

# County of Wellington Business Retention and Expansion Downtown/Retail Final Report -2017-



**COUNTY OF WELLINGTON**

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## Message from the Warden

I am pleased to present the results of the **2016 Business Retention and Expansion (BR+E) project** in Wellington County. Undertaking a BR+E helps communities understand local business needs and respond – so that businesses stay, grow, and become more competitive in the community.

In 2014, the County undertook our first ever regional BR+E study which focused on our four key sectors; manufacturing, agriculture, health and the creative economies. In 2016, the execution of an additional regional BR+E study was identified as a key priority, pursuing a focus on our downtown and retail areas.

Businesses and the jobs they create form the basis of all strong economies. Our Council recognizes that supporting the businesses that have already invested in Wellington provides the greatest return for future growth. Through the

2016 BR+E, we were able to meet with 139 of our employers, learning of their operations, their plans and the challenges they face.

To assist our communities in the next phase of the BR+E project, Council has again approved the \$175,000 BR+E Municipal Implementation Fund. The Municipal Implementation Fund was launched following the 2014 project and is designed to help execute local business support activities at the municipal level.

It is important to recognize that few communities can do everything they would like to in order to support existing businesses. This is why the BR+E programme is so valuable; it recognizes our priorities and identifies where we can assist our businesses with expansions, hiring and supply chain development.

The County is genuinely proud of our communities and the opportunities we have for creating jobs and enhancing our quality of place.

### Dennis Lever

Warden 2016-2018  
County of Wellington

## Acknowledgements

### County of Wellington Economic Development Committee

**Warden Dennis Lever**, Mayor, Township of Puslinch

**Chair George Bridge**, Mayor, Town of Minto

**Councillor Kelly Linton**, Mayor, Township of Centre Wellington

**Councillor Doug Breen**, Guelph/Eramosa Township, County Ward 8

**Councillor Pierre Brianceau**, Town of Erin, County Ward 9

**Scott Wilson**, CAO, County of Wellington

### Provincial Staff Advisors

**Stephen Morris**,

Ontario Ministry of Agriculture Food and Rural Affairs (OMAFRA)

**Gerry Horst**,

Ontario Ministry of Agriculture Food and Rural Affairs (OMAFRA)

### BR+E Leadership Team

The Project Management Team was responsible for conducting professional and confidential business interviews, identifying and acting upon red flag issues and inputting all data into executive pulse. This team also came together to discuss BR+E findings and create the Action Plan.

**Jana Burns**, County of Wellington

**Crystal Ellis**, County of Wellington

**Mandy Jones**, County of Wellington

**Tom Lusic**, County of Wellington

**Belinda Wick-Graham**, Town of Minto

**Dale Small**, Township of Wellington North

**Jaclyn Dingwall**, Township of Mapleton

**Patricia Rutter**, Township of Centre Wellington

**Ian Roger**, Guelph/Eramosa Township

**Robyn Mulder**, Town of Erin

**Mary Venneman**, Township of Puslinch

### Thanks also to:

Rose Austin

Martin Bohl

Andrea Cannataro

Harold DeVries

Alex Goss

Mark Granger

Janet Harrop

Ella Henderson

Robert Humphrey

April Marshall

Marios Matsias

Jenna Morris

Carolyn O'Donnell

Mark Paoli

Dipti Patel

Kelly Patzer

Ryan Pettiapiere

Taylor Pridham

Andrea Ravensdale

Jane Shaw

Carol Simpson

Stephen Smith

Rick Whittaker

# Executive Summary

## What is a BR+E Project?

The Business Retention and Expansion (BR+E) programme is an internationally recognized process undertaken to enhance the business environment by eliminating barriers to economic growth. Supported by the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), the programme is structured to promote a dialogue with local businesses to identify issues, concerns and potential opportunities in the business community.

## Why is a BR+E Project so important?

Undertaking a BR+E helps communities understand local business needs and respond – so that businesses stay, grow, and become more competitive in the community. It is important to recognize that few communities can do everything, the BR+E programme helps communities identify their priorities, develop and implement concrete action plans. BR+E use an in-depth, four stage process:

**Stage 1** Project planning and business survey development

**Stage 2** Immediate follow-up of red flag issues

**Stage 3** Data analysis and recommendations

**Stage 4** Creation of an action plan and implementation

## Short term objectives

- Build and improve relations with existing businesses
- Build capacity within the community and strengthen relationships between organizations
- Identify the positive and challenging attributes of the community as a place to do business
- Identify and address immediate concerns and issues of individual businesses through an assessment and referral process
- Collect business and market data to support economic development planning
- Establish and implement a strategic action plan to support existing businesses

## Long term objectives

- Increase the competitiveness of existing businesses
- Enable business development, investment and job creation
- Foster and enhance the environment for business development

## Rationale

Following the success of the 2014 BR+E study and the subsequent progress made to enhance the County's business environment, the implementation of an additional regional BR+E study was identified as a key priority. The 2016 BR+E Project focused on the Downtown/Retail and Foreign Direct Investment sectors.

## Project Scope

During the 2016 BR+E Downtown/Retail Project, a total of 139 businesses were surveyed; The BR+E programme involves visiting businesses to conduct confidential interviews with senior level management, owners or managers. Data analysis and action planning is then undertaken to address issues and opportunities.

It is important to note that some businesses did not respond to our invitations to participate. Other businesses also noted that they had too little time to complete the survey or that they were hindered by the length of the survey. A key point to make is that the smaller the business community is, the percentage of businesses required to participate increases. As such, it can become more difficult to engage the required number of businesses to meet a higher level of statistical accuracy. Percentages used throughout this report may deviate by  $\pm 2$  percent.

## County of Wellington Downtown / Retail BR+E

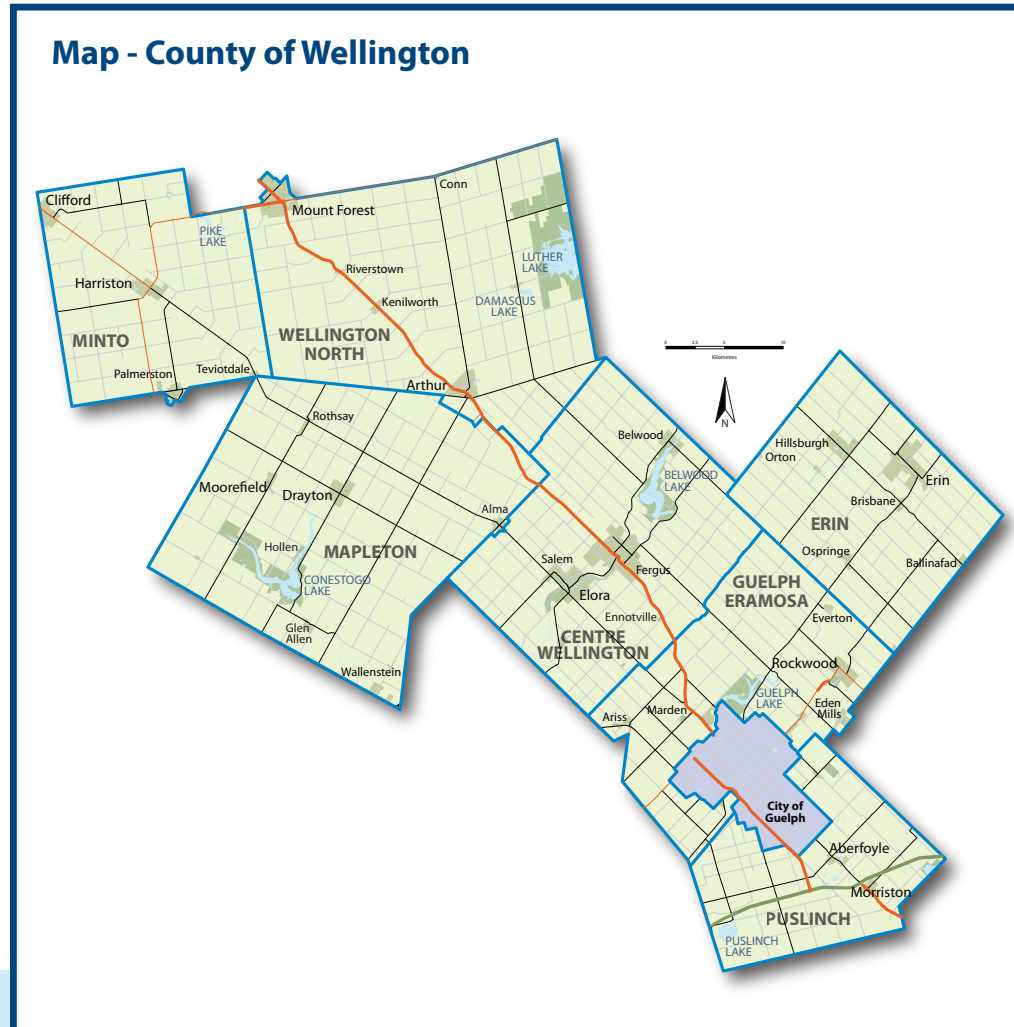
The objective of the Downtown/ Retail BR+E programme seeks to:

- Develop a strong relationship with the business community and understand their needs and requirements
- Support the needs of the business community
- Identify and act on key issues raised by the business community that are a disincentive to business operation/growth

# Profile of the County of Wellington

The County of Wellington is located just over 100 kilometres west of Toronto along Highway 401. Our member municipalities include the Town of Minto, Township of Wellington North, Township of Mapleton, Township of Centre Wellington, Guelph/Eramosa Township, Town of Erin and the Township of Puslinch. For the purpose of this report, all references to the County are meant to include the above noted areas.

Located in the heart of Southern Ontario, Wellington County is gifted with some of the most beautiful and varied topography and communities in the province. Agriculture, manufacturing, health care and the creative industry are the top sectors of employment. Small to medium sized businesses are prominent in Wellington and along with our larger businesses they provide innovative products and services to a global client base. Supported by the University of Guelph, University of Waterloo, Wilfrid Laurier University, Conestoga College and several research institutions, Wellington is well positioned for growth. Proximity to vital transportation corridors and urban centres as well as high speed broadband coverage and excellent green space make Wellington an attractive place to both live and work.



# COUNTY OF WELLINGTON

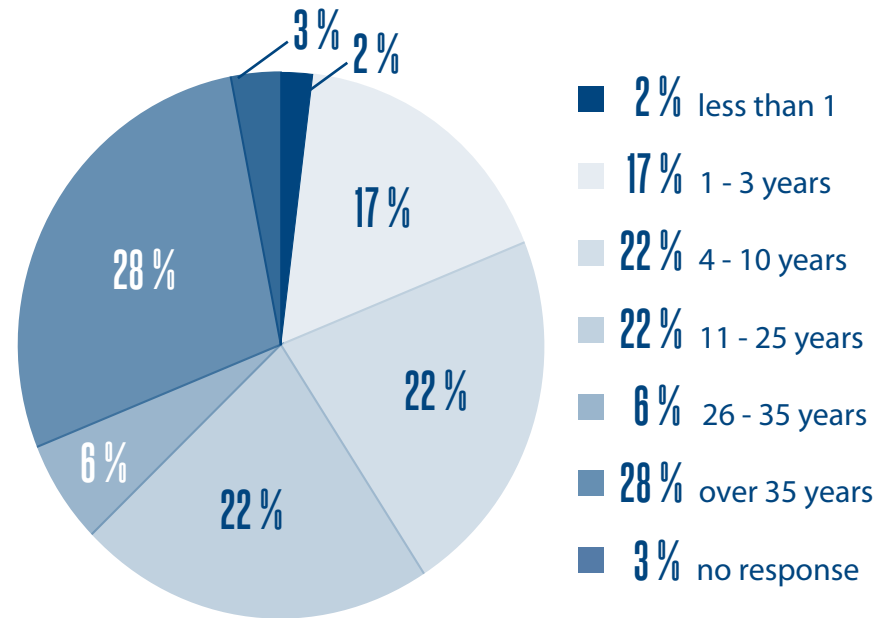
**139** Businesses Interviewed describe themselves as

- 68% Locally owned and operated, one location
- 22% Locally owned and operated, more than one location
- 5% Franchise
- 4% Branch or division of a regional, national or international company
- 1% no response

**80%** have at least one owner that is a resident of the community

**59%** of businesses have a business plan?

**How long has your business been in operation in the community?**



**81%** of businesses rated their impression of this community as a place to do business as excellent or good

**36%** stated their attitude has changed for the positive

**94%** of owners are involved in the day-to-day operation of the business



**37%** Plan to expand in the next 18 months

**Including the owners, how many employees work at this business?**

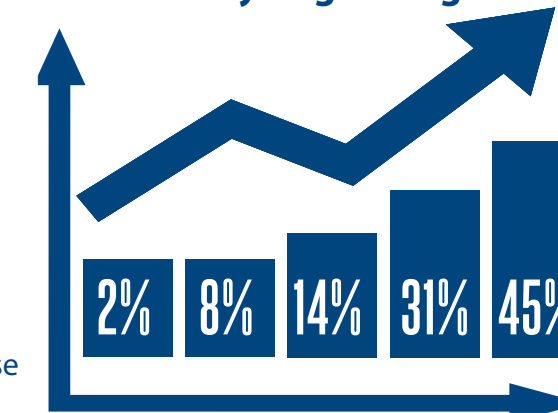
1 to 4	42%
5 to 9	27%
10 to 19	20%
20 to 29	2%
30 to 49	5%
50 to 99	1%
100 to 299	1%
no response	2%

**Expansion plans include**

increase in workforce	28%
increase in employee training	9%
increase in floor space	15%
additional product lines	17%
additional services	17%
process improvements	13%
other	1%

**45%** of the businesses interviewed describe their industry as growing

- 14% declining
- 8% not sure
- 31% stable
- 2% no response





**64%** of the businesses interviewed expect their sales to increase

Approximate sales range	
\$0 - \$99,999	13%
\$100,000 - \$249,999	14%
\$250,000 - \$499,999	14%
\$500,000 - \$999,999	14%
\$1,000,000 - \$4,999,999	21%
\$5,000,000 - \$9,999,999	3%
\$10,000,000	2%
Prefer not to answer	19%



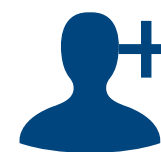
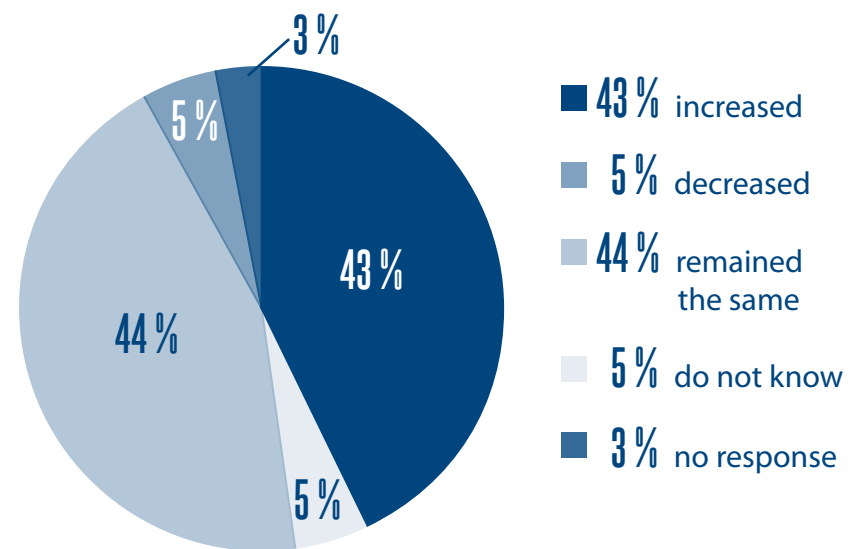
Are you interested in working co-operatively with other businesses?

- 12% joint product purchasing
- 28% joint marketing
- 16% joint training
- 28% networking and information sharing
- 12% none
- 4% other



**60%** Own their building

How is business? Over the past 3 years, has your business:

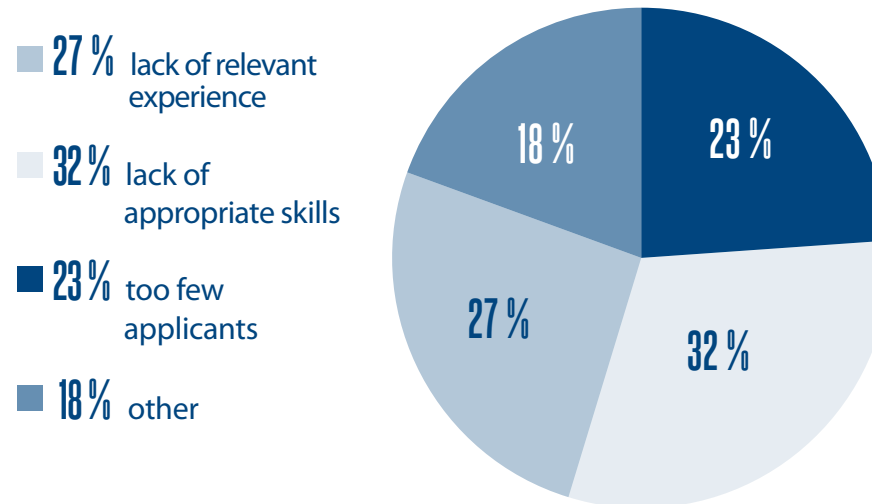


**277** People were hired in the past 3 years by local businesses



**51%** of the businesses interviewed say they have difficulty hiring

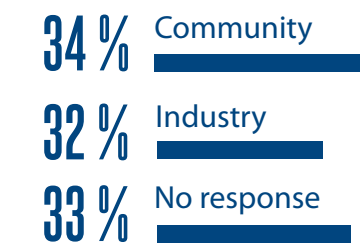
What are the primary reasons for your businesses hiring difficulties?



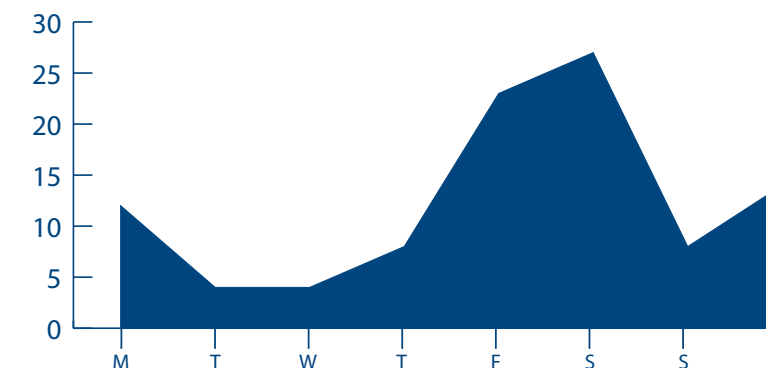
**40%** Would be interested in exploring marketing opportunities



What are your hiring challenges specifically related too?



What are the busiest days of the week for this business?

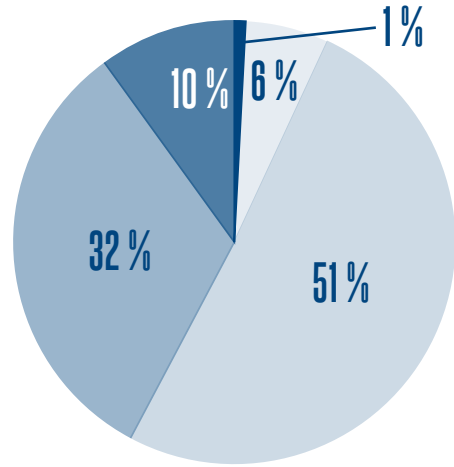


12% Monday, 4% Tuesday, 4% Wednesday, 8% Thursday, 23% Friday, 27% Saturday, 8% Sunday, 14% Varies



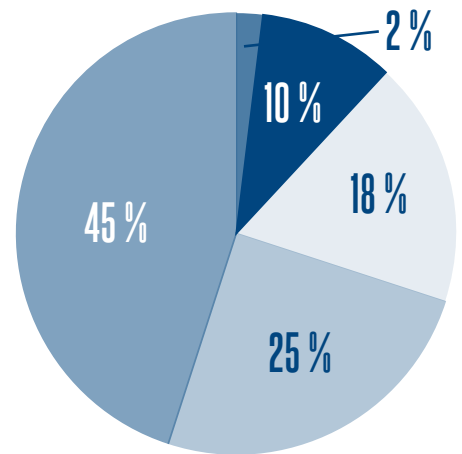
**51%** of businesses have a specific target market

### Target age groups



- 1% under 18
- 6% 18-24
- 51% 25-44
- 32% 45-64
- 10% over 65

### Target household income



- 2% under \$25,000
- 10% \$25,000-\$50,000
- 18% \$50,000-\$75,000
- 25% \$75,000-\$100,000
- 45% over \$100,000

### Top Advantages

- Location
- Affordability
- Friendly, supportive community
- Lifestyle/quality of life
- Supportive council and staff
- Good infrastructure
- Customer loyalty
- Economic development services
- Lack of competition
- Small community



### Top Disadvantages

- High Taxes
- No Public Transit
- Workforce
- Lack of affordable housing
- Population
- Location
- Hydro costs
- Lack of business diversity downtown
- Lower Income customer
- Absentee Landowners



Town of **MINTO**



# Business Information

**47** Businesses Interviewed describe themselves as

- 64% Locally owned and operated, one location
- 25% Locally owned and operated, more than one location
- 9% Franchise
- 2% Branch or division of a regional, national or international company

**85%** of businesses rated their impression of this community as a place to do business as excellent or good

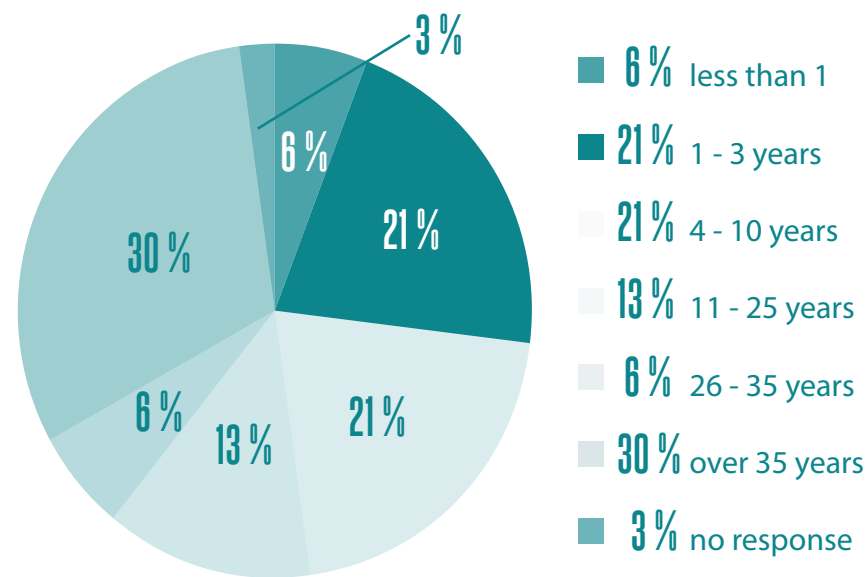
**34%** stated their attitude has changed for the positive

**98%** of owners are involved in the day-to-day operation of the business

**81%** have at least one owner that is a resident of the community

**51%** of businesses have a business plan

## How long has your business been in operation in the community?

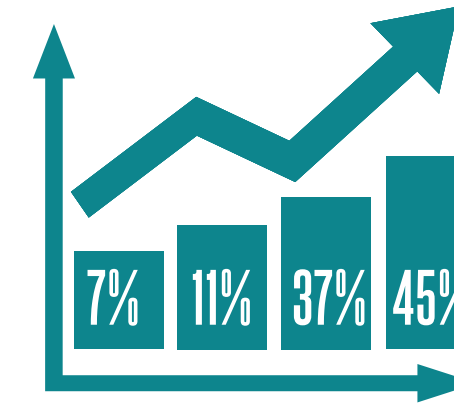


## Including the owners, how many employees work at this business?

1 to 4	60%
5 to 9	17%
10 to 19	15%
20 to 29	2%
30 to 49	2%
100 to 299	2%
no response	2%

**45%** of the businesses interviewed describe their industry as growing

- 7% declining
- 11% not sure
- 37% stable



**38%** Plan to expand in the next 18 months

## Expansion plans include

increase in workforce	23%
increase in employee training	16%
increase in floor space	18%
additional product lines	16%
additional services	16%
process improvements	10%
other	1%

## Of these businesses:

**53%** plan to access Federal and Provincial Programmes/Services to assist with their expansion

**88%** would like to receive more information

**50%** Businesses are currently experiencing difficulty with their expansion plans

**44%** say the community could potentially help with these plans



**68%** of the businesses interviewed expect their sales to increase

Approximate sales range	
\$0 - \$99,999	17%
\$100,000 - \$249,999	13%
\$250,000 - \$499,999	10%
\$500,000 - \$999,999	10%
\$1,000,000 - \$4,999,999	26%
\$5,000,000 - \$9,999,999	2%
\$10,000,000	5%
Prefer not to answer	17%



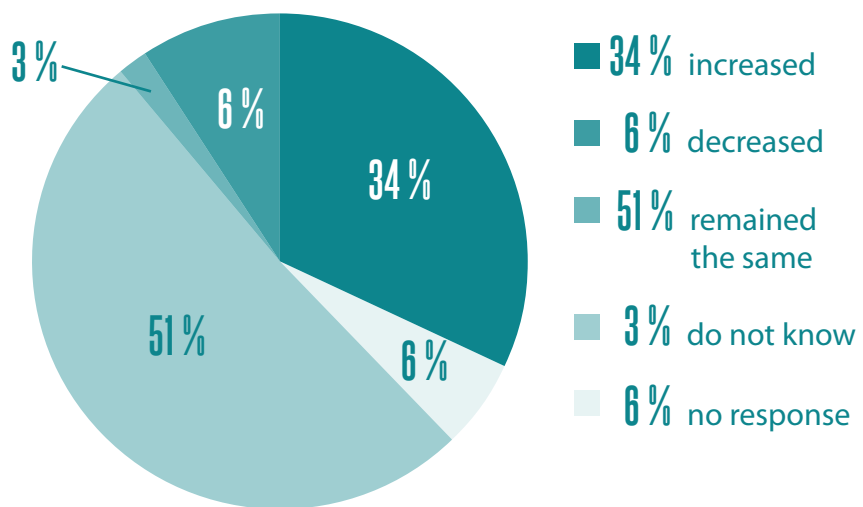
Are you interested in working co-operatively with other businesses?

- 12% joint product purchasing
- 22% networking and information sharing
- 28% joint marketing
- 12% none
- 21% joint training
- 5% other



**62%** Own their building

**How is business?**  
Over the past 3 years, has your business:

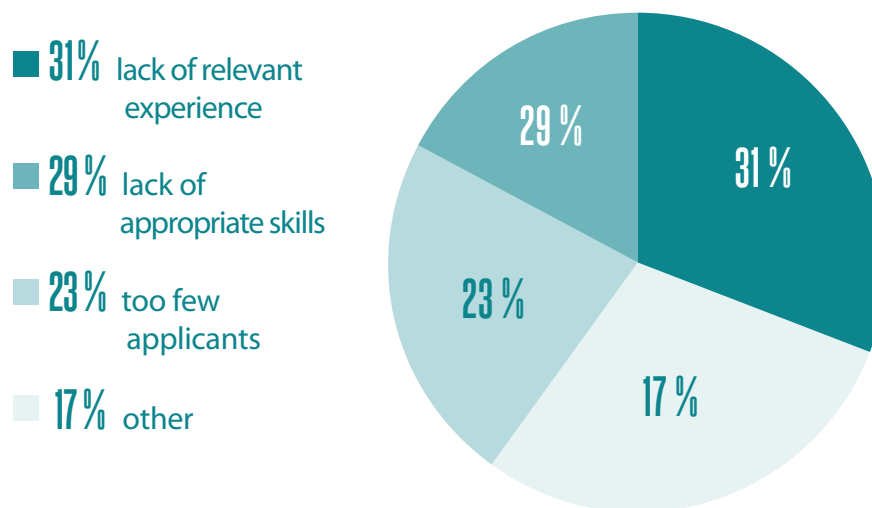


**66** People were hired in the past 3 years by local businesses



**34%** of the businesses interviewed say they have difficulty hiring

What are the primary reasons for your businesses hiring difficulties?



Are there barriers to your employees receiving appropriate training?

- 15% Yes
- 79% No
- 6% No response



What are your hiring challenges specifically related too?

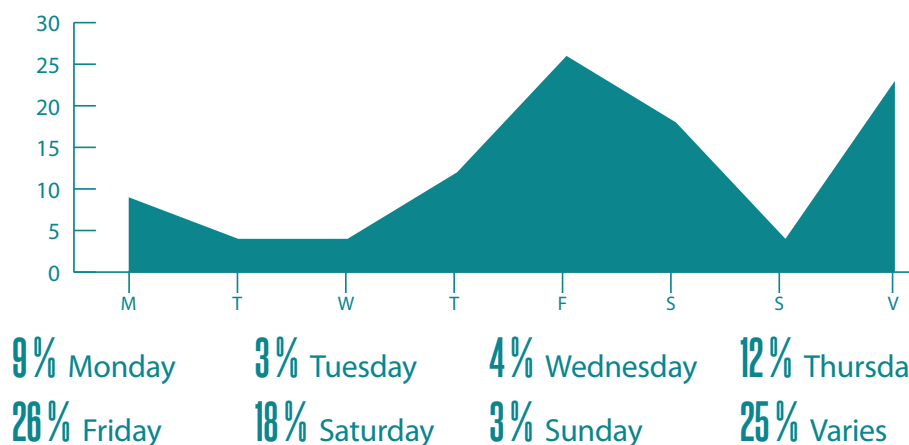
- 23% Community
- 21% Industry
- 56% No response



**39%** Would be interested in exploring marketing opportunities



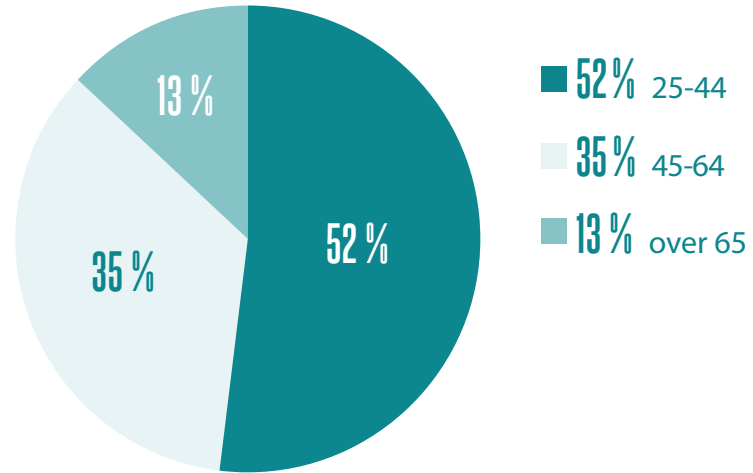
What are the busiest days of the week for this business?



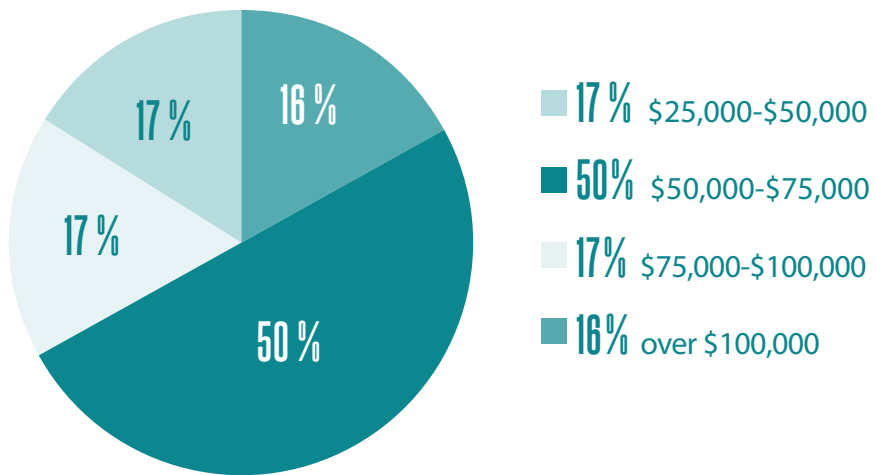


**36%** of businesses have a specific target market

### Target age groups



### Target household income



### Top Advantages

- Quality of Life
- Support from Municipality: Open for business
- Growing Population
- Affordability: commercial and residential
- Medical Services
- Partnerships
- Culture/Recreation
- Location
- Customer Loyalty
- Launch It Minto
- Economic Development Services



### Top Disadvantages

- Public Transit
- Accessibility
- Rural Internet
- People shopping outside of town
- Youth Out-Migration
- Workforce
- Hours of Business Operations
- Location to larger centres
- Lower income customers
- Population



# Business Information

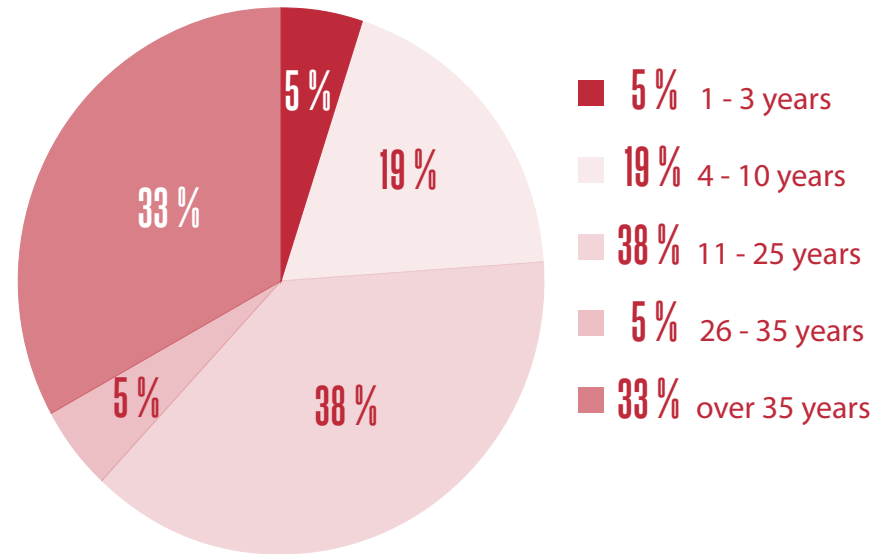
**21** Businesses Interviewed describe themselves as

- 67% Locally owned and operated, one location
- 9% Locally owned and operated, more than one location
- 5% Franchise
- 19% Branch or division of a regional, national or international company

**90%** have at least one owner that is a resident of the community

**71%** of business have a business plan

## How long has your business been in operation in the community?



**81%** of businesses rated their impression of this community as a place to do business as excellent or good

**57%** stated their attitude has changed for the positive

**86%** of owners are involved in the day-to-day operation of the business



**Including the owners, how many employees work at this business?**

1 to 4	33%
5 to 9	33%
10 to 19	20%
30 to 49	9%
50 to 99	5%

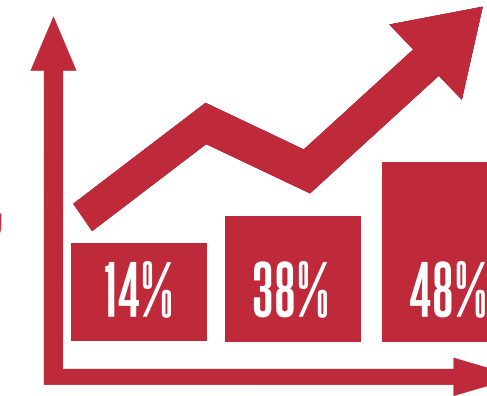
**57%** of the businesses interviewed expect their sales to increase

**Approximate sales range**

\$0 - \$99,999	19%
\$100,000 - \$249,999	19%
\$250,000 - \$499,999	19%
\$500,000 - \$999,999	9%
\$1,000,000 - \$4,999,999	5%
Prefer not to answer	29%

**38%** of the businesses interviewed describe their industry as growing

14% declining  
48% not sure



**Are you interested in working co-operatively with other businesses?**

3% joint product purchasing  
39% joint marketing  
3% joint training  
49% networking and information sharing  
6% none



**67%** Own their building

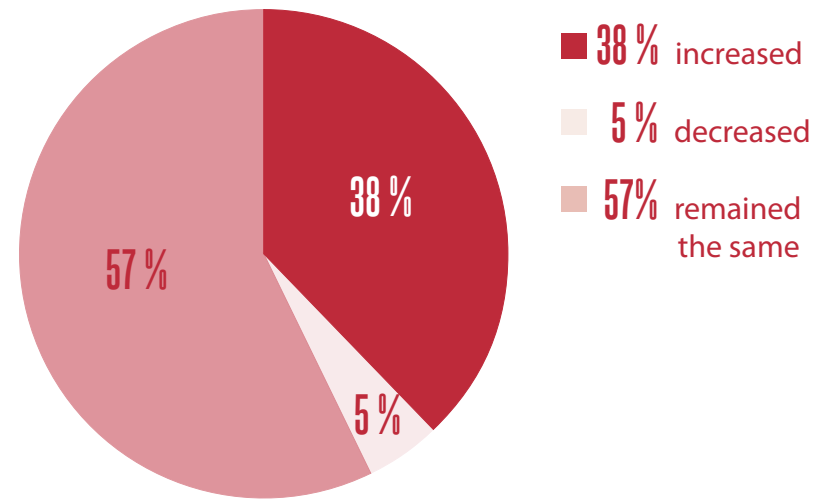


**33%** of the businesses interviewed say they have difficulty hiring

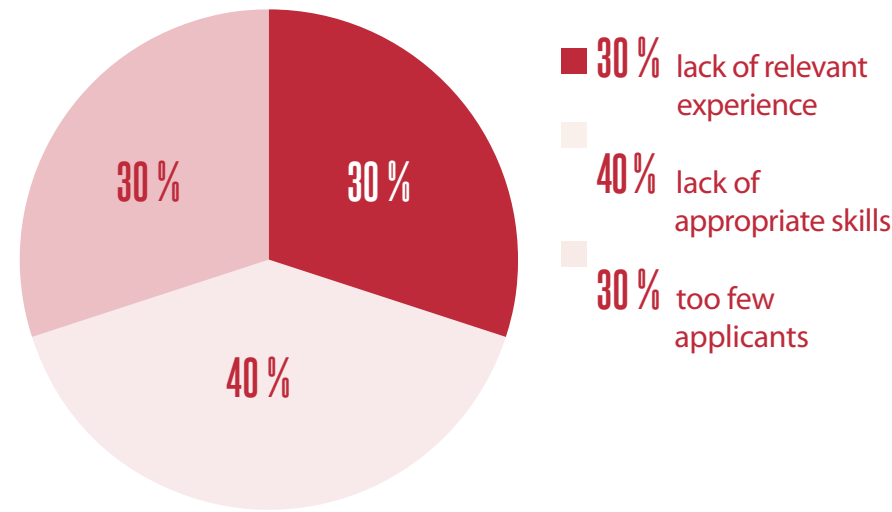


**29%** Would be interested in exploring marketing opportunities

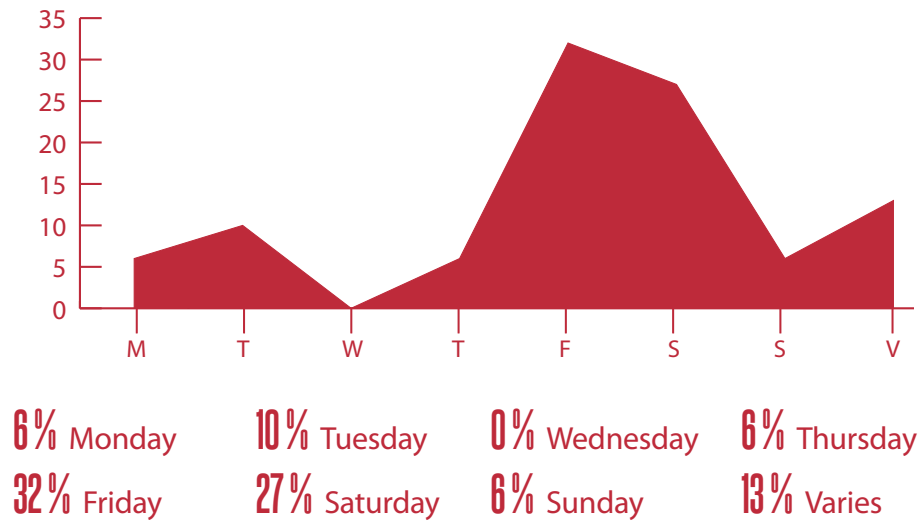
### How is business? Over the past 3 years, has your business:



### What are the primary reasons for your businesses hiring difficulties?



### What are the busiest days of the week for this business?



**30** people were hired in the past 3 years by local businesses

### Top Advantages

- Quality of Life
- Location
- Supportive Community
- Infrastructure
- Customer Loyalty
- Medical Services
- Rural Charm / Environment
- Little Competition
- Friendly People



### Top Disadvantages

- Hydro Costs
- No Public Transit
- Location
- Population
- Absentee Landowners
- Workforce
- Lower income customers
- Lack of Affordable Housing
- Development Charges
- Parking





Township of  
**MAPLETON**

# Business Information

**11** Businesses interviewed describe themselves as

**82%** Locally owned and operated, one location

**18%** Locally owned and operated, more than one location

**63%** of businesses rated their impression of this community as a place to do business as excellent or good

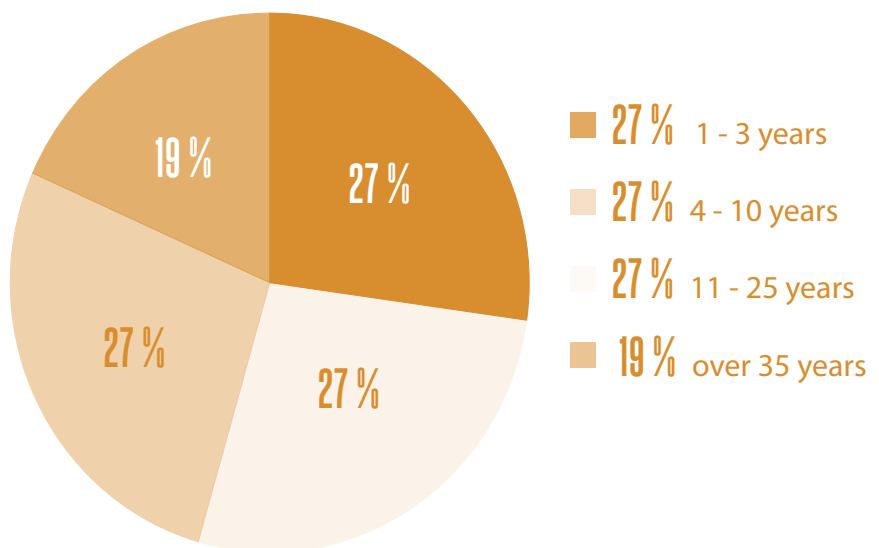
**27%** stated their attitude has changed for the positive

**91%** of owners are involved in the day-to-day operation of the business

**100%** have at least one owner that is a resident of the community

**55%** of businesses have a business plan

## How long has your business been in operation in the community?



**Including the owners, how many employees work at this business?**

1 to 4	64%
5 to 9	27%
30 to 49	9%

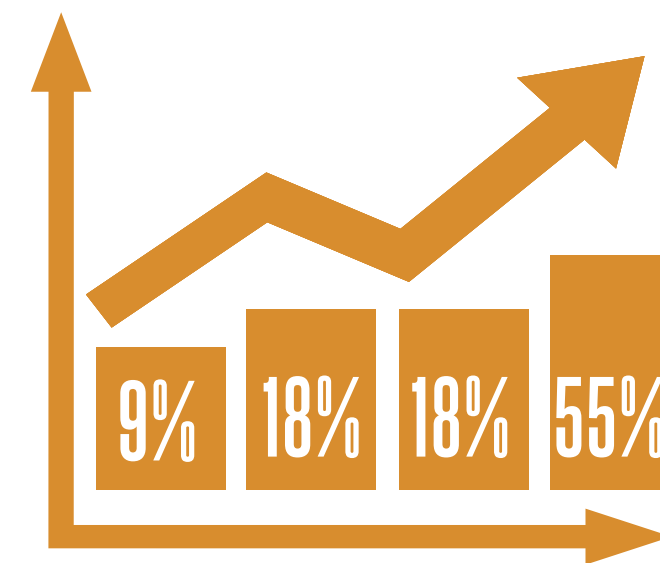
**55%** Plan to expand in the next 18 months

**Expansion plans include**

increase in workforce	24%
increase in employee training	9%
increase in floor space	9%
additional product lines	24%
additional services	24%
process improvements	10%

**55%** of the businesses interviewed describe their industry as growing

**9%** stable **18%** declining **18%** not sure





**55%** of the businesses interviewed expect their sales to increase



**64%** Own their building



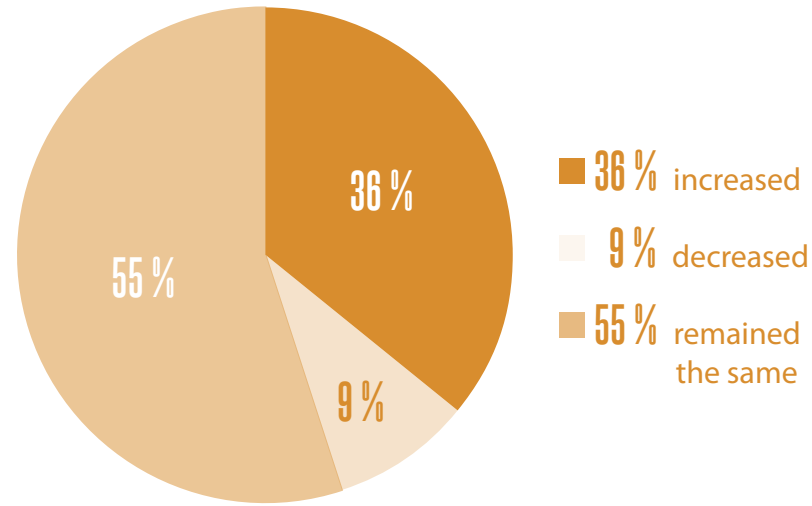
**64%** of the businesses interviewed say they have difficulty hiring



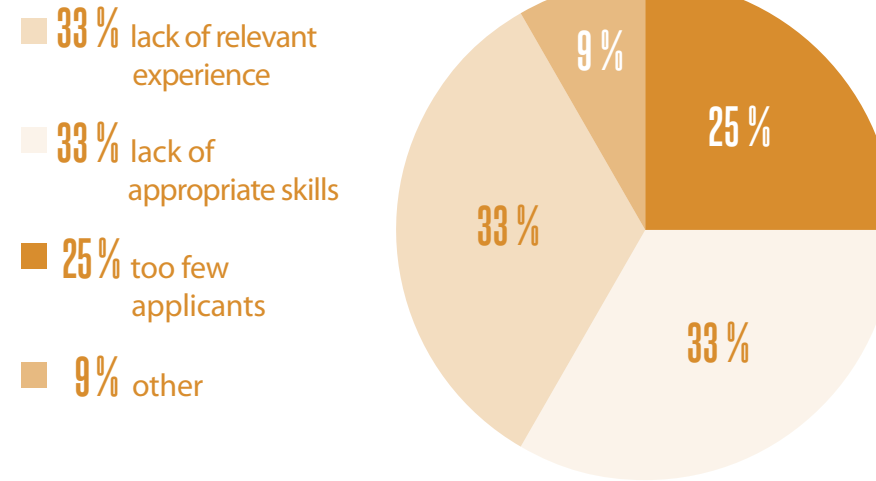
**34%** Would be interested in exploring marketing opportunities

Approximate sales range	
\$0 - \$99,999	9%
\$100,000 - \$249,999	36%
\$250,000 - \$499,999	18%
\$500,000 - \$999,999	9%
\$1,000,000 - \$4,999,999	9%
\$5,000,000 - \$9,999,999	9%
Prefer not to answer	10%

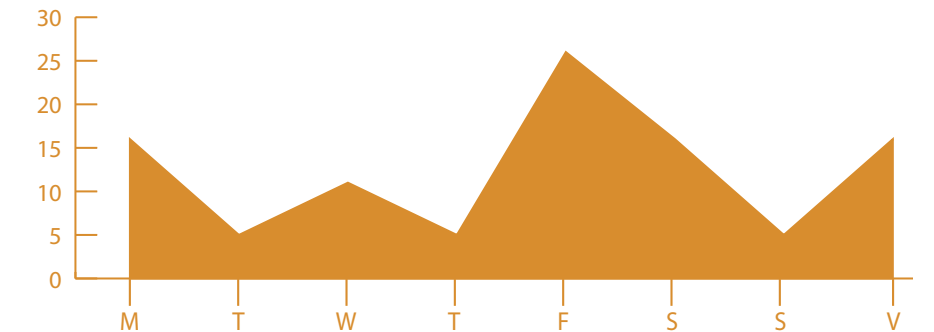
**How is business?**  
Over the past 3 years, has your business:



**What are the primary reasons for your businesses hiring difficulties?**



**21** What are the busiest days of the week for this business?



**Are you interested in working co-operatively with other businesses?**

- 10% joint product purchasing
- 25% joint marketing
- 10% joint training
- 35% networking and information sharing
- 20% none



**What are your hiring challenges specifically related too?**

- 17% Community
- 50% Industry
- 33% No response



**7** people were hired in the past 3 years at local businesses



## Top Advantages

Cost of Living  
Educated Workforce  
Supportive Community  
Quality of Life  
Internet Service

Low crime rate  
Service Clubs  
Supportive Municipality



## Top Disadvantages

High Taxes  
Workforce  
Bedroom Community  
Lack of business diversity  
downtown

Community Support  
Lack of Shop Local  
Initiatives  
Location



# Business Information

**13** Businesses interviewed describe themselves as

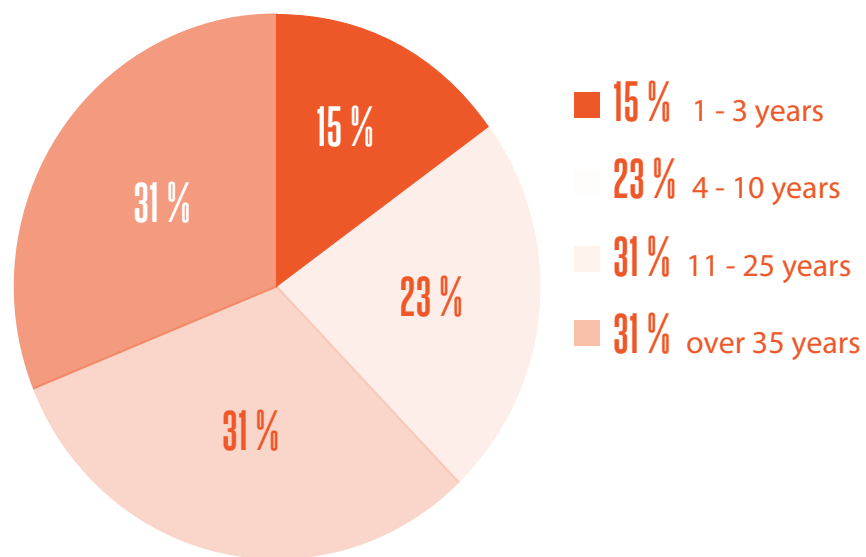
**69%** Locally owned and operated, one location

**31%** Locally owned and operated, more than one location

**77%** have at least one owner that is a resident of the community

**62%** of your businesses have a business plan

## How long has your business been in operation in the community?



**54%** of businesses rated their impression of this community as a place to do business as excellent

**38%** stated their attitude has changed for the positive

**100%** of owners are involved in the day-to-day operation of the business



**Including the owners, how many employees work at this business?**

1 to 4	15%
5 to 9	31%
10 to 19	38%
20 to 29	8%
no response	8%



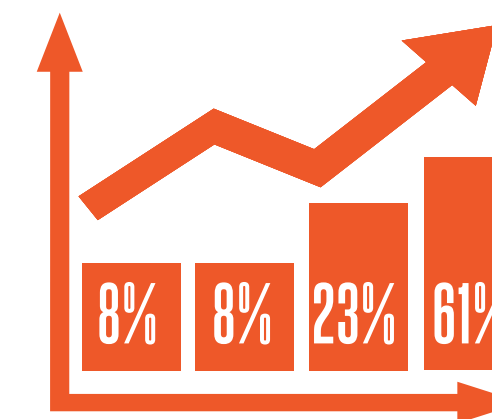
**38%** Plan to expand in the next 18 months

**Expansion plans include**

increase in workforce	42%
increase in employee training	8%
increase in floor space	8%
additional product lines	17%
additional services	25%

**61%** of the businesses interviewed describe their industry as growing

8% declining  
8% not sure  
23% stable





**77%** of the businesses interviewed expect their sales to increase

Approximate sales range	
\$0 - \$99,999	15%
\$250,000 - \$499,999	15%
\$500,000 - \$999,999	15%
\$1,000,000 - \$4,999,999	47%
\$5,000,000 - \$9,999,999	8%



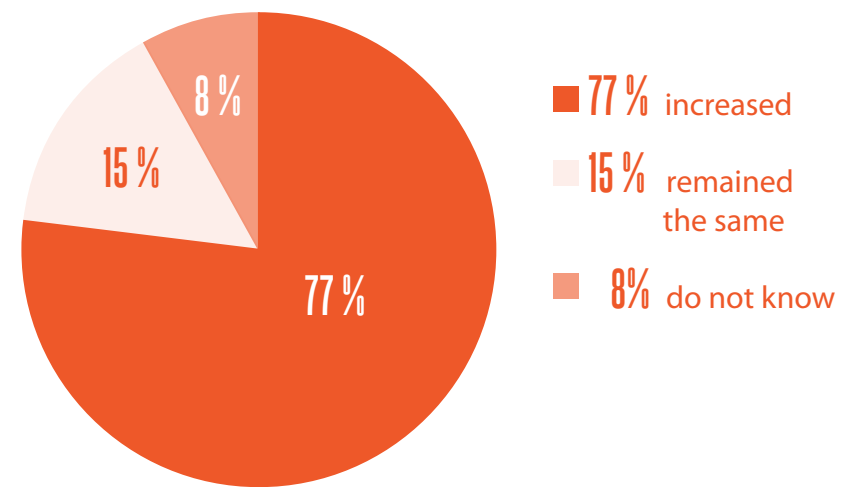
Are you interested in working co-operatively with other businesses?

- 12% joint product purchasing
- 28% networking and information sharing
- 40% joint marketing
- 4% none
- 12% joint training
- 4% other



**54%** Own their building

How is business?  
Over the past 3 years, has your business:



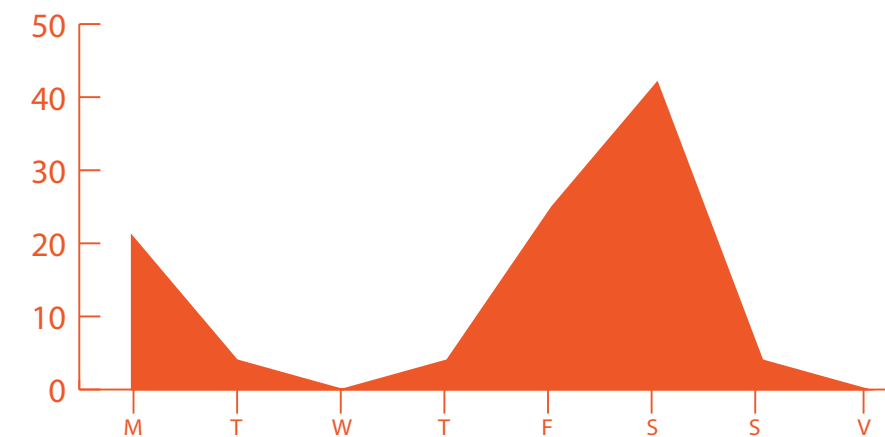
**12** people were hired in the past 3 years by local businesses



**52%** Would be interested in exploring marketing opportunities



What are the busiest days of the week for this business?

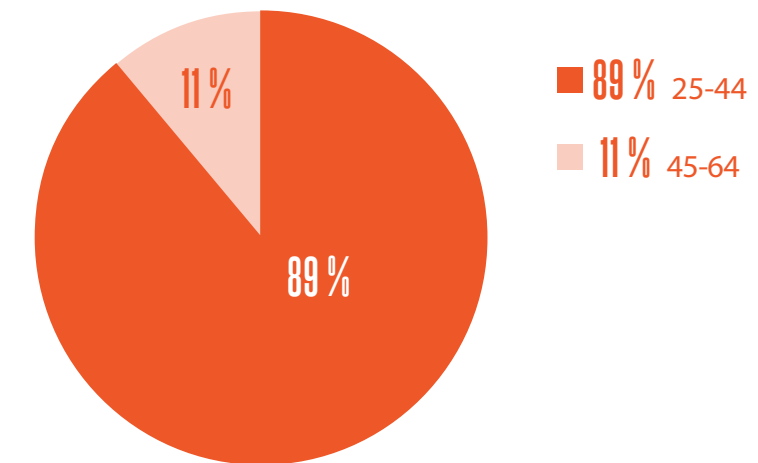


- 21% Monday
- 4% Tuesday
- 0% Wednesday
- 4% Thursday
- 25% Friday
- 42% Saturday
- 4% Sunday
- 0% Varies

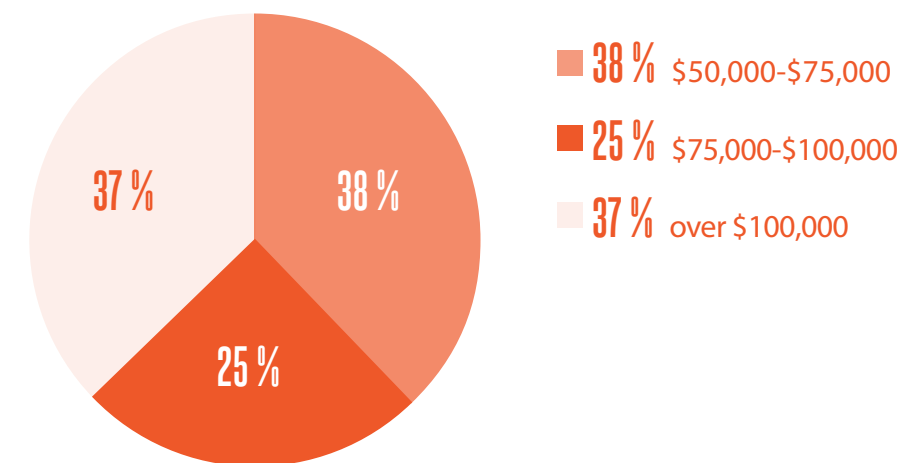


**69%** of businesses have a specific target market

Target age groups



Target household income



## Top Advantages

- Location
- Supportive Community
- Growing Population
- Customer Loyalty
- Support from Municipality-  
Open for business
- Unique businesses
- Quality of Life
- Population



## Top Disadvantages

- High Taxes
- Parking
- Development Charges
- Location
- Availability of space
- High rent
- Business Hours



# Business Information

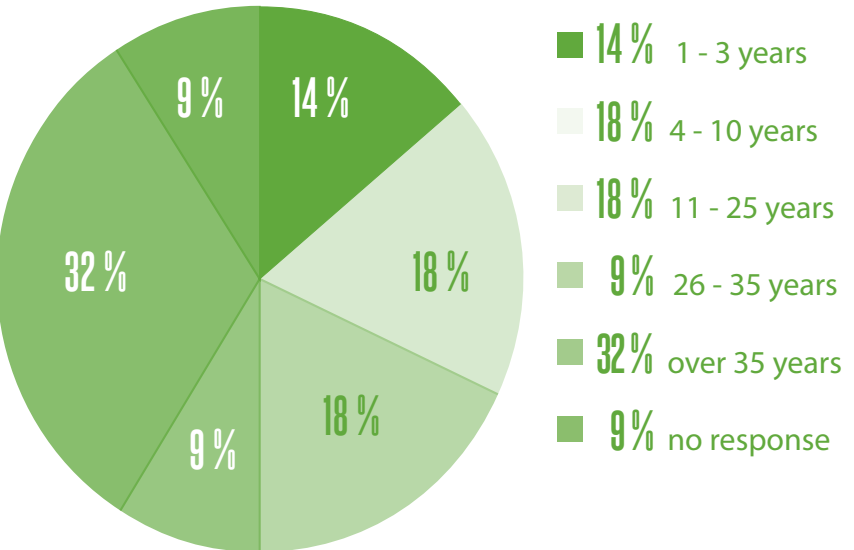
**22** Businesses interviewed describe themselves as

- 73% Locally owned and operated, one location
- 23% Locally owned and operated, more than one location
- 4% Franchise

**82%** have at least one owner that is a resident of the community?

**64%** of your businesses have a business plan

## How long has your business been in operation in the community?



**73%** of businesses rated their impression of this community as a place to do business as excellent or good

**36%** stated their attitude has changed for the positive

**91%** of owners are involved in the day-to-day operation of the business



**Including the owners, how many employees work at this business?**

Employee Count	Percentage
1 to 4	32%
5 to 9	41%
10 to 19	18%
20 to 29	5%
50 to 99	4%

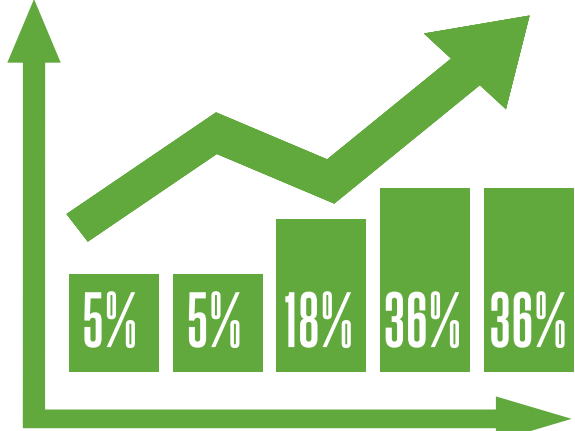
**41%** Plan to expand in the next 18 months

**Expansion plans**

Plan	Percentage
increase in workforce	38%
increase in employee training	19%
increase in floor space	5%
additional product lines	14%
additional services	14%
process improvements	10%

**36%** of the businesses interviewed describe their industry as growing

- 5% no response
- 5% not sure
- 18% stable
- 36% declining





**68%** of the businesses interviewed expect their sales to increase



**41%** Own their building



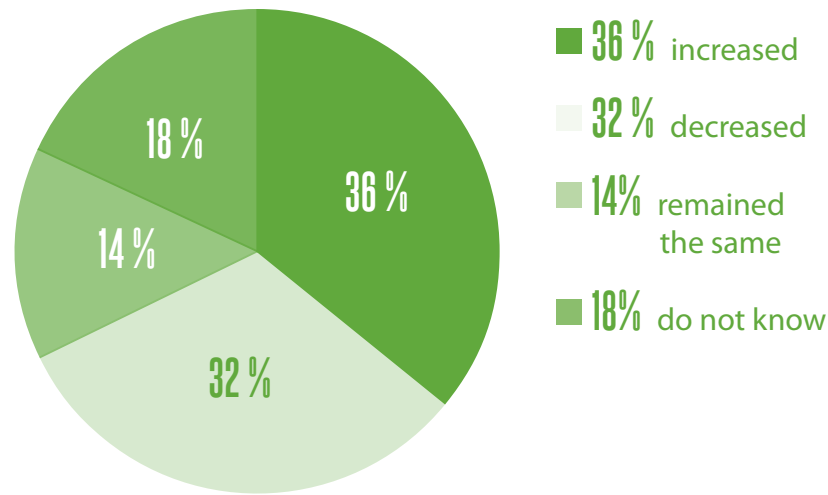
**64%** of the businesses interviewed say they have difficulty hiring



**35%** Would be interested in exploring marketing opportunities

Approximate sales range	
\$0 - \$99,999	5%
\$100,000 - \$249,999	9%
\$250,000 - \$499,999	18%
\$500,000 - \$999,999	23%
\$1,000,000 - \$4,999,999	27%
Prefer not to answer	18%

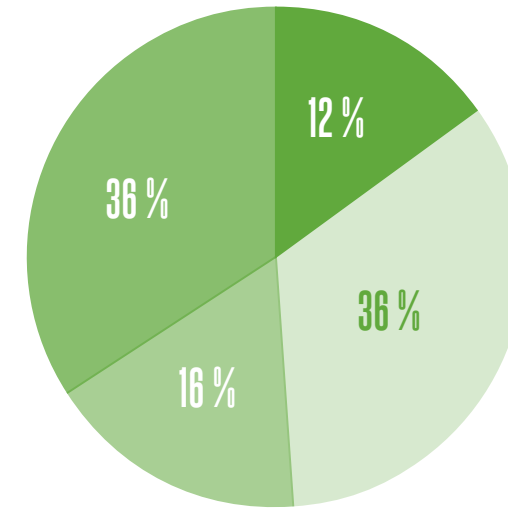
**How is business?**  
Over the past 3 years, has your business:



**24** people were hired in the past 3 years by local businesses

**What are the primary reasons for your businesses hiring difficulties?**

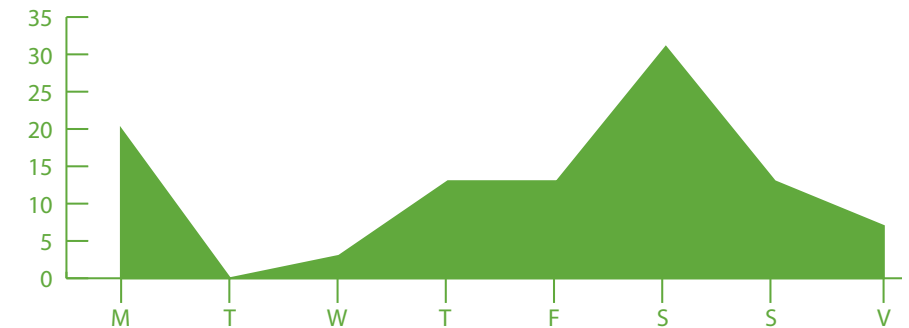
- 16% lack of relevant experience
- 36% lack of appropriate skills
- 12% too few applicants
- 36% other



**What are your hiring challenges specifically related too?**



**21** What are the busiest days of the week for this business?



20% Monday, 0% Tuesday, 3% Wednesday, 13% Thursday, 13% Friday, 31% Saturday, 13% Sunday, 7% Varies



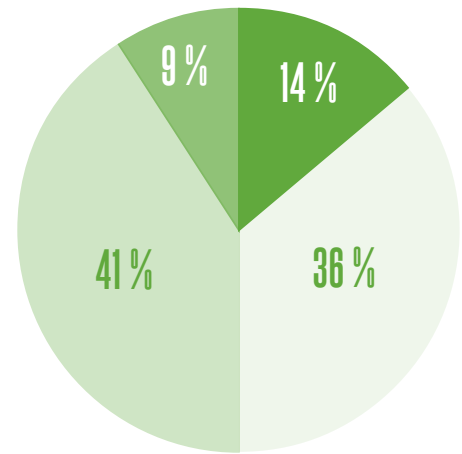
**Are you interested in working co-operatively with other businesses?**

- 14% joint product purchasing
- 19% networking and information sharing
- 21% joint marketing
- 24% none
- 19% joint training
- 3% other



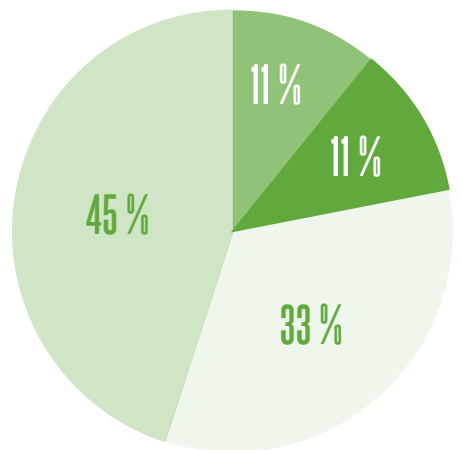
**45%** of businesses have a specific target market

### Target age groups



- 14% 18-24
- 36% 25-44
- 41% 45-64
- 9% over 65

### Target household income



- 11% \$25,000-\$50,000
- 11% \$50,000-\$75,000
- 33% \$75,000-\$100,000
- 45% over \$100,000

### Top Advantages

- Small Community / Rural Charm
- Customer Loyalty
- Proximity to GTA
- Attractive Community
- Communication with residents and other businesses
- Little Competition
- Quality of Life
- Location
- Friendly People



### Top Disadvantages

- High Taxes
- Population
- No Public Transit
- Workforce
- Parking
- High rent
- Infrastructure




# GUELPH/ERAMOSIA


Township

# Business Information

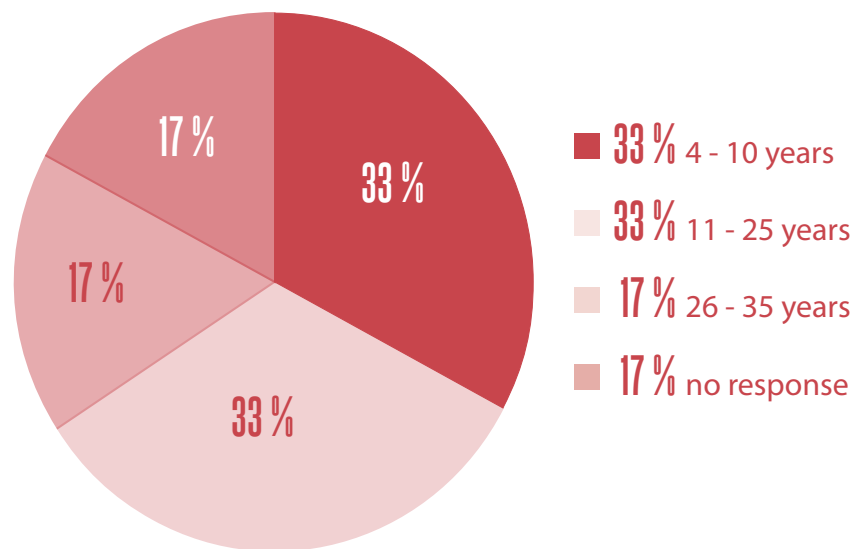
 **6** Businesses interviewed describe themselves as

- 50%** Locally owned and operated, one location
- 17%** Locally owned and operated, more than one location
- 17%** Franchise
- 16%** no response


 **50%** have at least one owner that is a resident of the community?

 **50%** of your businesses have a business plan

## How long has your business been in operation in the community?



 **67%** of businesses rated their impression of this community as a place to do business as excellent or good

 **83%** of owners are involved in the day-to-day operation of the business



## Including the owners, how many employees work at this business?

1 to 4	17%
5 to 9	17%
10 to 19	33%
30 to 49	17%
no response	16%

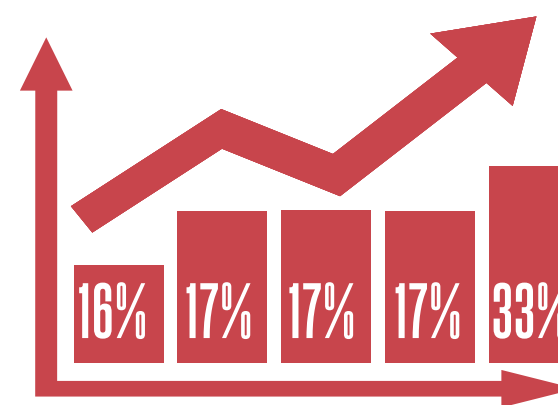
 **50%** of the businesses interviewed expect their sales to increase

## Approximate sales range

\$100,000 - \$249,999	17%
\$500,000 - \$999,999	33%
Prefer not to answer	50%

**17%** of the businesses interviewed describe their industry as growing

- 16%** no response
- 17%** declining
- 17%** not sure
- 33%** stable

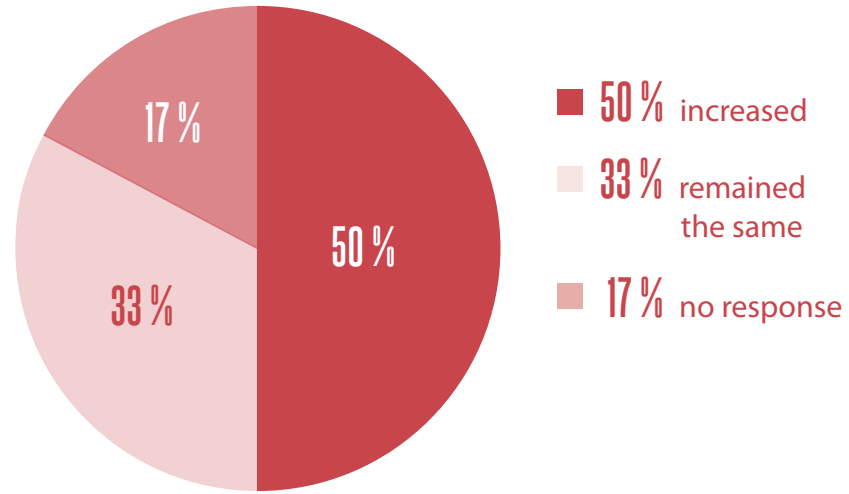


Are you interested in working co-operatively with other businesses?

- 14%** joint product purchasing
- 21%** joint marketing
- 21%** joint training
- 30%** networking and information sharing
- 14%** none



**How is business?**  
Over the past 3 years, has your business:



**9** people were hired in the past 3 years by local businesses

**67%** of the businesses interviewed say they have difficulty hiring



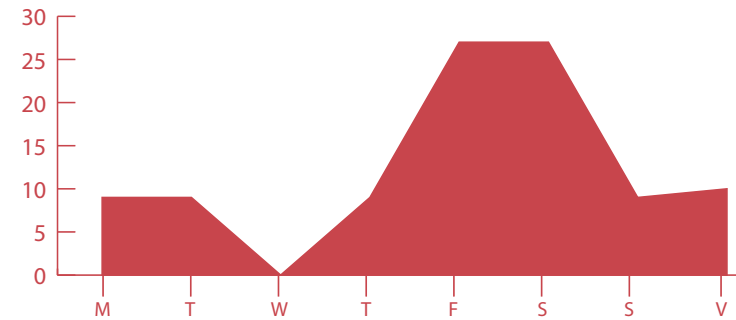
**What are your hiring challenges specifically related too?**



**53%** Would be interested in exploring marketing opportunities



**What are the busiest days of the week for this business?**



9% Monday, 9% Tuesday, 0% Wednesday, 9% Thursday, 27% Friday, 27% Saturday, 9% Sunday, 10% Varies

**Top Advantages**

- Location
- Customer Loyalty
- Support from Council
- Small Community
- Friendly People
- Beautiful location



**Top Disadvantages**

- No Public Transit
- Lack of business diversity downtown
- Cost of Living
- Competition from Guelph
- Support from Residents





Township of  
**PUSLINCH**

# Business Information

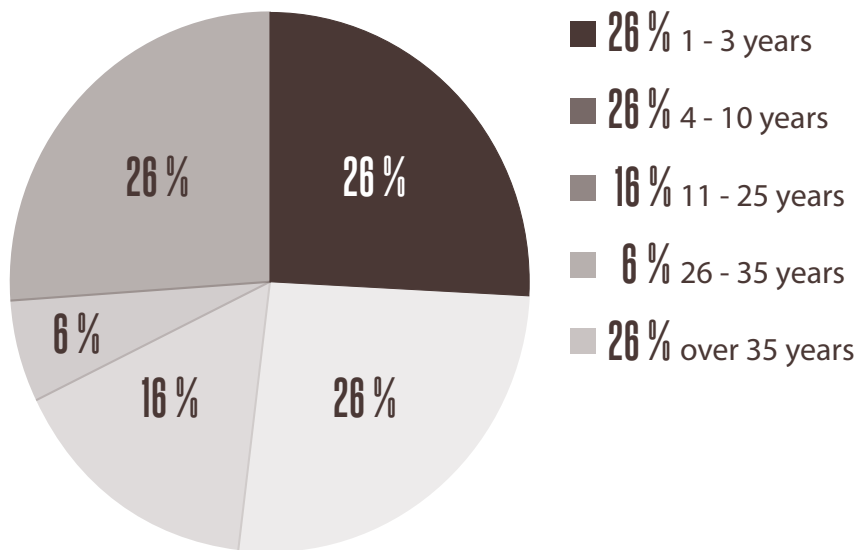
**19** Businesses interviewed describe themselves as

- 74% Locally owned and operated, one location
- 21% Locally owned and operated, more than one location
- 5% no response

**63%** have at least one owner that is a resident of the community?

**63%** of your businesses have a business plan

## How long has your business been in operation in the community?



**79%** of businesses rated their impression of this community as a place to do business as excellent or good

**32%** stated their attitude has changed for the positive

**95%** of owners are involved in the day-to-day operation of the business



**Including the owners, how many employees work at this business?**

Employee Count	Percentage
1 to 4	32%
5 to 9	26%
10 to 19	32%
30 to 49	10%



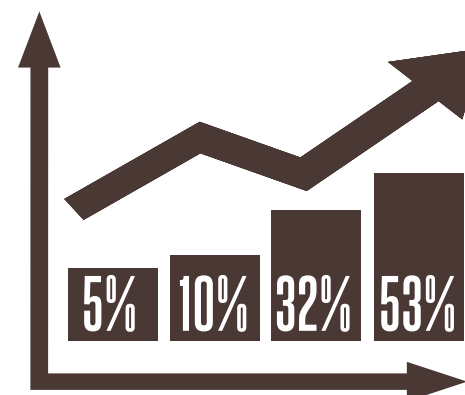
**47%** Plan to expand in the next 18 months

**Expansion plans include**

Plan	Percentage
increase in workforce	17%
increase in employee training	15%
increase in floor space	17%
additional product lines	15%
additional services	13%
process improvements	17%
other	6%

**53%** of the businesses interviewed describe their industry as growing

- 5% not sure
- 10% declining
- 32% stable





**58%** of the businesses interviewed expect their sales to increase

Approximate sales range	
\$0 - \$99,999	11%
\$100,000 - \$249,999	11%
\$250,000 - \$499,999	16%
\$500,000 - \$999,999	16%
\$1,000,000 - \$4,999,999	16%
\$5,000,000 - \$9,999,999	5%
\$10,000,000	5%
Prefer not to answer	20%



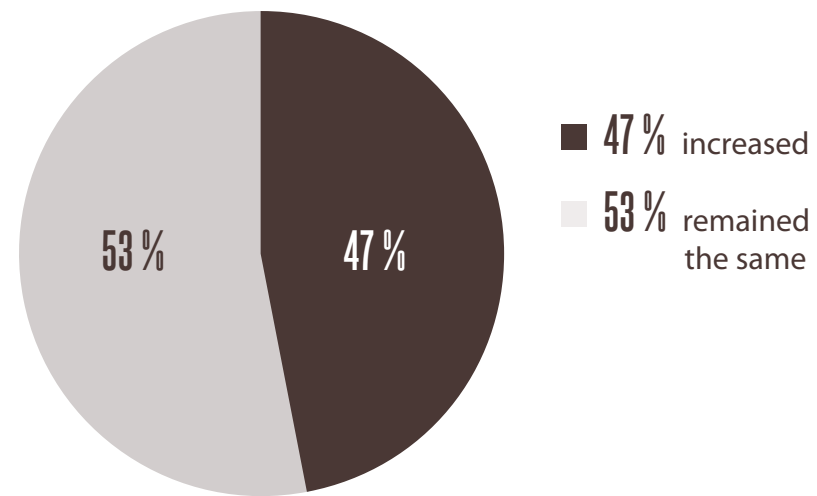
Are you interested in working co-operatively with other businesses?

- 16% joint product purchasing
- 28% networking and information sharing
- 26% joint marketing
- 6% none
- 14% joint training
- 10% other



**74%** Own their building

How is business?  
Over the past 3 years, has your business:

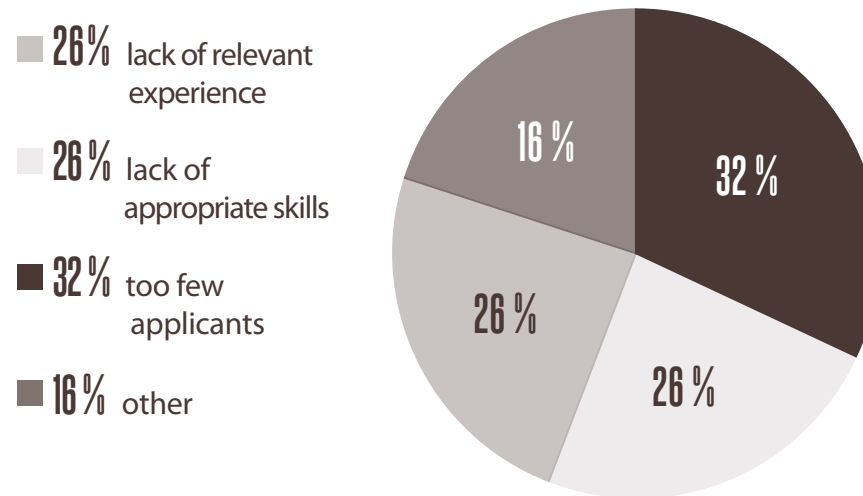


**129** people were hired in the past 3 years by local businesses



**42%** of the businesses interviewed say they have difficulty hiring

What are the primary reasons for your businesses hiring difficulties?



What are your hiring challenges specifically related too?

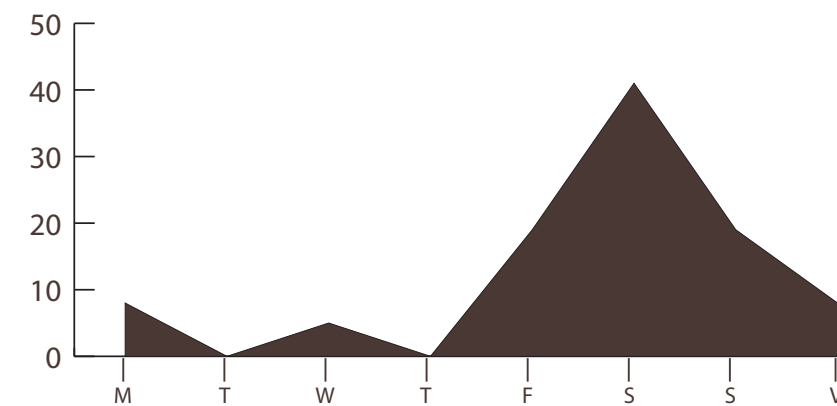
- 32% Community
- 37% Industry
- 31% No response



**35%** Would be interested in exploring marketing opportunities



What are the busiest days of the week for this business?

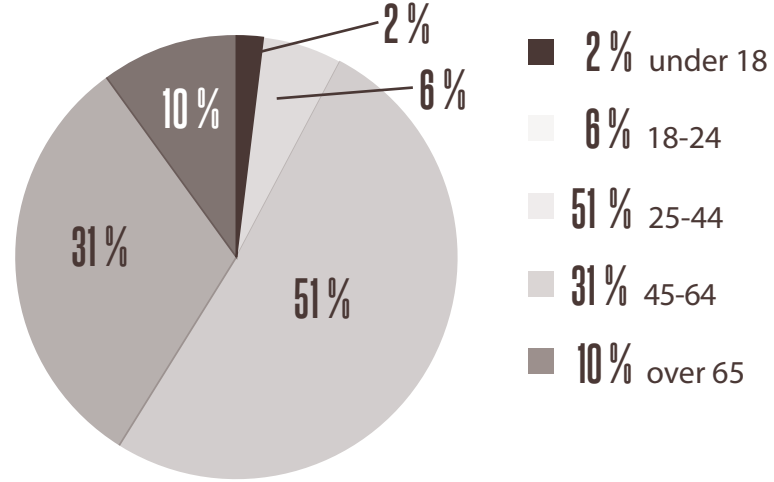


8% Monday, 0% Tuesday, 5% Wednesday, 0% Thursday, 19% Friday, 41% Saturday, 19% Sunday, 8% Varies

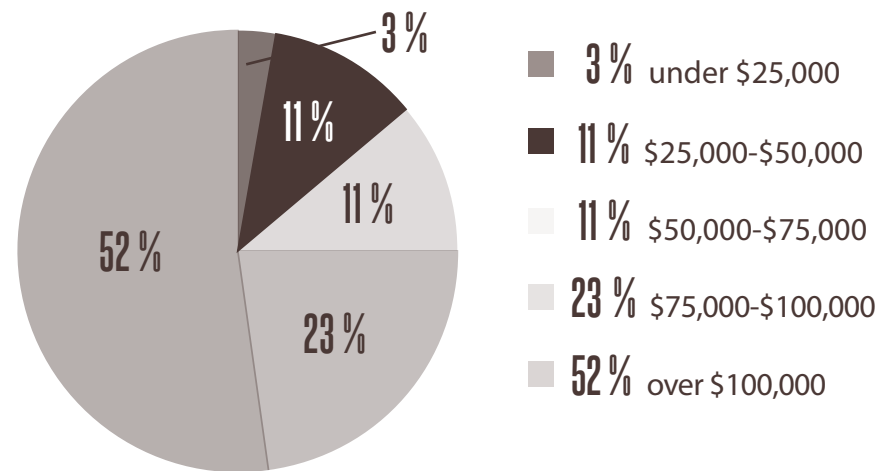


**68%** of businesses have a specific target market

**Target age groups**



**Target household income**



**Top Advantages**

- Location
- Access to the 401
- Rural Charm
- Quality of Life
- Community

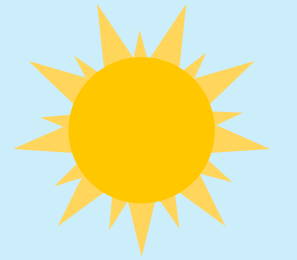
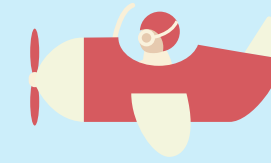


**Top Disadvantages**

- High Taxes
- Workforce
- High Traffic Volume
- Appearance of the Downtown
- Parking
- Safe Community- Speeding



# County of Wellington Action Plan



# 2017 - 2020 BR+E Downtown and Retail Action Plan

Opportunity	Action	Lead	Complete	In Progress	Immediate 6 months	Moderate 6 - 18 months	Long Term / 18-36 months
Business Attraction	<b>Investment Package/Retail Recruitment Strategy</b> <b>Data Collection:</b> Business Mix Analysis- Increase downtown competition Customer Origin Survey Trade Area Analysis Residential Survey Business Inventory		Minto Minto	Erin Wellington North		Minto: Strategic Plan Centre Wellington	
	<b>Familiarization Tours:</b> Bus Tour (investors/entrepreneurs)					Minto	Erin
	<b>Community Profiles:</b> County of Wellington Member Municipalities Marketing Plan	County: Online	Erin Wellington North	Centre Wellington	Minto CFDC	County WFPB	
Downtown Collaboration and Branding	<b>Shop Local Campaigns</b>		Centre Wellington	Erin	Minto		
	<b>Extended Business Hours</b>			Wellington North Centre Wellington	Erin		
	<b>Co-operative Marketing</b>			Minto			
	<b>Business Alliance for Local Living (BALLE)</b>	County: Research			County: Research		
	<b>American Independent Business Alliance (AMIBA)</b>	County: Research			County: Research		
Signage/Promotion	<b>County Signage Plan</b>	County		County			
	Gateway Signs - County Tourism: pay-to-play Directional						
	<b>Community Signage Plan</b>		Minto Centre Wellington Mapleton Erin	Wellington North		Puslinch Guelph Eramosa	

# 2017 - 2020 BR+E Downtown and Retail Action Plan

Opportunity	Action	Lead	Complete	In Progress	Immediate 6 months	Moderate 6 - 18 months	Long Term / 18-36 months
Affordable Housing Social Services	<b>Housing Need and Demand Study</b>	County: Social Services				County: Social Services	
	<b>Update 10 year Housing and Homeless Plan</b>					County: Social Services	
	A Place to Call Home						
	<b>Investment in Affordable Housing Initiative (IAH)</b> 75% of capital costs or \$150,000/rental unit (whichever is less)			County: Social Services			
	<b>Financial Assistance</b>	County: CIP Municipal: CIP				County: CIP	
Affordable Housing Economic Development	<b>Community Improvement Plan (CIP)</b>		Minto Puslinch Wellington North Mapleton Centre Wellington	Erin	County: include agriculture and tourism	Guelph Eramosa	
	<b>Encourage the development of multi-unit dwellings:</b> Density Requirements	County: Planning			County: Planning		
	<b>Continued Residential Attraction:</b> Broadens customer base and employee base			Centre Wellington: Under Utilized Minto: Alumni	Wellington North:		Puslinch
Downtown Infrastructure	<b>Improve Accessibility</b> removable ramp						
	<b>Downtown Revitalization Programmes</b> Renew Northern Wellington		Minto	Minto Centre Wellington Renew North Wellington	Erin	Mapleton	
	<b>Vacancy Tax Rebate Programme</b>			County	Minto Centre Wellington Mapleton Wellington North Erin		
Workforce Attraction and Retention	<b>Millennial Attraction and Retention</b> workshops (employers and millennials)	County					

# 2017 - 2020 BR+E Downtown and Retail Action Plan

Opportunity	Action	Lead	Complete	In Progress	Immediate 6 months	Moderate 6 - 18 months	Long Term / 18-36 months
Bus Tours (students)	Presentations (business community and post-secondary)						
	<b>Immigrant and International Student</b> Research (employers) Intercultural Workshops (employers and newcomers)	County					
	<b>Skilled Trades</b> i.e. mechanics, chefs	County			County WFPB		
	<b>Marketing Campaign</b> Regional, National, and International Encourage Live and Work- posting on the job portal	County		County Municipal WFPB			
	<b>Global Talent Attraction</b> Municipal Model (Minto)	County		County Minto		Minto	
	<b>Expand Employer Recruitment Methods</b>	County		County WFPB County: Social Services			
	<b>Employer One</b>	WFPB		WFPB			
Workforce Development	<b>Succession Planning</b>			CFDC SEDC			
	<b>Retail Professional Development: Management</b>			Guelph Wellington BC			
	<b>Education and Training</b> Skilled labour Retail skills and retrain		CFDC BC Guelph Wellington	LaunchIt CFDC Guelph Wellington BC			
	<b>Intergenerational Interactions</b>			CFDC Guelph Wellington BC	WFPB		
	<b>Secret Shopper Programme</b>		Centre Wellington			Minto	
	<b>Workforce Development Committee</b>						
Workforce Future Workforce	<b>Focus on Youth Initiatives</b> Youth Action Councils Youth Programming			CFDC Guelph Wellington BC Minto			



# 2017 - 2020 BR+E Downtown and Retail Action Plan

Opportunity	Action	Lead	Complete	In Progress	Immediate 6 months	Moderate 6 - 18 months	Long Term / 18-36 months
YJC	ActionRead: retail literacy training	Wellington North		Mapleton			
	<b>Retail Training</b> Student careers			Guelph Wellington BC			
Communication and Relationship Building	<b>Underutilized property</b>			Centre Wellington			
	<b>Municipal Support and Communication</b> Business Resource Map	County		Centre Wellington	County		
	<b>Meet your Council / Mayor's Breakfasts</b>			Minto Centre Wellington Erin Puslinch		Guelph Eramosa	
Transportation	<b>Uber Agreement</b> Example: Innisfil	County Western Warden's		Centre Wellington		County	
	<b>Downtown Parking</b>			Centre Wellington Erin Minto Wellington North			
	<b>Electric Charging Stations</b>		Minto Puslinch Wellington North Centre Wellington				
Case Studies	<b>First Impressions Community Exchange (FICE)</b> EDO's to perform within Wellington	OMAFRA			OMAFRA: Pilot	OMAFRA: Year 1	OMAFRA: Year 2
	<b>Economic Developers Association of Canada</b> Year One and Year Two					Minto Erin	
Internet	<b>Online Shopping and Training</b>						
Hydro Costs	<b>Advocacy</b>	County WFA Ontario Chamber of Commerce					

## Immediate Actions

- Encourage workforce attraction and retention: international and millennial
- Support the Housing Need and Demand Study
- Encourage the development of multi-unit dwellings
- Discuss opportunities for encouraging residential/commercial mix downtown
- Research transportation needs and best practices
- Greater communication of available business supports
- Community Improvement Plan (CIP) at the County level



## Immediate Actions

- Enhance online community profiles
- Implement a directional tourism signage programme for businesses
- Advocate for businesses at the Provincial and Federal levels regarding hydro costs
- Research a downtown business alliance and best practices
- Advocate and communicate BR+E results with various ministries
- Offer/cross promote training workshops across Wellington





**Alternate formats available upon request.**