



# Penetanguishene

# BR+E 2021

**Draft Report**  
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**Prepared by**  
Strexer Harrop

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Economic Development Funding Program**



**Special Thanks to:**

The Penetanguishene business community and the survey participants

Members of the Business Recovery Task Force:  
Simcoe County

North Simcoe Community Futures Development Corporation

North Simcoe Economic Development

Southern Georgian Bay Chamber of Commerce

Penetanguishene Council and staff

The Town of Penetanguishene

Strexer Harrop and Associates



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# Introduction

01



## What is a BR+E

Business Retention and Expansion (BR+E) is an economic development initiative supported by the Ontario Ministry of Agriculture, Food, and Rural Affairs (OMAFRA). It is a strategy of proactively connecting with existing businesses to understand and respond to local business needs.

Supporting the Town of Penetanguishene business community was identified as of particular importance in the 2019-2023 Community Strategic Plan under the Economic Goal, which states as a Strategic Direction:

“The Town will nurture the retention and expansion of existing businesses by inviting existing businesses to discuss specific actions the Town could take to help them to expand their markets and enhance their success.”

This project aims to provide support for local businesses, increase competitiveness within the area, and establish and implement a strategic action plan for economic development.



# Methodology

The Town of Penetanguishene initiated the project in March 2021, led by consulting firm Strexer Harrop and Associates with support from Town staff and the volunteer Business Recovery Task Force. A confidential interview process was undertaken to collect input from a targeted 98 local businesses. The Strexer Harrop team sent emails to each business inviting them to participate in a one-on-one confidential interview. Owners and Managers were able to sign up online for a day and time most convenient for them. Follow-up emails and phone calls were used to schedule businesses that did not initially schedule online. Town staff promoted the project on [www.connectpenetanguishene.ca](http://www.connectpenetanguishene.ca) and social media.

The interviews took place between March 22nd and April 23rd, 2021. Thirty-one businesses participated in the survey, resulting in a 32% response rate. The data was analyzed to identify trends, challenges and opportunities. Any major issues that arose throughout the data collection process were communicated to the Town for immediate support.

The survey results showed several overarching themes, including downtown revitalization, waterfront development, and business attraction.

On May 11th, 2021, key stakeholders participated in a virtual workshop to discuss the three priority themes. The session included 13 participants representing the Town of Penetanguishene, the County of Simcoe, business development agencies, and local businesses. The information and ideas discussed in this session led to a series of recommendations in this final report.

## Stage 1

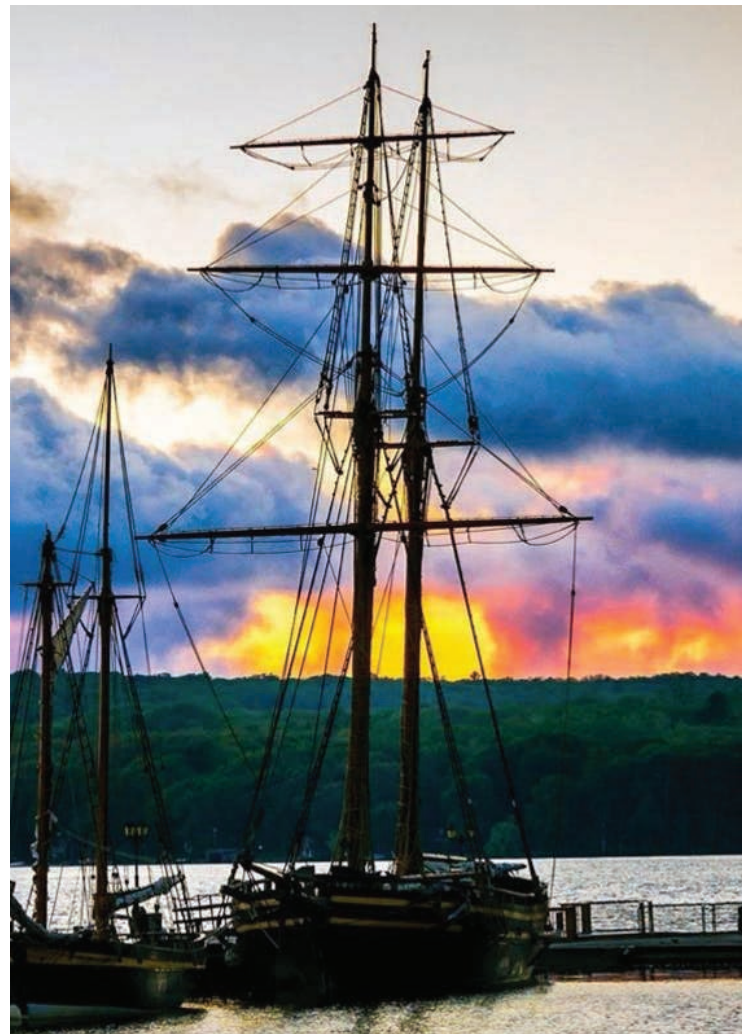
Preparation and Business Survey

## Stage 2

Key Stakeholder Workshop

## Stage 3

BR+E Action Plan



# Survey Highlights

Overall, the results from the one-on-one interviews were positive, and respondents are satisfied. The municipal services rated with the highest level of satisfaction are snow removal, fire and police services, electrical utility services and building and planning.

The majority of respondents (57%) said their industry was growing, and one-quarter of businesses plan to expand over the next 18 months.

The businesses were quick to compliment the Town of Penetanguishene even during lock downs, uncertainties, and new safety measures brought on by the COVID-19 pandemic.

The businesses were also quick to give suggestions and feedback on what could help local businesses succeed. Many of the comments entailed waterfront development, downtown improvements and attracting new niche retailers and restaurants.

## 100%

Of respondents gave the Town of Penetanguishene permission to contact them regarding future business programs and opportunities.

## 75%

Of businesses represented in the survey are located in the downtown area (54%) and along the waterfront (21%).

## 70%

Of respondents are members of the Southern Georgian Bay Chamber of Commerce.







# 93%

Of respondents are satisfied with their current business location.

# 1/4

Of the businesses plan to expand within the next 18 months.

## Top 3 Sectors Represented in Survey

- 23% - Food/Restaurant
- 16% - Retail
- 16% - Professional Services



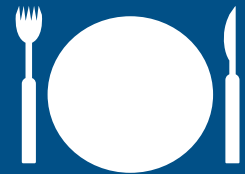
## Top Advantage

The #1 advantage that the Town of Penetanguishene has to offer is the **WATERFRONT.**



## Most Impactful

The most significant change that businesses would like to see in the next five years is **DOWNTOWN REVITALIZATION.**



## Workers Needed

The top occupations that businesses have difficulty recruiting are **KITCHEN & RESTAURANT STAFF.**

# 41%

Of respondents project an increase in sales in the next 18 months.

# 50%

Of the businesses are selling their products/ services online.

# 51%

Of businesses have been in operation for over 25 years.

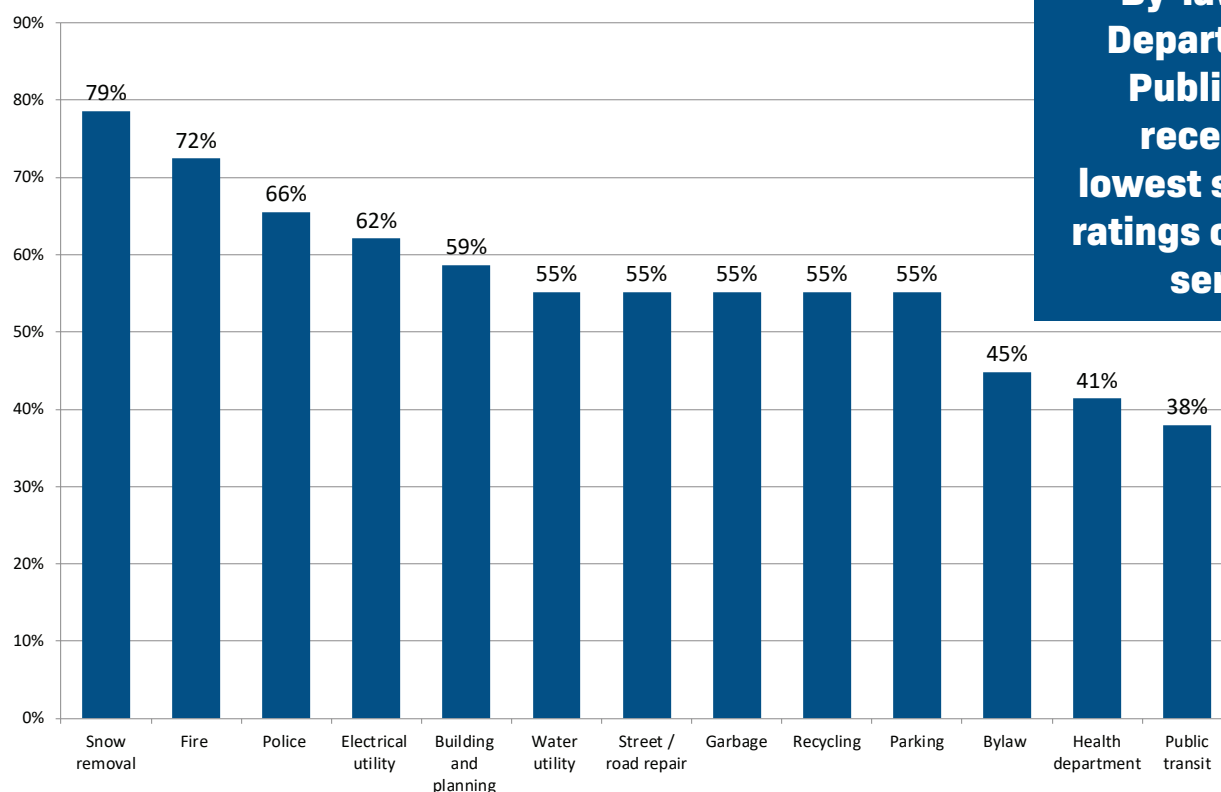
# 57%

Of businesses have less than 10 employees.

# 70%

Of businesses surveyed are locally owned and operated.

## Percentage of Respondents who are Satisfied or Very Satisfied with both upper and lower tier Municipal Services

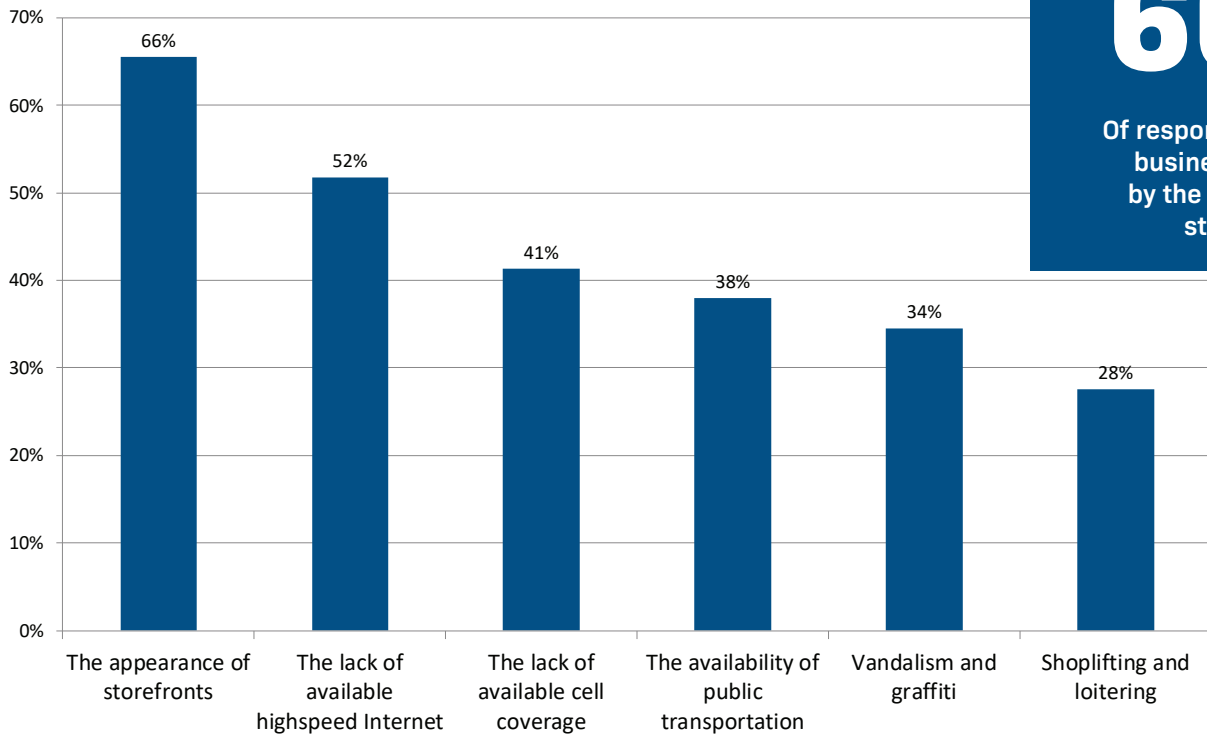


**By-law, Health Department and Public Transit received the lowest satisfaction ratings of municipal services.**





## Percentage of Businesses that are Affected by Underlying Factors



# 66%

Of respondents said their business is affected by the appearance of storefronts.

## Opportunities for Development



### Communications

Marketing to attract potential investment to fill vacant space. Promote Community Improvement Plan to local businesses.



### Transportation

Improve parking and create an environment for active living, where residents and visitors can explore the area while walking or biking.



### Competitiveness

Create an environment with competitive policies and streamlined application processes.

# Priority Themes

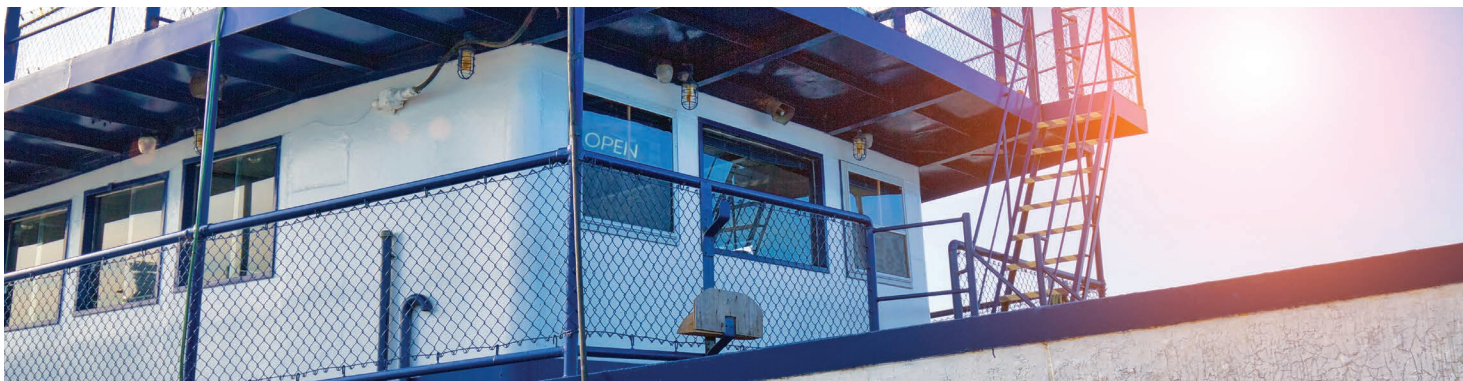
02



“The downtown is a place we all want to see thrive. We want to walk and enjoy it. We want there to be options for shopping and entertainment.”

Councillor Jess Klug





# Energize the Downtown



With the support of provincial and federal funding, the Town has invested \$10.6 million in the downtown revitalization of the 1.2 km section of Main Street. Long-term economic development and social well-being of the downtown can be achieved by improving communications, creating a vision, experiences and animated spaces, and encouraging investment by landlords and property owners.

# Business Development



Improving customer service, creating a competitive environment and attracting the businesses, entrepreneurs and residents that will achieve a vibrant downtown and waterfront are key to the long-term success of the Town.

# Waterfront Connections



The waterfront in this report refers to the Town Dock and Rotary Champlain Wendat Park. Penetanguishene's strategic plan identified the waterfront as a priority for investment, and to date, the Town has invested \$3.8 million into the park. For the overall economic development of Penetanguishene, the Town needs to create experiences and opportunities at the water's edge and make a stronger connection between the town entrance, the downtown core and the waterfront.

# Actions

## 1.0 Energize the Downtown

### 1.1 Promote the Community Improvement Plan

Communicate to the business community what the CIP is and how it can benefit businesses and property owners.

- Promote the program on social media and via email using the terms “grant” or “incentive”, rather than CIP.
- Ensure the incentive programs and benefits to the businesses and property owners are on all communications.

### 1.2 Build a Property Owner Database

Gather information for potential investors and increase communication with local businesses.

- Ensure the contact list of property owners and landlords and the inventory of commercial and vacant space for potential investors is up-to-date and maintained.
- Communicate downtown events and funding opportunities to property owners and landlords.

### 1.3 Sustain Downtown Beautification

Ensure beautification efforts are maintained.

- Maintain, replace or update existing landscaping and beautification elements (flowerpots, garbage cans, benches, banners, flags, lamp posts and seasonal décor) on a regular basis.







## 1.4 Encourage a Downtown Task Force

Encourage a business led task force that will provide a long-term vision for the future growth and development of the downtown.

- Task force can formulate an action plan to move priorities forward and bring them to fruition.

## 1.5 Encourage Extended Business Hours

Create a vibrant downtown and increase downtown visitation in the evening.

- Encourage businesses to extend hours of operation, specifically in the summer months.
- Create Facebook events for the downtown.
- Create street closure events.

## 1.6 Enhance Marketing and Communications

Promote the area to visitors and potential investors and increase engagement with the business community.

- Create a marketing strategy to promote the area to visitors.
- Create and distribute a visitor guide.
- Create videos sharing business owner success stories.
- Create a quarterly business e-newsletter to promote Penetanguishene news and to provide educational and training information.



# Actions

## 2.0 Business Development

### 2.1 Advocate for High-Speed

Ensure the municipality has high-speed Internet everywhere.

- Work with local Internet Service Providers (ISP) to provide high-speed and fibre options.
- Identify opportunities for non-local ISP's

### 2.2 Conduct a Gap Analysis

Identify which products and services are missing in the Town.

- Conduct a survey for residents, businesses, and visitors and other key stakeholders.
- Information gathered from this survey will help inform the Investment Attraction Marketing Campaign.

### 2.3 Develop an Investment Attraction Marketing Campaign

Attract businesses and services to Penetanguishene.

- Targeted advertising: Small accommodations, boutique/niche retailers, and alternative food operators.
- Targeted advertising: Young families and entrepreneurs (example areas to target- Barrie, Orillia, Collingwood, Newmarket, and Gravenhurst).







## 2.4 Facilitate Downtown Development

Support a 'Win this Space' that will encourage entrepreneurs to explore their dreams and equip them with tools and skills needed to open a business in a downtown storefront.

- Support a competition to attract boutique retailers.
- Review the 'Win This Space' program from the Rural Ontario Institute.
- Assist with the establishment of a sponsorship package for business support and professional services (legal, accounting, marketing).

## 2.5 Complete a By-law Review

Ensure the Town is at a competitive advantage.

- Conduct a by-law and policy review ensuring current by-laws meet the expectations of today's consumer and business owners, primarily in the food, events, accommodation, and retail experiences.

## 2.6 Increase Efficiency

Ensure the Town is efficient and provides a high-level of customer service.

- Complete a process map to identify any unnecessary regulation delays that can come with permit wait times or licence approvals for new and existing businesses.



# Actions

## 3.0 Waterfront Connections

### 3.1 Create an Animated Waterfront

Make the waterfront a destination that will attract (and keep) people in the area.

- Promote local art.
- Encourage special events.
- Provide space, facilities and amenities that will encourage music and events within the waterfront area.

### 3.2 Promote an Active Waterfront

Promote the waterfront area to encourage visitation.

- Promote current waterfront activities.
- Promote the Historical Walking Tour offered by the Museum.
- Promote new initiatives as they launch.
- Design trail signage
- Investigate installing water refill stations that extend from the waterfront up the hill.
- Identify opportunities for active transportation (for example bike share, canoe/kayak share).

### 3.3 Identify Business Opportunities

Identify opportunities that can increase waterfront business services.

- Increase food & beverage outlets on the waterfront
- Consider promoting vendor cabins for year-round business opportunities (food, art, retail, services).
- Consider promoting the use of the observation deck for business opportunities (activities, services).







### 3.4 Connect the Waterfront and Downtown

Encourage people to visit the shops, services and restaurants in both the downtown and the waterfront.

- Update the business/service map.
- Identify opportunities to create a sense of place at the downtown entrance.



### 3.5 Create an Age-Friendly Waterfront

Increase visitation and length of stay at the waterfront for residents and visitors.

- Increase seating along the waterfront (benches, chairs).
- Ensure the pedestrian walkways are safe and accessible.
- Ensure adequate eating spaces (picnic tables) with sufficient garbage bins.
- Ensure adequate lighting.



# Priority & Timeline

Theme	Action	Priority Rank 1 to 4 1=high 4=low	Timeline ongoing/ short/ medium/ long term	Lead/ Support
1.0 Energize the Downtown	1.1 Promote the Community Improvement Plan.	1	Ongoing	Lead: Town (Communications) Support: EDNS
	1.2 Build a property owner database			
	1.2.1 Ensure the contact list of property owners and landlords and the inventory of commercial and vacant space for potential investors is up-to-date and maintained.	1	Ongoing	Lead: EDNS, Support: Business Owners, Town (P&D) and County
	1.2.2 Communicate downtown events and funding opportunities to the property owners and landlords.	2	Ongoing	Lead: Town (Communications), Support: Municipal Partners, Property Owners, Business Owners
	1.3 Sustain downtown beautification by ensuring existing landscaping and beautification elements (flowerpots, garbage cans, benches, banners, flags, lamp posts and seasonal décor) are maintained, replaced or updated regularly.	4	Ongoing	Lead: Town (RCS) Support: Town (PW)
	1.4 Encourage a business led task force that will provide a long-term vision for the future growth and development of the downtown.	1	Short	Lead: Town (P&D), Support: Business Owners, EDNS, County, Chamber and NSCFDC, Residents
	1.5 Encourage businesses to extend hours of operation, specifically in the summer months. Ideas can include Facebook events for the downtown and street closure events.	2	Short	Lead: Town (P&D) Support: Town (RCS & Communications), Business Owners
	1.6 Enhance Marketing and Communications			
	1.6.1 Create a quarterly business e-newsletter to promote Penetanguishene news and to provide educational and training information.	2	Medium	Lead: Town (Communications) Support: EDNS, County, Chamber and NSCFDC
	1.6.2 Create and distribute a visitor guide. Recommended budget: \$2,000-\$5,000	3	Medium	Lead: EDNS Support: Town, Chamber, County
	1.6.3 Create videos sharing business owner success stories.	3	Medium	Lead: Business Owners Support: Town (Communications), EDNS, County, Chamber and NSCFDC
	1.6.4 Create a marketing strategy to promote the area to visitors. Recommended budget: \$8,000-\$10,000	3	Long	Lead: EDNS Support: Town, County, Chamber and NSCFDC





Theme	Action	Priority Rank 1 to 4 1=high 4=low	Timeline ongoing/ short/ medium/ long term	Lead/ Support
2.0 Business Development	2.1. Advocate for high-speed everywhere. Work with local Internet Service Providers (ISP) to provide high-speed and fibre options and identify opportunities with non-local ISP's.	2	Ongoing	Lead: Town
	2.2. Conduct a gap analysis survey for residents, businesses, and visitors and other key stakeholders. Recommended budget: \$8,000-\$15,000	1	Short	Lead: Town Support: BRTF
	2.3. Develop an investment attraction marketing campaign. Recommended budget: \$5,000-\$12,000	2	Medium	Lead: EDNS Support: Town, County
	2.4. Facilitate downtown development by supporting a "Win this Space" competition.	2	Medium	Lead: EDNS Town, Chamber, NSCFDC
	2.5. Conduct a by-law and policy review ensuring current by-laws meet the expectations of today's consumer and business owners, primarily in the food, events, accommodation, and retail experiences.	2	Medium	Lead: Town (P&D)
	2.6. Complete a process map to identify any unnecessary regulation delays that can come with permit wait times or licence approvals for new and existing businesses.	3	Medium	Lead: Town (P&D)

Theme	Action	Priority Rank 1 to 4 1=high 4=low	Timeline ongoing/ short/ medium/ long term	Lead/ Support
3.0 Waterfront Connections	3.1. Create animated waterfront. <ul style="list-style-type: none"> <li>Promote local art.</li> <li>Encourage special events.</li> <li>Provide opportunities for local groups to conduct activities along the waterfront.</li> </ul>	2	Ongoing	Lead: Town (Communications & RCS) Partners: EDNS, County, Chamber and NSCFDC
	3.2. Promote an active waterfront			
	3.2.1 Promote current waterfront activities, the Historical Walking Tour offered by the Museum, and new initiatives as they launch.	2	Short	Lead: Town (Communications & RCS) Support: EDNS, Chamber, County
	3.2.2 Design trail signage. Recommended budget: \$2,000-\$5,000	3	Medium	Lead: Town (RCS) Support: RT07
	3.2.3 Identify opportunities for active transportation (for example bike share, canoe/kayak share).	3	Medium	Lead: Town (RCS) Support: EDNS, County, Chamber and NSCFDC
	3.2.4 Investigate installing water refill stations that extend from the waterfront up the hill.	4	Long	Lead: Town (PW)
	3.3. Identify opportunities that can increase waterfront business services. <ul style="list-style-type: none"> <li>Increase food &amp; beverage outlets on the waterfront.</li> <li>Consider promoting vendor cabins for year-round business opportunities (food, art, retail, services).</li> <li>Consider promoting the use of the observation deck for business opportunities (activities, services).</li> </ul>	3	Medium	Lead: Town (P&D) Support: EDNS, Chamber, County
	3.4. Connect the Waterfront and Downtown			
	3.4.1 Identify opportunities to create a sense of place at the downtown entrance.	3	Medium	Lead: Town (P&D)
	3.4.2 Update the business/service map. Recommended budget: \$3,000-\$5,000	2	Long	Lead: Town (P&D)
	3.5. Create an age-friendly waterfront. <ul style="list-style-type: none"> <li>Increase seating along the waterfront (benches, chairs).</li> <li>Ensure the pedestrian walkways are safe and accessible.</li> <li>Ensure adequate eating spaces (picnic tables) with sufficient garbage bins.</li> <li>Ensure adequate lighting.</li> </ul>	3	Long	Lead: Town (RCS)



# Conclusion

## 03

The Town of Penetanguishene recognizes the importance of retaining the established businesses and is committed to implementing this action plan that supports these valued businesses while helping to create new jobs and opportunities.

Supporting the business community was identified as of particular importance in the 2019-2023 Community Strategic Plan that states “The Town will nurture the retention and expansion of existing businesses by inviting existing businesses to discuss specific actions the Town could take to help them to expand their markets and enhance their success.”

Through the interview process, the businesses were quick to give suggestions and feedback on what could help them succeed. Many of the comments entailed waterfront development, downtown improvements and attracting new niche retailers and restaurants. The business feedback led directly to the development of three priority themes: Energize the Downtown, Business Development and Waterfront Connections.

The Town has invested \$14 million in the downtown revitalization of Main Street and into Rotary Champlain Wendat Park. Penetanguishene has also approved a Town Dock Secondary Plan for waterfront development. The action plan contained in this BR+E report complements the ongoing investments to improve the overall economic development of Penetanguishene.

The Town needs to create experiences and opportunities at the water’s edge, strengthen the connection between the town entrance, the downtown core and the waterfront, create a competitive environment, and work to attract the businesses, entrepreneurs, and residents to achieve a vibrant downtown and waterfront.

The actions in this BR+E were created to impact the business community in Penetanguishene directly. The priority rankings are reflective of timeline and resources and not necessarily by importance. With the support of the business community, the County, the Chamber of Commerce, Economic Development North Simcoe, Regional Tourism Organization 7, and North Simcoe Community Futures, the Town can feel confident and inspired to continue the economic growth of Penetanguishene.



# Appendix Survey Results

04



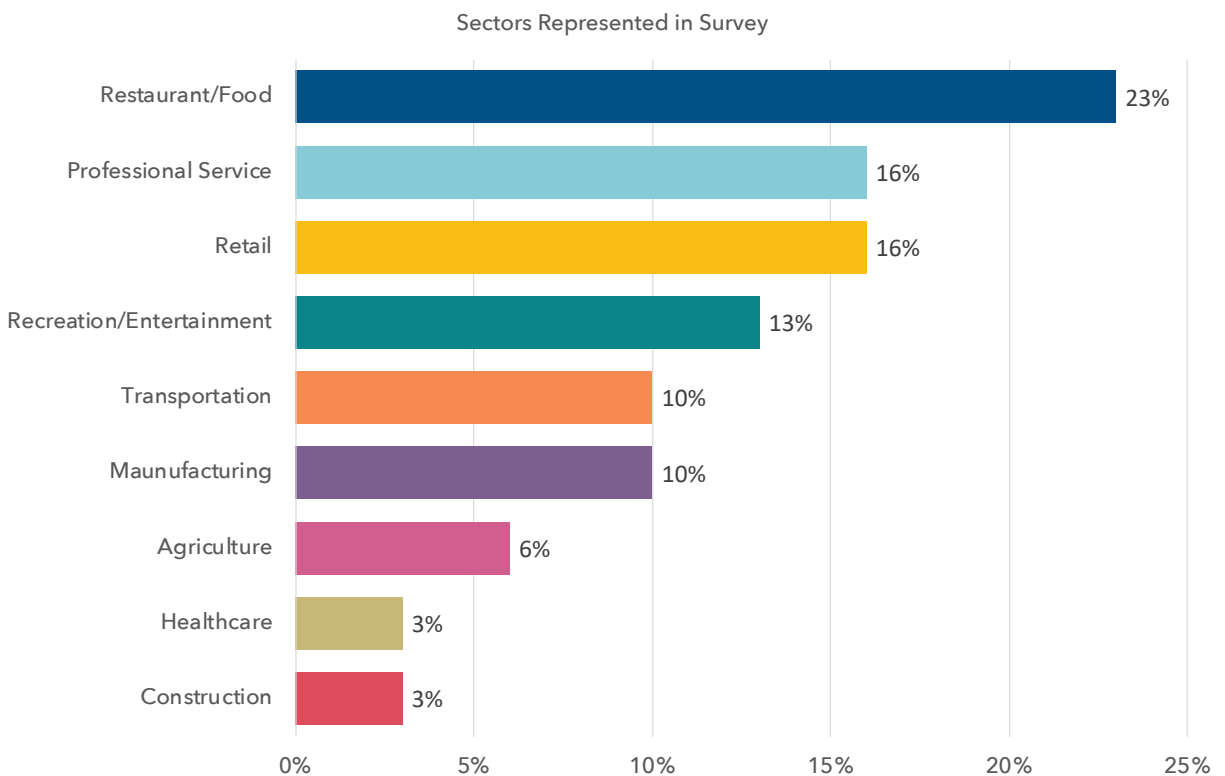
**“The Municipality has  
been very responsive and  
welcoming. Dealing with other  
townships, Penetanguishene  
has been my best experience  
in running a business.”**

Survey Respondent



# Business Information

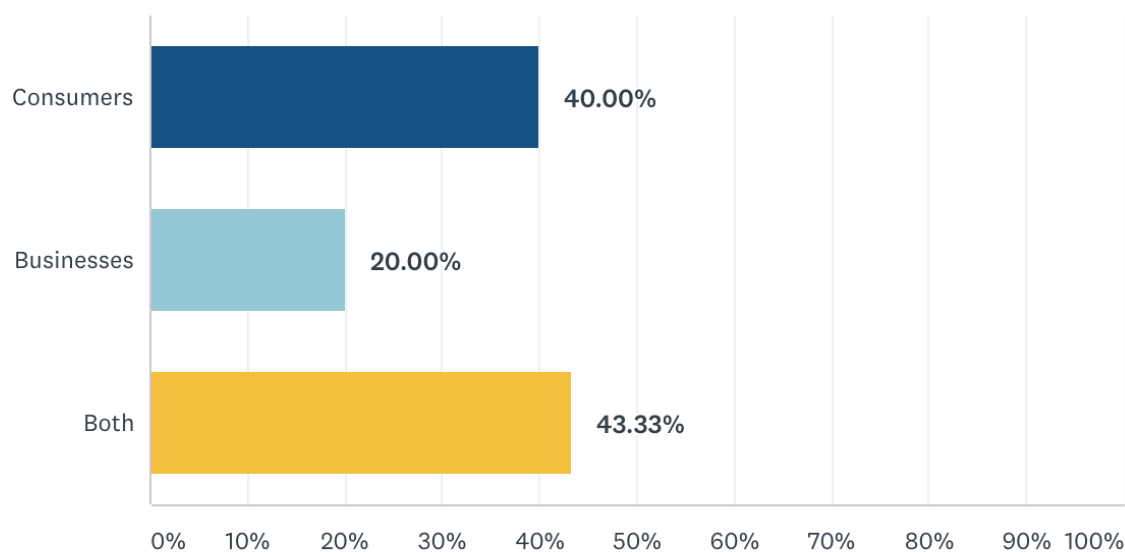
## Which sector best describes your business?



Answered: 31 Skipped: 0

- Of the respondents, 23% were from the Restaurant/Food sector, followed by 16% from Professional Services sector and 16% from the Retail sector.

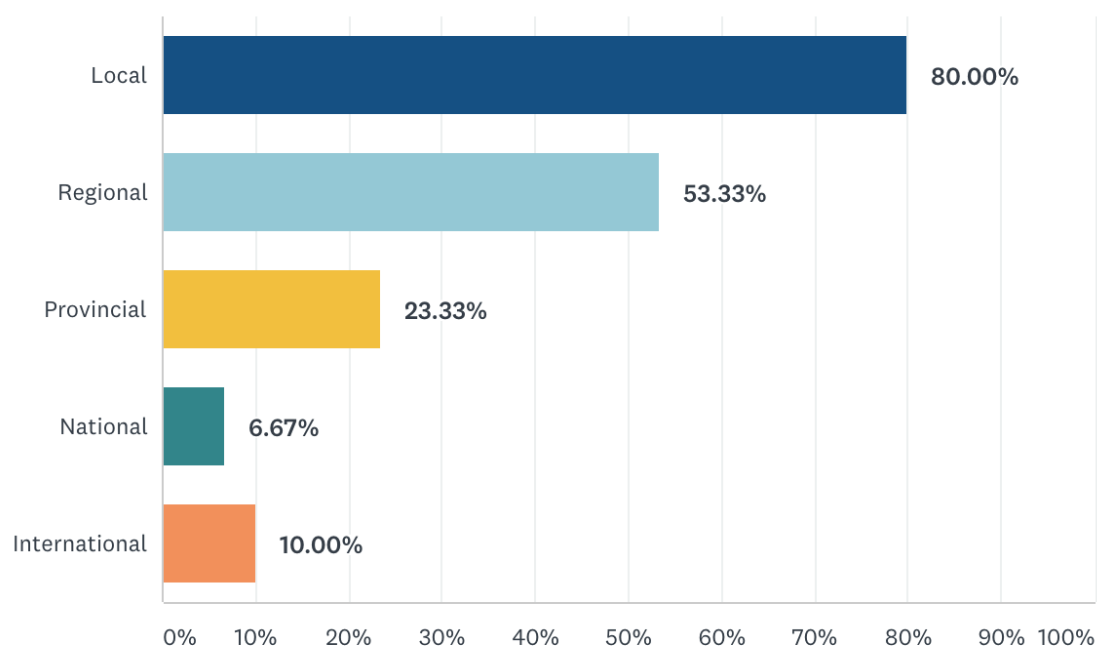
## Who are your customers?



Answered: 30 Skipped: 1

- Over 40% of businesses surveyed said both consumers and businesses were their customers and 40% said consumers only.

## Where are your customers?

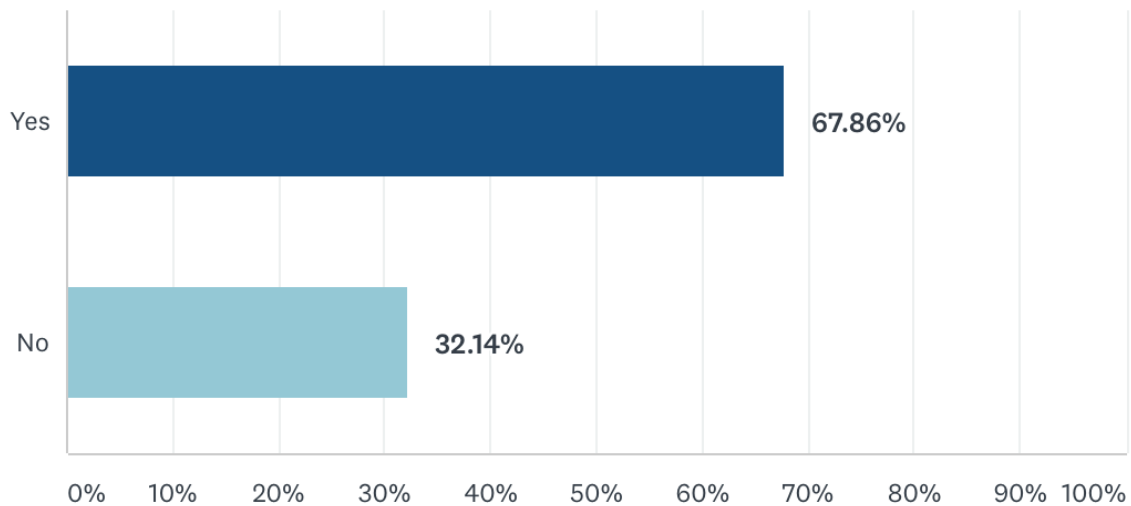


Answered: 30 Skipped: 1

- Eighty percent (80%) of respondents said their customers are local.



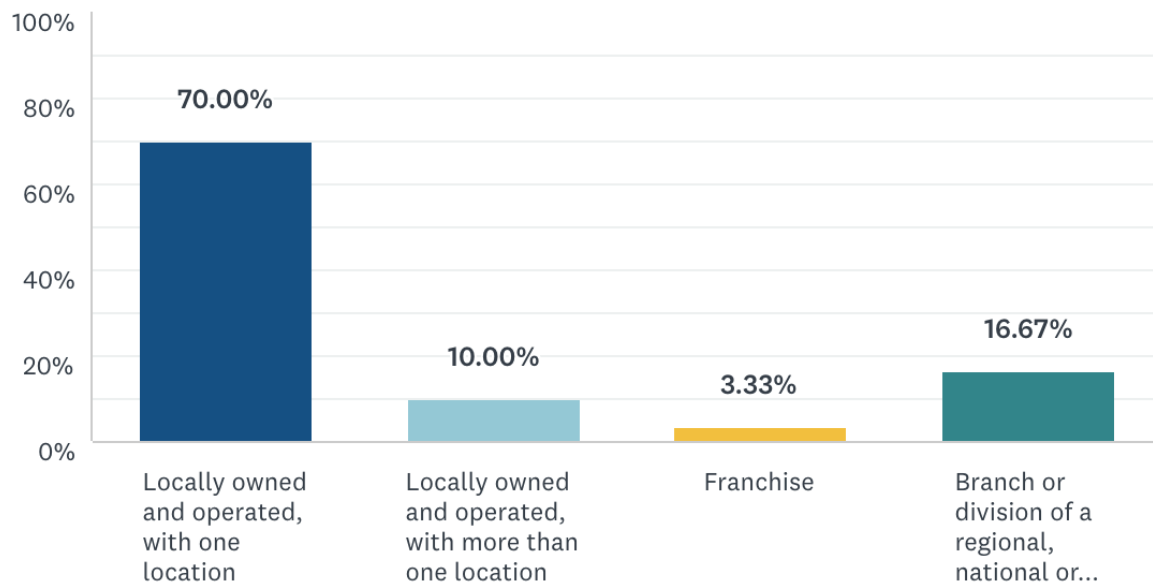
### Are you a member of the Southern Georgian Bay Chamber of Commerce?



Answered: 31 Skipped: 0

- Nearly 70% of the respondents are members of the Southern Georgian Bay Chamber of Commerce.

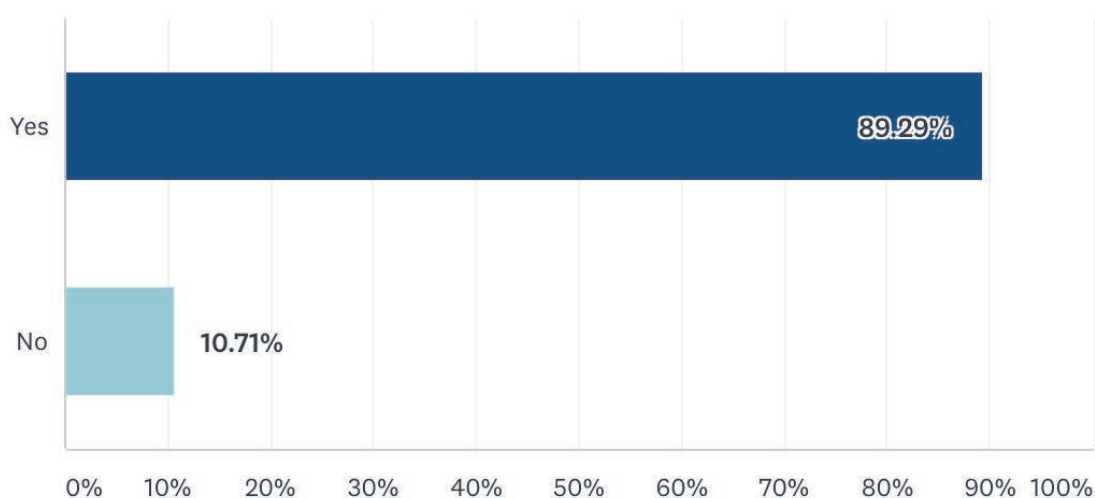
### Which of the following best describes your business?



Answered: 30 Skipped: 1

- Seventy percent (70%) of the businesses surveyed are locally owned and operated with one location.

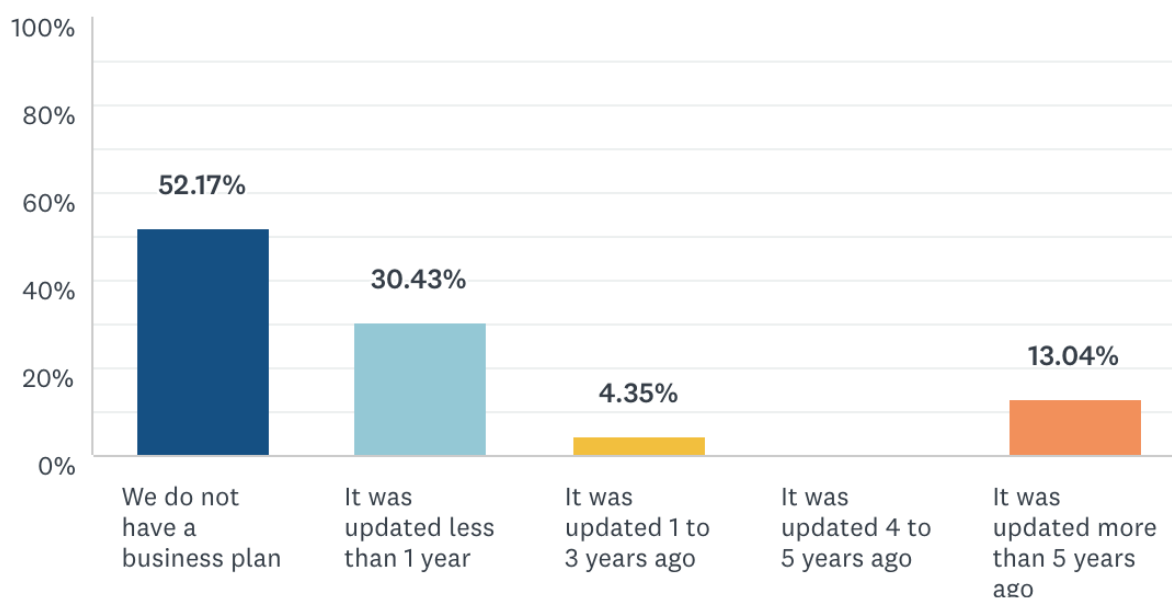
### Is at least one of the owners involved in the day-to-day operation of the business?



Answered: 28 Skipped: 3

- Nearly 90% of the businesses surveyed have at least one owner involved in the day-to-day operation of the business.

### Do you have a business plan? And if so, when was it last updated?

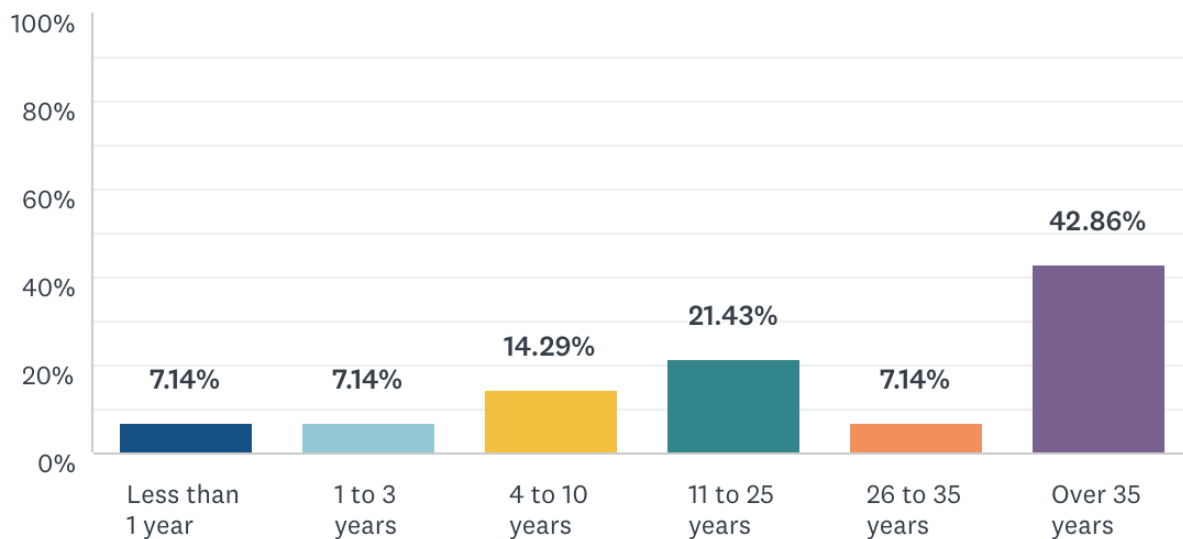


Answered: 23 Skipped: 8

- The majority of respondents (52%) do not have a business plan.



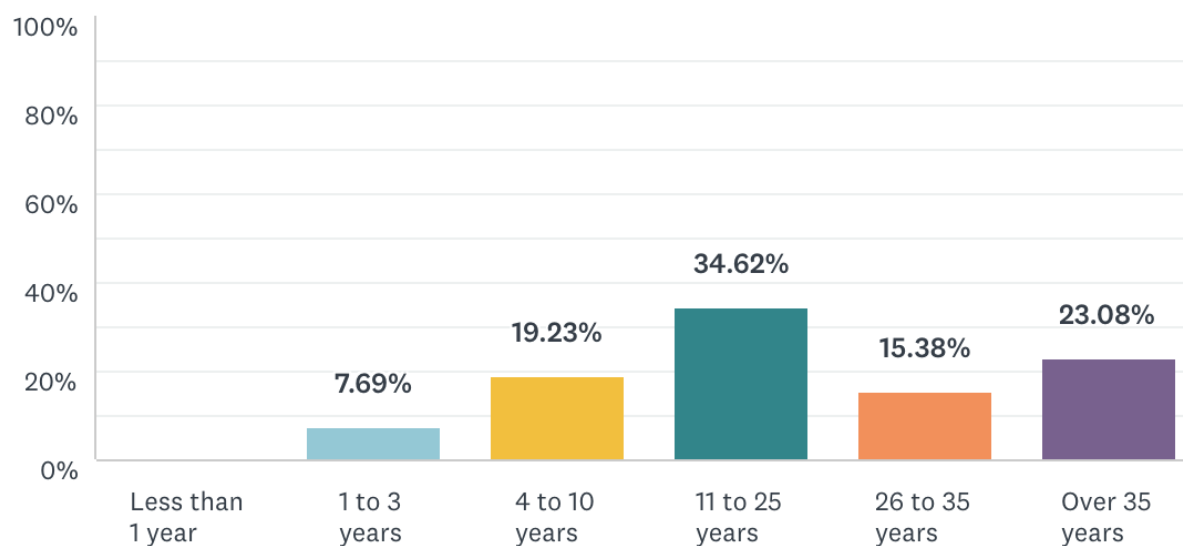
### How many years has your business been in operation in Penetanguishene?



Answered: 28 Skipped: 3

- Fifty percent (50%) of businesses surveyed have been in operation for over 25 years.

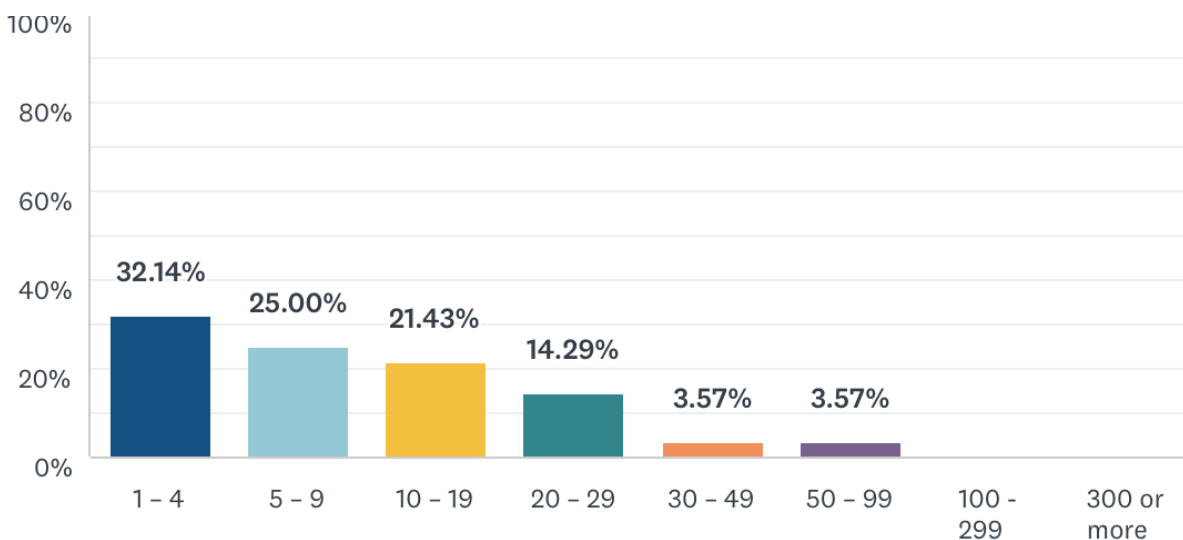
### How many years have the current owner/owners been operating this business?



Answered: 26 Skipped: 5

- Sixty-two percent (62%) of the current owners have been operating the business for 25 years or less.

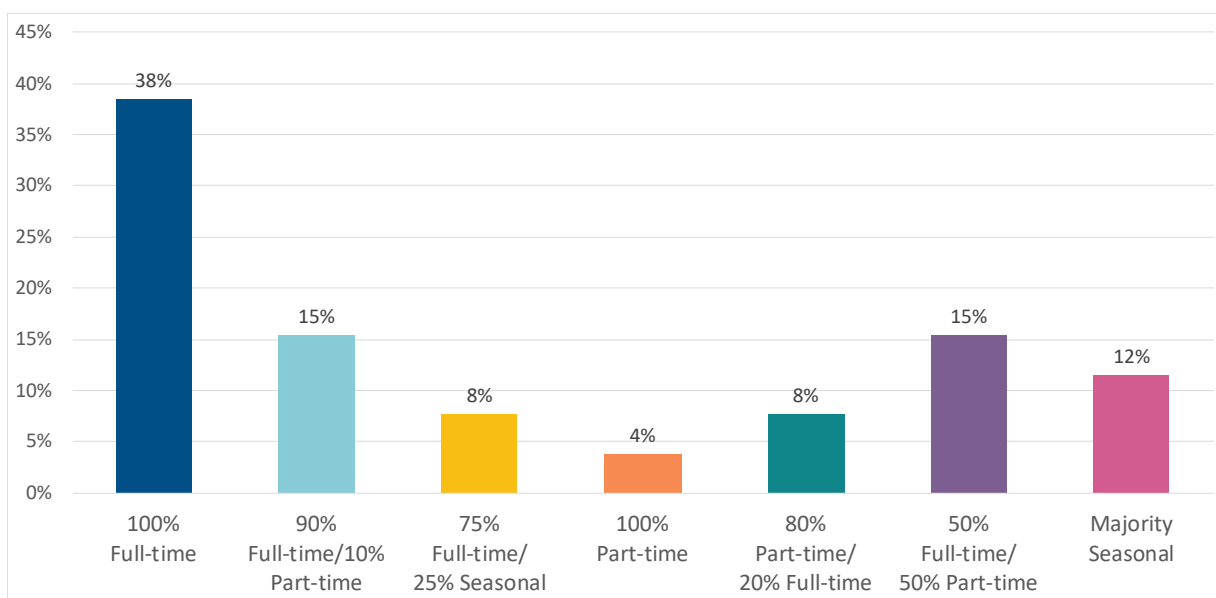
### Including owner/owners, how many employees work at this location?



Answered: 28 Skipped: 3

- Nearly 60% of the businesses surveyed have fewer than 10 employees.

### What percentage of your employees are full-time, part-time and seasonal/temporary?



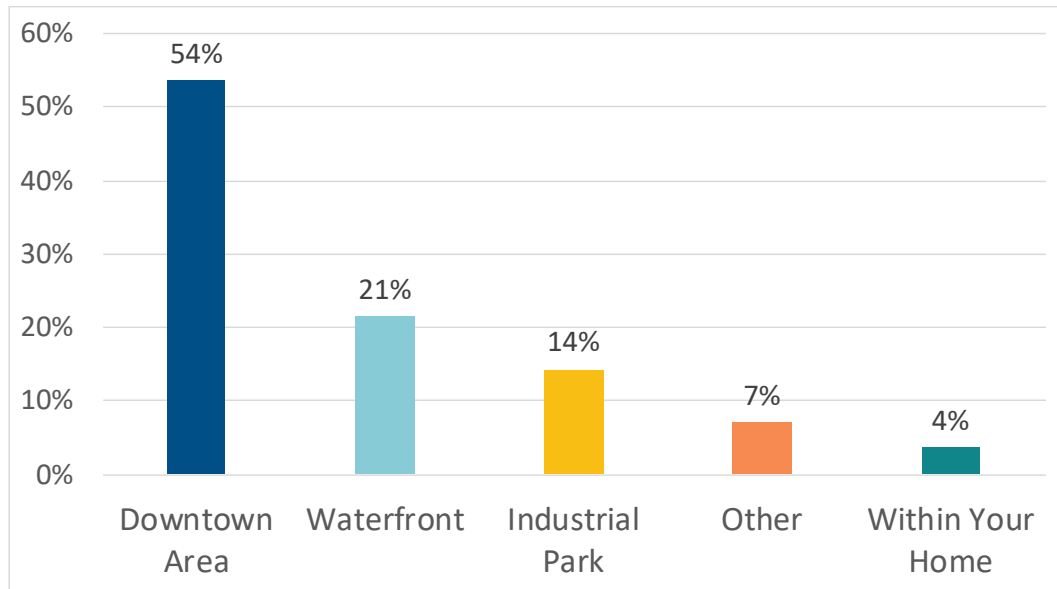
Answered: 27 Skipped: 4

- The majority of respondents (53%) employ over 90% of employees on a full-time basis.



# Business Climate

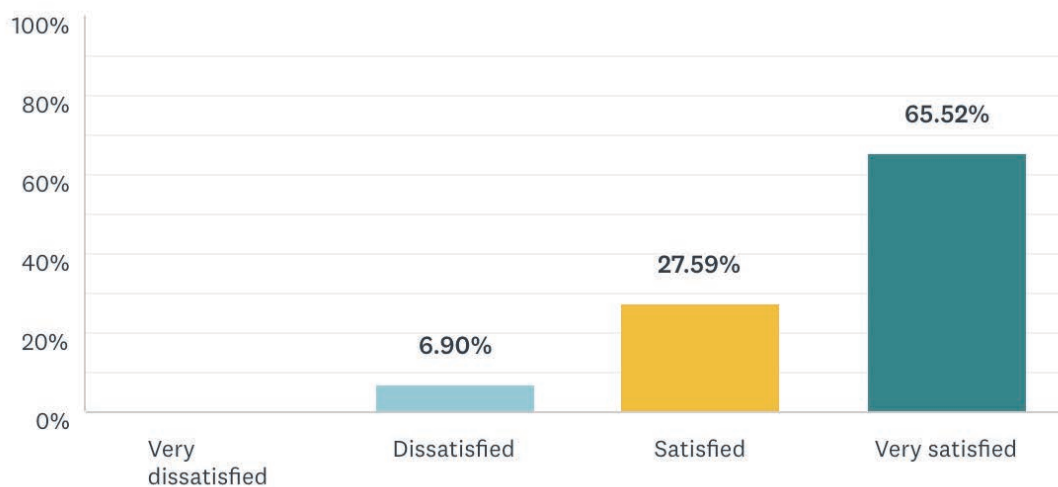
## Where is your business located?



Answered: 29 Skipped: 2

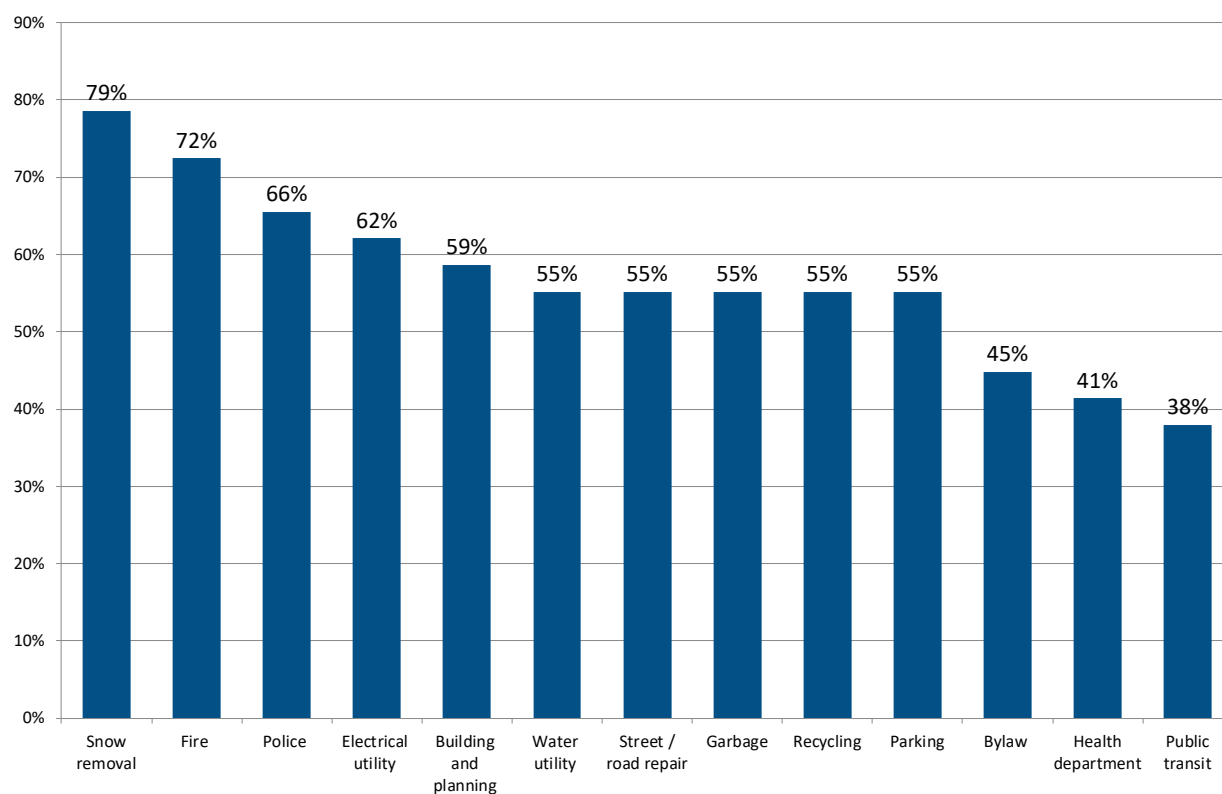
- The majority (54%) of businesses surveyed are located in the downtown area.
- Other: uptown, Tiny

## On a scale of 1-4, where 1 is very dissatisfied, and 4 is very satisfied, how satisfied are you with your business's current location in Penetanguishene?



Answered: 29 Skipped: 2

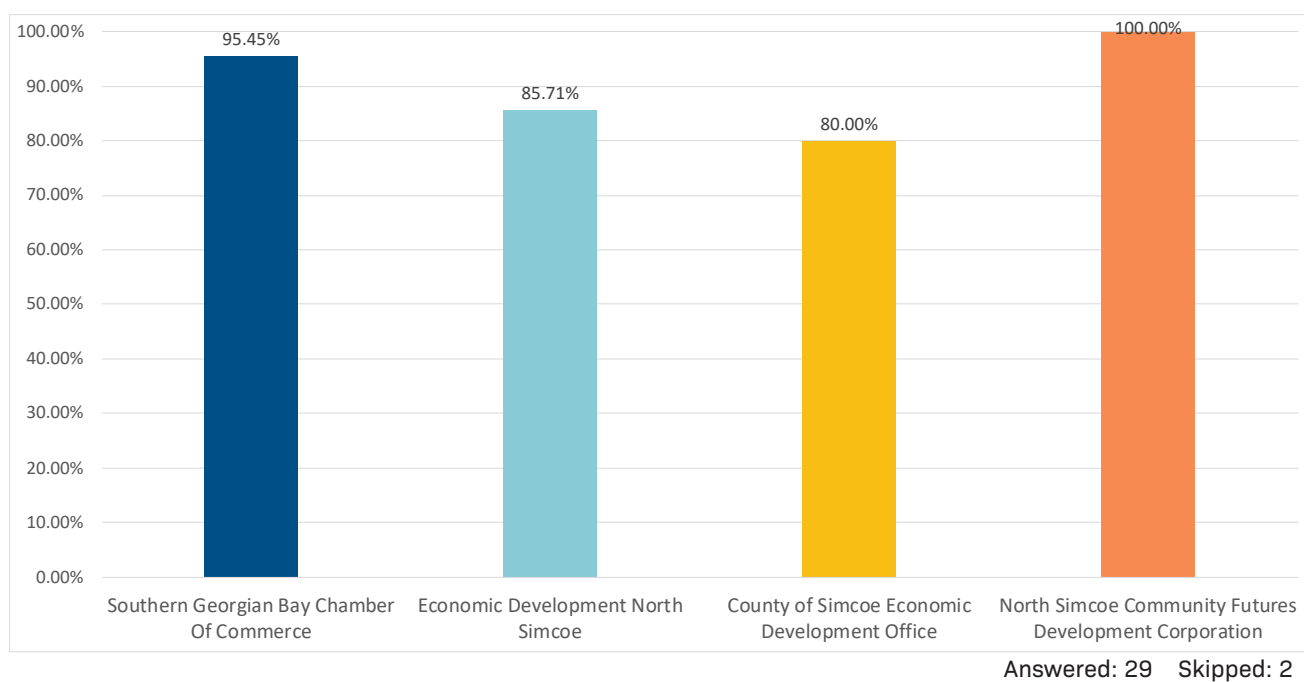
- Over 93% of the businesses surveyed are satisfied or very satisfied with their current business location in Penetanguishene.

**Percentage of respondents who are satisfied or very satisfied with municipal services:**

Answered: 28 Skipped: 3

- Respondents were most satisfied with snow removal, and fire and police services.
- Respondents were least satisfied with by-law enforcement, health department and public transit.

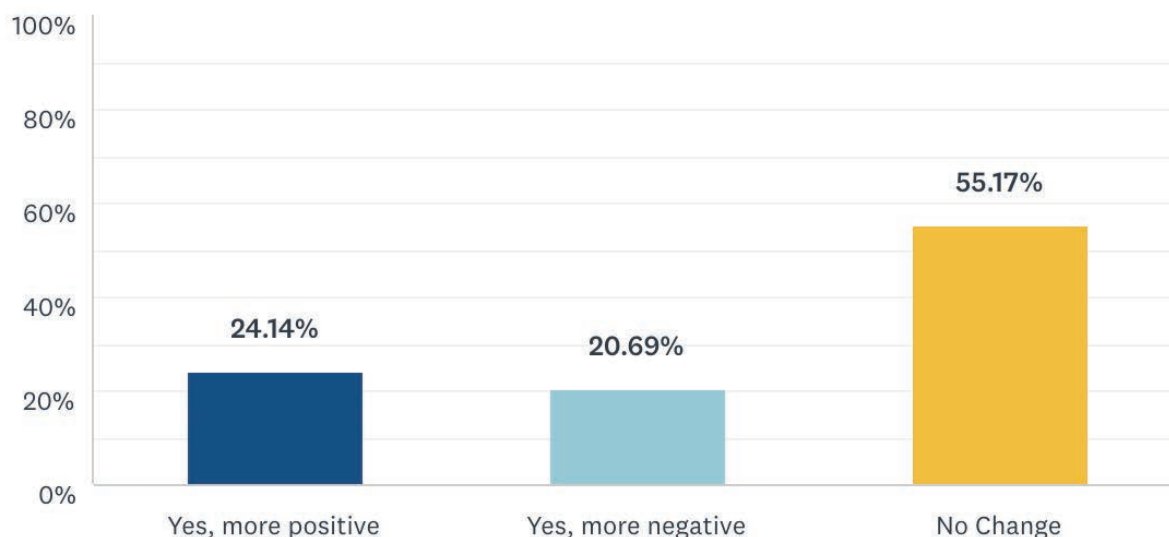
**Percentage of respondents who are satisfied or very satisfied with the following business support services:**



- The majority of businesses surveyed are satisfied or very satisfied with the business support services.



## In the past 3 years has your attitude about doing business in Penetanguishene changed?



Answered: 29 Skipped: 2

- The majority (55%) of respondents said their attitude about doing business in Penetanguishene has not changed in three years.
- Nearly one-quarter (24%) of the businesses surveyed said their attitude has become more positive over the past three years.

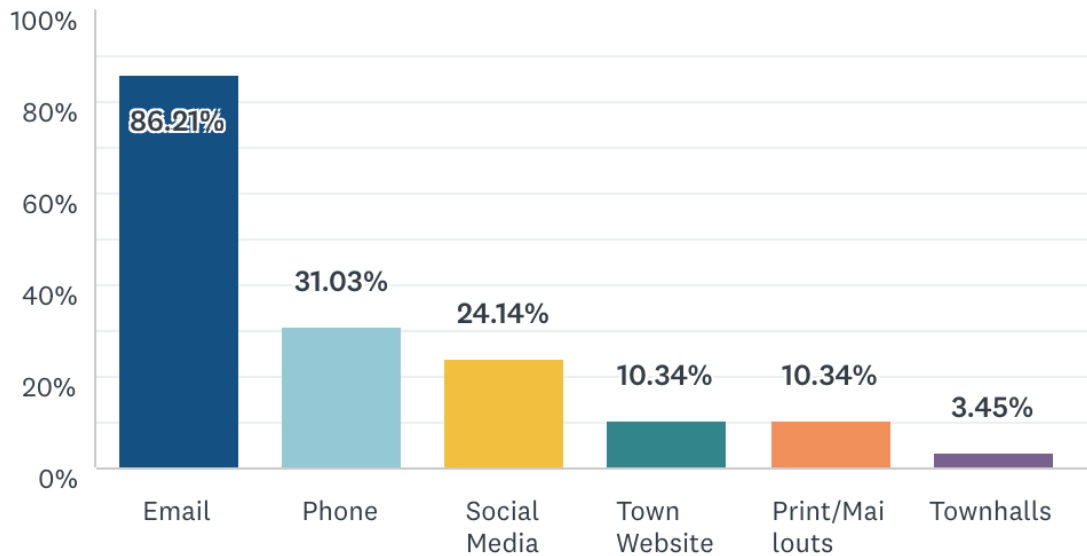
### Positive Change Comments:

- More retirees.
- For years there were empty stores, but now they are full. Mall consists of essential businesses.
- Development starting but we need more.
- Business is good.
- People are very friendly.
- Municipality has been very responsive and welcoming. Dealing with other townships, Penetanguishene has been his best experience in running a business.

### Negative Change Comments:

- Parking enforcement. Communication from the town.
- Road dug up in 2018, hard for businesses to recuperate COVID-19.
- Road construction for the past 3 years and has concerns of a potential round about on Hwy 93 which will likely have people avoid the area.
- I think the town should have public town hall meetings and ask the questions; "How's business?", "What can we do to help?". Town sometimes makes decisions without consulting with him.
- COVID - 19 has hit his [business] very hard. Hard to deal with constant closing and re-opening.
- Not enough other supporting retail businesses. There are too many apartments instead of businesses on the Main street.

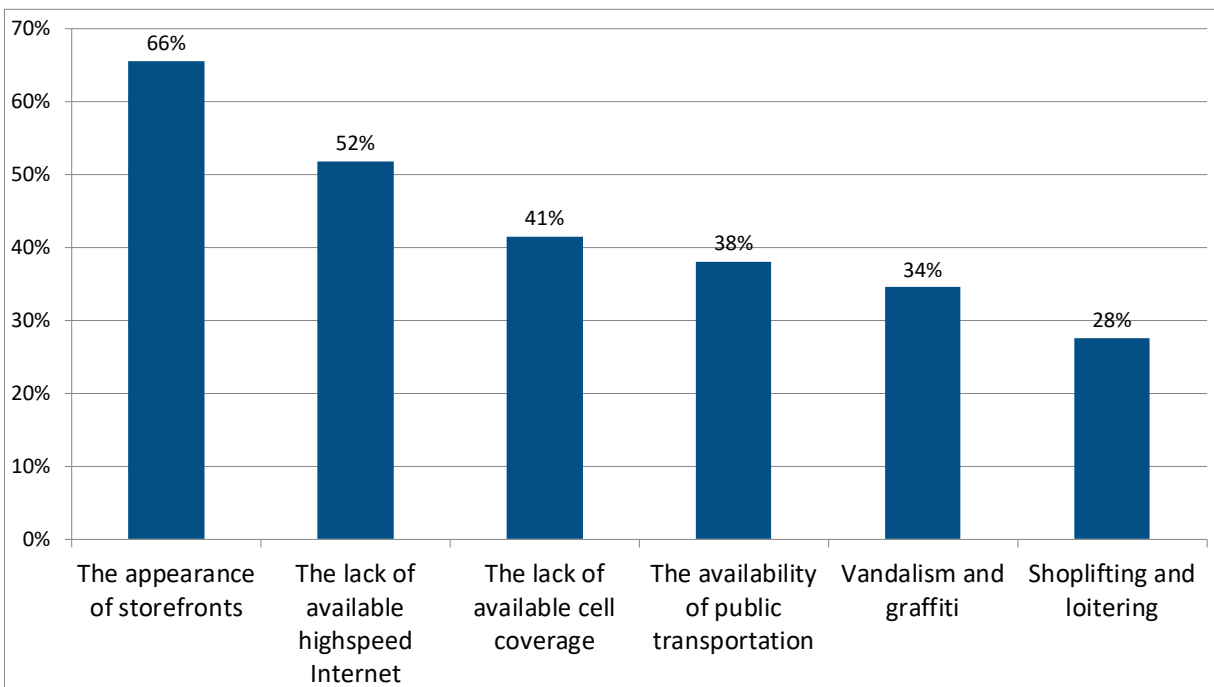
## How do you prefer to communicate with or receive communications from the Town?



Answered: 29 Skipped: 2

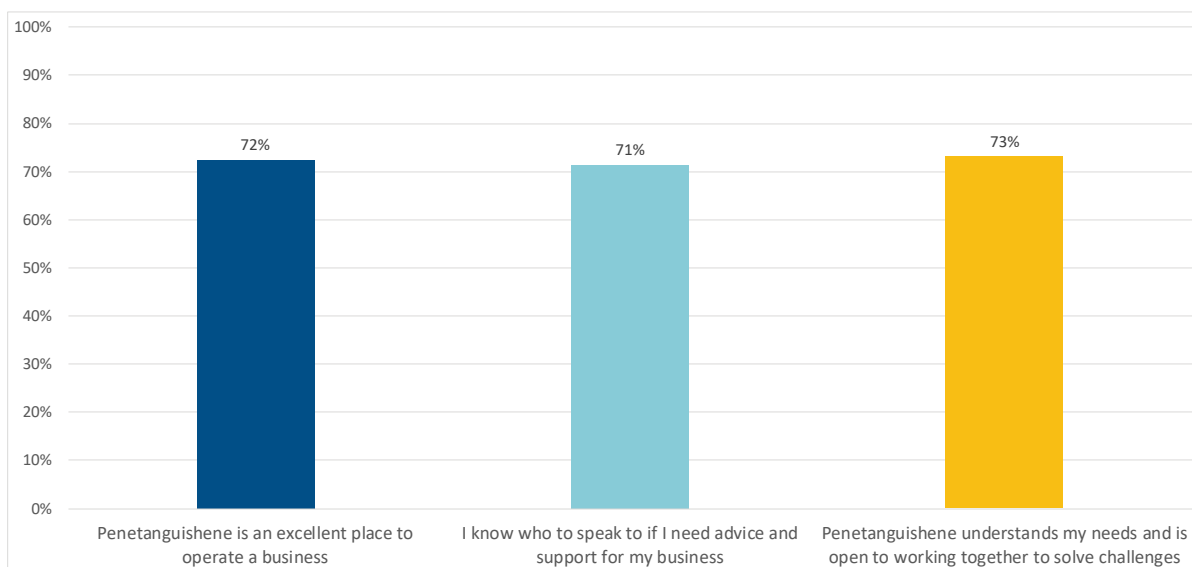
- Over 86% of respondents prefer to communicate with the Town via email.

## My business is affected a lot by:



Answered: 29 Skipped: 2

- The majority of businesses surveyed are affected a lot by the appearance of storefronts (66%) and the lack of available highspeed Internet (52%)

**Percentage of respondents who agree or strongly agree with the following statements:**

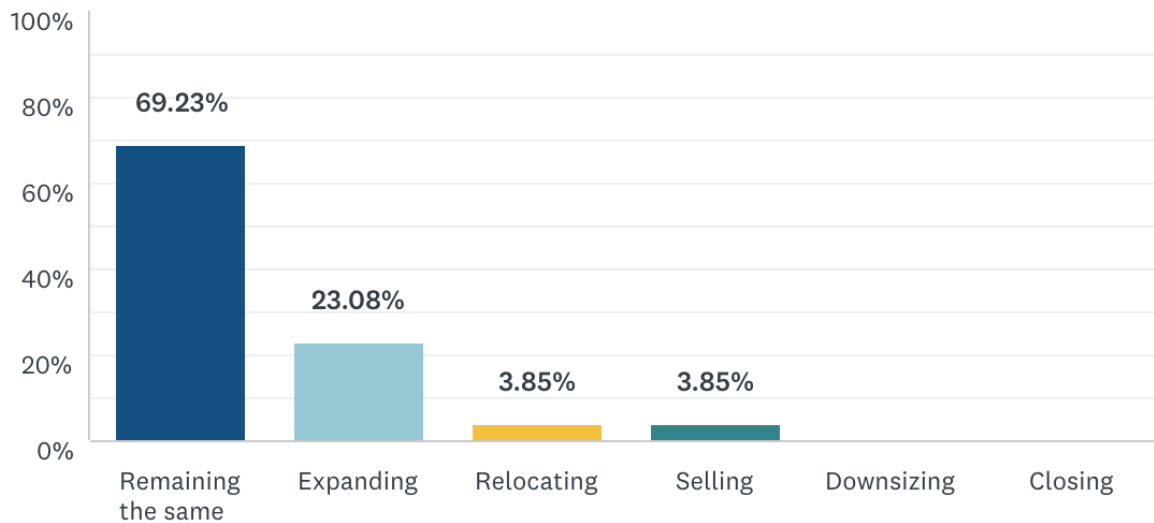
Answered: 29 Skipped: 2

- Over 70% of the respondents agree or strongly agree that Penetanguishene is an excellent place to operate a business.
- Over 70% know who to speak to if they need advice and support for their business.
- Over 70% agree or strongly agree that Penetanguishene understands their needs and is open to working together to solve challenges.



# Future Plans

Within the next 18 months, do you plan on:



Answered: 25 Skipped: 6

- Nearly 70% of the respondents plan to remain the same over the next 18 months.
- Nearly one-quarter (23%) of respondents plan to expand.

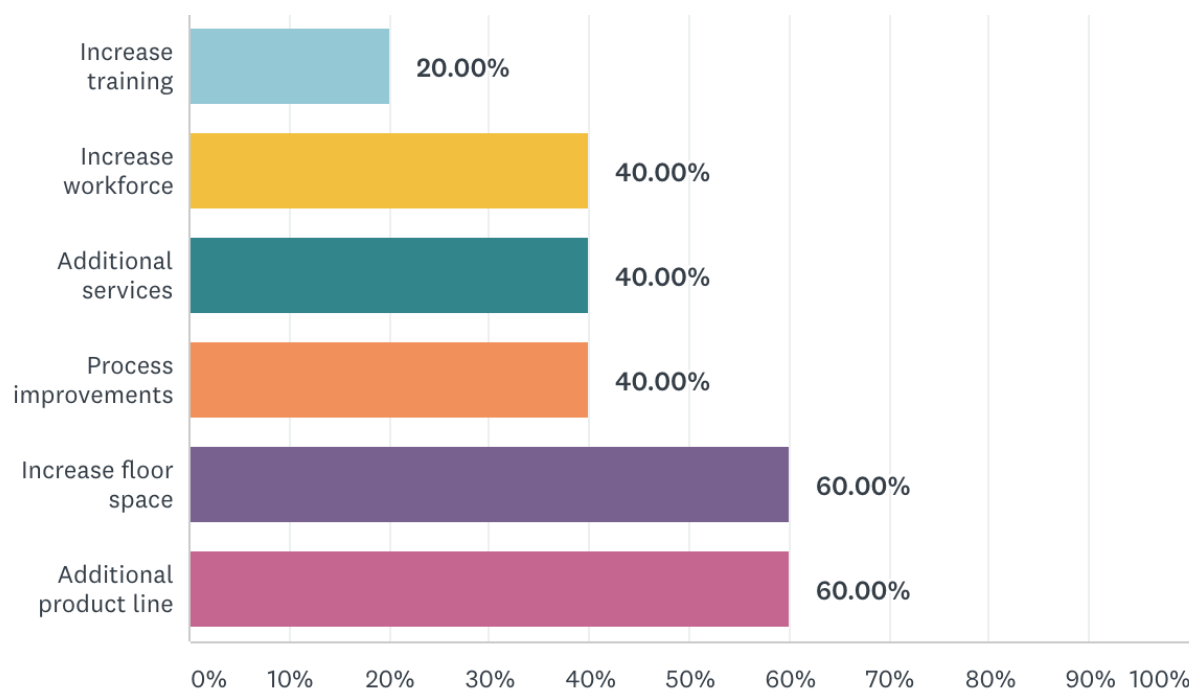
## Expansion Plans:

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

- We have been expanding for 2 years. Always buying new stuff.
- Business is growing.
- Market conditions have provided an increase in opportunity.
- Growth in sales.
- Area is building up. A lot of new people moving to the area.
- Better equipped to expand.

Answered: 6 Skipped: 25

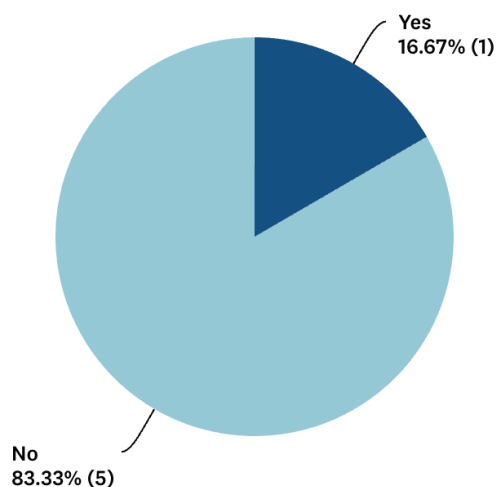
### Will your expansion require or lead to...(check all that apply)



Answered: 5 Skipped: 26

- Of the respondents who are planning an expansion in the next 18 months, 60% said it will lead to additional products and an increase in floor space.

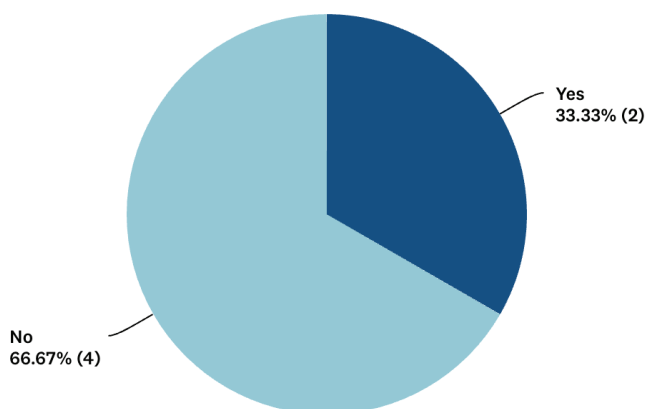
### Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?



Answered: 6 Skipped: 25

- Over 80% of the respondents who are planning an expansion in the next 18 months, are not planning on accessing Federal or Provincial programs or services to assist with the expansion.

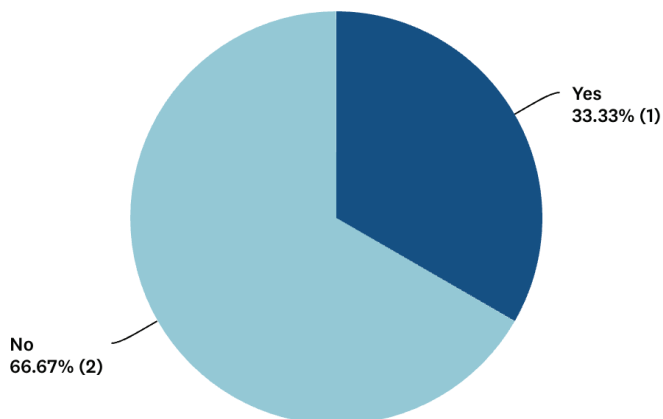
**Would you like to receive information on potential Federal or Provincial programs/services that might assist with your expansion?**



Answered: 6 Skipped: 25

- Of the respondents planning on accession programs or services, only 33% would like to receive information.

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

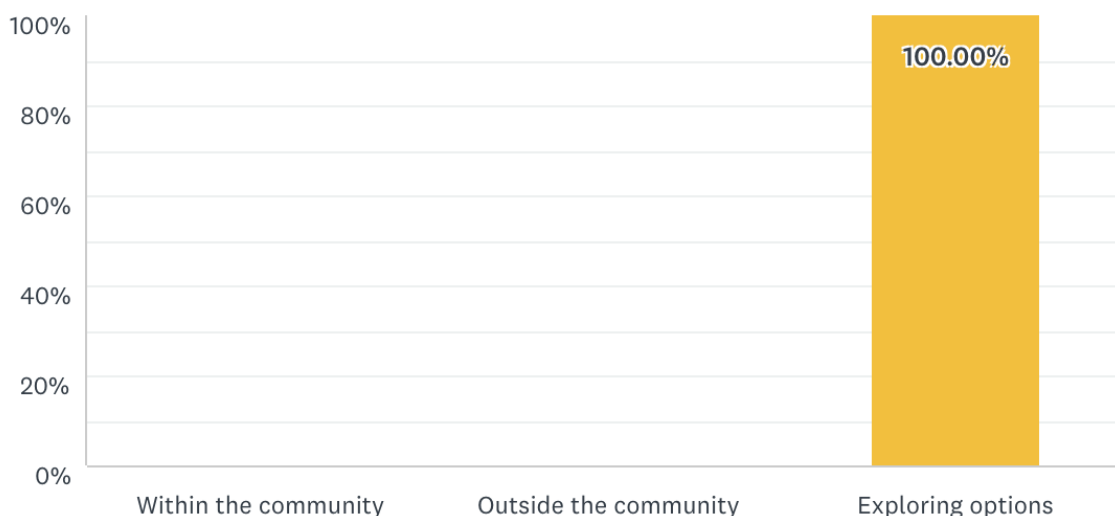


Answered: 3 Skipped: 28

- Of the respondents, one business indicated that they were having difficulties with their expansion plans.



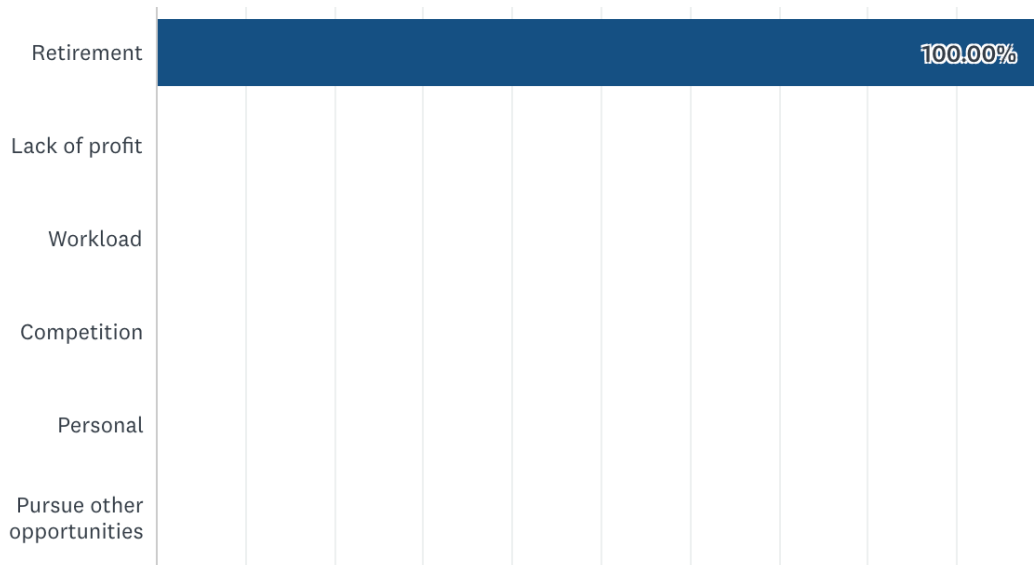
## Relocating Plans: Where do you plan to relocate this business?



Answered: 1 Skipped: 30

- The one respondent who is planning to relocate is exploring their options as to where to relocate.
- When asked what assistance could be provided to prevent or assist with the relocation, the respondent said: More communication would be appreciated and by- law enforcement.

## Selling Plans: Why are you selling your business?

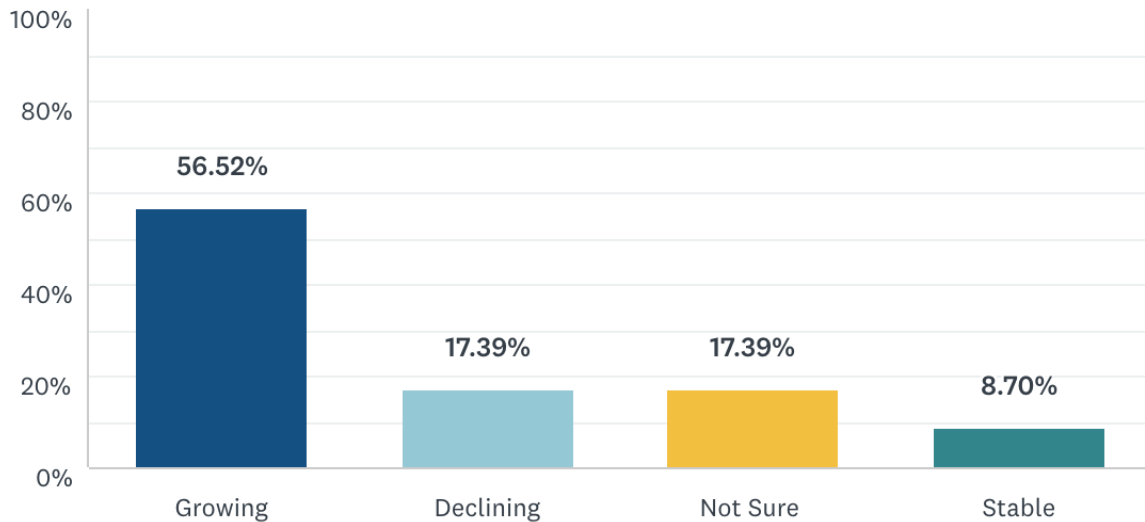


Answered: 1 Skipped: 30

- The one respondent who is planning to sell their business said it was because they want to retire.

# Business Development

## What is the outlook for your industry?



Answered: 23 Skipped: 8

- For the majority of respondents (57%) said their industry is growing.

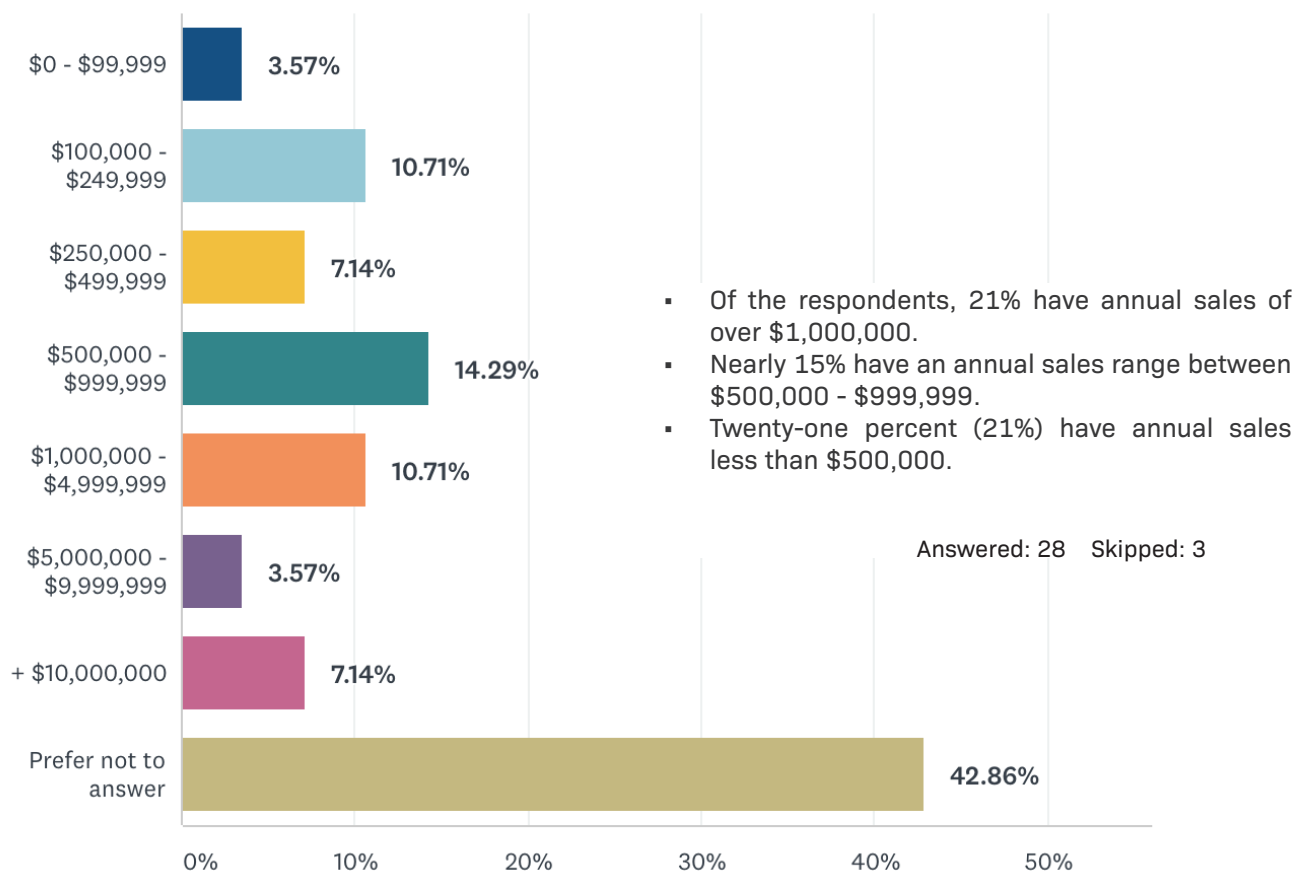
### Reasons for Growth Comments:

- Provincial funding opportunities.
- New products, expanding customer base.
- COVID-19 has increased recreational purchases.
- Current market conditions driving more people to the area.
- People spending more money on renovations.

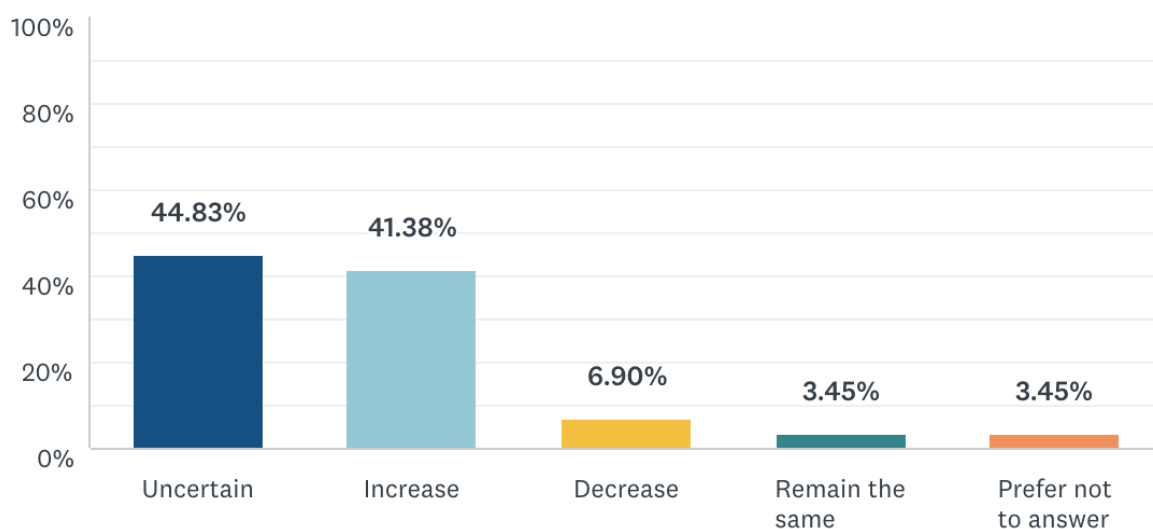
### Reasons for Declining Comments:

- Insurance claims are down.
- COVID-19

### Please give an approximate annual sales range for your business



### Are your projected sales in the next 18 months expected to:

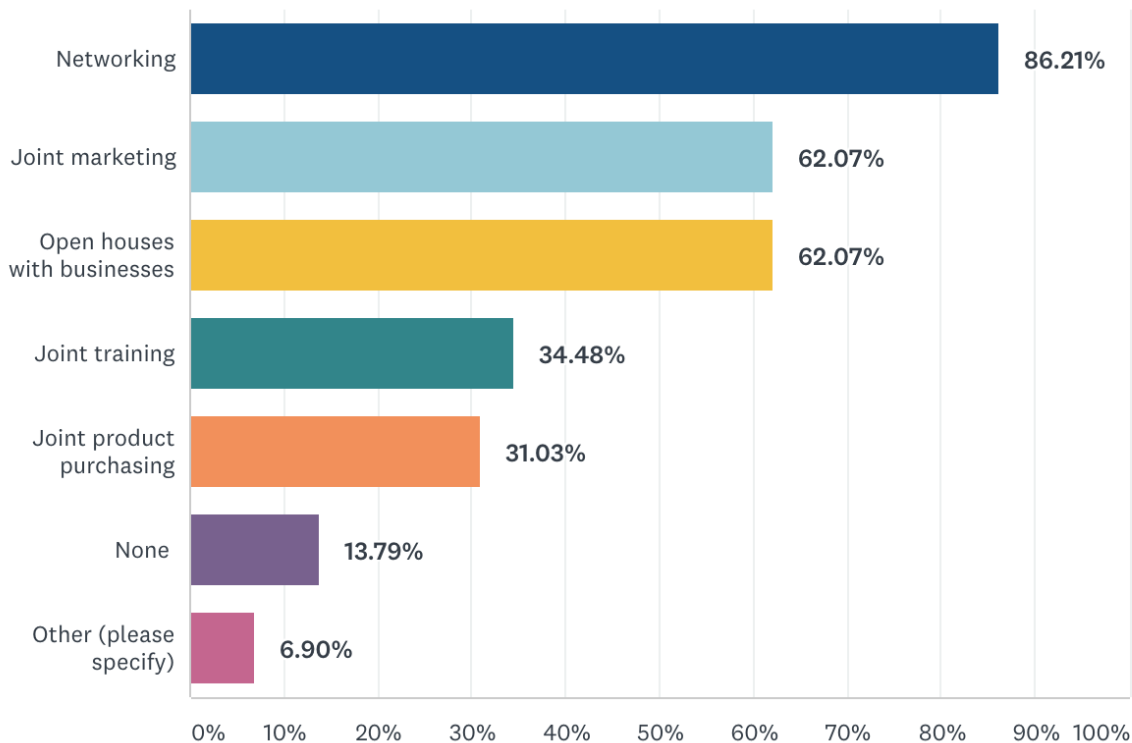


Answered: 29 Skipped: 2

- Over 40% of respondents project their sales to increase in the next 18 months.



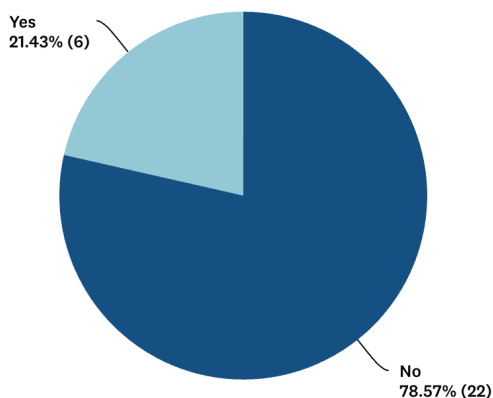
**Are you interested in working cooperatively with other businesses in Penetanguishene to pursue any of the following? (Select all that apply )**



Answered: 29 Skipped: 2

- Over 86% of respondents are interested in networking and information sharing.
- Other:
  - Wishes the Town would be more involved in events
  - Very open to working together

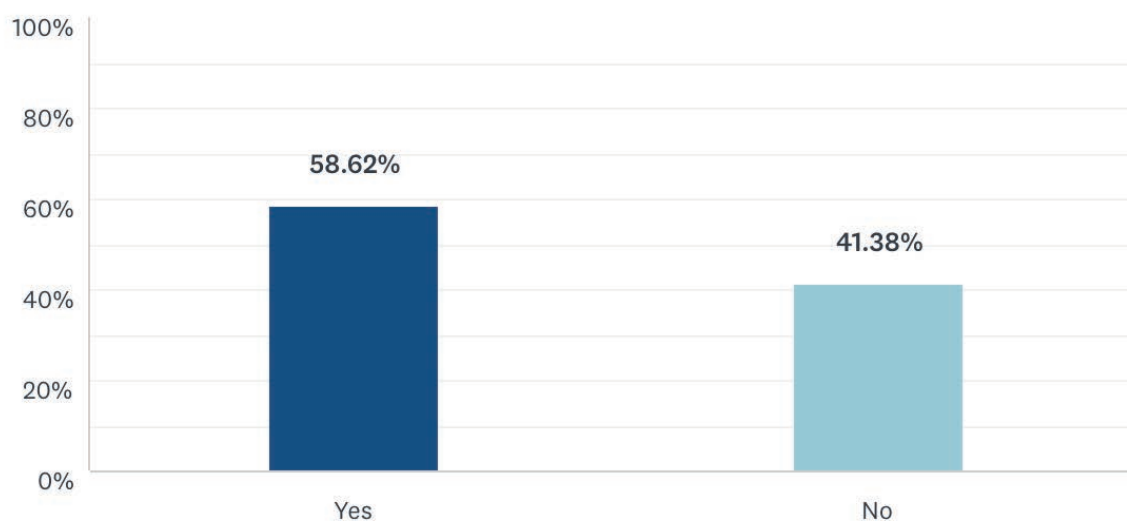
**Has your business participated in any community programs in the past? For example the Community Improvement Financial Incentive Program or Heritage Tax Rebate Program.**



- Nearly 80% of respondents have not participated in a community program.
- Of the respondents, 21% have participated in a community program (notably the CIP and EDCNS programs).

Answered: 29 Skipped: 2

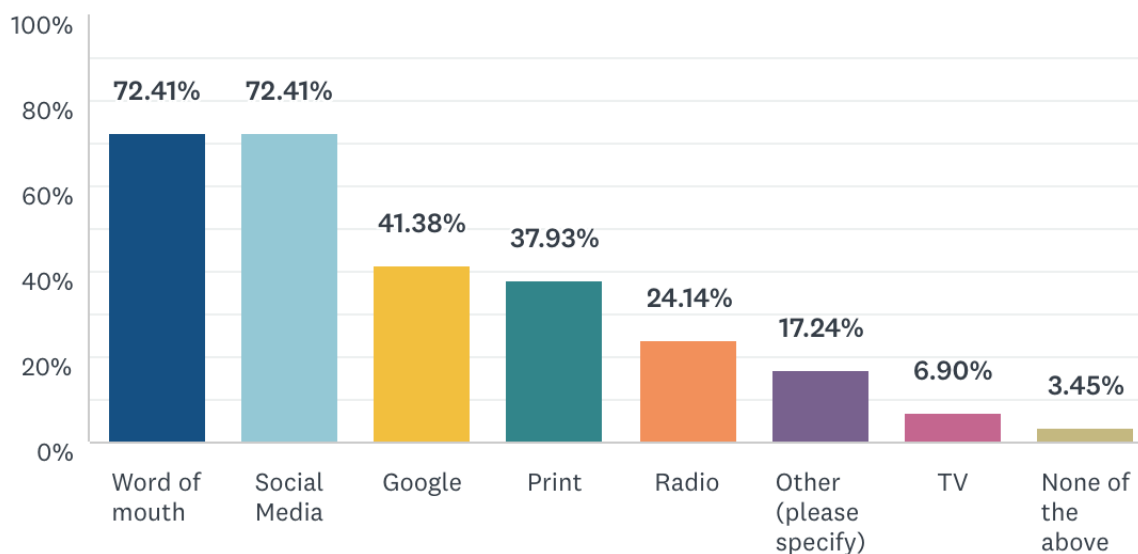
## Are you aware of the Town's Community Improvement Plan?



Answered: 29 Skipped: 2

- The majority of respondents are aware of the CIP for the historic downtown.
- How respondents heard about the program:
  - Information passed on to building owner
  - Town meetings
  - Town staff
  - Town website
  - Email
  - Councilors

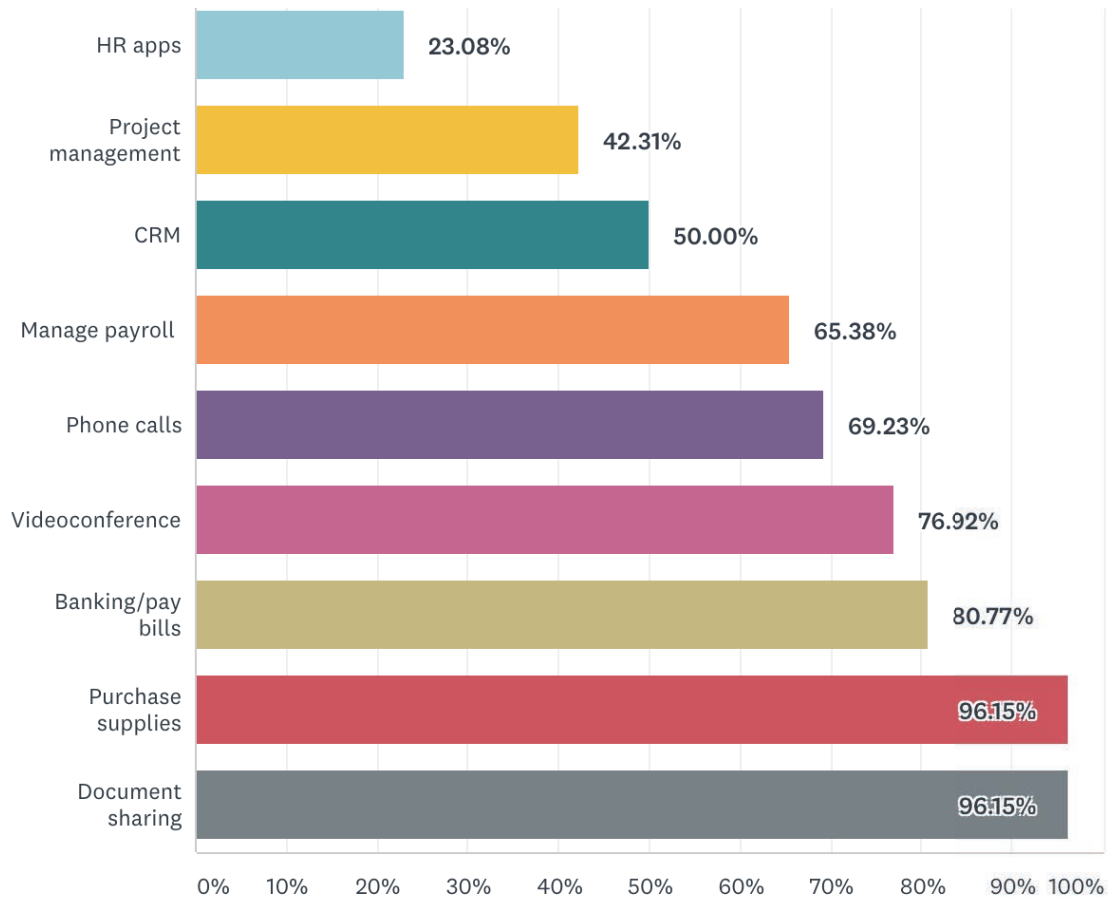
## How do you currently advertise your products or services?



Answered: 29 Skipped: 2

- Word of mouth and social media are used by over 72% of respondents to advertise their products and services.
- Other: Billboard, website.

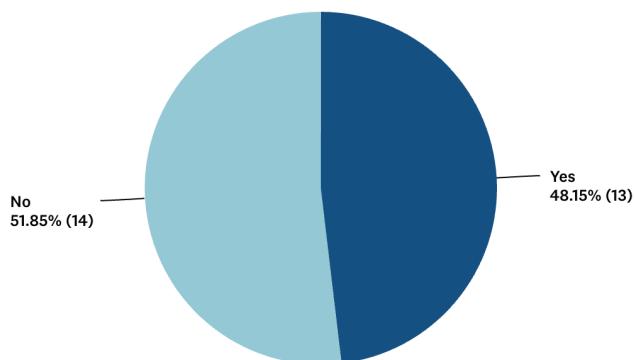
### Which of the following business activities do you conduct online? (check all that apply)



Answered: 26 Skipped: 5

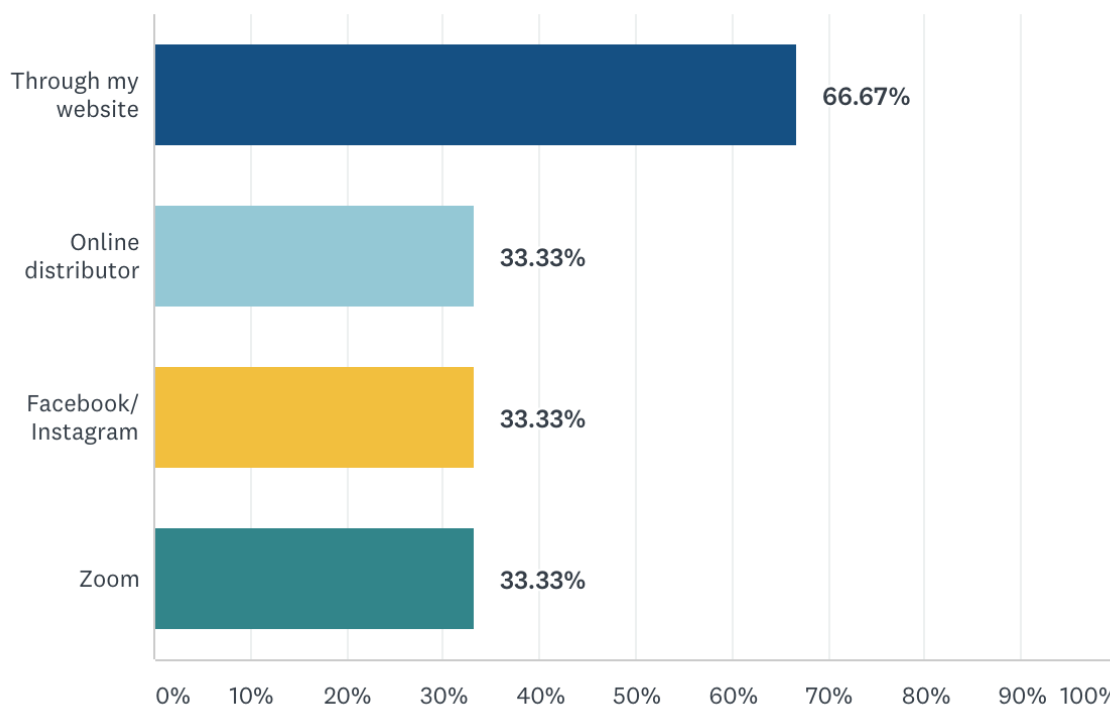
- Over 96% of respondents purchase supplies and share documents online.

### Do you sell your products or services online?



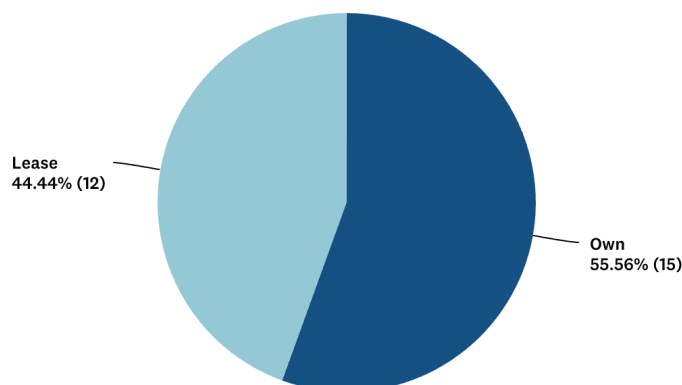
- Nearly half (48%) of respondents are selling their products and services online.
- "I don't have products or services I can sell-on line" was the only reason that respondents do not sell online.

Answered: 27 Skipped: 4

**How do you sell your products or services online? (check all that apply)**

Answered: 3 Skipped: 28

- Business website, online distributor, social media and zoom are how the respondents sell their products and services online.

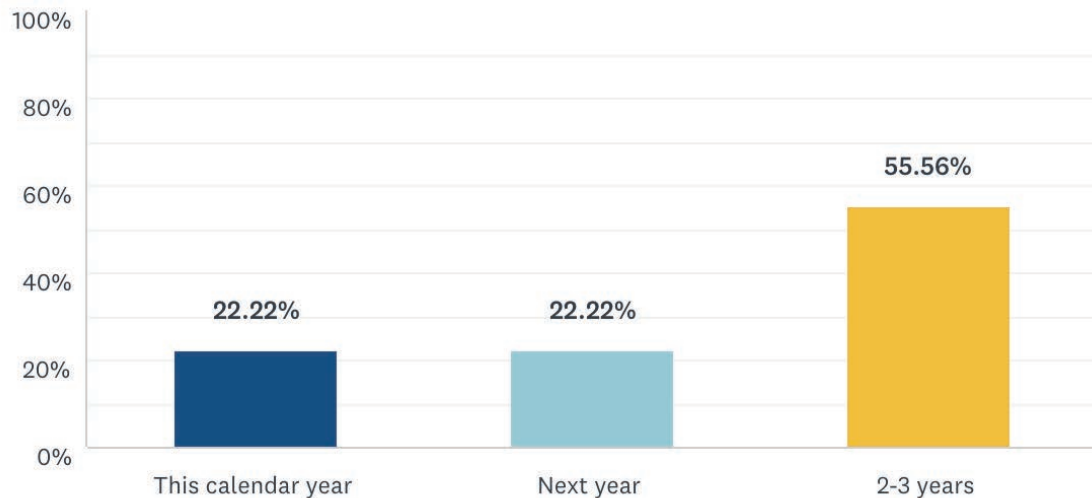
**Does your business own or lease its facility/ facilities?**

Answered: 27 Skipped: 4

- Over half of the respondents (56%) own their facility



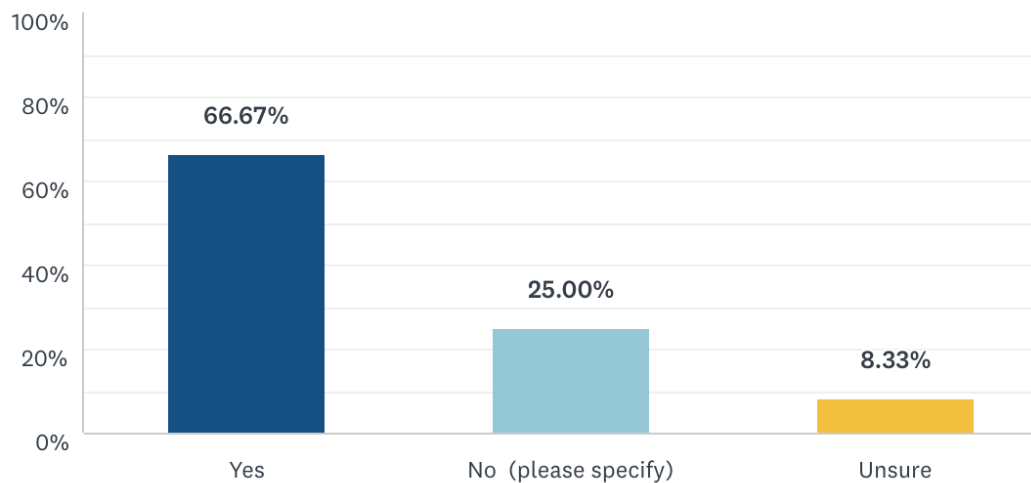
### When does the lease expire?



Answered: 9 Skipped: 22

- The majority of leases are set to expire in 2-3 years.

### Do you plan on renewing the lease?

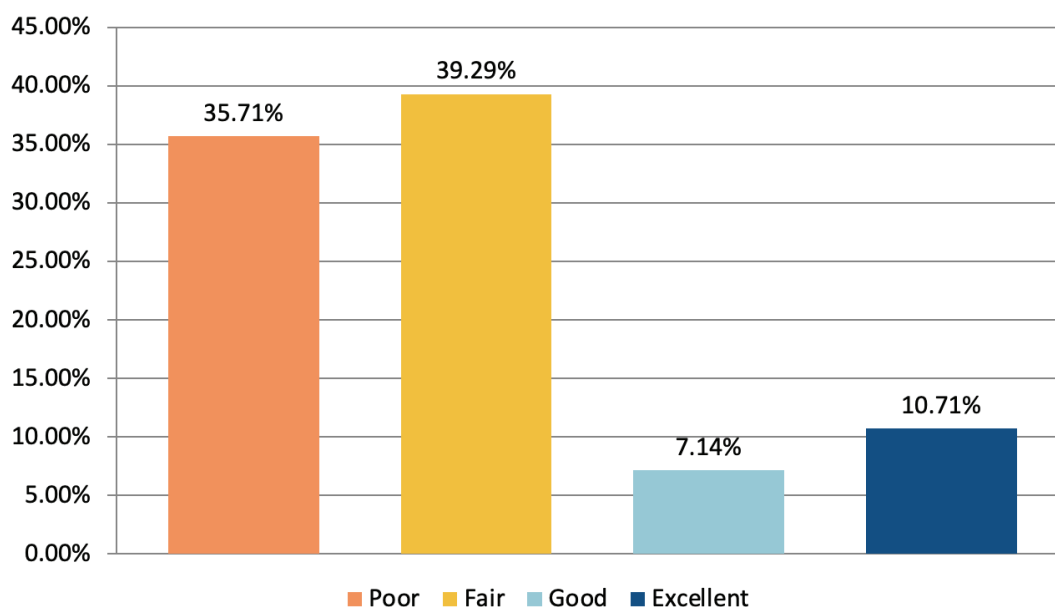


Answered: 12 Skipped: 19

- The majority of respondents (67%) plan to renew their lease

# Workforce

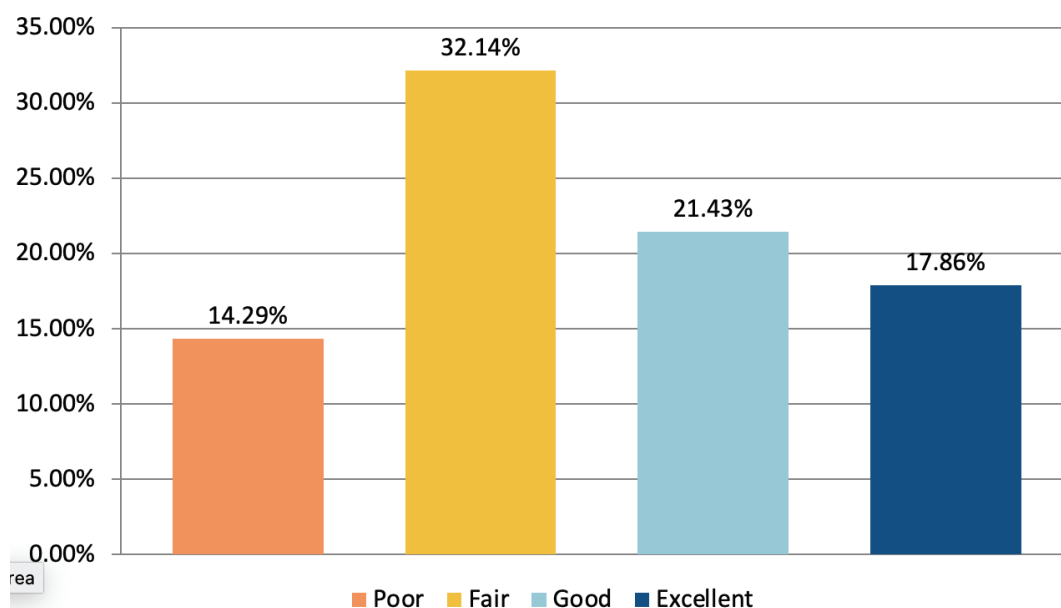
## How would you rate the availability of qualified workers?



Answered: 28 Skipped: 3

- The majority of respondents (75%) rated the availability of qualified workers as poor or fair.

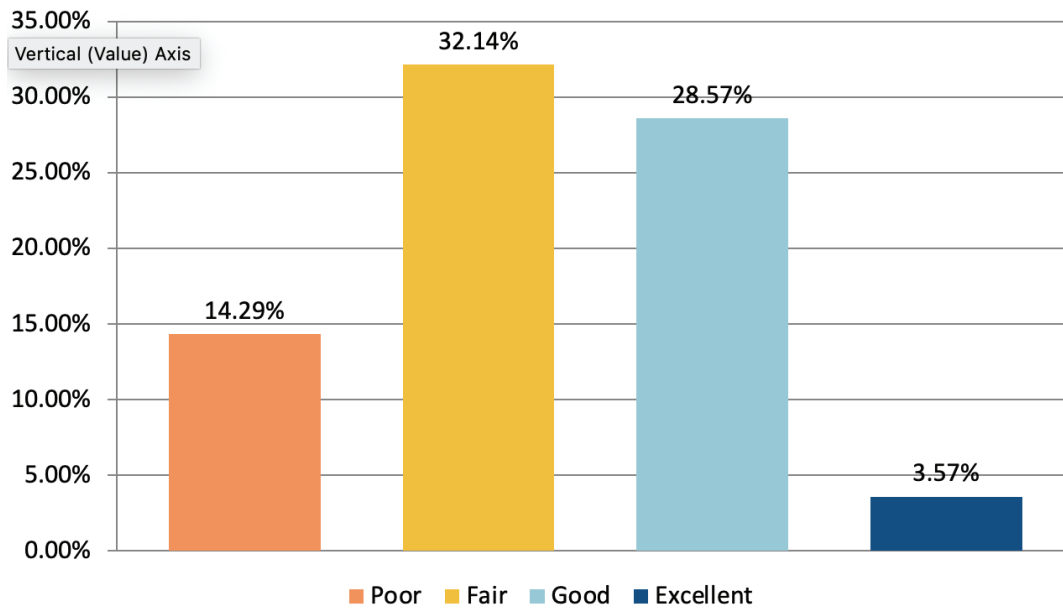
## How would you rate the reliability of the workforce?



Answered: 28 Skipped: 3

- The majority of respondents (53%) rated the reliability of the workforce as fair or good.

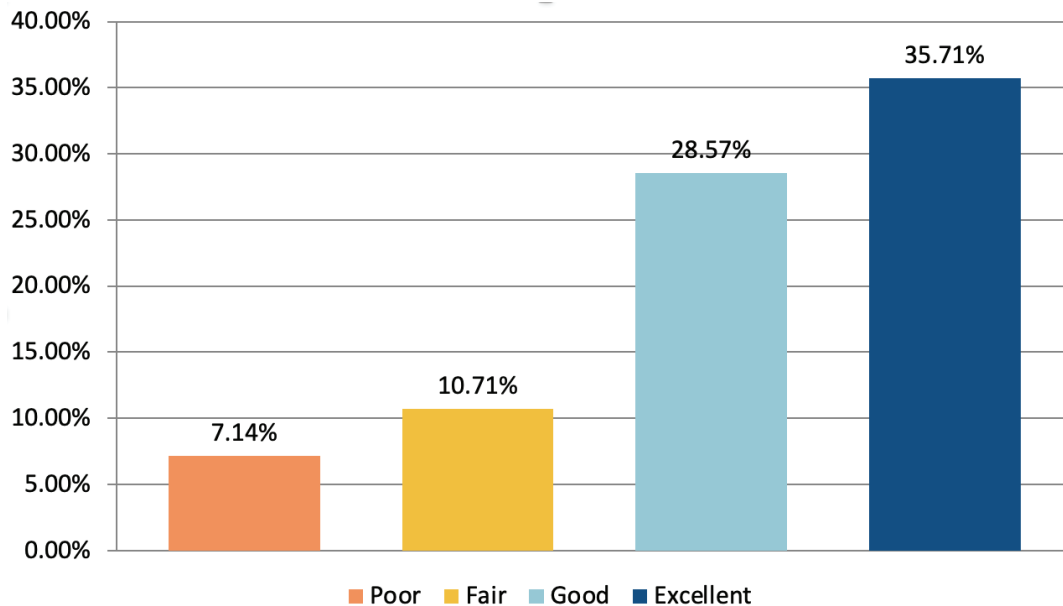
### How would you rate the ability to attract new employees?



Answered: 28 Skipped: 3

- The majority of respondents (60%) rated the ability to attract new employees as fair or good.

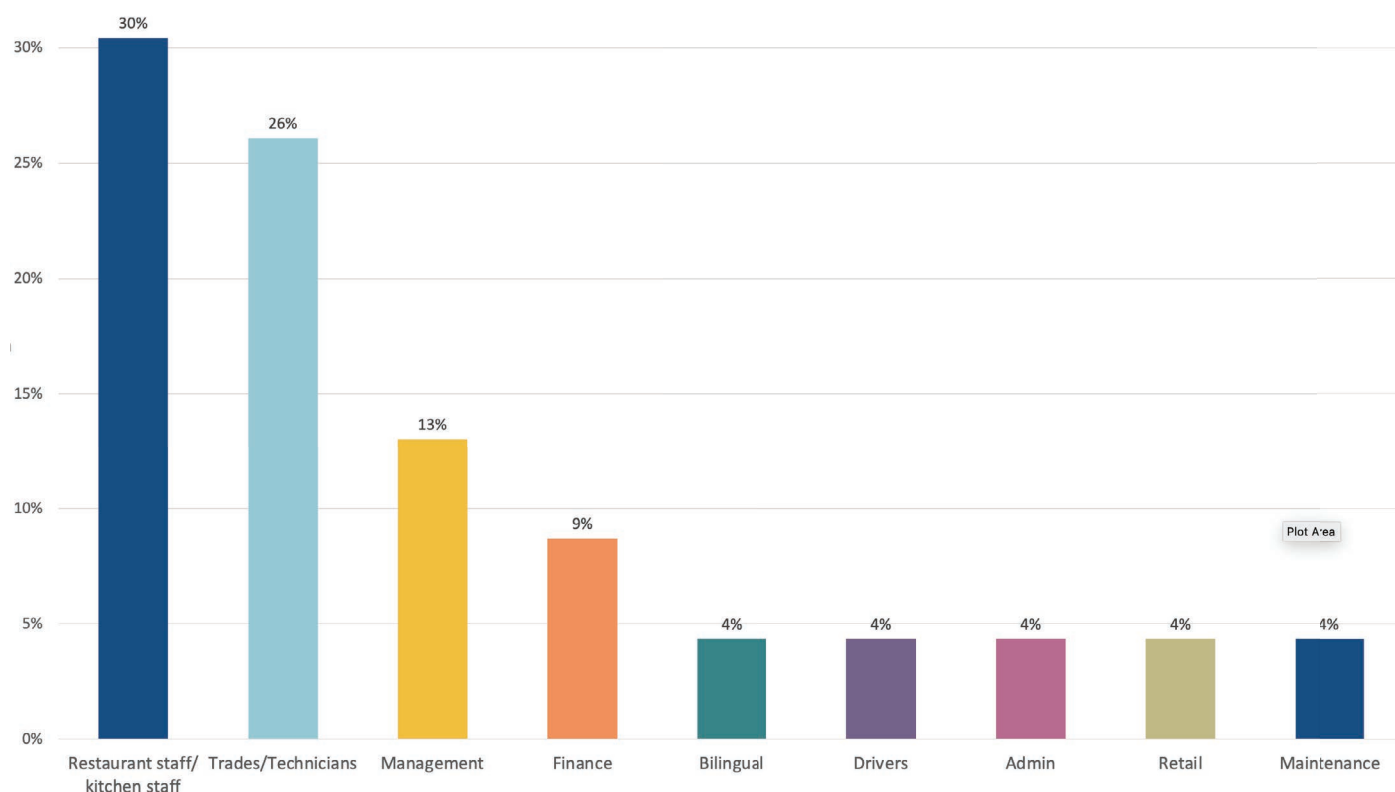
### How would you rate the ability to retain new employees?



Answered: 28 Skipped: 3

- The majority of respondents (64%) rated the ability to retain new employees as good or excellent.

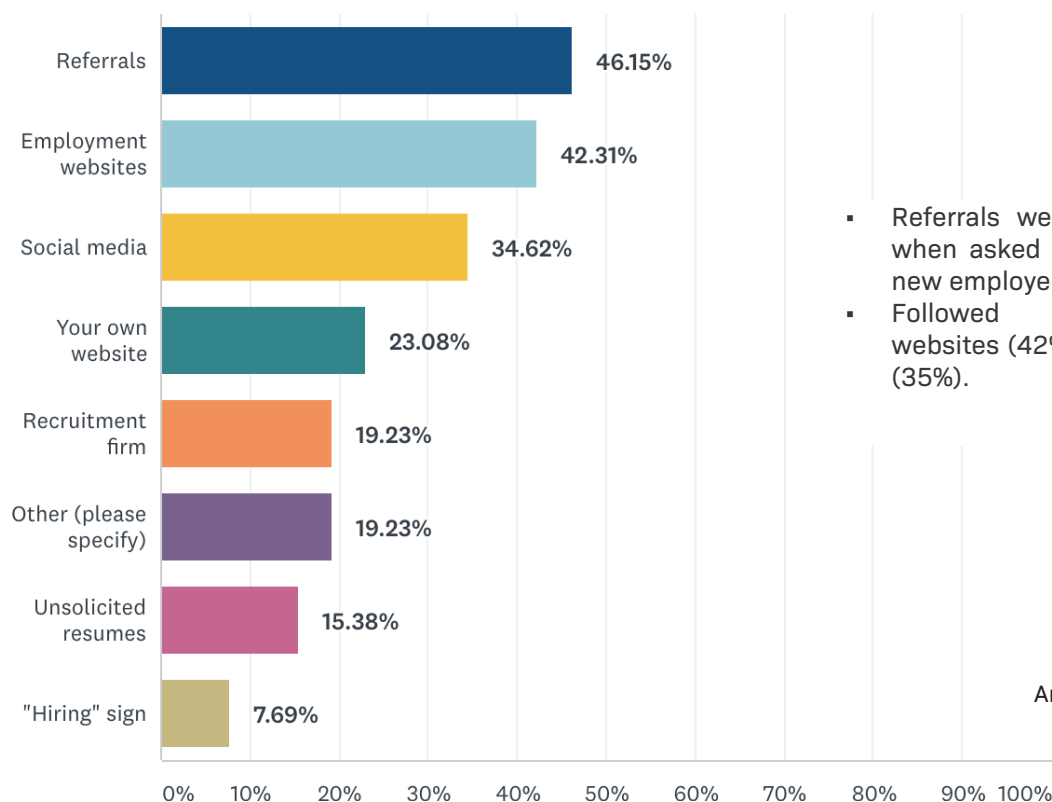
### Are there any occupations that you have difficulty recruiting for your business?



Answered: 14 Skipped: 17

- Restaurant and kitchen staff are the top occupations that businesses have difficulty recruiting, followed by trades/technicians.

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



- Referrals were the top answer when asked how do you recruit new employees (46%).
- Followed by employment websites (42%) and social media (35%).

Answered: 26 Skipped: 5

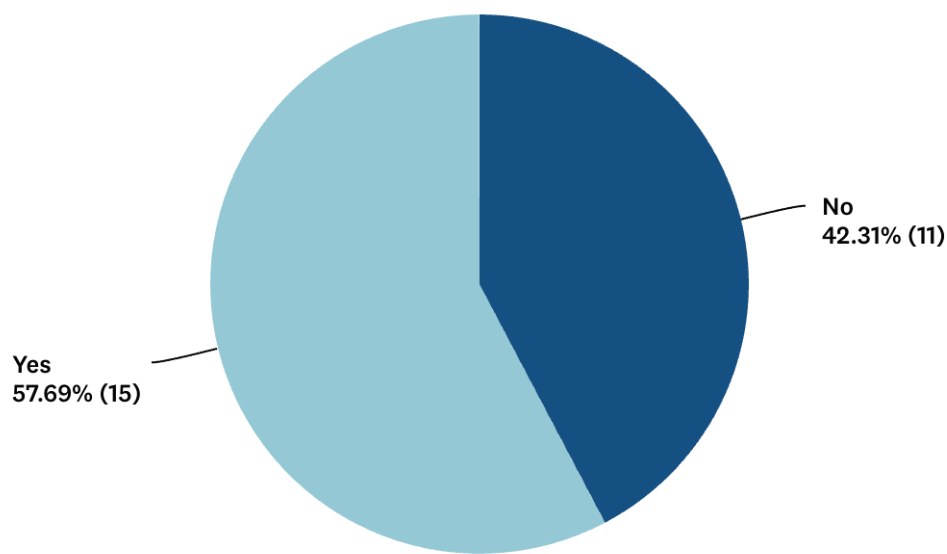


### Is there anything that the Town can do to assist you in hiring or retaining employees?

Answered: 23 Skipped: 8

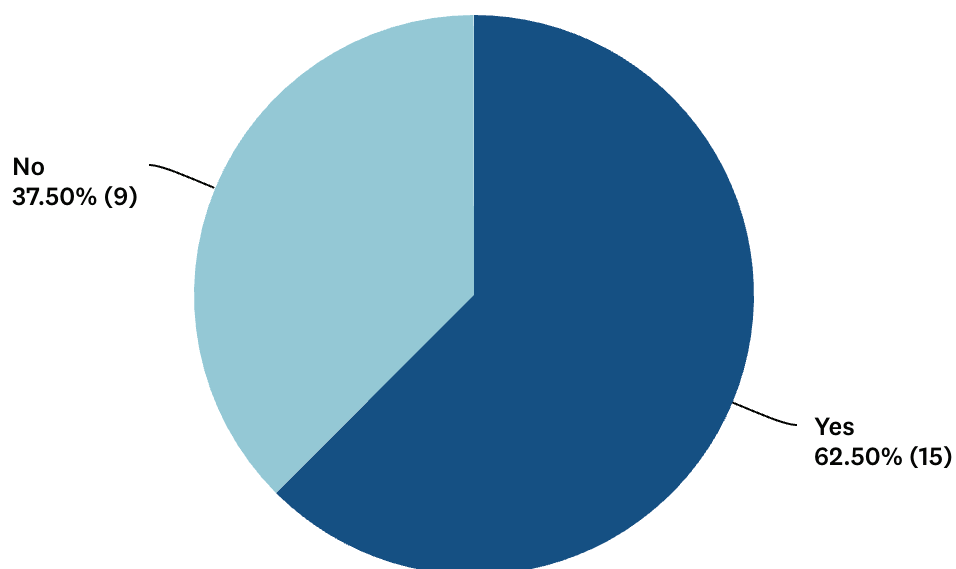
- Affordable housing to help bring in a workforce.
- Making the community more attractive to attract more residents.
- Affordable housing. Make the downtown core more viable. Need to find something to bring people to the town. Need to attract new business / industry.
- "Bring more people into the town.  
Focus more on manufacturing"
- "Could look at attracting skilled and unskilled labour.  
Solicit people to move to area from other populated areas."
- Creating accommodations / places for people to live.
- Employment center has to change. Instead of being a government agency try to match private industry.
- Encourage the trade of tool & die through the school system.
- Local business website where people can see who is hiring in Penetanguishene.
- Make newcomers feel welcome and comfortable.
- Program incentives / grants - partner with LeClae.
- Website to see all jobs.

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



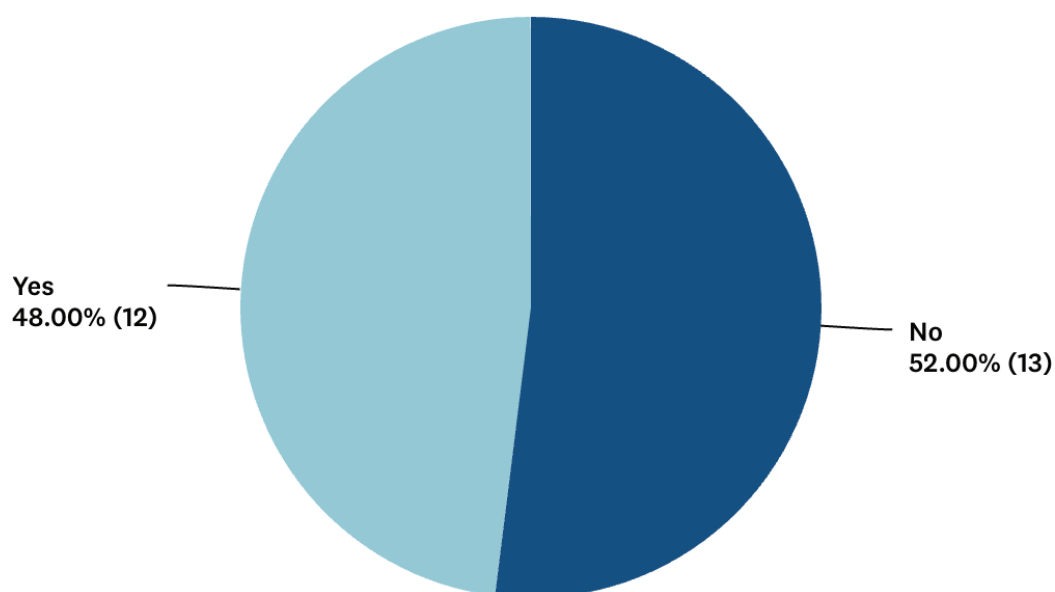
Answered: 26 Skipped: 5

- The majority of respondents (58%) participate in a co-op, internship or apprenticeship program. The top answer was high school co-op program.

**Would you be interested in information about co-op, internship or apprenticeships?**

Answered: 24 Skipped: 7

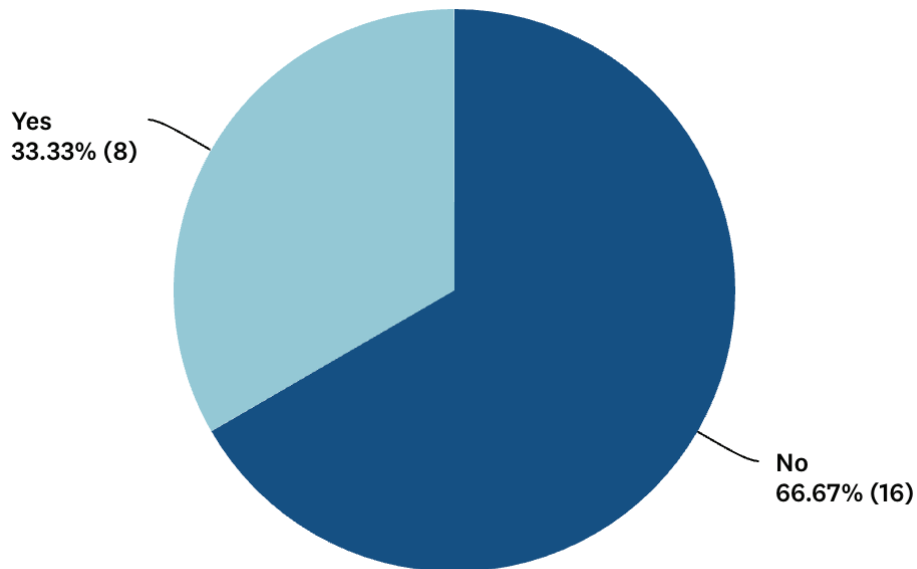
- The majority of respondents (63%) are interested in information on co-op, internship or apprenticeship programs.

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

Answered: 25 Skipped: 6

- Less than half of the respondents (48%) use external training.

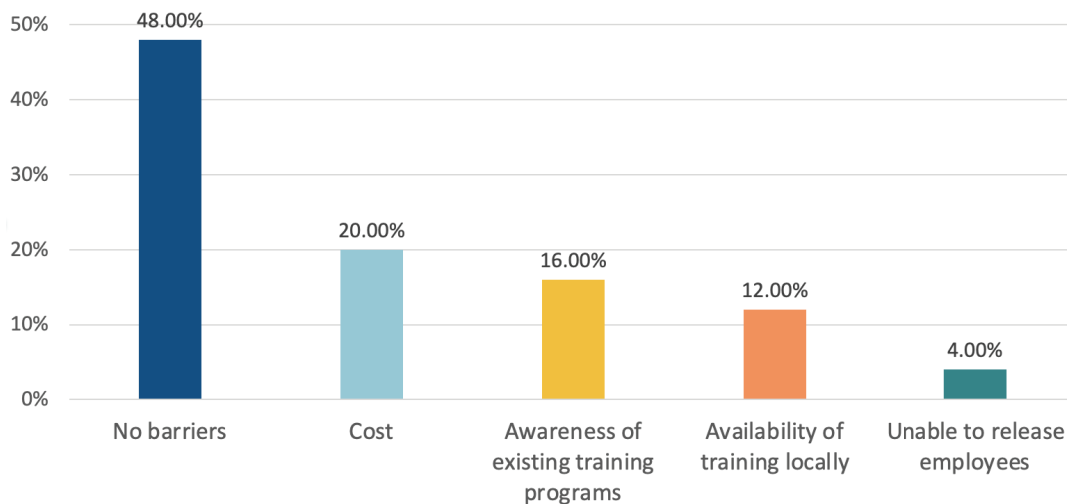
## Are there any training programs/ topics that would be beneficial to you and your employees?



Answered: 24 Skipped: 7

- Thirty-three percent of respondents identified training programs/topics that would be beneficial to their business.
  - Information on by-laws and town processes.
  - Customer service.
  - WHIMIS, first aid.
  - Customer service and bartending.
  - Safety.
  - IT, sales, marketing, HR

## What barriers does your business have when it comes to receiving training?

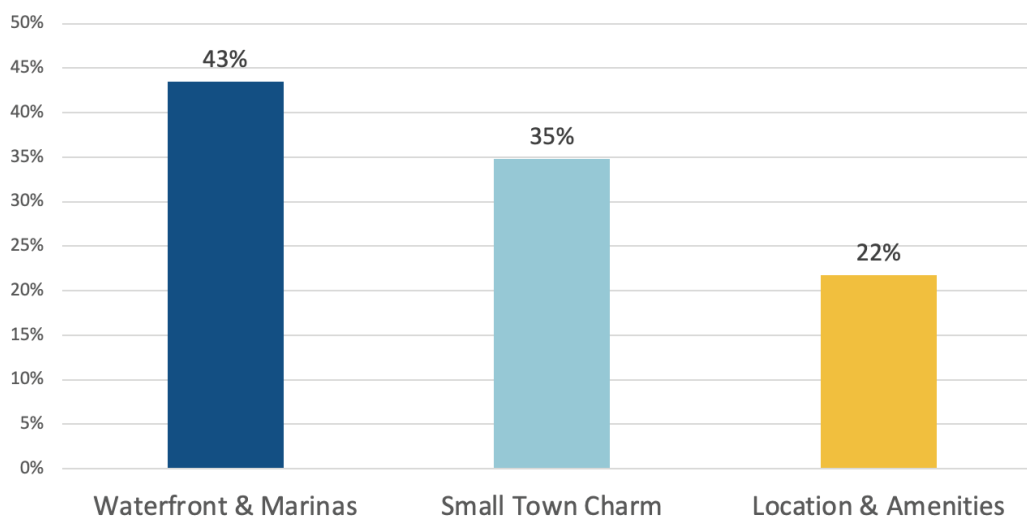


Answered: 27 Skipped: 4

- Nearly half of the respondents (48%) said there are no barriers when it comes to receiving training.

# Community Development

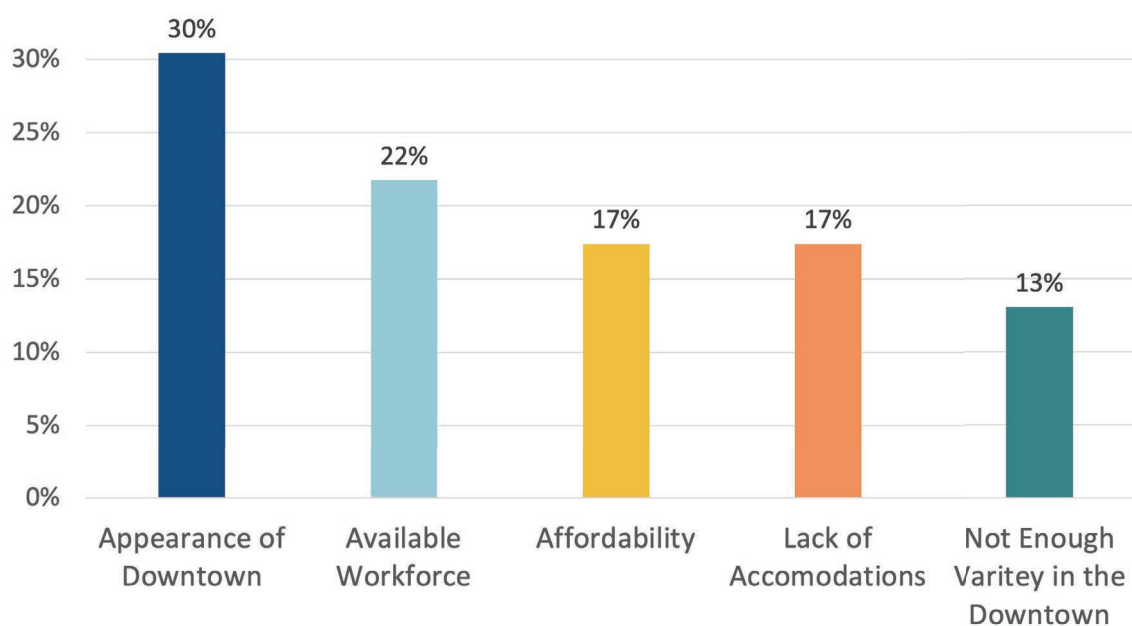
## What are Penetanguishene's top advantages as a place to do business?



Answered: 23 Skipped: 8

- The number one advantages of Penetanguishene as a place to do business is the waterfront and marinas (43%), followed by small town charm (35%).

## What are Penetanguishene's top disadvantages as a place to do business?

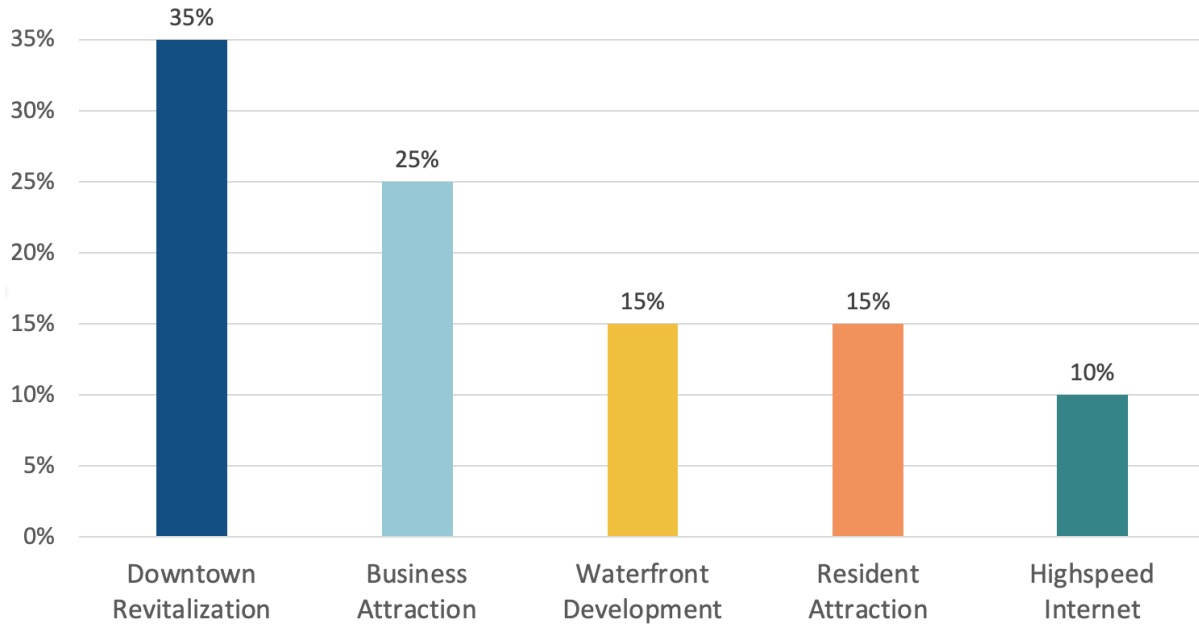


Answered: 27 Skipped: 4

- The number one disadvantage of Penetanguishene as a place to do business is the appearance of downtown (30%), followed by the available workforce (22%).



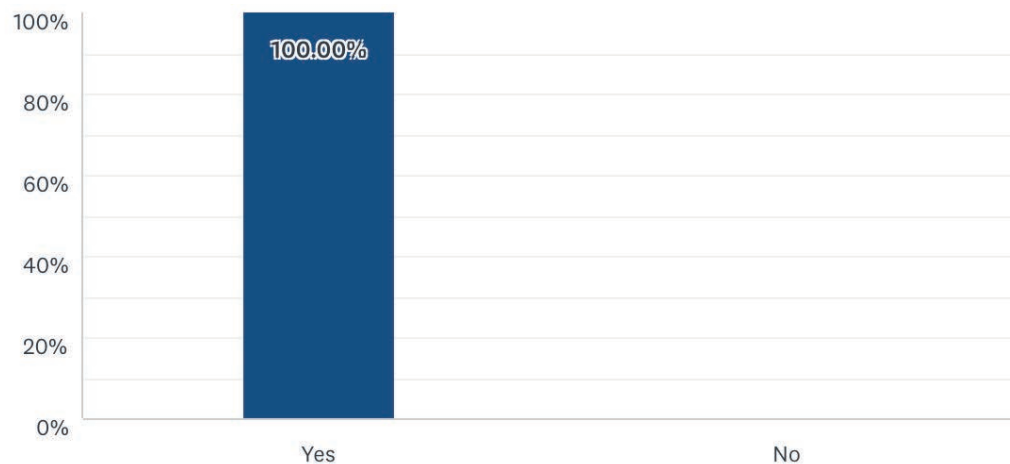
**In terms of the overall impact on this community as a place to do business what is the most significant change, you would like to see in the next five years?**



Answered: 29 Skipped: 2

- In terms of overall impact on Penetanguishene as a place to do business, 35% of respondents would like to see downtown revitalization in the next five years, followed by 25% that said business attraction.

**Do you give the Town of Penetanguishene permission to contact you regarding future business programs and opportunities?**



Answered: 28 Skipped: 3

- One-hundred percent of the respondents gave permission to the Town to contact them regarding future business programs and opportunities.



**Town of Penetanguishene**  
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**T: 705-549-7453**  
**[penetanguishene.ca](http://penetanguishene.ca)**