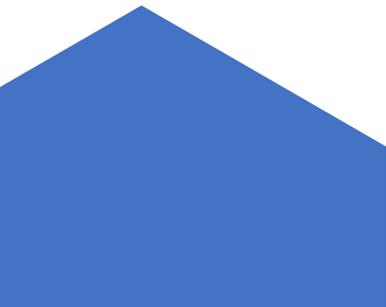




Dufferin Business Issues Survey Results

February 2019



Introduction

The Dufferin Board of Trade (DBOT) and Humber College Business School partnered from September to December 2018 to develop an Organizational Sustainability Report for DBOT to ensure the organization's relevancy and impact in an increasingly complex, challenging, and ever-changing environment.

The Dufferin Business Issues Survey was launched as part of the consultation process. The survey was open to all businesses operating in Dufferin and promoted through DBOT's membership, social media, community partners, local municipalities, and the County.

The Process

The Dufferin Business Issues Survey was distributed online, with responses captured utilizing an online survey platform. The survey was open from November 20th until November 30th and 127 responses were collected. The survey consisted of 21 questions and covered five major sections (Business Information, Global Trade, Business Confidence, Economic Outlook, and Workforce).

Survey Results

This report contains a breakdown and graphical representation of survey responses. In instances where data exceeds a total of 100%, respondents were permitted to select more than one answer on the survey.

Business Information

Within the business information section of the Dufferin Business Issues Survey, respondents were asked questions pertaining to their organization’s size and location within Dufferin County in order to ensure adequate representation across Dufferin’s municipalities, as well as to allow for further segmentation of the data by municipality. **Figure 1** and **Figure 2** represent the business size (number of employees) and location of respondents respectively. The three largest municipalities in Dufferin were represented with the highest number of respondents; Orangeville (59%), Shelburne (13%), and Mono (6%).

Figure 1: Number of Employees

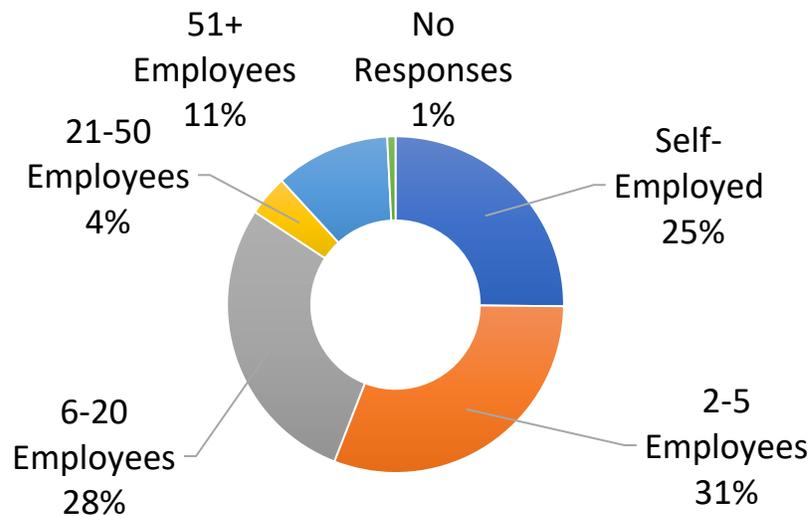
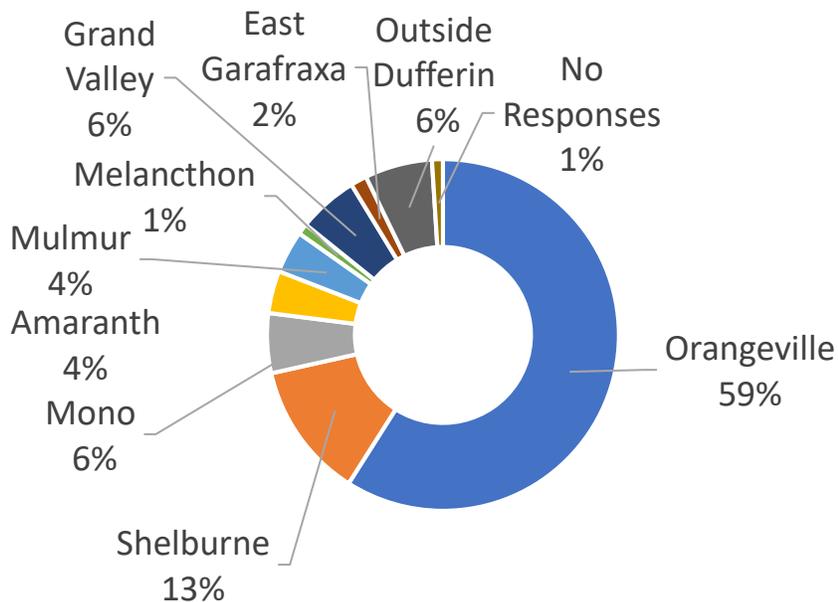


Figure 2: Location



55% of respondents were the business owner or partner, 15% were the President or CEO, 17% were Managers, 10% were an employee, with 3% electing not to say.

Global Trade

Questions surrounding global trade were asked to develop a profile of the primary markets that Dufferin businesses serve, and the ways in which businesses engage in global trade. 81% of respondents were not involved in global trade, 16% were involved in some form of global trade, with 3% not responding (**Figure 3**). Of those businesses that were involved in global trade, 48% were active in importing, 48% were involved in exporting, and 4% were involved in outsourcing (**Figure 4**).

Figure 3: Respondents Involved in global trade (3% no response)

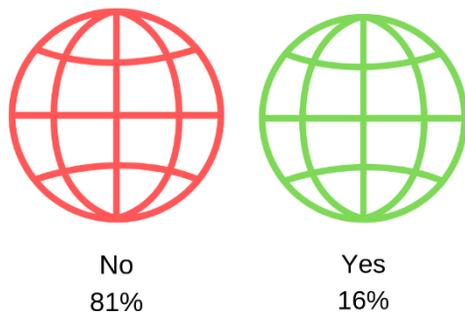
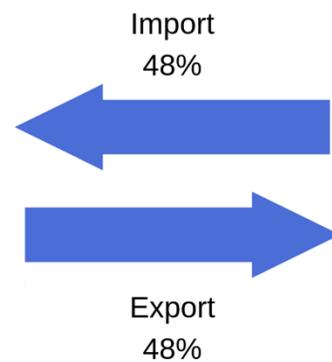
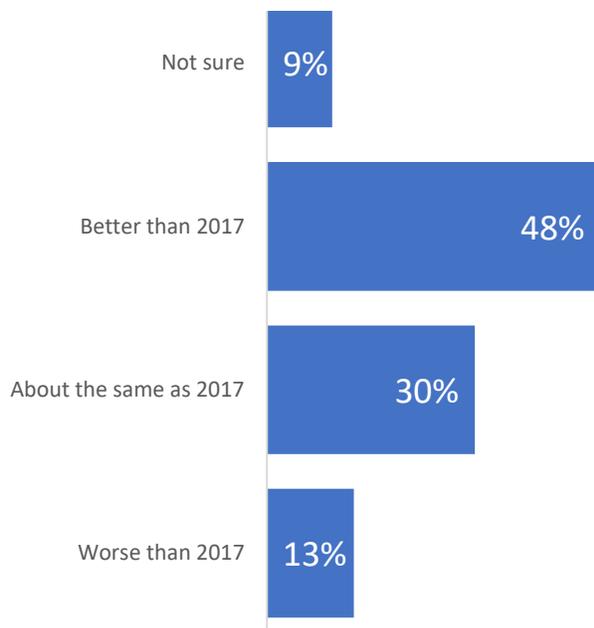


Figure 4: Exporting activities



Business Confidence

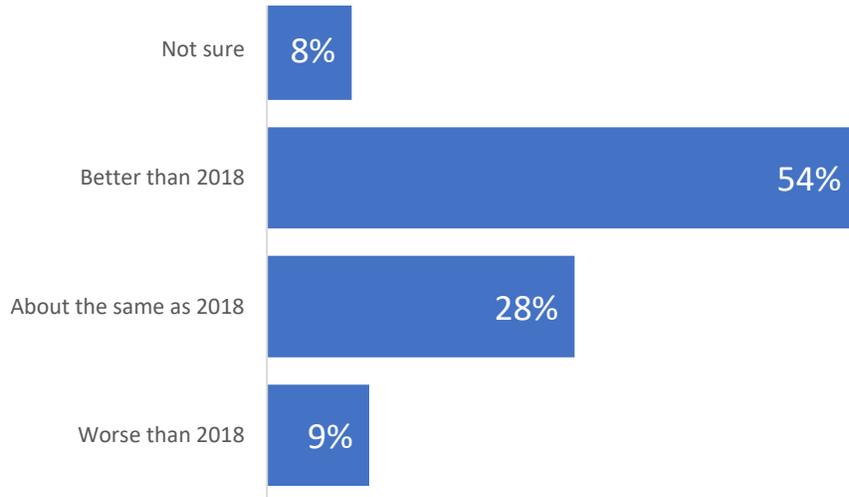
Figure 5: Business Performance Over 2018 v. 2017



Business confidence questions related to the respondent's perception of their company's performance in 2018 (**Figure 5**), and their level of confidence in how their business will perform in 2019 (**Figure 6**).

Confidence in business performance remained high with the majority (54%) of businesses reporting they felt their business would perform better in 2019 than it had in 2018. Less than 10% of respondents felt their business would perform worse than it did in 2018.

Figure 6: Anticipation of Business Performance in 2019



Respondents were asked to select their top 5 issues of concern or priorities for their business in 2019. **Figure 7** demonstrates the top 5 issues and priorities include: marketing and advertising (49%), operational costs (46%), finding skilled workers (44%), building connections with the business community (33%), and finding operational savings (31%).

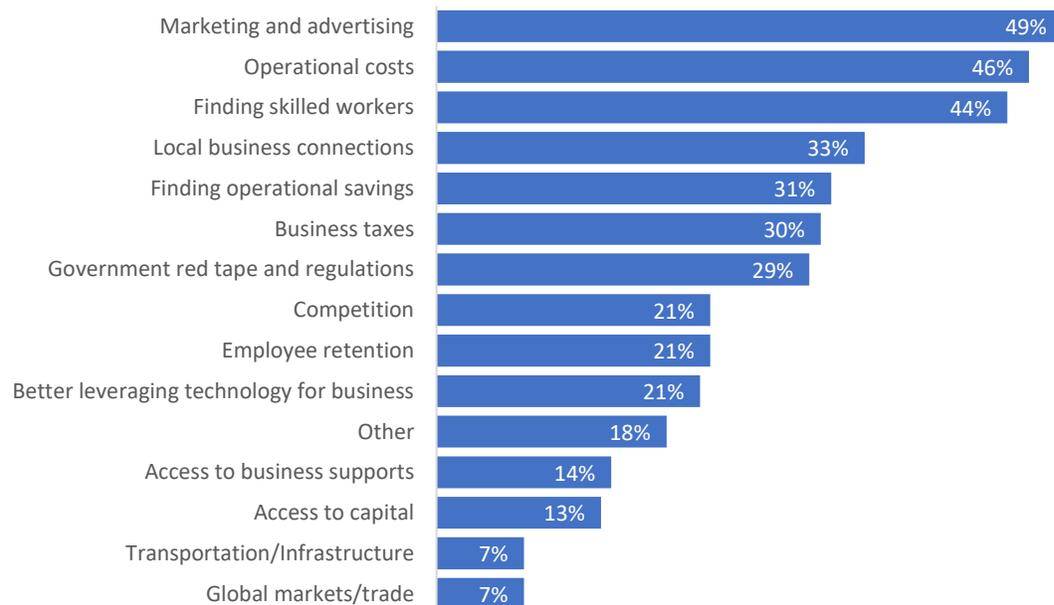


Figure 7: Top Priorities and Issues of Concern

Economic Outlook

Economic outlook questions pertained to the respondent's overall perception of how well they believe the economy will perform in 2019 when compared to 2018 (**Figure 8**). Confidence in a strong economy in 2019 is low with only 12% of businesses reporting that they believe the economy will perform better than it did in 2018. 77% of respondents believed the economy will perform the same or worse than it did in 2018.

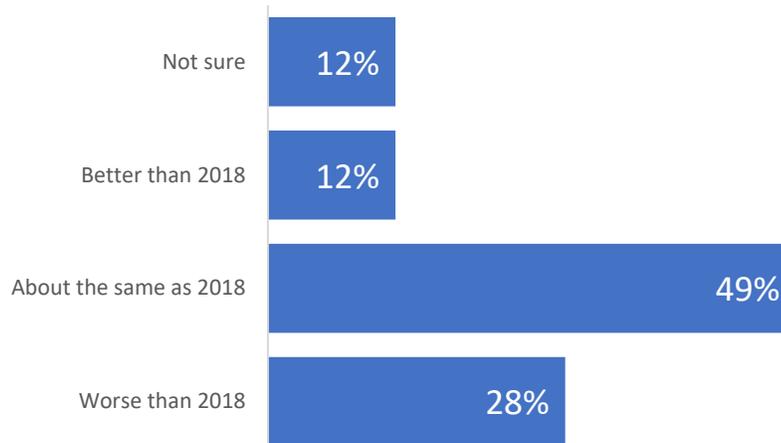


Figure 8: Anticipation of Economic Performance in 2019

Businesses were asked to select the most important factors driving Dufferin County's economic growth and prosperity (**Figure 9**). The top 3 factors included: creating a live work community (48%), access and affordability of high-speed broadband (41%) and attracting more large companies to Dufferin (40%). Respondents were asked to comment on what the most important issue to be addressed in terms of Dufferin's economic development. Responses are included in **Appendix A**.

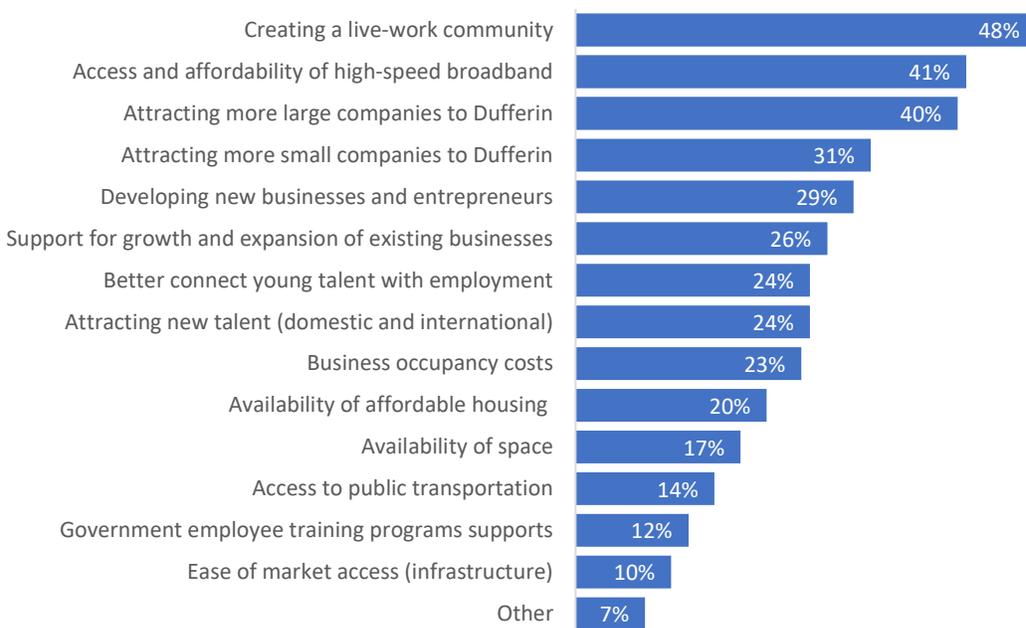


Figure 9: Top Factors that Drive Economic Growth in Dufferin

Workforce

In 2018, employment remained stable with 46% stating that their employment levels remained the same over 2017-2018. Only 11% reported lower employment levels, and 22% reported higher levels. 20% elected not to respond. Of those businesses that needed to hire 53% were able to fill all their positions with candidates that met their needs and requirements, and 47% were not (**Figure 10**). Respondents were asked to specify why they were not able to fill the positions that were available, responses are included in **Appendix B**.

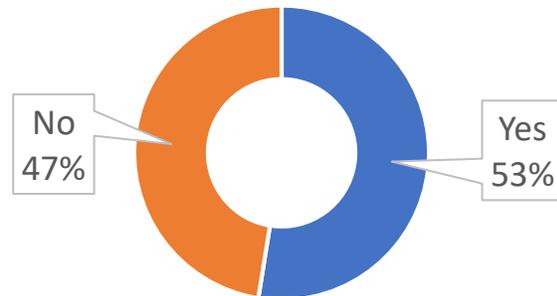


Figure 10: Business was able to fill all open positions with candidates that met needs

Overwhelmingly, respondents reported that when looking for employees they seek candidates that will be with them long term and grow within the organization (62%). **Figure 11** demonstrates what types of commitment respondents are looking for in new hires.

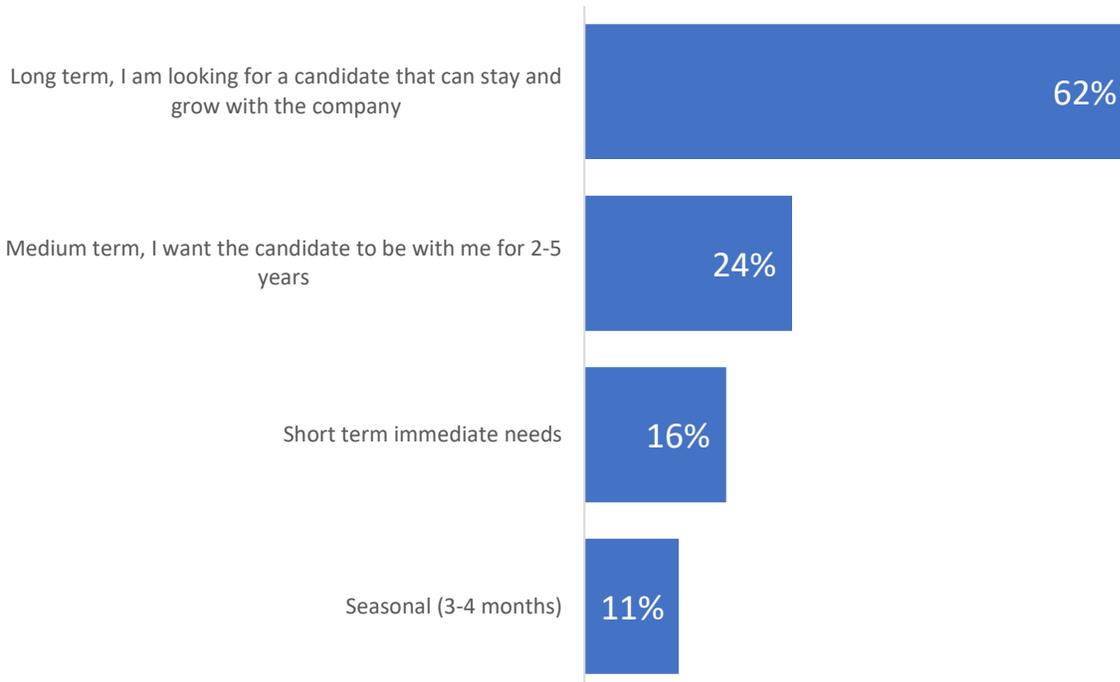


Figure 11: Employment commitment sought by employers

Survey respondents were asked to select their top three requirements when selecting a new employee candidate (**Figure 12**). Results showed that good communication and soft skills were a top priority (75%), followed by organizational culture fit (47%), and basic technical skills with training done on the job (47%).



Figure 12: Hiring requirements for new employee candidates.

To understand how employers typically look for applicants, respondents were asked to report the methods they use to fill a position (**Table 1**). When posting a job, the majority of respondents utilized their own network connections (63%) as well as an online job posting service (59%).

Table 1: Methods used to fill a position

Responses	Total (%)
I use my network	63%
Online job posting service	59%
I ask employees for referrals	36%
Georgian Career and Employment Community Services	20%
Other	13%
Newspaper posting	12%
I use an employment service / agency	9%

Appendix A

What is the most important issue to be addressed in terms of Dufferin's economic development?

- Internet & value for larger businesses here.
- Broadband connectivity
- Affordable housing and offices
- Educating youth
- Lack of infrastructure
- Ensuring that we have talent available.
- Supporting our current business & entrepreneurs
- Attracting new companies and retention
- Attracting new businesses.
- Commercial Industrial Growth for Shelburne and GV
- Creating the live-work comm. with large companies
- Less Tax
- Access to high speed internet in entire county
- My rent for my business is too high.
- Need to attract large business to Dufferin county
- Lack of new people getting into the trades
- Affordable Rent
- Skilled Workers
- Better rural internet for small home businesses
- Support for small business
- More acre to allow the larger industry - jobs
- Make Orangeville more business friendly
- Taxes
- Spend tax money with care. Don't waste money
- Supporting small business in small communities
- We need to provide good opportunities for youth
- Property and business taxes in Orangeville
- Skilled employees
- Affordable housing and lower taxes
- Property Taxes
- Encouragement of local businesses
- Employment
- Better Broadband
- Natural gas and internet
- Infrastructure (internet and highways)
- Availability of Industrial space
- A comprehensive public focus on small business.
- Qualified workers
- Access to public transportation
- Affordable Highspeed internet is a huge issue

- Rural high-speed internet >25Mb
- Lowering business costs and taxes
- Employees retention
- Assisting local entrepreneurs in growth/development
- Attracting business to town
- Attracting larger employers to need to travel.
- Making it easier for small business
- Cost of rental space Trying to buy property
- Infrastructure and housing
- Broadband
- Creating a live-work community
- Attracting large companies
- More industry
- Attracting more business to the area
- Government policies that support business growth
- Affordable Housing.
- Skilled Staff
- Internet
- We need better roads, hospital services, schools
- Reducing government red tape
- Climate change
- Affordable property -inventory & property taxes
- White collar jobs
- Attracting businesses to alleviate the high taxes
- Support for growth of existing businesses
- Local tax burden
- Technology. We need better high-speed internet.

Appendix B

What issues did you have that prevented you from being able to fill all your positions with candidates that met your needs and requirements?

- I have been looking for younger upcoming candidates with the prospect of succession planning. Although candidates were provided with great wages, multiple incentives (extended breaks, gym memberships, paid accommodation, recognition of birthdays, family events etc), bonuses, and costly industry-specific training (provided free-of-charge), millennial workers have no loyalty or retention and display weak to non-existent work ethics. In general millennials have been extremely disappointing hires.
- There are few young people who know about us. Most try to leave the area as there are few jobs
- Availability for part time work
- The increase in minimum wage has hit my business hard as it makes it impossible to hire more people as the funds are not there... It also made it difficult to pay others the increase they thought they should get.... Increasing the minimum wage for too many people meant that people that should normally get more than the minimum in their position could not be given the extra because of limited dollars. Which led to poor retention and then retraining yet another for that position
- No Talented people applied
- Public sector health care org. therefore recruitment of specialty trained employees can be challenging
- Shortage of people to fill the positions
- Not available
- Licensed Mechanics AZ drivers
- It has been a struggle. advertising for months on end to finally have some good candidates.
- Not enough red seal trade employees around. Nor a college for my trade. Plenty interests but too far of a commute.
- Just finding the right talent.
- Most of the candidates do not possess the qualities I expect my staff to have. Those who did were hired, but some positions remain empty.
- Poor work ethic, minimum wage too high and everyone is paid the same, so they job hop!
Employee abuse of new sick days!
- Took a longer period of time than ideal
- Appropriately skilled with right work ethic
- Lack of skilled trades
- Finding staff.
- Shortage of skilled personnel
- Difficult to find high level staff in this area
- Seems to be a lack of motivated workers, skilled and unskilled.
- Not had good luck with securing and retaining in the first year qualified and motivated individuals.

- I can't hire qualified people
- Struggle to find qualified applicants and low volume of resumes.
- Skilled employees
- lack of skilled workers
- Skilled trades an issue. Insufficient numbers of candidates.
- Many young employees do not have required life skills to excel in customer service. A noticeable decrease over the last few years.
- Resources to hire new staff.
- Finding quality employees who will learn our industry
- Location for part time workers with not enough full time positions available.
- Qualified workers lacking in this area.
- For the salary cost of employee is too high.
- Retention has been tough
- Had to outsource to freelancers.