**

Permanent Full-Time : \_\_\_\_\_

Permanent Part-Time : \_\_\_\_\_

Temporary/Seasonal : \_\_\_\_\_

Total : \_\_\_\_\_

**Q23 What is the approximate size of the unit or building in square feet?**

\_\_\_\_\_

**Q24 Which of the following best describes your business?**

- Home-based
  - Locally owned and operated, with one commercial location
  - Locally owned and operated, with more than one commercial location
  - Franchise, please indicate where headquarters is located
- \_\_\_\_\_
- Branch or division of a regional, national or international company, please indicate where the corporate headquarters is located
- \_\_\_\_\_

**Q25 How many years has the business been in operation in the Township of Scugog?**

- Less than 1 year
- 1 - 3 years
- 4 - 10 years
- 11 - 25 years
- 25+ years

**Q26 How many years have the current owner/owners been operating this business?**

- Less than 1 year
- 1 - 3 years
- 4 - 10 years
- 11 - 25 years
- 25+ years

**Q27 Can you briefly explain the types of products or services your company provides?**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Q28 Is at least one of the owners involved in the day-to-day operation of the business?**

- Yes
- No

**Q29 Is at least one of the owners a resident of the Township of Scugog?**

- Yes
- No

**Q30 The primary market of the business is:**

- Local
- Regional
- National
- International

**Q31 Do you lease or own the facility in which the business operates?**

- Lease
- Own

**DISPLAY THIS QUESTION:  
IF Q31 = LEASE**

**Q32 Is your lease:**

- Month-to-month
- Short-term lease (1 - 4 years)
- Long-term lease (5+ years)

**Q33 Do you anticipate any problems renewing the lease?**

- Yes, please specify \_\_\_\_\_
- No

**Q34 Does your business have a business plan?**

- Yes
- No

**DISPLAY THIS QUESTION:  
IF Q34 = YES**

**Q35 When was it last updated?**

- Less than 1 year
- 1 - 4 years
- 5+ years

**DISPLAY THIS QUESTION:  
IF Q34 = NO  
OR Q35 = 5+ YEARS**

**Q36 Would you like information/resources to help develop/update your business plan?**

- Yes
- No

End of Block: Company Profile

Start of Block: Local Business Climate

**Q37 What is your general impression of the Township of Scugog as a place to do business?**

- Excellent
- Good
- Fair
- Poor

**Q38 In the past 3 years, has your attitude around doing business in the Township of Scugog changed?**

- Yes, more positive
- Yes, more negative
- No change

**DISPLAY THIS QUESTION:  
IF Q38 = YES, MORE POSITIVE**

**Q39 Please explain the positive change in attitude.**

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**DISPLAY THIS QUESTION:  
IF Q38 = YES, MORE NEGATIVE**

**Q40 Please explain the negative change in attitude.**

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**Q41 How would you rate the following factors of doing business in the Township of Scugog?**

	N/A = Not Applicable	1=Poor	2=Fair	3=Good	4=Excellent
Workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of serviced land	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Land costs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of space for rent or lease	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development/building permit process	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Development charges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Municipal property taxes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local roads and streets	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Regional/Provincial roads and highways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Proximity to rail and airports	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of health and medical services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of life	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of adequate housing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support from municipality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support from other businesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support from local residents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cellular phone service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Internet service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water/wastewater capacity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Water/wastewater fees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of adequate electricity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of electricity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of natural gas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of natural gas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other, please specify	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q42 From the perspective of your business, rate your level of satisfaction with each of the following community services:**

	NC = No Contact	1=Poor	2=Fair	3=Good	4=Excellent
Child care services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Schools (elementary and secondary)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Postsecondary education (college, university, and private college)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workforce planning/development board	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chamber of Commerce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Improvement Area (BIA)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Business Advisory Centre of Durham	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other, please specify	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Planning, engineering, zoning and building permits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Health department / health unit approvals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Police services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fire services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Library services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Recreation facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cultural facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parks and open spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Street / road repair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Snow removal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Garbage/recycling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Economic development services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public transit	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other, please specify	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q43 What can the Township of Scugog and/ or Region of Durham do to improve the local business climate and help your business succeed?**

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**End of Block: Local Business Climate**

**Start of Block: Community Development**

**Q44 What are the Township of Scugog’s advantages as a place to do business? Please provide a minimum of one and a maximum of three answers.**

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**Q45 What are the Township of Scugog’s disadvantages as a place to do business? Please provide a minimum of one and a maximum of three answers.**

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**Q46 In terms of overall impact on this community as a place to do business, what is the most significant change you would like to see in the next five years?**

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**Q47 What assistance or opportunities would be beneficial to support your business?**

**(Select all that apply)**

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

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**End of Block: Community Development**



**Start of Block: Business Development**

**Q48 What is the outlook for your industry?**

- Growing
- Declining
- Stable
- Not sure

**Q49 Please provide an approximate annual sales range for your business.**

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

**Q50 Are your projected sales in the next year expected to:**

- Increase
- Decrease
- Remain the same
- Not sure

**DISPLAY THIS QUESTION:  
IF Q50 = INCREASE  
OR Q50 = DECREASE**

**Q51 What do you feel is the main reason for this?**

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**Q52 How would you rate your business' use of technology?**

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

**Q53 Is your business currently experiencing any barriers related to your information technology (IT) requirements? (Select all that apply)**

- No Barriers
- Internet Speed
- Internet Cost
- Hardware/Software Support
- Knowledge and Training
- Other: \_\_\_\_\_

**Q54 Please explain your answer(s) to the previous question:**

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**Q55 What products or services would you like to purchase locally that are now being purchased outside of the area?**

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**Q56 Are you interested in working co-operatively with other businesses in the community to pursue any of the following? (Select all that apply)**

- None
- Joint product purchasing
- Joint marketing
- Joint training
- Networking/information sharing
- Other, please specify \_\_\_\_\_

**End of Block: Business Development**



**Q57 During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?**

- Increased
- Decreased
- Remained the same
- Not sure

**Q58 How would you rate the following factors in this community for your business needs?**

	N/A = Not Applicable	1=Poor	2=Fair	3=Good	4=Excellent
Availability of qualified workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stability of the workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to attract new employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to retain new employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Q59 Does your business currently have difficulties hiring?**

- Yes
- No

**DISPLAY THIS QUESTION:  
IF Q59 = YES**

**Q60 How would you describe your company's hiring challenges? (Select all that apply)**

- Too few applicants
- Lack of appropriate skills or training
- Lack of relevant experience
- Salary expectations
- Distance from candidates
- Other \_\_\_\_\_

**DISPLAY THIS QUESTION:  
IF Q59 = YES**

**Q61 Are the hiring challenges specifically related to the community or industry?**

- Community
- Industry
- Not sure

**DISPLAY THIS QUESTION:  
IF Q59 = YES**

**Q62 What occupations do you have difficulty in recruiting for your business? (List up to three)**

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**Q63 How do you currently recruit new employees? (Select all that apply)**

- Online job boards (e.g. Indeed)
- Employment centres
- Through your personal network
- "Hiring" sign on your premises
- Local media advertising
- Your own website
- Professional recruitment firm
- Referrals
- Social Media (e.g. LinkedIn, Facebook)
- Unsolicited resumes
- Other \_\_\_\_\_

**Q64 Does your business have difficulty retaining employees?**

- Yes
- No

**DISPLAY THIS QUESTION:  
IF Q64 = YES**

**Q65 What are the reasons for these difficulties in retaining employees? (Select all that apply)**

- Wages
- Competition
- Seasonal
- Other \_\_\_\_\_

**Q66 What assistance could the community provide to assist you in hiring new employees?**

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**Q67 Does your business currently participate in any co-op, internship or apprenticeship programs?**

- Yes
- No

**DISPLAY THIS QUESTION:  
IF Q67 = NO**

**Q68 Are you interested in receiving information pertaining to hiring co-op students, interns and/or apprentices?**

- Yes
- No

**Q69 Does your business currently use any external training?**

- Yes, please specify \_\_\_\_\_
- No

**Q70 Are there currently any barriers for you and/or your employees receiving the necessary training?**

- Yes, please specify \_\_\_\_\_
- No

**Q71 Are there any training programs/topics that would be beneficial to you and your employees?**

- Yes, please specify \_\_\_\_\_
- No

**End of Block: Workforce**

**Start of Block: Future Plans**

**Q72 Within the next 18 months, do you plan on: (Select all that apply)**

- Remaining the same
- Expanding
- Downsizing
- Relocating
- Selling
- Closing

**DISPLAY THIS QUESTION:  
IF Q72 = REMAINING THE SAME**

**Q73 What are the main reasons for remaining the same?**

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**DISPLAY THIS QUESTION:  
IF Q72 = EXPANDING**

**Q74 What are the main reasons for the potential expansion to your business?**

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**DISPLAY THIS QUESTION:  
IF Q72 = EXPANDING**

**Q75 Will your expansion lead to: (Select all that apply)**

- Additional product line(s)
- Additional services for customers
- Process improvements
- Other \_\_\_\_\_

**DISPLAY THIS QUESTION:  
IF Q72 = EXPANDING**

**Q76 Will your expansion require: (Select all that apply)**

- An increase in workforce (If yes, how many?)  
\_\_\_\_\_
- A decrease in workforce (If yes, how many?)  
\_\_\_\_\_
- An increase in floor space (If yes, how much?)  
\_\_\_\_\_
- Acquisition of additional space/land

**DISPLAY THIS QUESTION:  
IF Q72 = EXPANDING**

**Q77 Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?**

- Yes, please specify \_\_\_\_\_
- No

**DISPLAY THIS QUESTION:  
IF Q72 = EXPANDING**

**Q78 Would you like to receive information on potential Federal or Provincial programs/ services that might assist with your expansion?**

- Yes
- No

**DISPLAY THIS QUESTION:  
IF Q72 = EXPANDING**

**Q79 Is your business currently experiencing difficulties with your expansion plans?**

- Yes, please specify \_\_\_\_\_
- No

**DISPLAY THIS QUESTION:  
IF Q72 = EXPANDING**

**Q80 Could the community potentially provide some assistance to support your expansion plans?**

- Yes, please specify \_\_\_\_\_
- No

**DISPLAY THIS QUESTION:  
IF Q72 = DOWNSIZING**

**Q81 What are the main reasons for the potential downsizing of your business?**

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**DISPLAY THIS QUESTION:  
IF Q72 = DOWNSIZING**

**Q82 Will your downsizing lead to a decrease in: (Select all that apply)**

- Workforce (How many?) \_\_\_\_\_
- Floor Space
- Product line(s)
- Services for customers
- Other \_\_\_\_\_

**Q83 Is there any assistance that could be provided to prevent/limit the downsizing of your business?**

- Yes, please specify \_\_\_\_\_
- No

**DISPLAY THIS QUESTION:  
IF Q72 = RELOCATING**

**Q84 Where do you plan to relocate your business?**

- Within the Township of Scugog
- Outside of Scugog but within Durham Region (Please specify location) \_\_\_\_\_
- Outside of Durham Region (Please specify location) \_\_\_\_\_
- Exploring Options

**DISPLAY THIS QUESTION:  
IF Q72 = RELOCATING**

**Q85 Why are you planning to relocate the business?**

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**DISPLAY THIS QUESTION:  
IF Q72 = RELOCATING**

**Q86 Is there any assistance that could be provided to prevent or assist with the relocation of your business within the community?**

- Yes, please specify \_\_\_\_\_
- No

**Q87 Why are you selling your business? (Select all that apply)**

- Retirement
- Lack of profit
- Workload
- Competition
- Personal
- Pursue other opportunities
- Other \_\_\_\_\_

**DISPLAY THIS QUESTION:  
IF Q72 = SELLING**

**Q88 Do you have a succession plan for your business?**

- Yes
- No

**DISPLAY THIS QUESTION:  
IF Q88 = NO**

**Q89 Would you like information/resources to help develop a succession plan?**

- Yes
- No

**DISPLAY THIS QUESTION:  
IF Q72 = CLOSING**

**Q90 Do you plan to close this business at this location without re-opening in another location?**

- Yes, please specify why \_\_\_\_\_
- No

**DISPLAY THIS QUESTION:  
IF Q72 = CLOSING**

**Q91 Could the community potentially provide any assistance to prevent the closure of your business?**

- Yes, please specify \_\_\_\_\_
- No

End of Block: Future Plans

Start of Block: Community Questions

DISPLAY THIS QUESTION:

- IF Q16 = YES, THE PORT PERRY DOWNTOWN AREA
- OR Q16 = YES, THE PORT PERRY EMPLOYMENT AREA
- OR Q16 = YES, THIS BUSINESS HAS LOCATIONS IN BOTH AREAS

**Q92 Are you familiar with the Township’s Community Improvement Plans and associated financial incentive programs for the Port Perry Downtown Area and/or the Port Perry Employment Area?**

- Yes
- No

DISPLAY THIS QUESTION:  
IF Q92 = NO

**Q93 Would you like to receive information regarding the Township’s Community Improvement Plans and associated financial incentive programs?**

- Yes, for the Port Perry Downtown Area
- Yes, for the Port Perry Employment Area
- Yes, for both areas
- No

DISPLAY THIS QUESTION:  
IF Q92 = YES

**Q94 Would you consider applying for one or more of the financial incentive programs?**

- Yes, within the Port Perry Downtown Area
- Yes, within the Port Perry Employment Area
- Yes, within both areas
- No, please specify why \_\_\_\_\_

**Q95 Would you like to list your property as a potential filming location or list your business in film production support guides?**

- Yes
- No

**Q96 Community Futures Development Corporations (CFDC) are locally governed, not-for-profit organizations delivering the Federal Government’s Community Futures Program. These organizations work collaboratively with traditional financial institutions to provide business loans up to \$300,000, provide free business counselling and education, as well as support local community economic development initiatives. If the Township of Scugog were to be included within the jurisdiction of a Community Futures Development Corporation, do you envision your business utilizing any of the services noted above?**

- Yes
- No
- Maybe

**Q97 Would you like to join the mailing list for the: (Select all that apply)**

- Durham Region Agriculture & Rural Economic Development E-Newsletter
- Invest Durham E-Newsletter
- Durham Tourism Industry Report
- Township of Scugog E-News

**Q98 Would you like to be kept informed about the Scugog Business Program as it moves forward?**

- Yes
- No

**Q99 Do you have any additional comments you would like to share?**

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End of Block: Community Questions

**Start of Block: Interviewer Notes**

**Q100 Interviewers - please compile any general notes or suggested follow-up actions here. [If you are the business owner/representative, please disregard this question and click the submit button below to complete your survey]**

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**sbp** **SCUGOG**  
BUSINESS PROGRAM

PROJECT PARTNERS

