



## Municipality of Mississippi Mills

### COMMUNITY & ECONOMIC DEVELOPMENT ADVISORY COMMITTEE AGENDA

Thursday, February 25, 2021

8:00 a.m.

E-participation

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	Pages
A. CALL TO ORDER	
B. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF	
C. APPROVAL OF AGENDA Recommended Motion: THAT the February 25, 2021 CEDC agenda be accepted as presented.	
D. APPROVAL OF MINUTES Recommended Motion: THAT the minutes dated December 15, 2020 be approved as presented.	3 - 7
E. DELEGATIONS AND PRESENTATIONS	
F. REPORTS	
F.1. Draft Municipal Film Policy	8 - 25
F.2. Survey Results - Business Retention Project	26 - 143
F.3. Explore Mississippi Mills Visitor Guide Discussion <a href="https://edition.pagesuite-professional.co.uk/html5/reader/production/default.aspx?pubname=&amp;edid=248c44bf-2ffc-40cf-9d1a-625a3ebb629c">https://edition.pagesuite-professional.co.uk/html5/reader/production/default.aspx?pubname=&amp;edid=248c44bf-2ffc-40cf-9d1a-625a3ebb629c</a>	
G. BUSINESS ARISING OUT OF MINUTES	
H. ROUND TABLE	
I. INFORMATION AND CORRESPONDENCE Mississippi Mills Bicentennial Planning Committee - At its meeting on January 12, 2021 Council approved the committee terms of reference for the Mississippi Mills Bicentennial Advisory Committee and Working Groups.	
J. OTHER / NEW BUSINESS	
K. MEETING ANNOUNCEMENTS	

**L. ADJOURNMENT**

**Recommended Motion:**

**THAT** the meeting be adjourned at xx:xx



**The Corporation of the Municipality of Mississippi Mills  
Community & Economic Development Advisory Committee Meeting**

**MINUTES**

**December 15, 2020**

**8:00 a.m.**

**Council Chambers, Municipal Office  
3131 Old Perth Road**

Committee Present: Councillor Guerard  
Councillor Ferguson  
Deputy Mayor Minnille  
Scott McLellan  
Ron MacMeekin (left 9:15am)  
Mary Rozenberg (remote)  
Greg Smith (remote)  
Noreen Young  
Dawn McGeachy

Staff Present: Tiffany MacLaren- Community, Economic & Cultural Coordinator  
Bonnie Ostrom- Recording Secretary/Administrative Assistant  
Dawn McDonald- Administrative Assistant

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**A. CALL TO ORDER**

**B. DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE  
THEREOF**

**C. APPROVAL OF AGENDA**

**Moved by** Noreen Young

**Seconded by** Councillor Ferguson

**THAT** the December 15, 2020 C&EDC agenda be accepted as presented.

**CARRIED**

**D. APPROVAL OF MINUTES**

ADD: Ron MacMeekin requested feedback on the status of the business retention project during the last meeting.

**Moved by** Councillor Guerard

**Seconded by** Councillor Ferguson

**THAT** the Committee approves the minutes dated November 17, 2020.

**CARRIED**

**E. DELEGATIONS AND PRESENTATIONS**

**F. REPORTS**

**F.1 Bicentennial Information Report and Committee Terms of Reference**

Council has designated 2023 as the 200<sup>th</sup> Anniversary of Mississippi Mills. To mark this important milestone staff recommends a yearlong celebration with a variety of events and initiatives spread across the Municipality.

Staff is recommending a working advisory committee made up of Council, staff and members of the public. This advisory committee would bring updates to Council on a regular basis. There would also be 6 subcommittee working groups who would report up through to the main committee.

The 6 subcommittee working groups would be: Celebrating Agricultural, Celebrating Arts & Culture, Museums & Heritage, Celebrating Almonte, Celebrating Pakenham and Celebrating Ramsay Bicentennial Working Groups.

Planning is imperative to meet deadlines for government funding and grant opportunities prior to the dedicated bicentennial year.

This staff report is on Councils agenda for Dec 15. (tonight)

**G. BUSINESS ARISING OUT OF MINUTES**

**G.1 Film Policy Criteria**

Review of the information given from various cities that currently have a film policy. For the most part Mississippi Mills is following similar practices; parking fees, companies required to inform residents and businesses in writing prior to filming, no permit fees, insurance certificates are required etc.

The initial film policy working group worked on a survey representing business owners and residents. They also worked on the core purpose for the film policy. This information will be incorporated into the mix to develop the overall film policy.

Lead time is required for road closures; staff report, COW and Council approvals are required.

Question if there are economic benefits to the municipality? There are benefits to local businesses when using their locations, businesses, parking etc. Catering is typically done via union caterers. Movie companies do try to use local businesses where possible with food, construction materials etc.

Other items to possibly include in the policy:

- Notifications to residents of downtown and businesses. Perhaps have signage to announce a film in process as you come into the town.
- Dispute resolution
- Location credits on the movies
- Having films in town does help to brand the community

Overall, there seems to be a sense of pride in having our communities involved in movies.

## **G. 2 Christmas 2020 – Verbal Update**

Santa visited all settlements via a fire truck on Dec 5 & 6<sup>th</sup>. There were a lot of residents waiting along the routes to see Santa. The event was a great success, collecting over 4000 lbs of food for the food bank and \$3250 in cash donations.

Christmas lights contest, to finish by Dec 11. Judging was delayed due to inclement weather. Results to be completed by December 18. A thank you to the volunteers who managed the map.

There are still videos coming in that will be posted to the website. We are working with Care Bridge regarding cards/letters to seniors.

The libraries are doing crafts for seniors and offering tech services to enable seniors to reach out to family and friends.

## **H. ROUND TABLE**

There was a request to include photo credits on the new website.

Reminder that there is a “Santa’s Runway” along Union St to Carss St to Mitcheson St. Residents light candles in paper bags along the street on Christmas Eve to show Santa where to land!

Deputy Mayor Minnille announced the approval of Mayor Lowry as the new Lanark County Warden! Very proud of her accomplishment being elected in the first round.

Inquiries into the Lanark County restructuring of the Tourism department. Will Lanark County still be focused on economic development and tourism? Updates required.

New business Mississippi Mills Malting Brewery has begun building their new facility in Pakenham.

Inquiries made on the Covid-19 Provincial compliance testing along Mill St wondering if there were any non-compliant businesses?

Lions Club and the Almonte Civitan are partnering in the local Christmas hamper program. Hampers to be delivered December 18 & 19. Financial donations are also accepted.

The Humm has announced a writing contest about stories of the Ottawa Valley.

Chairperson, Scott McLellan was investigating how various Chamber of Commerce/BIA are networking during the pandemic.

- meeting in small groups, social distancing and wearing masks
- virtual meetings
- zoom cocktail hours, including recipes
- Q & A seminar on how to use social media. Open sessions.
- Suggested following local businesses on Facebook to help promote

Mayor's Report will be read during the Council meeting tonight.

Discussion on 2021 Visitor Guide to be discussed early in the new year.

**I. INFORMATION AND CORRESPONDENCE**

**J. OTHER / NEW BUSINESS**

**K. MEETING ANNOUNCEMENTS**

Decision was made to change meetings to Thursday's to avoid same day Council meetings. Meetings will remain on the 3<sup>rd</sup> week of the month.

Next meeting **Thursday** January 21,2021 at 8:00am Council Chambers

**L.     ADJOURNMENT**

**Moved by** Councillor Guerard

**Seconded by** Councillor Ferguson

**THAT** the meeting be adjourned at 9:12 a.m.

**CARRIED**

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Bonnie Ostrom

Recording Secretary

# **THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS**

## **STAFF REPORT**

**DATE:** February 25, 2021

**TO:** Community & Economic Development Committee (C&EDC)

**FROM:** Tiffany MacLaren, Community Economic & Cultural Coordinator

**SUBJECT: Draft Municipal Film Policy**

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### **RECOMMENDATION:**

**THAT the Committee review and comment on the draft policy, including the application form, fee schedule and code of conduct.**

### **BACKGROUND:**

Mississippi Mills is a very appealing place for filming holiday movies. In 2020 alone, there were five movies filmed here, bringing the total to 21, with two more film companies in town this week. With the heightened interest in recent years, a working group was formed to compile survey data from business owners and residents and to work on the development of a film policy.

### **DISCUSSION:**

The Community & Economic Development Committee, at its meeting on December 15, 2020, was provided with a document summarizing film policy criteria used by various towns and cities in Ontario. Comments received at this meeting, along with information compiled by the film policy working group, were incorporated into the attached draft policy.

### **SUMMARY:**

Comments received by the Community & Economic Development Committee will be taken into consideration when finalizing the Municipal Film policy. The policy will be brought back to the committee for final review before it is forwarded to the Committee of the Whole.



Respectfully submitted by,

A handwritten signature in black ink that reads "Tiffany MacLaren". The signature is written in a cursive, flowing style.

Tiffany MacLaren,  
Community Economic & Cultural Coordinator

ATTACHMENTS:

Draft Municipal Film Policy  
Municipal Film Application Form  
Film Schedule of Fees  
Film Policy Code of Conduct



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## MUNICIPAL FILM POLICY

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### PREAMBLE

Over the past few years, the Municipality of Mississippi Mills has been used as the location for numerous film productions. Production requests are increasing in regularity. While there can be an appeal and economic benefit, some residents and businesses can be affected negatively by these productions if proper management tools are not in place.

To protect the interests and mitigate any negative impact on its residents, property owners and business owners, the Municipality Mississippi Mills Municipal has developed this Filming Policy, Film Permit Process including guidelines, restrictions and a Code of Conduct for Film Crew and Cast.

### PART I CORE PURPOSE

The purpose of this Municipal Film Policy is to ensure there is a fair, safe, respectful, and mutually beneficial relationship between all parties.

Municipality of Mississippi Mills recognizes the direct and indirect economic benefits to the community associated with the film industry. The film permit application process is essential in ensuring that Municipal property and the rights, safety and privacy of the citizens of Mississippi Mills are protected. Film permits will be issued only in accordance with applicable by-laws, including but not limited to bylaws governing noise, road closures, along with facility fees and charges.

### PART II SCOPE

This policy applies to all Commercial Filming which takes place on, or significantly impacts, Municipal property in the Municipality of Mississippi Mills, excluding current affairs and newscasts. The Production Company or individuals are required to notify the Recreation and Culture Department prior to filming to determine if their project requires a permit. Photography and videography related to weddings, sports teams and family photos do not require a Film Permit and are not subject to this policy. Student and non-profit film projects shall also be exempt from permit fees.

With respect to location filming on private property or individual businesses, the property or business owner is responsible for negotiating with the Production Company the terms, conditions and fees related to the use of the private property. A film permit is not required for filming taking place on/in private property. However, the Production Company or individual must still notify the Town, through the Recreation and Culture Department.

### **PART III DEFINITIONS**

**Destination Almonte (DA)** is the current unofficial coordinating committee of the Downtown Almonte Area business owners.

**Pakenham Business and Tourism (PBTA)** is the current unofficial coordinating committee of the Pakenham Area business owners.

**Commercial Filming** use of motion picture, videotaping, sound recording, or other moving image or audio recording equipment on public lands that involves the advertisement of a product or service, the creation of a product for sale, or the use of actors, models, sets, or props, but not including activities associated with broadcasts for news programs and filming activities by persons hired by the town for specific town business.

**Film Liaison** means the staff person determined to be the Film Liaison for the Municipality; the Film Liaison person may depending upon the nature of the filming, be a staff person from the Parks, Recreation & Culture Department or the Public Works Services Department or the Clerk's Department.

**Film Permit** means a permit and/or letter authorizing filming with the Municipality.

**Minor Special Effects** means effects such as water, snow and other materials that are used in the production of filming and may impact the filming location and surrounding areas.

**Major Special Effects** means effects such as fireworks, explosions and pyrotechnics that are used in the production of filming and may impact the filming location and surrounding areas.

**Production Company** means a company of individuals conducting filming.

**Production Vehicles** mean vehicles carrying' equipment involved in filming

**Municipality** means the Municipality of Mississippi Mills

## PART IV PROCEDURES

The Production Company must complete a Film Permit Application Package (Appendix #) and submit the package to the Recreation and Culture Department. Applications should be made at least 10 Business Days filming activity.

- Plan ahead; add rain dates to your application before you submit it, not after your permit has been issued. Have backup shoot dates in mind in case your application is deemed too short notice.
- **If a road closure is required, the completed application should be submitted at least 15 business days in advance to allow time for the approval process. Municipal Council approval is required for all filming requesting road closures.**
- Applications for Municipal Parks and Facilities must be received a minimum of 10 business days in advance of filming. Requests are subject to facility availability. Rental rates apply.
- Letters of notification must be delivered to residents and/or businesses 5 days hours before the start of coning, parking or filming, whichever comes first (see application package for specific notification requirements).
- Prior to the issuance of the permit, the Production Company must provide the Recreation and Culture Department with an insurance certificate, the security deposit (if applicable) and payment of all required fees.
- Applications received after 4:00 pm will be considered as received the following business day.
- Changes to permits require 48 hours' notice to residents and businesses. Changes to involving roads closures will not be considered.
- Give yourself enough time to make changes, if necessary, and still meet the 48 hour rule.
- Applications for film permits that involve Municipal Roads or use of Municipal owned facilities will be distributed to the Director of Public Works, The CAO, the Manager of Recreation and the Fire Chief for comment. Additional fees for use of Municipal roads and/or facilities may apply and will be relayed to the Production Company. Filming in/on Municipal owned facilities such as community centres are subject to the compatibility of community booking schedules and are at the discretion of the Manager of Recreation or the Community Economic & Cultural Coordinator.

### Key Application Timeframes

Details	Timeline	Notes
Film Projects involving a road closure	15 Business Days	Requires Council Approval & Public Notice Some roads require County approval
Use of a Municipal Park or Facility	10 Business Days	Subject to space availability Rental fees apply
Filming in Private Property – requiring public parking or on street parking	10 Business Days	Printed notices distributed to residents no later than 5 days in advance

Filming in Private Property – requiring no public parking or on street parking	5 Business Days	Printed notices distributed to residents no later than 5 days in advance
Changes to approved permit	48 hours	Changes involving road closures will not be considered

Permits for filming on Mill Street in Almonte are subject to the approval of the BIA. Filming occurring in this district shall be subject to an additional fee.

Applications are considered on a case by case basis by the appropriate staff or authority. Any concerns are discussed, and special requirements/approvals will be identified (fire services approval, special effects), staff requirements are determined, and appropriation fees and security deposits are established, based on the nature of the production.

Any filming on Municipal roads that intersect County roads, or that has the potential for impact on County roads, will require approval from the Director of Public Works for Lanark County. Lanark County may require a traffic management plan be submitted for any stoppage of traffic affecting a County road. It is the responsibility of the Production Company to contact Lanark County for the necessary process. Contact information has been included in Appendix #

### **Application Process**

Applicants can apply for a Film Permit by completing the Film Permit Application, found on the Municipal website at [www.mississippimills.ca/filming](http://www.mississippimills.ca/filming). The application package includes production information, location permit application, insurance requirements and related fees. This package must be completed and submitted, along with any additional forms/letters/maps to the Film Liaison (by email or in person) prior to the issuance of a film permit.

Additional information including Filming Guidelines and Regulations, Code of Conduct for Cast and Crew, Sample Letter of Notification checklist, and relevant by-laws are available on the Town Website, under "Filming."

### **Fees**

Fees for filming are indicated on the Film Permit Application and in the Fees and Charges bylaw. Projects which are not considered to be "commercial" are not subject to permit fees. The application fee must be submitted with the application package. After the application package and requirements are reviewed, the film permit fee will be collected, and the Film Permit will be issued. The Production Company is responsible for all out-of-pocket expenses related to the use of Municipal roads, properties, parks or equipment and shall be given an estimate of these costs prior to permitting.

Once filming begins or is about to begin, if there are any changes to these arrangements, the production company is to be notified immediately. The Production Company may be required to pay for the services of Municipal staff when filming on Municipally owned property, such as recreation facilities or parks.

The necessity for such staff and any associated costs will be determined on a case by case basis at the discretion of the appropriate staff.

Emergency services personnel may be required to be contacted prior to filming or to be on site during filming. All costs associated with these requirements are the responsibility of the applicant. Where required services are not being provided by the Town, the applicant shall be required to pay the service provider directly. Any policing required should be contracted through the Ontario Provincial Police paid off duty officers' program.

### **Security Deposit**

A security deposit shall be required prior to the issuance of a film permit as stipulated on the permit application. This deposit shall not be returned until all invoices, charges and claims have been cleared. Security deposits can be paid by credit card or a certified cheque, made out to the Municipality of Mississippi Mills. The amount required for the security deposit is determined based on the nature of the project and the amount of special effects used during production (see Film Permit Application Package).

### **Insurance Requirements**

All companies filming in the Municipality of Mississippi Mills must present to the Film Liaison, prior to permit issuance, a certificate of comprehensive general liability insurance in the amount of \$3 Million per occurrence or such higher limits as the Municipality of Mississippi Mills reasonably requires depending on the nature of filming.

### **Restrictions and Limitations**

#### ***Location Credit***

Film permits are dependant on the production company agreeing to include the following text in the closing credits of the film:

*Thank-you to the Municipality of Mississippi Mills, Ontario, Canada for accommodating filming in the Town of Almonte and surrounding areas.*

*Thank-you to the Municipality of Mississippi Mills, Ontario, Canada for accommodating filming in the Village of Pakenham and surrounding rural areas.*

*Thank-you to the Municipality of Mississippi Mills, Ontario, Canada for accommodating filming in their municipality.*

#### ***Restrictions on hours/days for filming:***

Permits authorizing filming in areas zoned residential between 11:00 p.m. and 7 a.m. will not be approved unless all affected residents have been notified in advance. Depending on the potential impact on the area, written consent may be required by the majority of affected residents.

Filming in Downtown Almonte, (Mill Street and Bridge St.) or Downtown Pakenham (Hwy 29) will not be permitted on Friday, Saturday or Sunday.

***Location:***

Location filming in areas zoned residential will be limited to 3 occasions per year for each residential block unless a majority of affected residents' consent to additional filming. Written approval must be provided for additional occurrences and all notification procedures are to be followed to the satisfaction of the Film Liaison.

The amount of filming in other areas may also be limited as determined by the Film Liaison.

***Notification Community:***

The film company must provide written notice of filming a minimum of 5 days in advance to affected residents/occupants and businesses, or as instructed by the Recreation and Culture Office. The notification must include the duration and location of filming and information about planned special effects, road and lane closures, sidewalk usage without obstructing pedestrians. Including any time that cones will be placed on the street to restrict parking.

Filming that takes place in residential areas will require the written consent of the majority of the affected residents under the following circumstances:

- Filming takes place between 11 :00 p.m. and 7:00 a.m., Sundays or on Statutory Holidays.
- Equipment (lighting and generators) is oriented towards neighboring residences during overnight filming.
- Filming on a residential block has already occurred twice in the calendar year.

***Councillors:***

Councillors will be notified by the Film Liaison of filming in their respective wards once the permit application is received.

***Business Community:***

When necessary, production company will notify the affected Business Community advising them of the duration and location of filming, and any information about special effects, road and lane closures, sidewalk usage, and the time cones will be placed in the street allowance. Notification will include the name of the production manager, title of the production, and a contact telephone number for the location contacts. Consideration to Residents/Occupants/Businesses Residents, occupants and businesses should be free from any negative environmental conditions resulting from filming including spill-over lighting, exhaust fumes or noise that affect their ability to remain at their property or conduct their business, unless they have been contacted and do not express any objection.

***Lighting:***

Lighting for filming should be oriented away from neighbouring residences unless residents have been contacted and do not express any objection and should not interfere with the safe movement of traffic. Night filming involving intensive lighting between 11 p.m. and 7 a.m. requires written approval by a majority of affected residents.

***Noise:***

The production company must comply with legislation governing noise. If the affected residents/occupants/businesses have been advised in advance of the nature of the noise and do not object, the likelihood of a complaint will be reduced.

***Generators:***

All generators used on streets in residential areas or in Town parks will be inverters unless otherwise approved.

***Traffic:***

No interference with pedestrian or vehicular traffic is to occur without being noted on the permit. Every opportunity is to be taken to ensure that access, either vehicular or pedestrian, is not restricted to persons with disabilities. Production vehicles must comply with appropriate traffic regulations unless stated otherwise on the permit.

***Traffic Stoppages:***

Intermittent traffic stoppages to a maximum of 5 minutes, unless stated otherwise must be approved by the Director of Public Works and the Film Liaison. Supervision of a Paid Duty Police Officer may be requested. For high traffic roads and/or high traffic timeframes a traffic plan may be requested before a filming permit is issued.

The Film Liaison will arrange for the Public Works Services Department to cover, alter, remove and/or reinstall traffic or street signs as may be necessary.

***Parking and/or Standing***

Production vehicles must not block fire hydrants or be parked in fire routes or within 9 metres of an intersecting street or impede any emergency response vehicles and must also adhere to any other requirements specified on the permit.

Production vehicles must not block parking lot access/egress ramps and accessible parking for persons with disabilities.

In Town parks, production vehicles and equipment must not block driveways or other access/egress ramps. Production vehicles must leave at least two feet clearance on either side of a driveway, ramp, or other accesses/egresses/ingresses.

In all other circumstances, vehicles cannot block private driveways or other access ramps without the approval of the owner.

No production equipment/vehicles are to be within 30 metres of a pedestrian crossover or a signalized intersection unless special arrangements have been made with the Director of Public Works.

Relocating vehicles by towing to accommodate filming or parking is not permitted.

It is up to the film company to make alternate parking arrangements for crew and actors available; public parking cannot be used. The Film Liaison can provide a list of private parking available for rent. These arrangements must be negotiated independently by the Film crew and the property owner.



A production company may be able to reserve parking in Municipal Parking lots. For information about parking availability, please contact the Recreation and Culture Department.

### ***Filming Activities and Relationship to Police/Fire/Ambulance***

Ontario Provincial Police Paid Duty Police Officers may be required for intermittent traffic stoppages and detour traffic control and/or when required to direct pedestrian or vehicular traffic including those instances involving city parks/properties. They may also be required to supervise the detonation of pyrotechnic special effects.

All costs associated with these requirements are the expense of the applicant the Film Production Company.

It is the responsibility of the Film Production to notify the Mississippi Mills Fire Services in advance when the use of flammable liquids/materials is being planned. The notice must provide details of how the materials will be used. Mississippi Mills Fire Services may impose conditions regarding the use of these materials. Any conditions will be included as part of the Film Permit. When applying for a Film Permit, the production company must indicate any special effects and pyrotechnics being used. A blast analysis may be required, and additional time is needed to arrange for this activity.

Qualified Emergency Medical Services personnel (paramedics) must be on site during the filming of dangerous situations such as special effects, stunts, and /or detonation of pyrotechnics.

### ***Disruption to Residents/Occupants/Businesses***

It is the Production Company's responsibility to ensure that there is a minimum of disruption to residents, occupants and businesses where filming occurs.

### ***Code of Conduct***

It is the responsibility of the production company to ensure that their staff operate in a safe and professional manner in the course of their duties and adhere to the Municipality of Mississippi Mills Code of Conduct for Cast and Crew.

The Code of Conduct will be posted on the Town website for Production Companies, residents and businesses to review.

### ***Monitoring***

The Production Company must keep a copy of the Film Permit on site at all times. At the commencement of the scheduled shoot, the Film Liaison (if deemed necessary) will oversee the activities of the Production Company and will act as the Municipalities' contact person. They will be responsible for monitoring the Production Company on site, and has the authority to revoke the Film Permit if the Production Company does not adhere to the Film Permit, or to grant last minute on-site requests. The Production Company must place signs in public access areas or in heavily trafficked areas to inform the public that the area is being used for filming and delays may occur. Any such delays must not exceed five (5) minutes unless prior approval has been arranged.

### ***Corporate Policy Manual***

Clean Up Production crews must clean the location at the end of the day with a minimum amount of noise and disruption and ensure that the area is returned to its original condition, unless otherwise approved by the Film Liason or other arrangements are made with the Municipality and noted on the permit, in which case the production company will be billed accordingly.

### ***Safety and Regulations***

Interior safety signs in buildings must not be covered, (e.g. fire exit signs) unless expressly agreed to by the property manager/owner. All production companies must adhere to the Ontario Ministry of Labour Safety Guidelines for the Film & Television Industry in Ontario. Copies of the Ontario Ministry of Transportation's Ontario Traffic Manual Series (OTM) are available for download from the Ontario Ministry of Transportation.

### ***Indemnification/Save Harmless***

The Production Company shall indemnify and save harmless the Municipality from and against all claims, actions, 'damages, injuries, costs, expenses or losses whatsoever, which may arise or be brought against the Municipality as a result of or in connection with the operations of the Production Company and the said use of location(s) by the Production Company, including its employees, contractors, agents or representatives; and specifically, the Town will not be responsible for any liability arising from these activities with respect to the advertising or any copyright or trademark infringements. Compliance Despite the issuance of a permit, the Production Company shall ensure that it and its staff and agents comply with all applicable legislation and by-laws in addition to the conditions provided on the Film Permit. Failure to comply with such requirements may result in the revocation of the Film Permit, even if no specific terms on the Film Permit are breached.



## MUNICIPAL FILM PERMIT APPLICATION FORM

### Production Information

Filming Dates:	
Production Title:	
Production Company:	
Production Manager:	
Location Manager:	

### Filming Type

<input type="checkbox"/>	Feature Film	<input type="checkbox"/>	Television Special	<input type="checkbox"/>	Movie for Television
<input type="checkbox"/>	Commercial	<input type="checkbox"/>	Television Series	<input type="checkbox"/>	Music Video
<input type="checkbox"/>	Student Film	<input type="checkbox"/>	OTHER:	<input type="checkbox"/>	

### Check All That Apply

<input type="checkbox"/>	Exterior Filming	<input type="checkbox"/>	Interior Filming	<input type="checkbox"/>	Multiple Locations*
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### Location Address(es)

*If possible, attach a location map. \*If Multiple locations is indicated please list all locations:*

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## Production Vehicles

<b>Number of production vehicles:</b>	
<b>Off road parking location(s):</b>	

## Special Details

	Location	Date	Details
Intermittent traffic stoppages			
Municipal Road Closure			
Special Effects/Pyrotechnics			

Please provide detailed information regarding any stunts, noise or special effects required during this production. These may include but are not limited to: water, crash, gunfire, speed and/or fire.

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<b>O.P.P. Off Duty Paid Officer Required</b>	
<b>Paramedics on site</b>	
<b>Mississippi Mills Fire Services Consulted</b>	

<b>Total Production Budget (Canadian Dollars)</b>	
<b>Approximate amount to be spent in the Municipality of Mississippi Mills</b>	

## Road Use

### **Municipal Roads to be used:**

Please provide complete details regarding the name of all roads to be used while filming, as well as the dates, times, and portion of road to be utilized. Please provide details as to whether a partial or full closure is required.

### **Lanark County Roads to be used:**

Please provide complete details regarding the name of all roads to be used while filming, as well as the dates, times, and portion of road to be utilized. Please provide details as to whether a partial or full closure is required. *\*\*Lanark County Roads require additional permission is obtained from the Lanark County Public Works Department.*

<b>Will a detour be required?</b>	
<b>Is a traffic plan being provided?</b>	

## **NOTE: EMERGENCY VEHICLE ACCESS MUST BE MAINTAINED AT ALL TIMES**

\*\*If County roads are to be used, approval must be obtained from Lanark County. Please contact Lanark County Public Works Department at 613-267-4267.

## **Municipal Facilities**

Please provide detailed information regarding any Town facilities or property (recreation centres, parks, sports arenas, community centres, etc.) that you require for filming.

General rates and fees for rental/use of facilities are posted on the Municipality of Mississippi Mills website. The Film Liaison will forward your request to the Recreation and Culture Department and provide you with the rental costs once your application is submitted.

## Insurance

The production company shall supply an Insurance Certificate of general comprehensive liability to the Municipality, naming the Corporation of the Municipality of Mississippi Mills as an additional insured party. Amount of coverage will be determined at the time of application, and in any event, a minimum of two million dollars (\$2,000,000.00) will be required.

All vehicles owned, operated or associated with the Production Company shall be covered by a valid automobile liability insurance policy with a liability limit on not less than two million dollars (\$2,000,000) per accident or occurrence. The Municipality reserves the right to require the Film Production Company to provide such information.

### Film Application Checklist

*Documentation and Payment to be provided to the Municipality:*

- ☐ Application Form, completed in full and signed
- ☐ Film Policy – signed with pages initialled and dated
- ☐ Municipal Code of Conduct for Film Cast and Crew, completed and signed by Location and Production Managers
- ☐ Film Permit Fee (per schedule of fees)
- ☐ Security Deposit (If required per schedule of fees)
- ☐ Certificate of Insurance
- ☐ Copy of the Resident/Business Filming Notification Letter
- ☐ Location Map

## SIGNATURES:

I have read the responsibilities of the film company outlined in the **Mississippi Mills Municipal Film Policy** as well as the **Mississippi Mills Municipal Code of Conduct for Film Cast and Crew** and agree to the conditions set out therein.

Signed, sealed and delivered this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

### I HAVE THE AUTHORITY TO BIND THE APPLICANT:

Signature	Printed Name

### IN THE PRESENCE OF:

Witness Signature	Printed Name

## MUNICIPAL FILM PERMIT APPLICATION SCHEDULE OF FEES

**NOTE:** The film permit fees are waived for all post-secondary film projects and charitable organization/nonprofit film projects, or at the discretion of the Film Liaison.

<b>Administration Fee (non-refundable)</b>	\$200	<i>Due with application</i>
<b>Film Permit Fee</b>	\$500	<i>Due when permit is received</i>

### Security Deposits

Determination of the Security Deposit required will be made by the Municipality of Mississippi Mills. Security deposits must be in the form of cash or certified cheque. Security deposits are returned following confirmation that any costs relating to damages, repairs, cleaning, etc. have been paid by the applicant.

<b>NO Special Effects</b>	1,500.00	
<b>MINOR Special Effects (e.g. snow, water)</b>	\$5,000.00	
<b>MAJOR Special Effects (e.g. explosions, fire)</b>	\$20,000.00	

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## MUNICIPAL CODE OF CONDUCT FOR FILM CAST AND CREW

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### TO THE PUBLIC

If you find this production company is not adhering to this Code of Conduct, please call the Municipality of Mississippi Mills Recreation and Culture Office at 613-256-1077-Monday-Friday between the hours of 8:30am and 4:30pm; e-mail [info@mississippimills.ca](mailto:info@mississippimills.ca)

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Title of Production	Production Manager	Telephone Number

1. When filming in a neighbourhood or business district, proper notification is to be provided to each merchant or resident directly affected by filming activity (this includes parking and base camp areas).

The filming notice shall include:

- Name of production company
- Title of production
- Production type (feature film, movie of the week, mini-series, TV pilot, TV special, etc.)
- Type, duration and description of activity (i.e. times, dates and number of days, including prep and strike)
- Company contacts and contact information: Location Manager and Assistant Location Manager (where applicable)

2. The code of conduct shall be attached to every filming notification which is distributed in the neighbourhood or business district.

3. Production vehicles arriving on location in or near a residential neighbourhood shall not enter the area before the time stipulated on the permit. Production vehicles shall park one by one, turning off engines as soon as possible. Cast and crew vehicles are not covered by the location filming permit and shall observe designated parking areas noted by location managers. This shall appear on the call sheet map. Filming only takes place between 7:00am and 11:00pm unless residents are surveyed and a majority has given their approval (written approval where possible, name and address noted if homeowner / tenant / business owner has no objection but does not wish to sign).

4. Moving or towing of any vehicle is prohibited without the express permission of the owner of the vehicle.



5. Production vehicles shall not block, or park in, driveways without the express permission of the driveway owner.
6. Pedestrian traffic shall not be obstructed at any time. All cables and similar items must be channelled.
7. Cast and crew shall not trespass on residents' or merchants' property. They must remain within the boundaries of the property that has been permitted for filming.
8. No alcoholic beverages are permitted at any time on any set or location.
9. Cast and crew meals shall be confined to the area designated in the location agreement or permit. Individuals shall eat within their designated meal area, during scheduled crew meals. All trash must be disposed of properly upon completion of the meal. All napkins, plates, and coffee cups used in the course of the workday shall be disposed of in the proper receptacles. All catering, crafts service, construction, strike and personal trash must be removed from the location, ensuring that all locations are returned to their original condition.
10. Cast and crew shall observe designated smoking areas and always extinguish cigarettes in appropriate containers.
11. Removing, trimming and/or cutting of vegetation or trees are prohibited unless approved by the relevant municipal authority or property owner.
12. Film crew shall not remove Municipal street signs.
13. Every member of the cast and crew shall keep noise levels as low as possible at all times. Cast and crew will refrain from the use of lewd or improper language.
14. Film company employees shall wear appropriate clothing while on location (i.e. t-shirts with offensive slogans or logos are not acceptable).
15. Crew members shall not display signs, posters, or pictures on vehicles that members of the public may find offensive or objectionable (i.e. material containing vulgar language or sexual content).
16. Every member of the crew shall wear a production pass (badge) when required by the location.
17. The cast and crew shall not bring guests or pets to the location, unless expressly authorized in advance by the company.
18. It is up to the film company to make alternate parking arrangements for residents whose vehicles are displaced by the filming activity. Relocating vehicles by towing to accommodate filming or parking will not be permitted.
19. The company will comply at all times with the provisions of the filming permit. A copy of the filming permit shall be on location at all times with the location department.

## Signatures

Location Manager	Production Manager

# **THE CORPORATION OF THE MUNICIPALITY OF MISSISSIPPI MILLS**

## **STAFF REPORT**

**DATE:** February 25, 2021  
**TO:** Community & Economic Development Committee (C&EDC)  
**FROM:** Tiffany MacLaren, Community Economic & Cultural Coordinator  
**SUBJECT: Survey Results - Business Retention Project**

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### **RECOMMENDATION:**

**THAT the Committee receive this report for information.**

### **BACKGROUND:**

Valley Heartland, a non-profit organization established by the Federal Government to support entrepreneurs in Lanark County and North Leeds, conducted a Business Retention & Expansion (BR&E) survey for Lanark County. In April 2019 the Final BR&E Survey Data Report was released for the County with a subsequent report, specific to Mississippi Mills, being released in June 2019.

### **DISCUSSION:**

Committee member, Ron MacMeekin, worked with Valley Heartland in the collection of survey data. At the November C&EDC meeting, Ron requested a project update be brought back to the committee.

### **SUMMARY:**

The Lanark County BR&E Survey Data report and the Mississippi Mills BR&E Survey Data report are attached for the information of the Community & Economic Development Committee.

Respectfully submitted by,

A handwritten signature in black ink that reads "Tiffany MacLaren". The signature is written in a cursive, flowing style.

Tiffany MacLaren,  
Community Economic & Cultural Coordinator

ATTACHMENTS:

Lanark County BR&E Survey Data Report  
Mississippi Mills BR&E Survey Data Report



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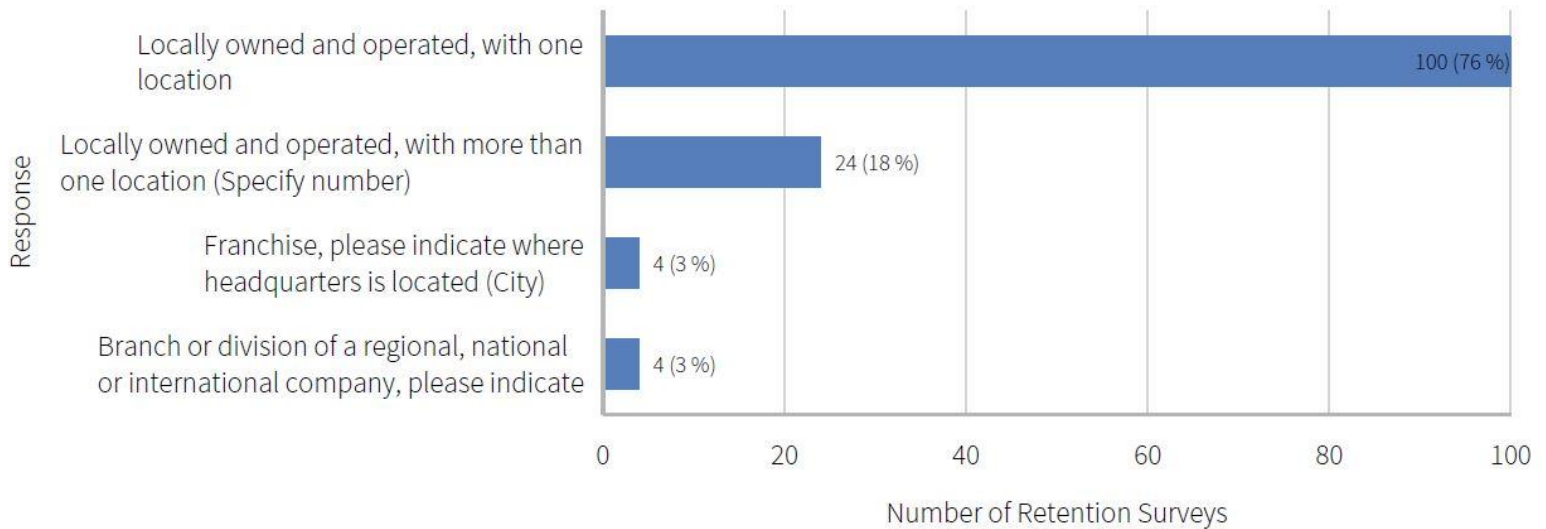
# Lanark County

## Final BR+E Survey Data Report

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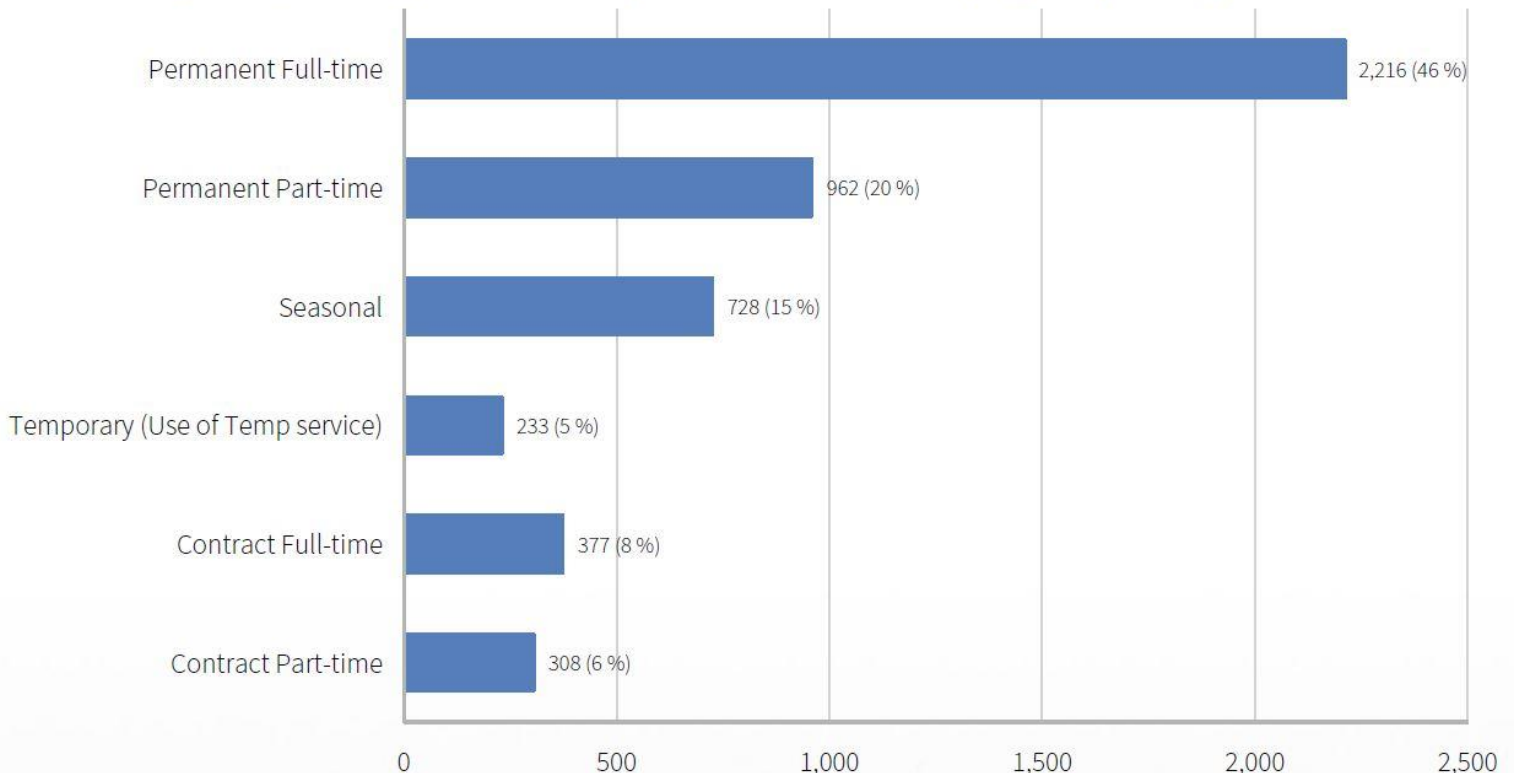
**Source: Executive Pulse  
April 25, 2019**

## BI1. Which of the following best describes your business?

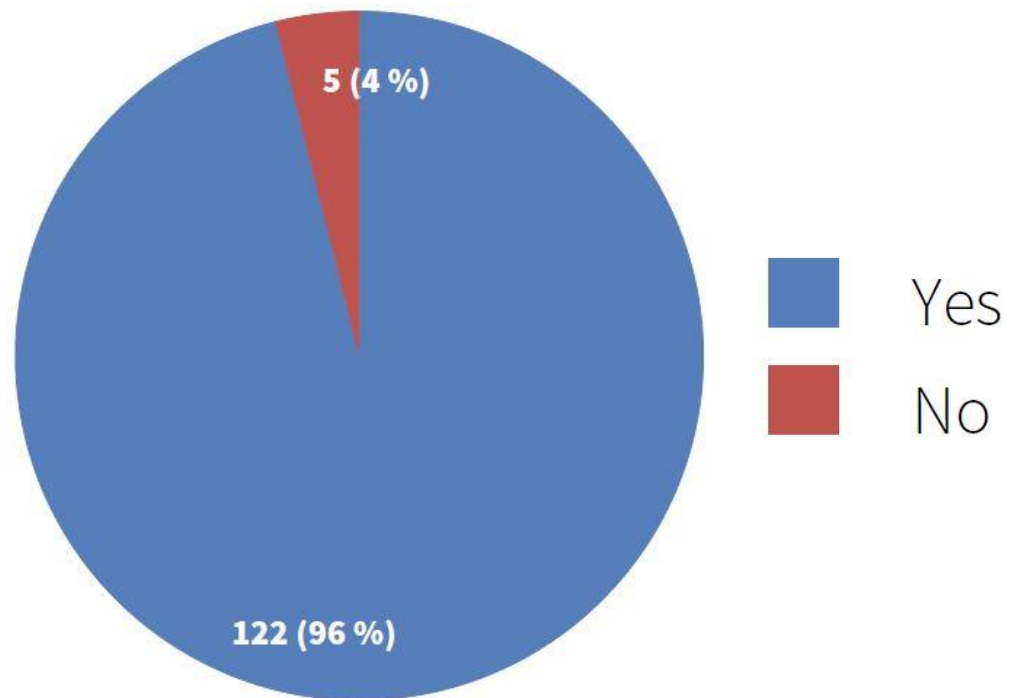


## Including owner/owners, please confirm your total number of employees operating at this location

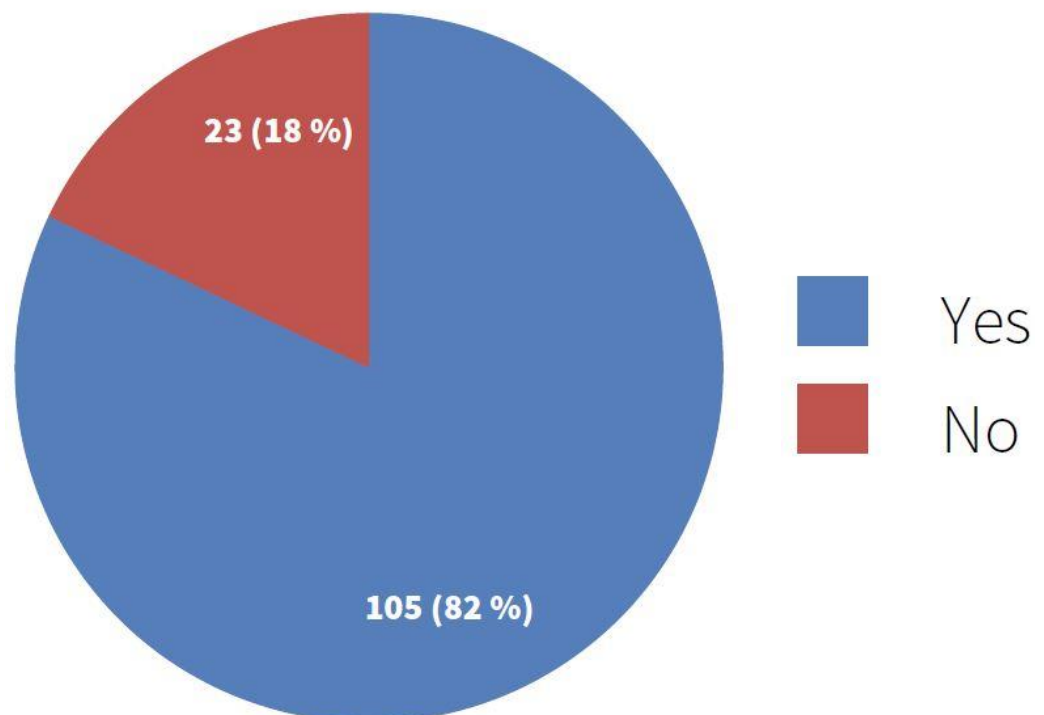
### Including owner/owners, please confirm your total number of employees operating at this location



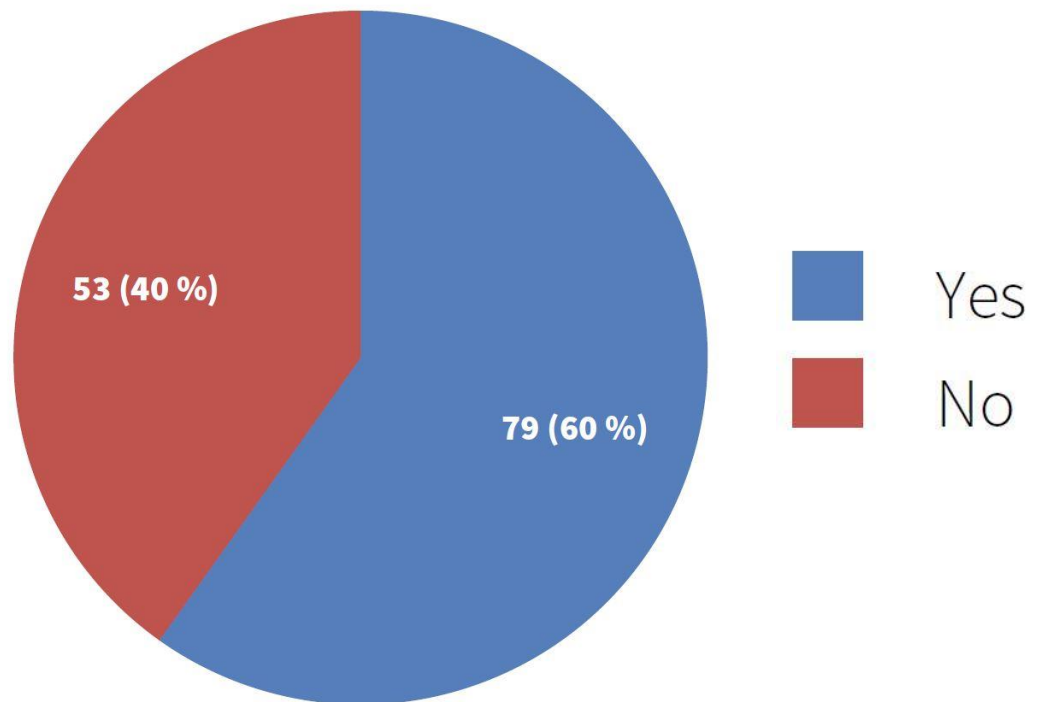
**BI2. Is at least one of the owners involved in the day-to-day operation of the business?**



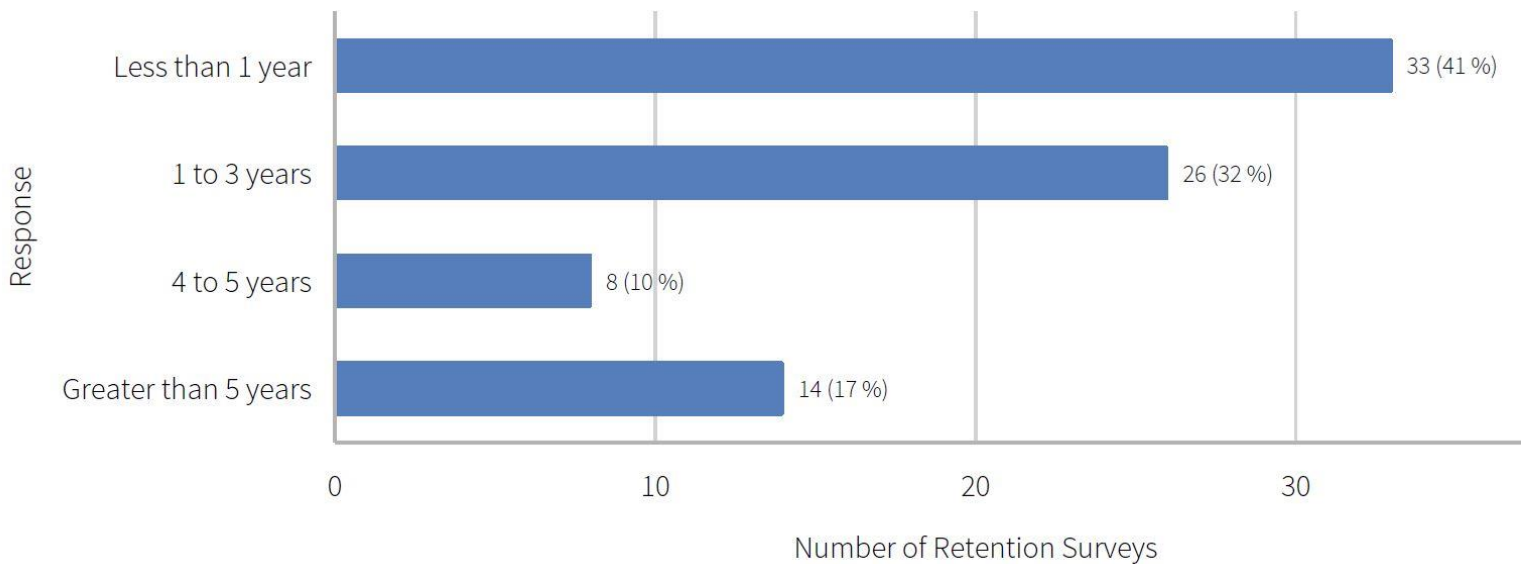
**BI3. Is at least one of the owners a resident of the community?**



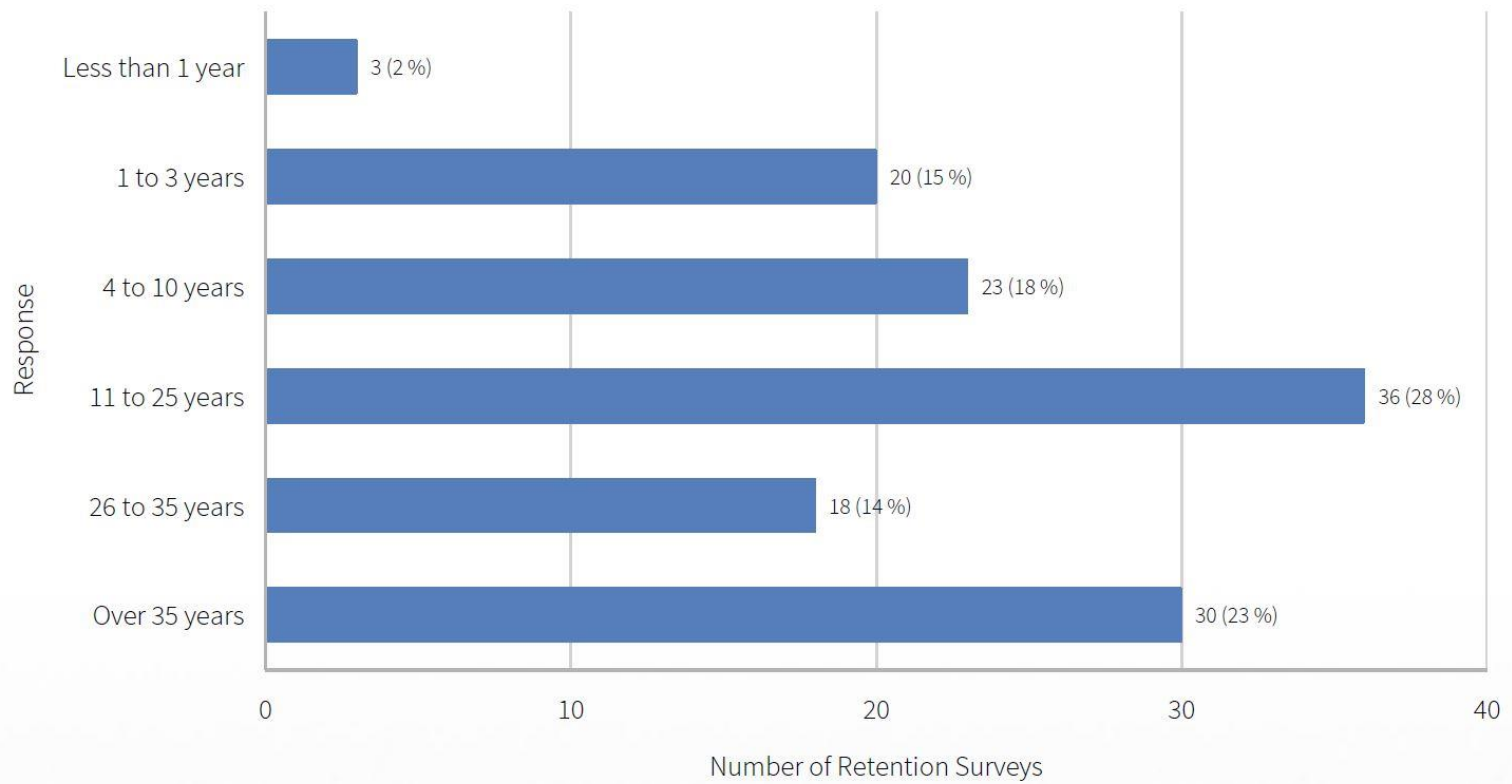
#### BI4a. Does your business have a business plan?



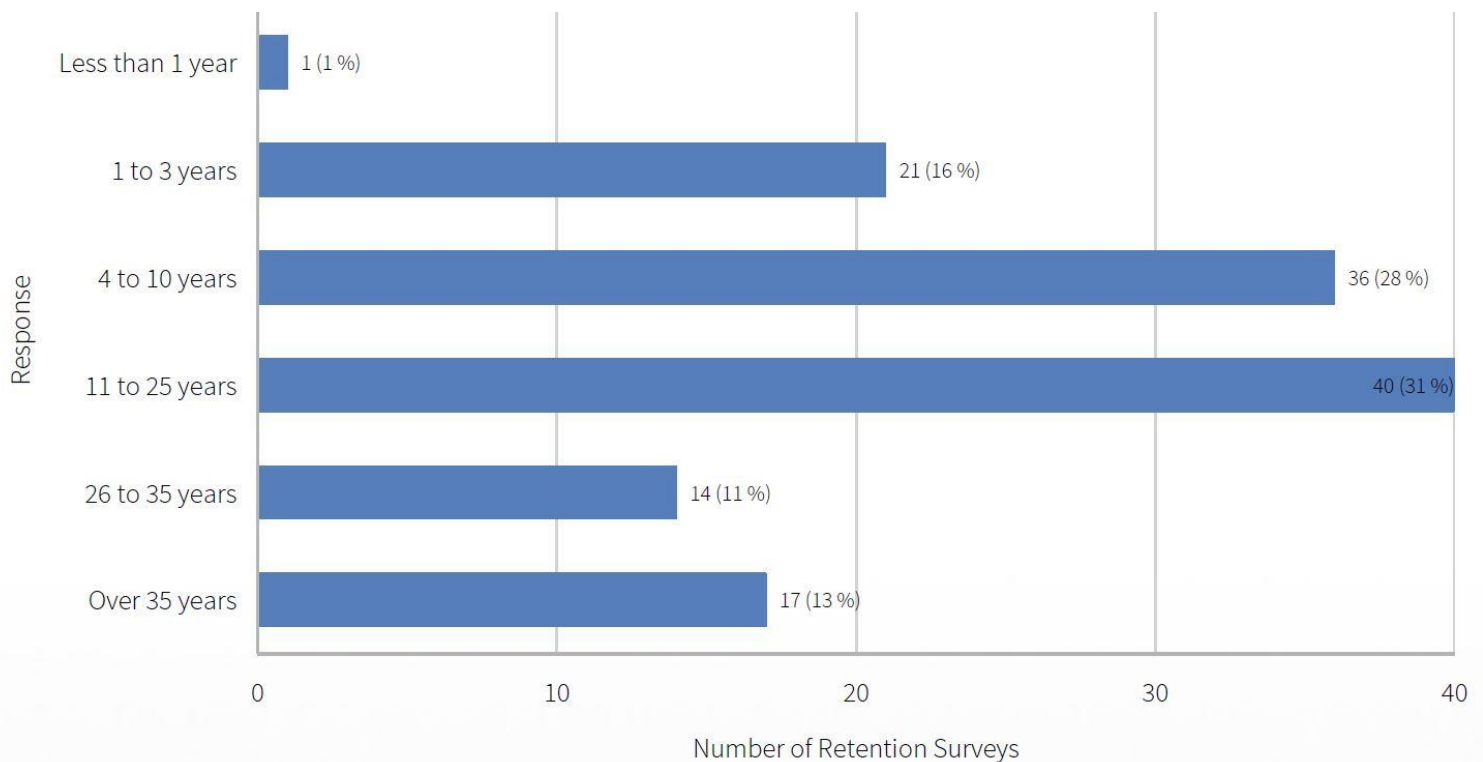
#### BI4b. Of those that indicated they do have a business plan - When was it last updated?



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

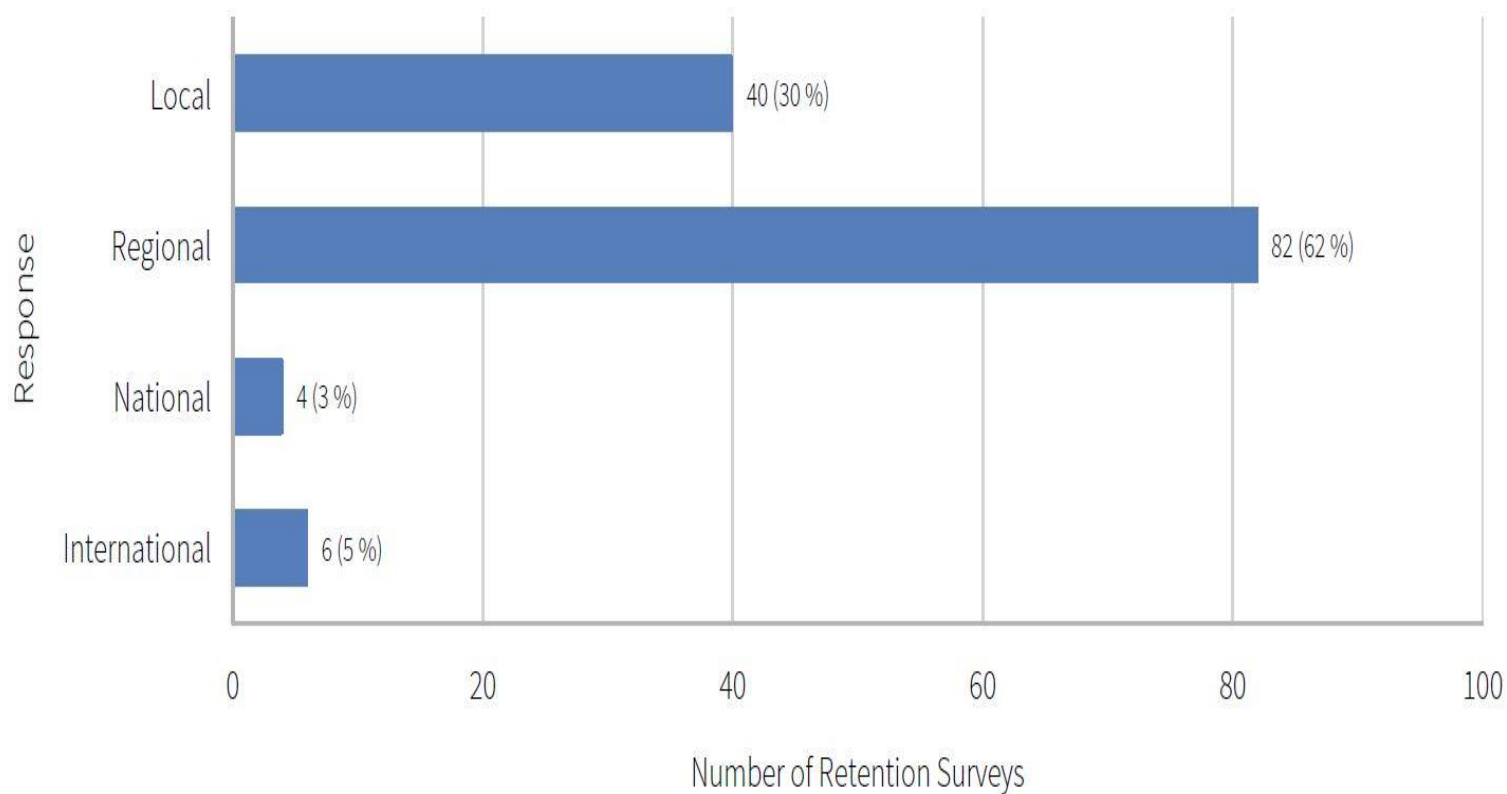


## BI6. How many years have the current owner/owners been operating this business?

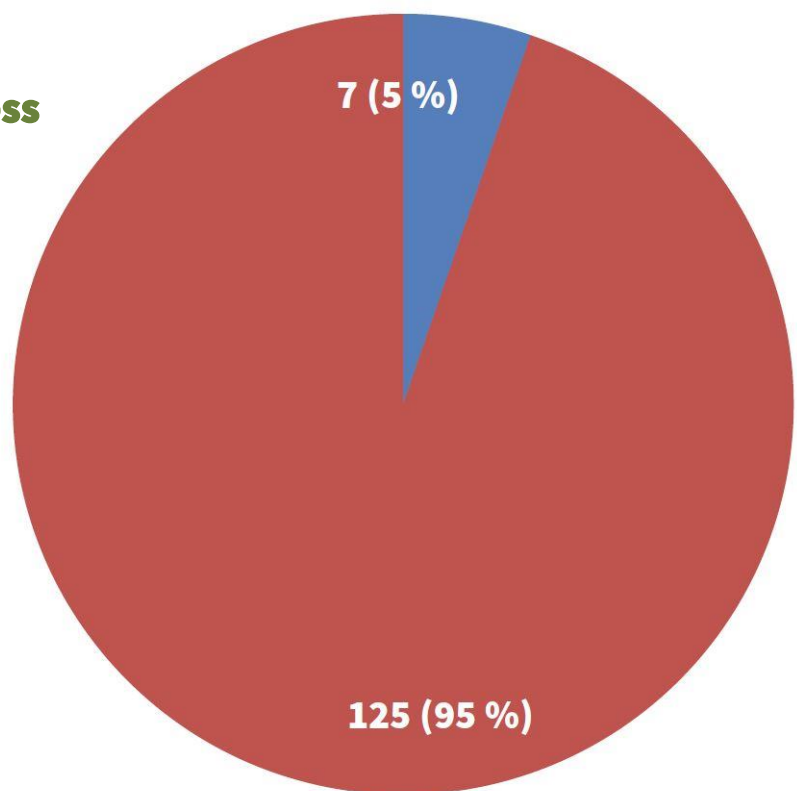




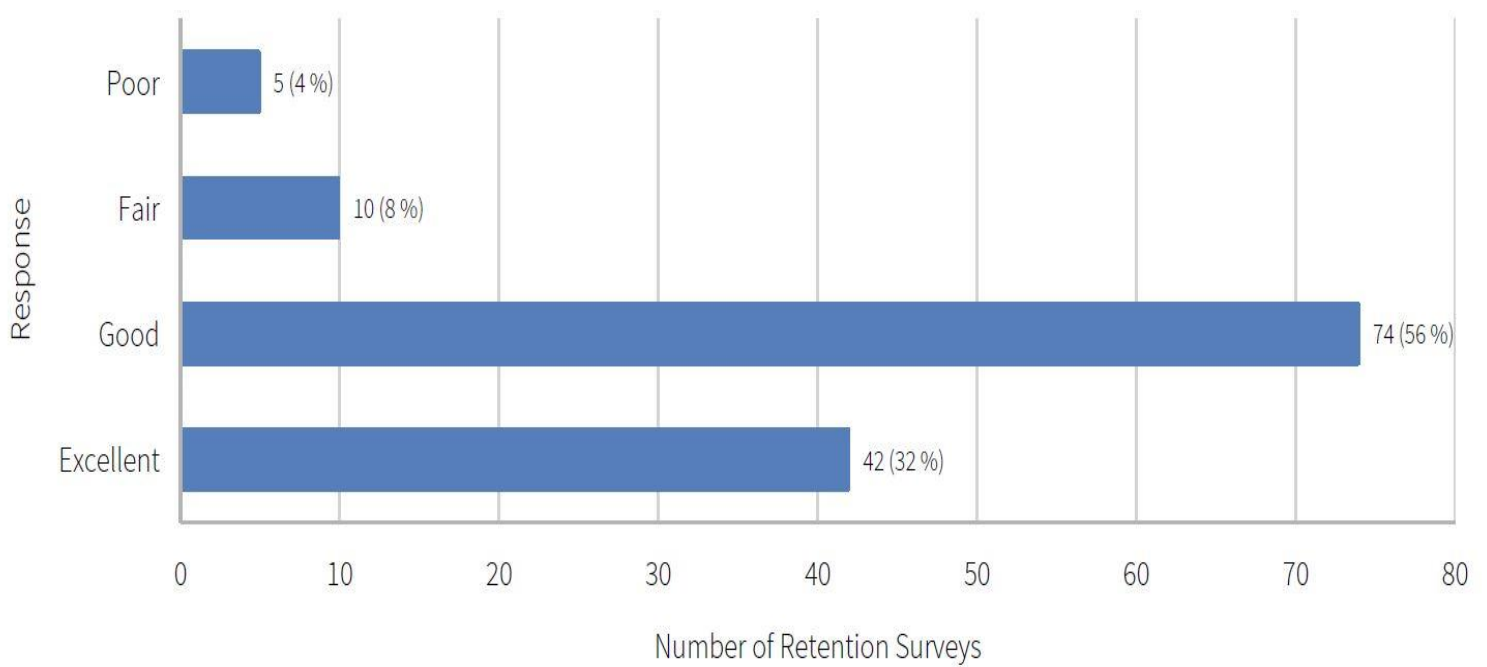
**BI9. The primary market of your business is**



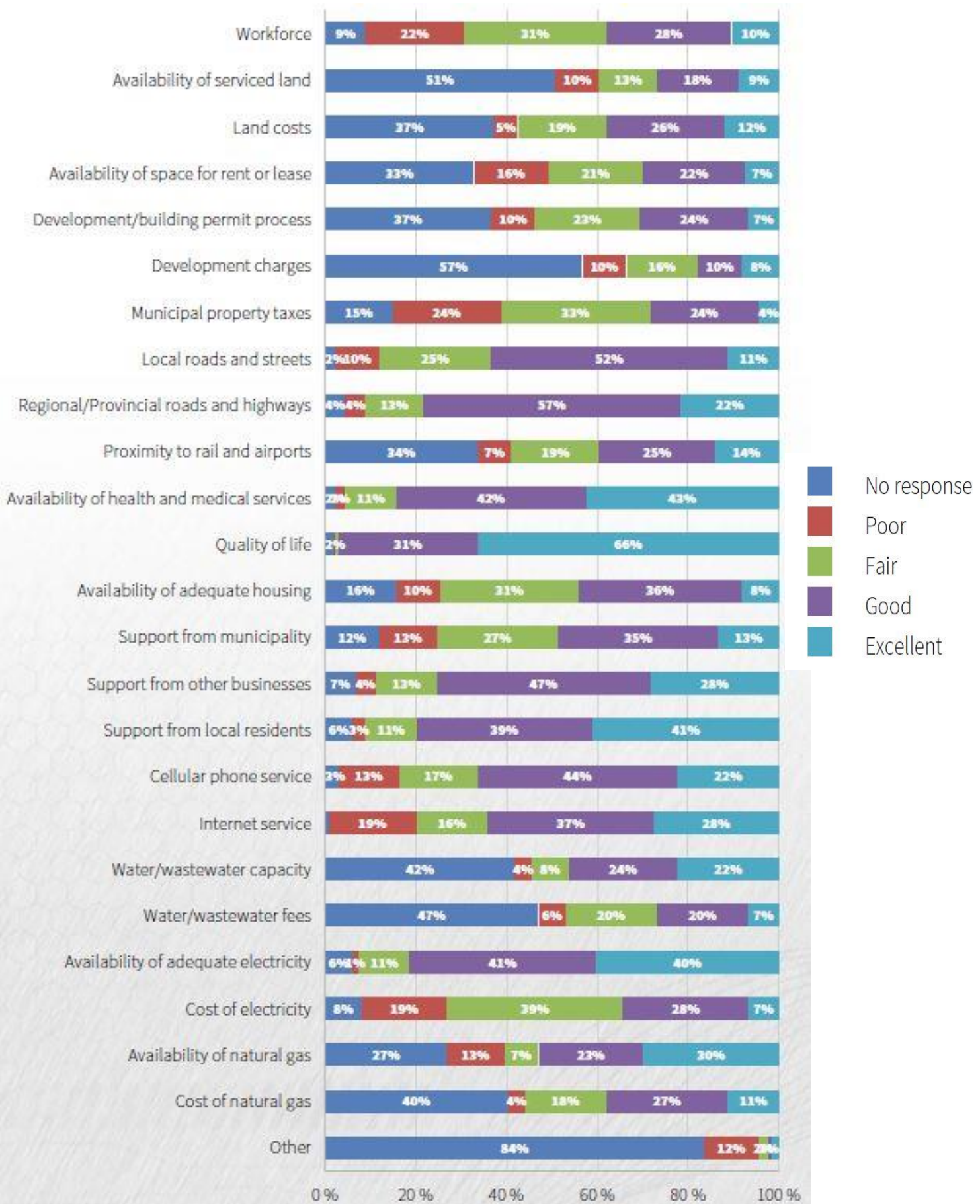
**CQ2a. Is your business unionized?**



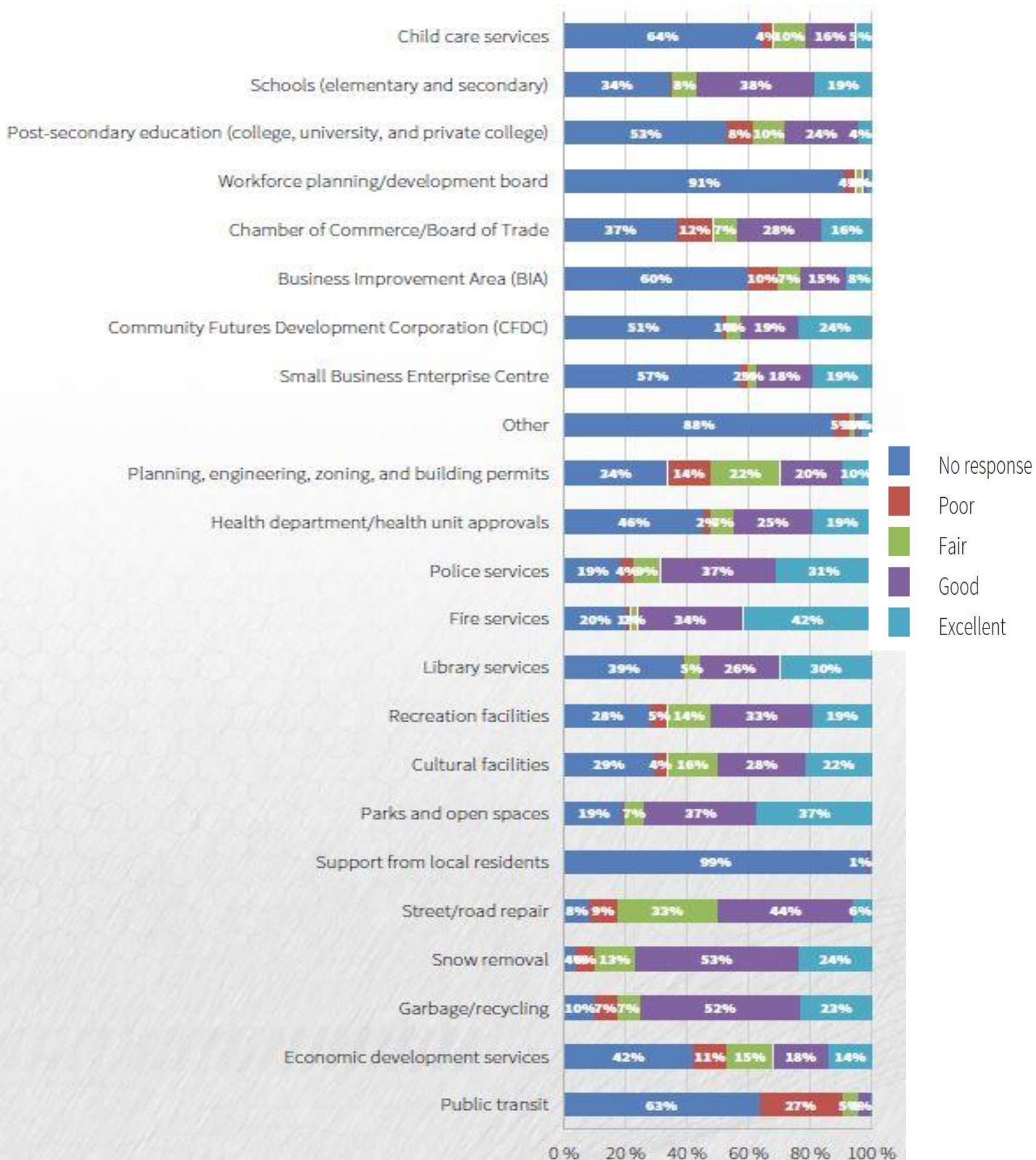
**BC1. What is your general impression of this community as a place to do business?**



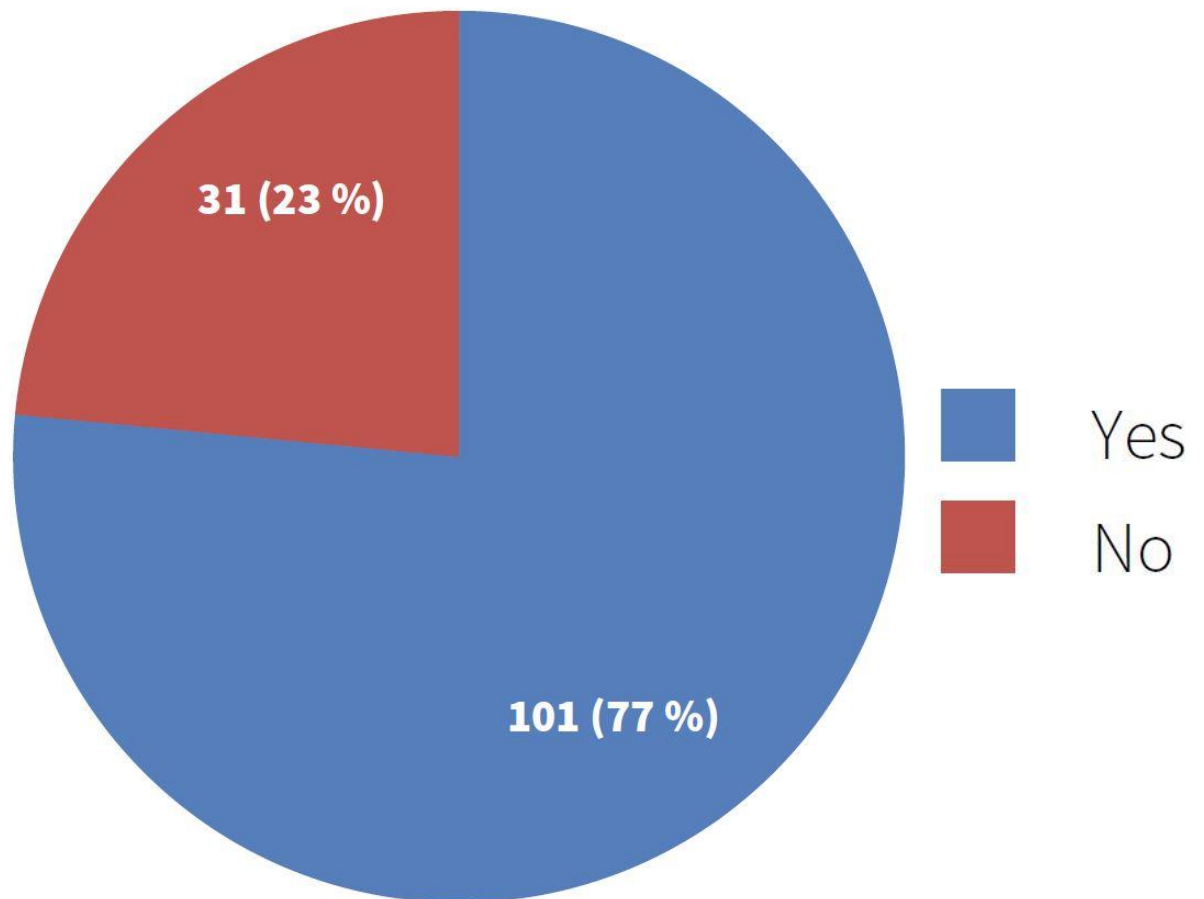
## How would you rate the following factors of doing business in this community?



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

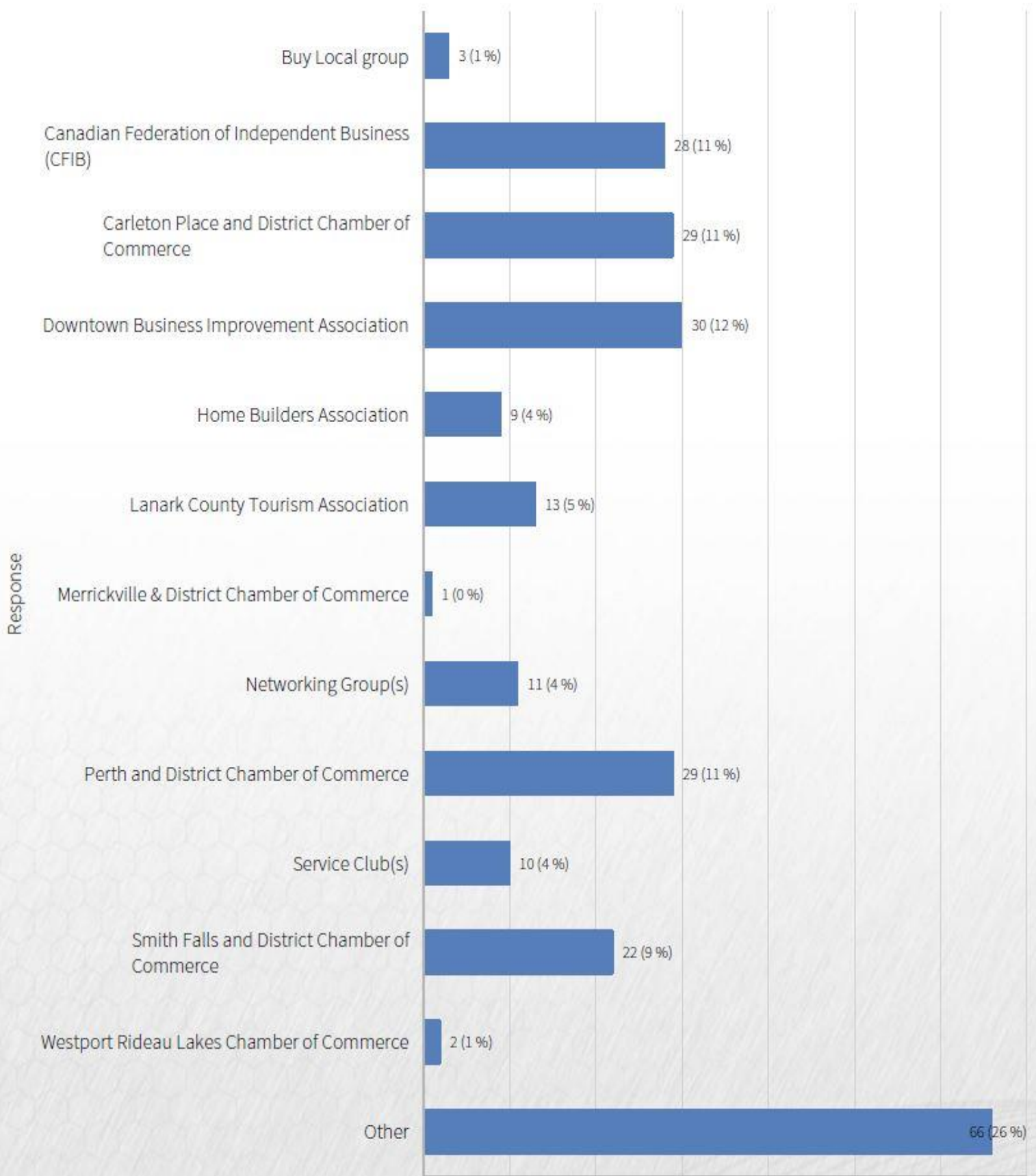


**CQ3a. Are you a member of any business organization(s)?**

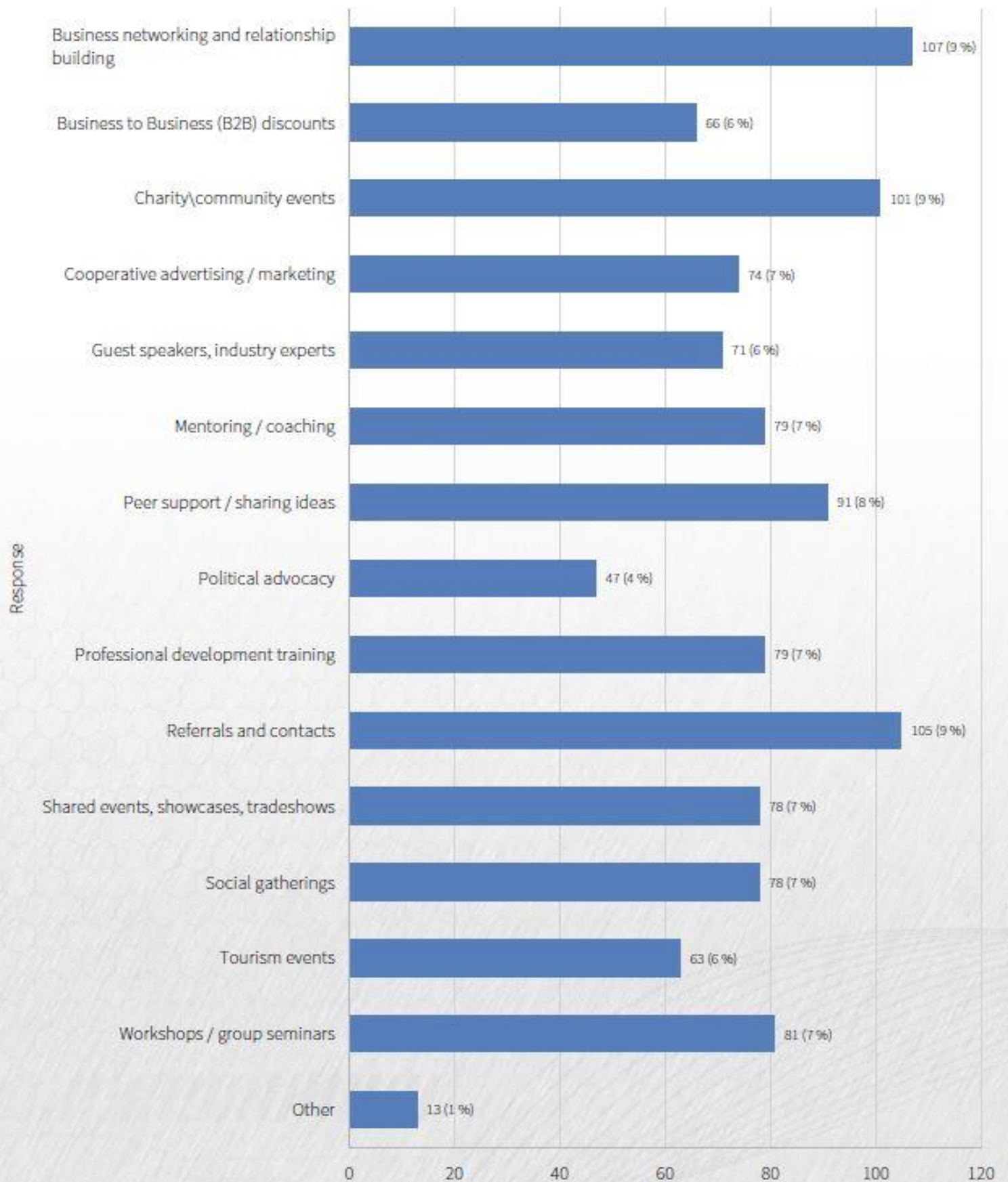




### 3b. Are you a member of any business organization(s)? - If Yes, mark all that apply

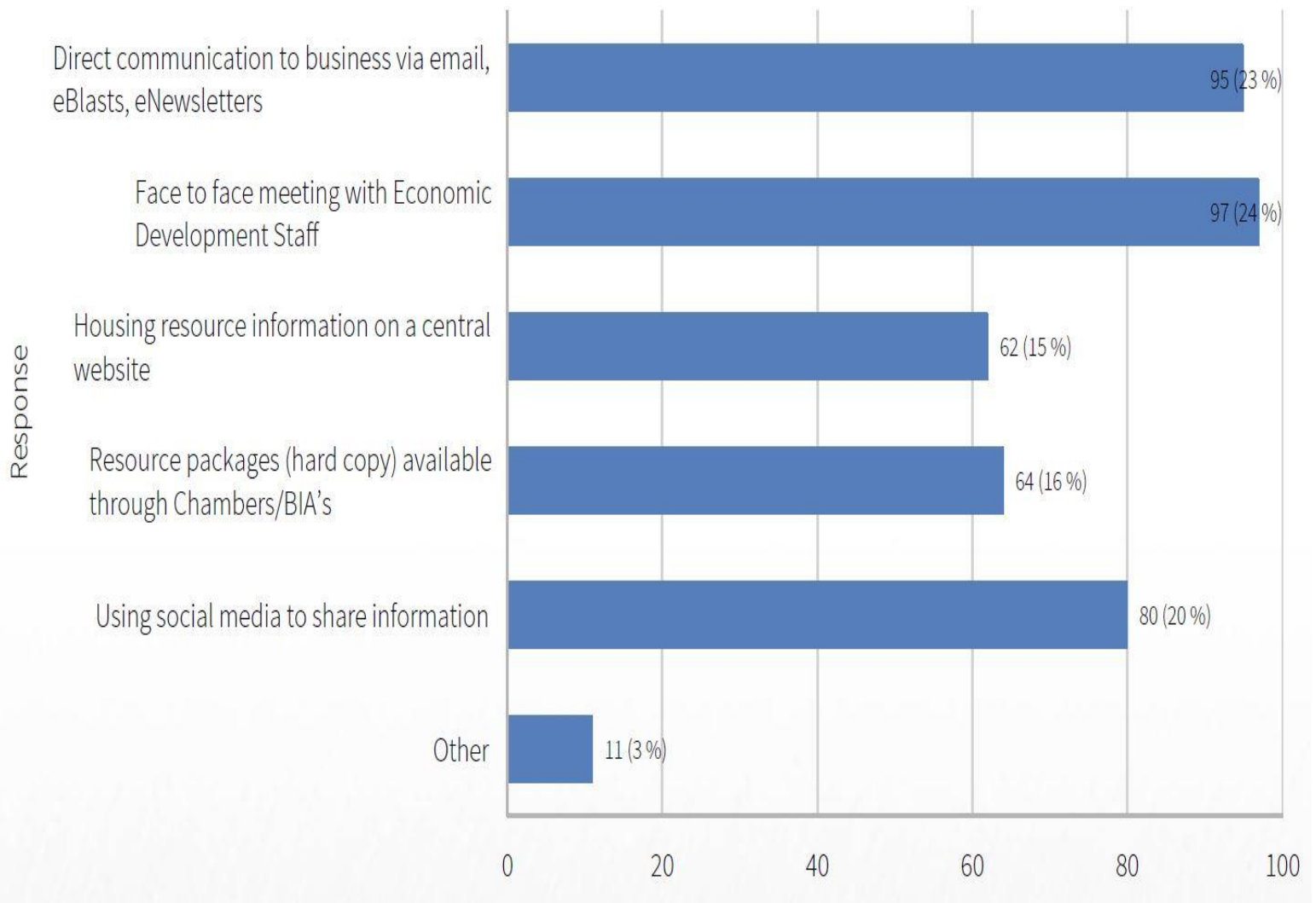


## CQ4. Whether you are a member of any business/service organization or not, what services/activities are of value to your business?



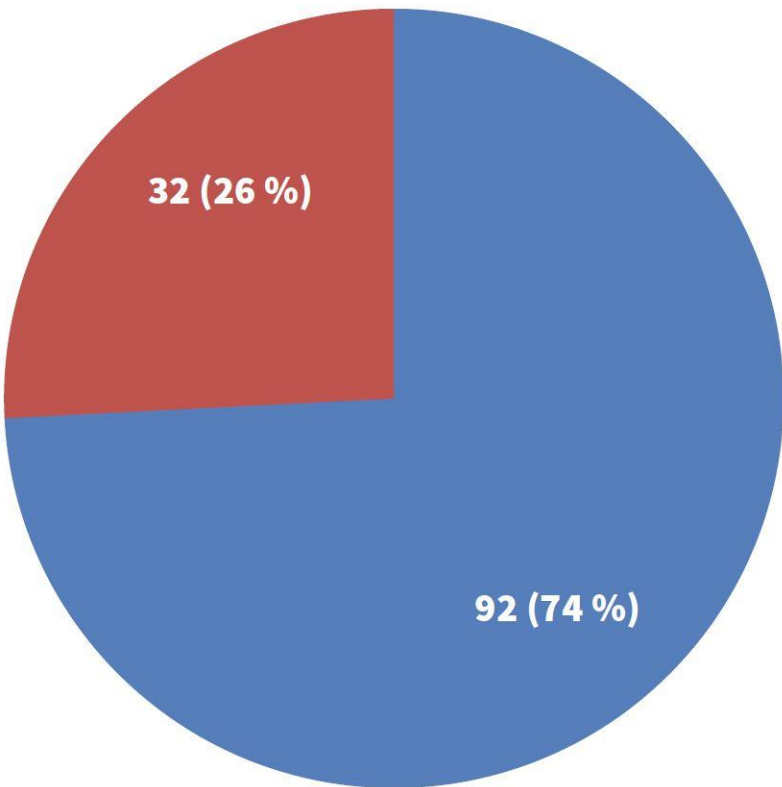
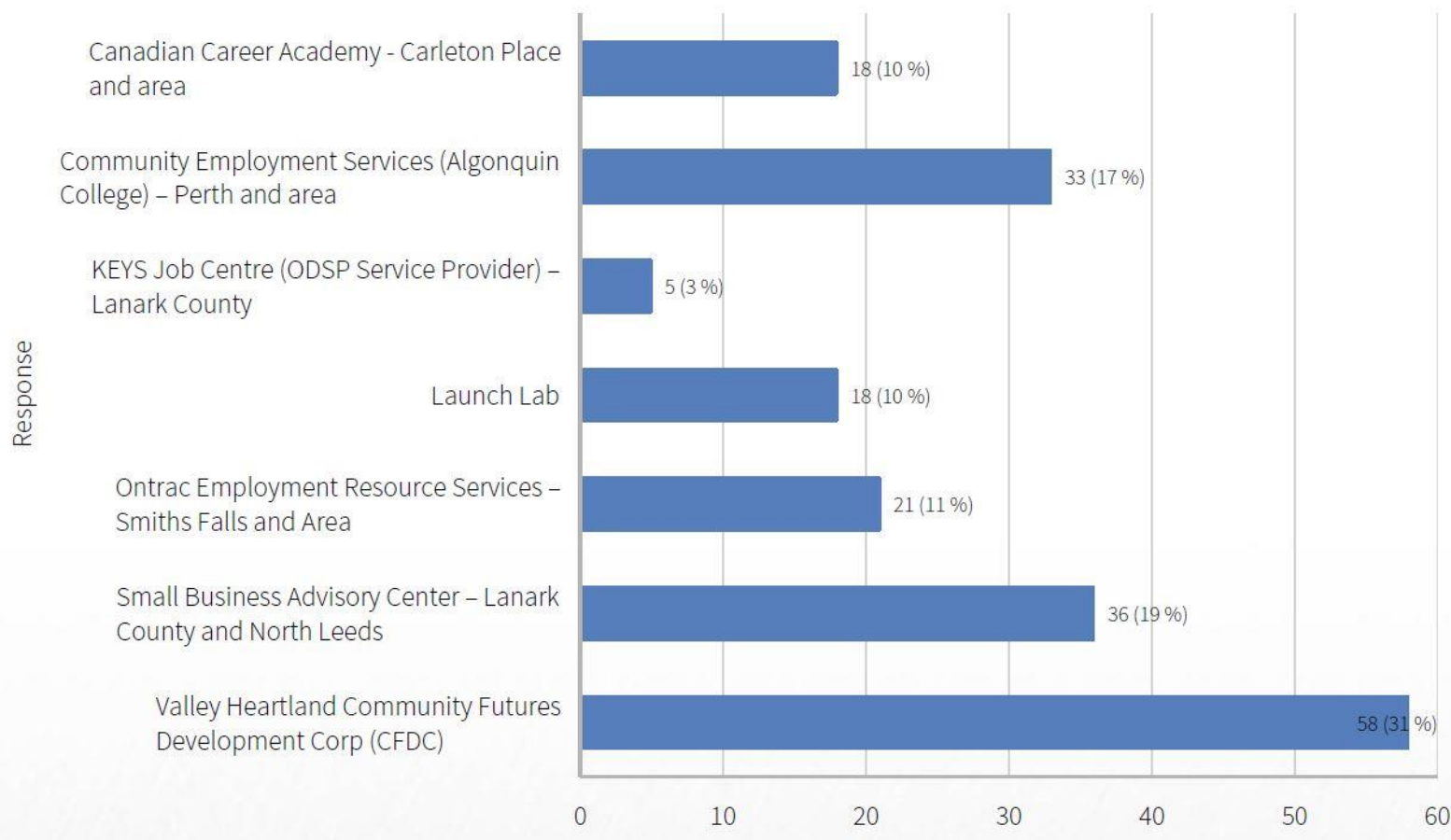
**CQ13. There are numerous business and service organizations in Lanark County that provide programs/funding/resources for the business community to support business retention & expansion.**

**What methods do you believe would be most effective to inform and keep businesses up to date on the many resources available?**





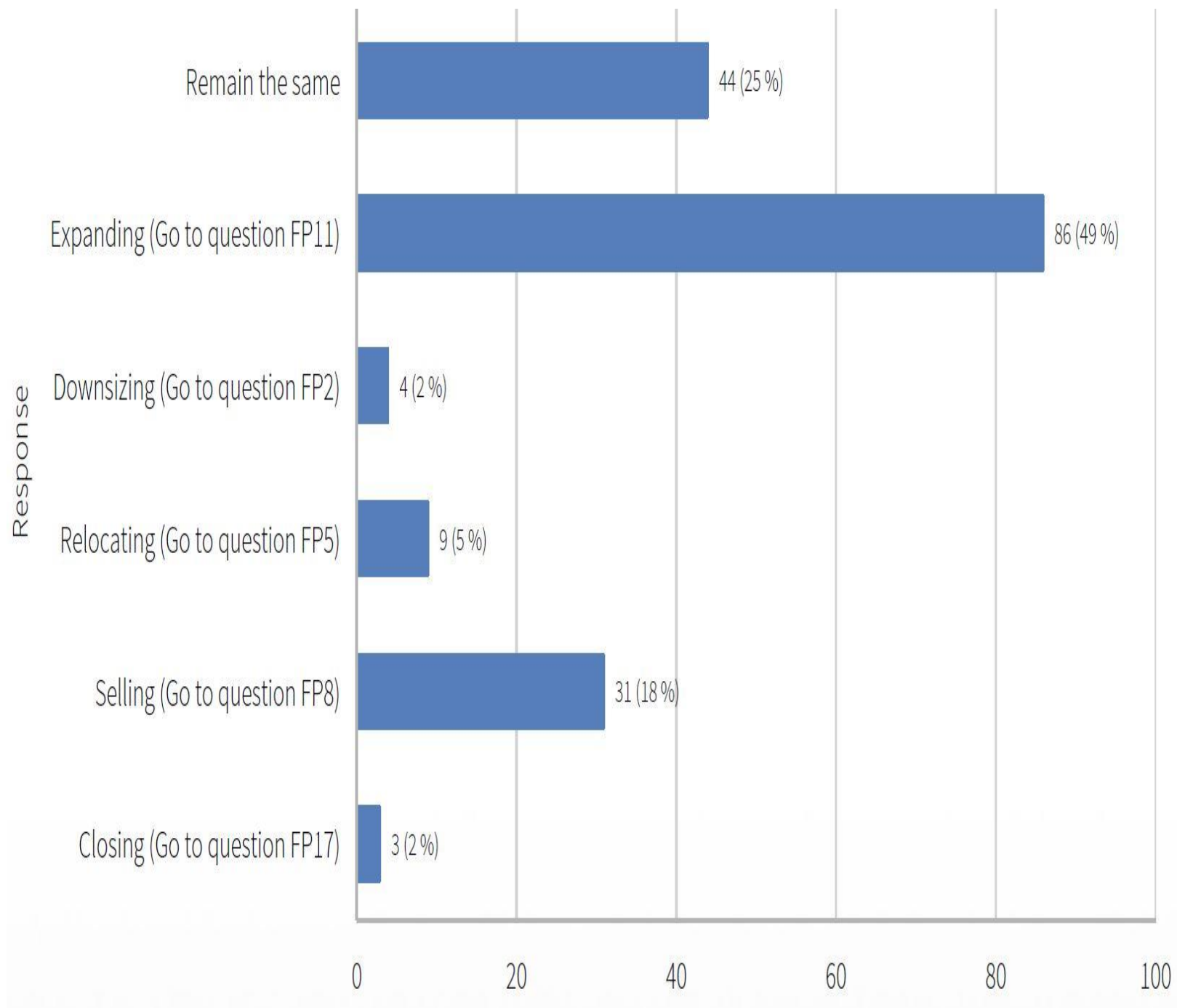
**CQ14. Have you ever accessed any programs and/or services from any of the following Service Providers in Lanark County?**



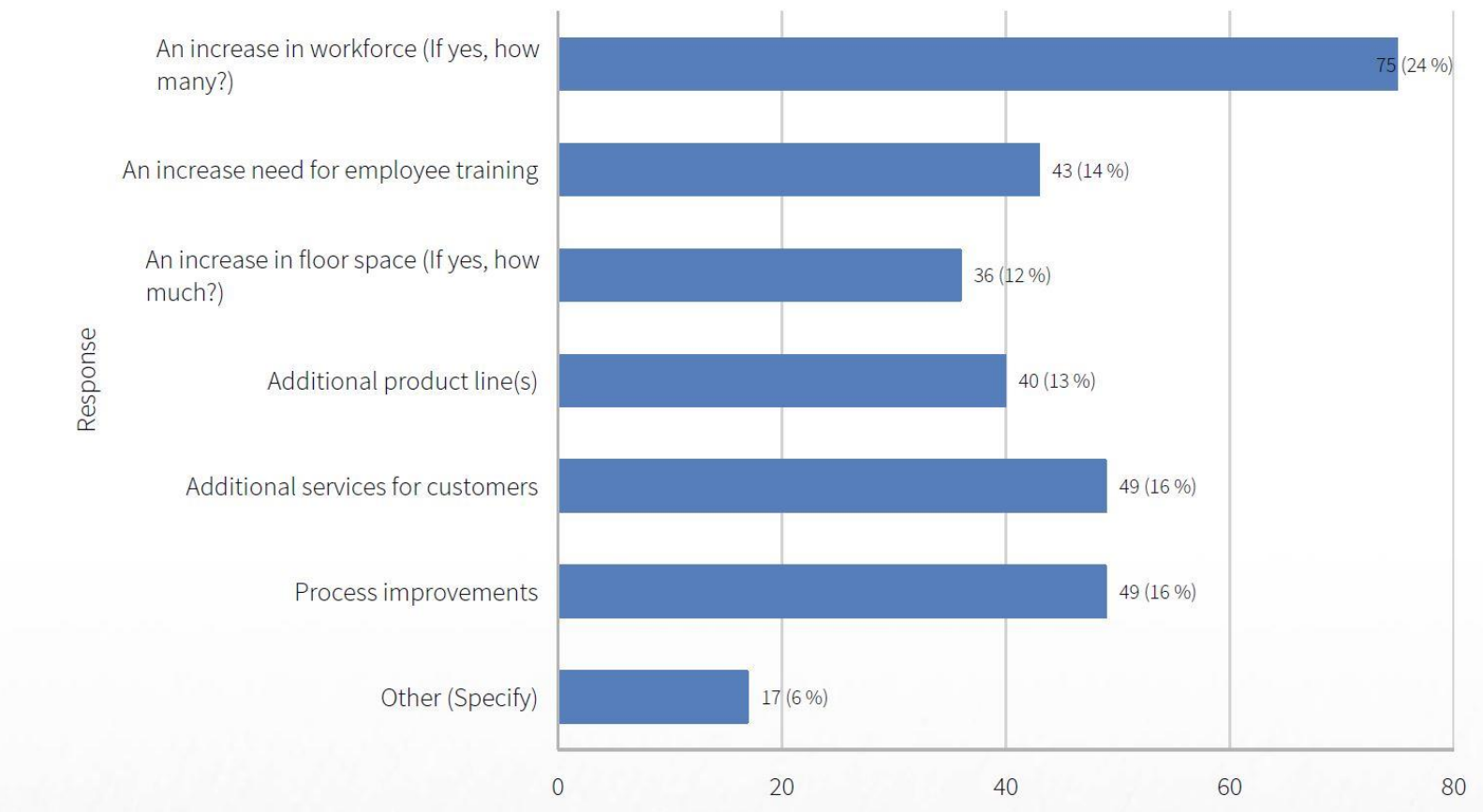
**CQ15. Would you like more information on the Service Providers in your area and the programs/services they offer?**



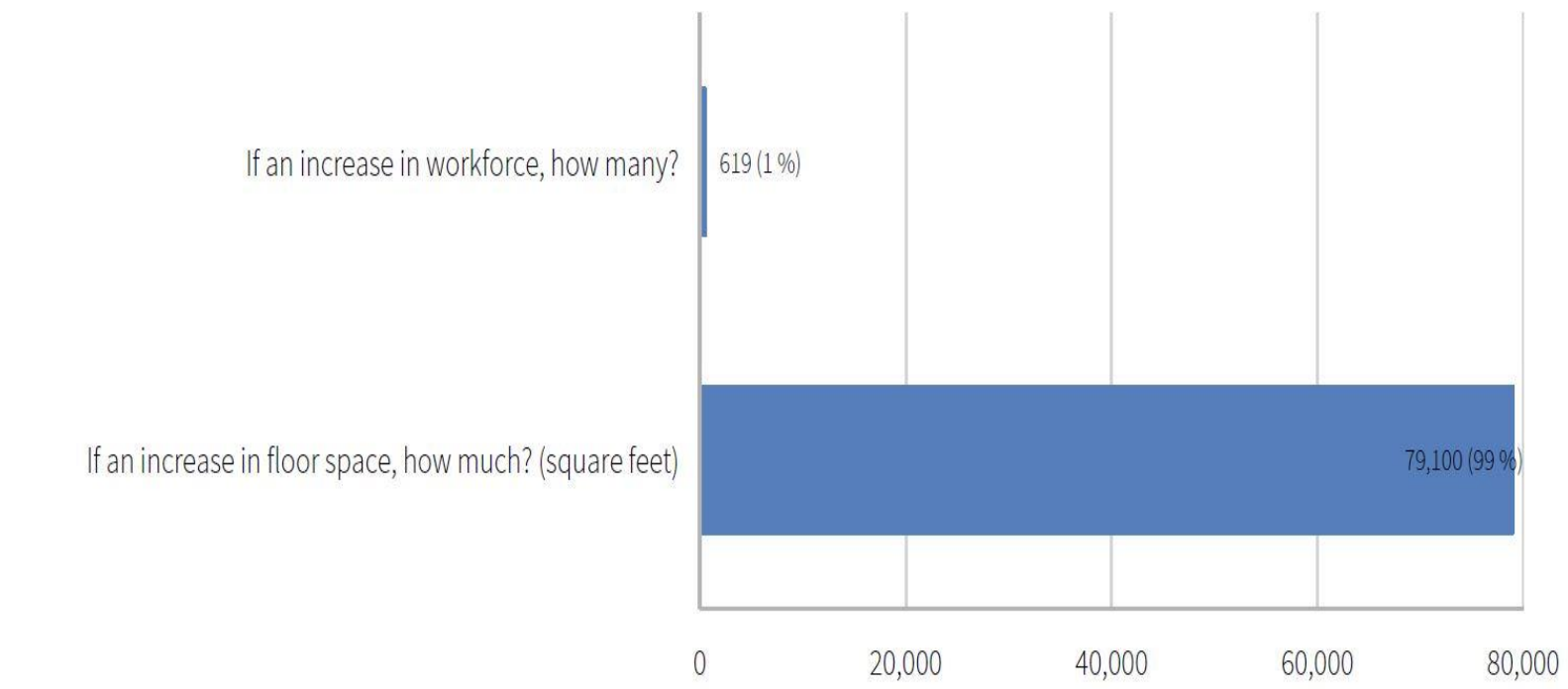
**FP1a. Within the next 18 months, which do you plan on:**



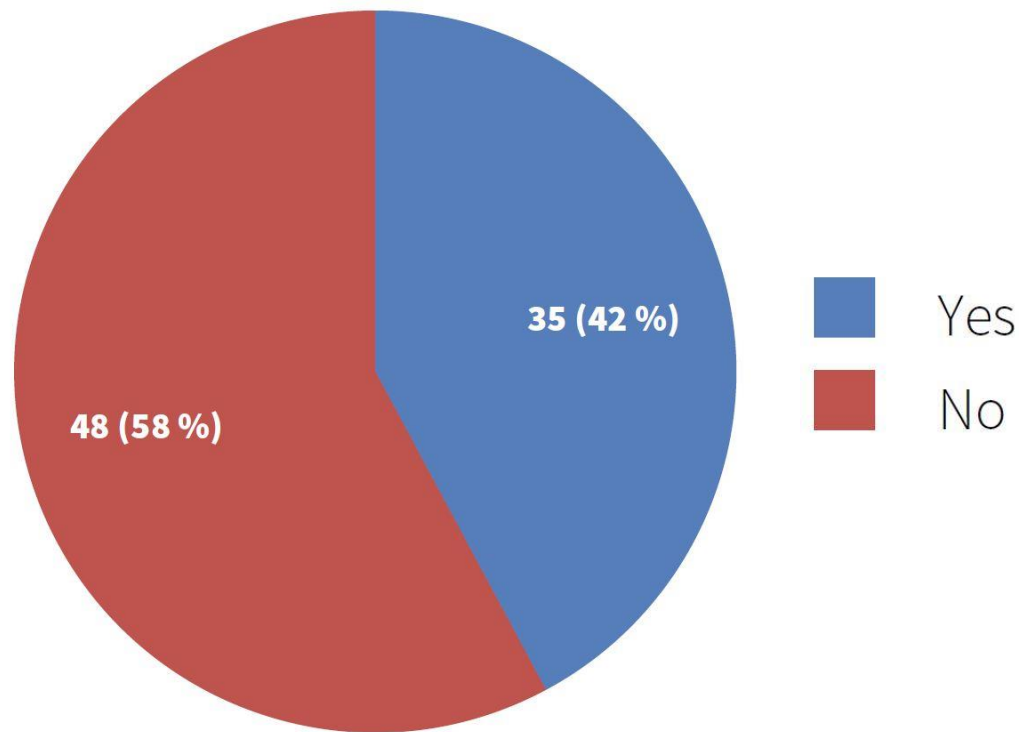
**FP12. Will your expansion require or lead to**



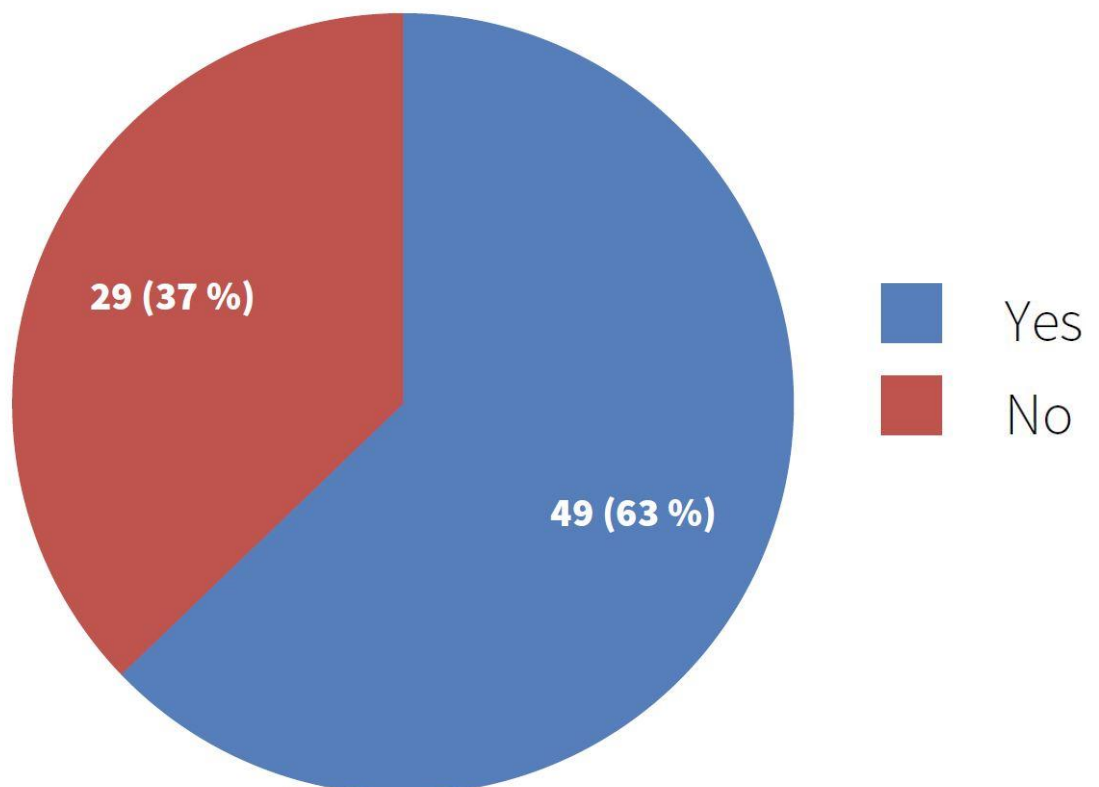
**Impacts to workforce and floor space**



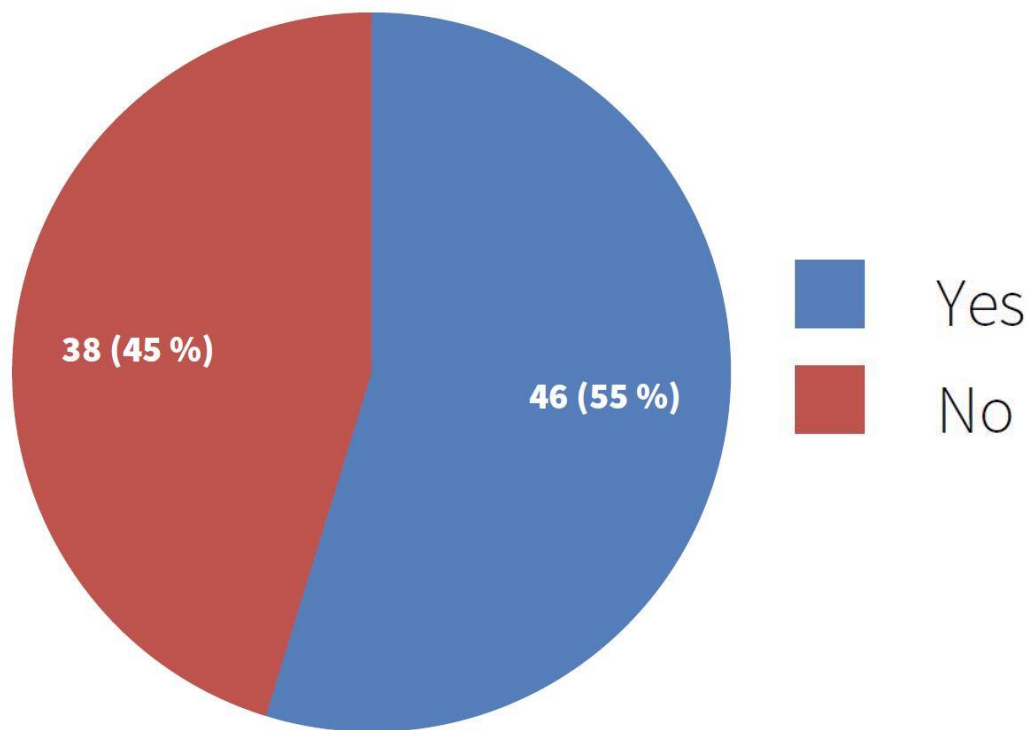
**FP15. Is your business currently experiencing difficulties with your expansion plans?**



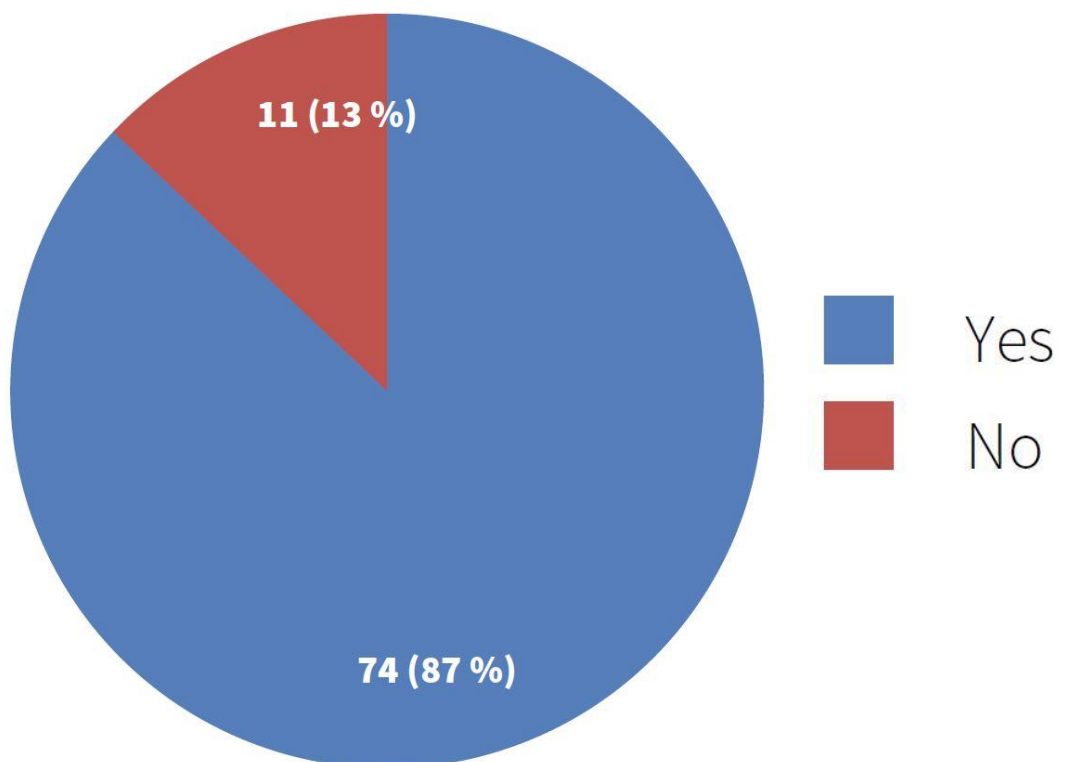
**FP16. Could the community potentially provide some assistance to support your expansion plans?**



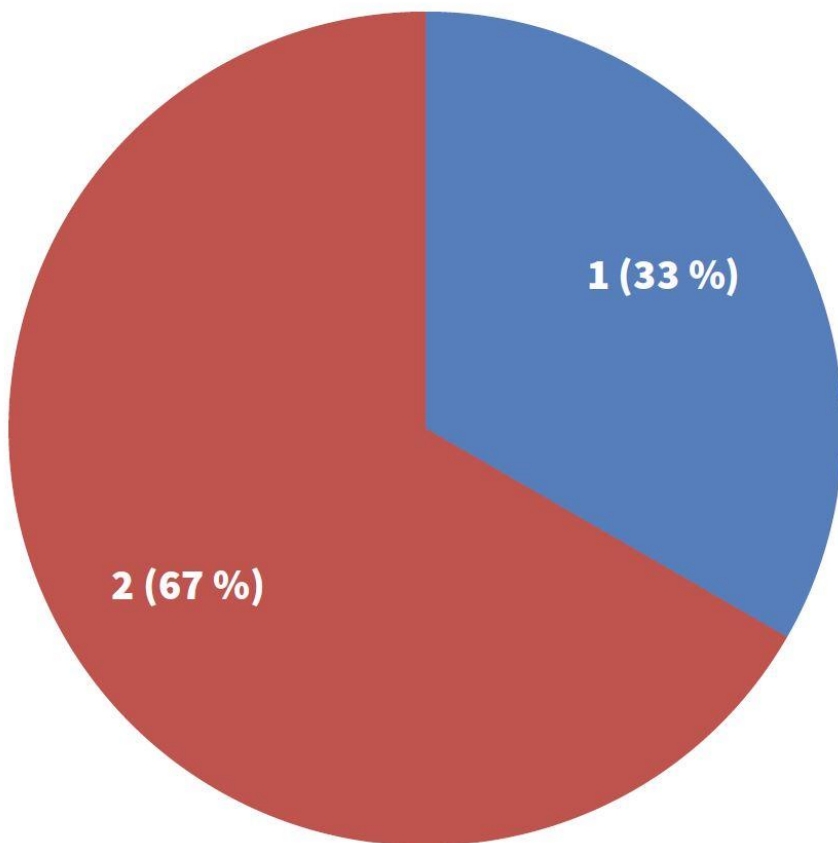
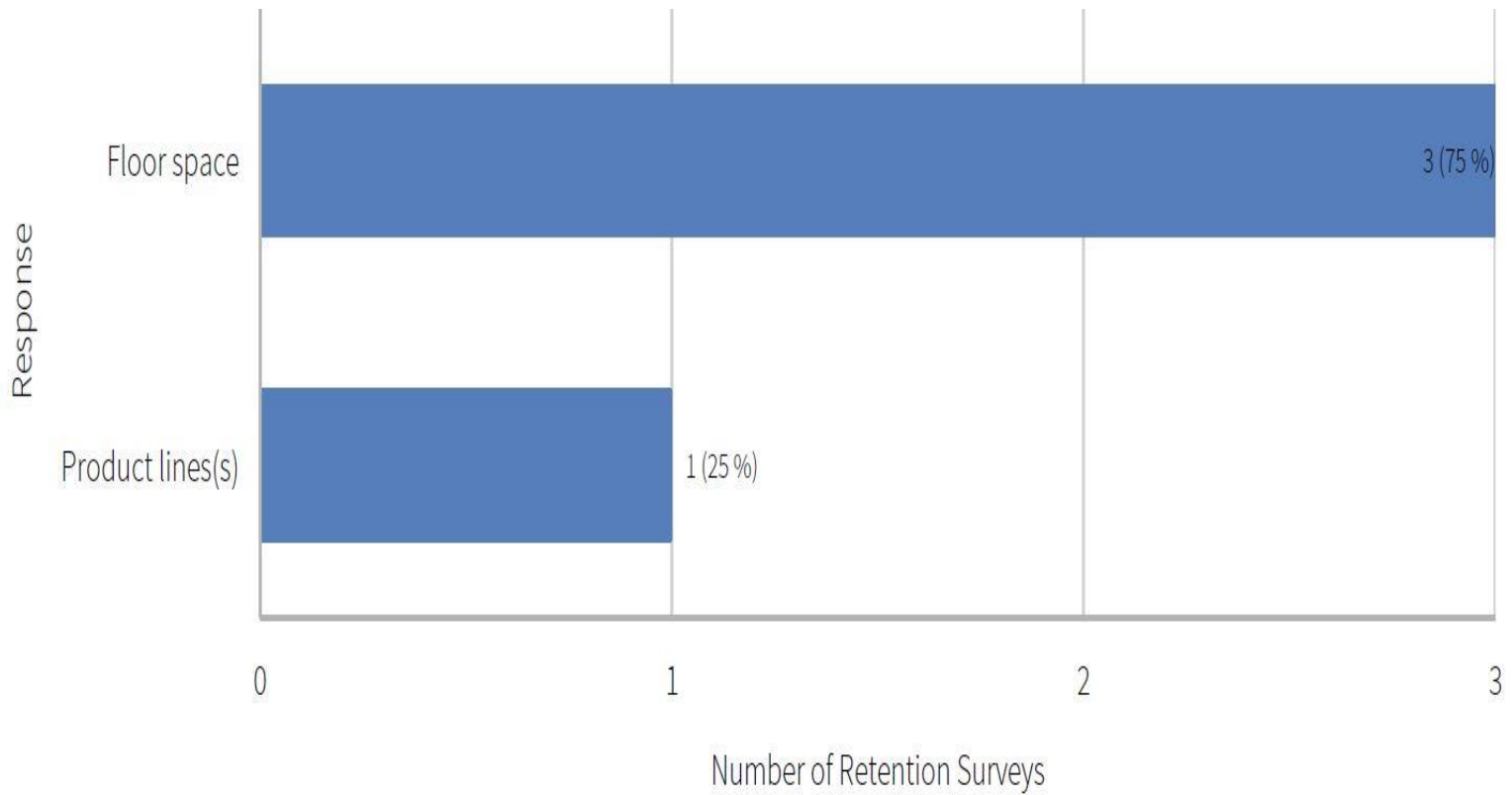
**FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?**



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

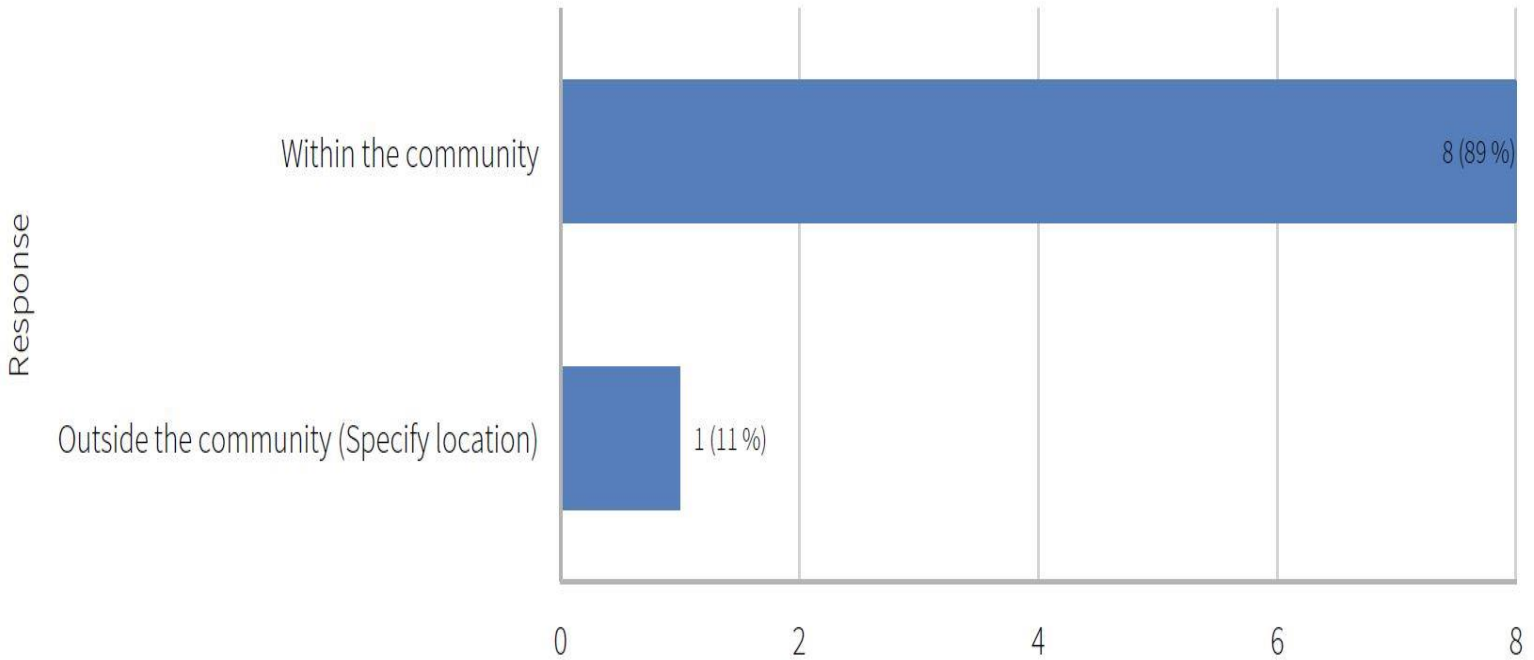


### FP3. Will your downsizing lead to a decrease in?

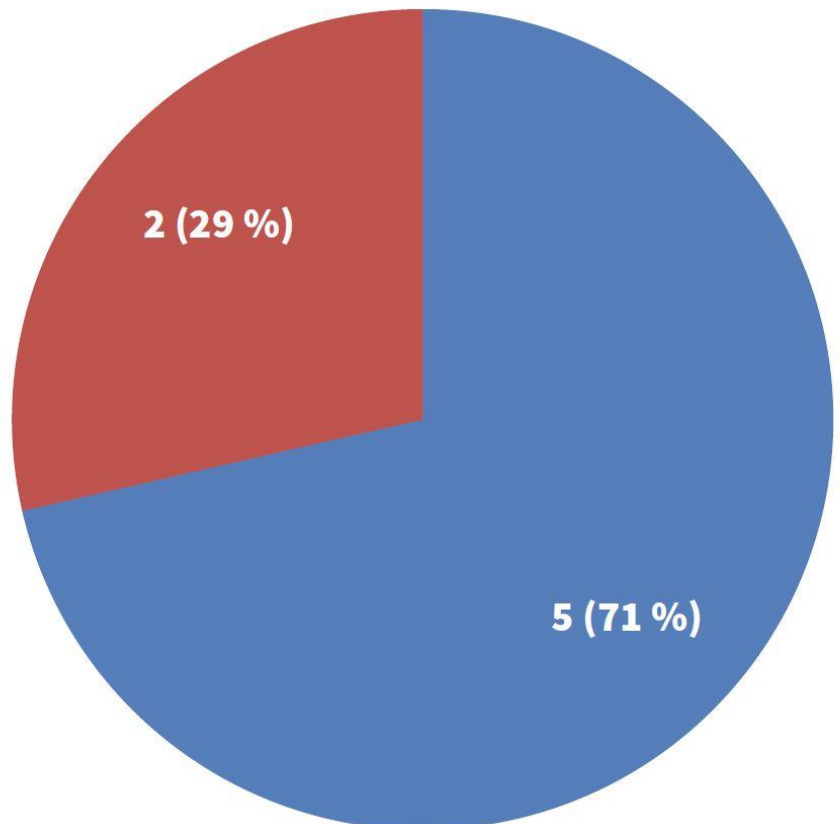


**FP4. Is there any assistance that could be provided to prevent/limit the downsizing of your business?**

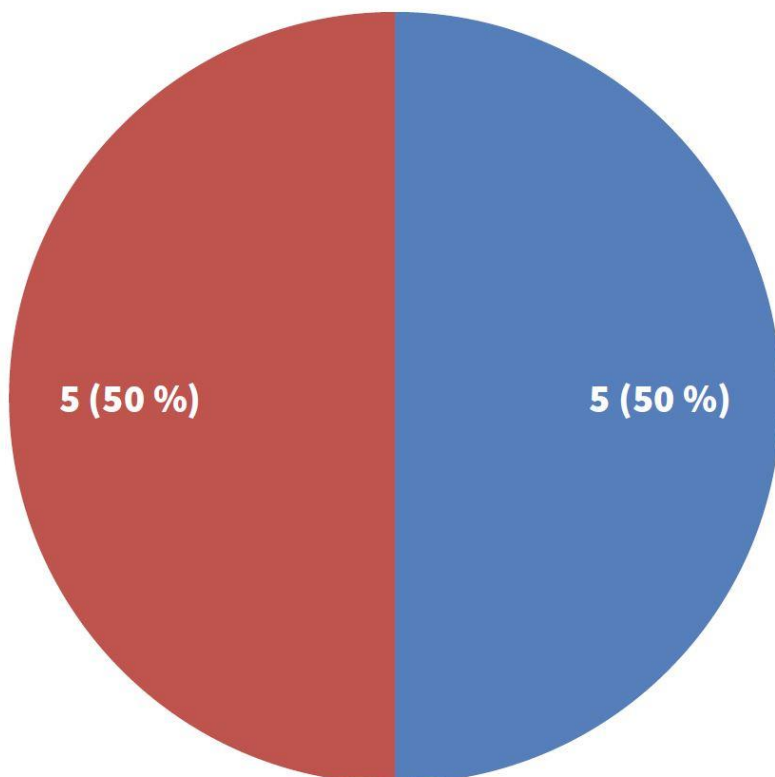
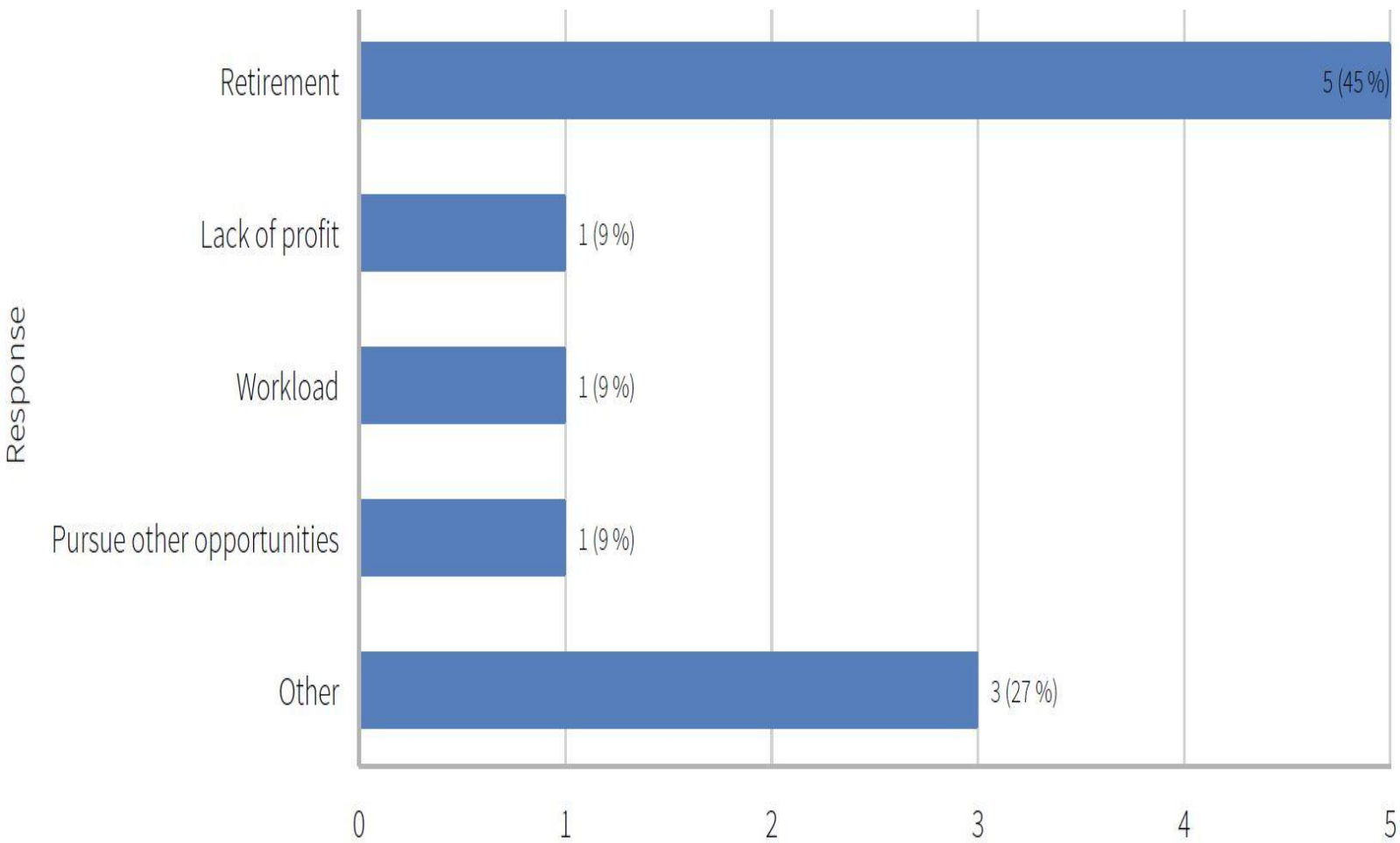
### FP5. Where do you plan to relocate this business?



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



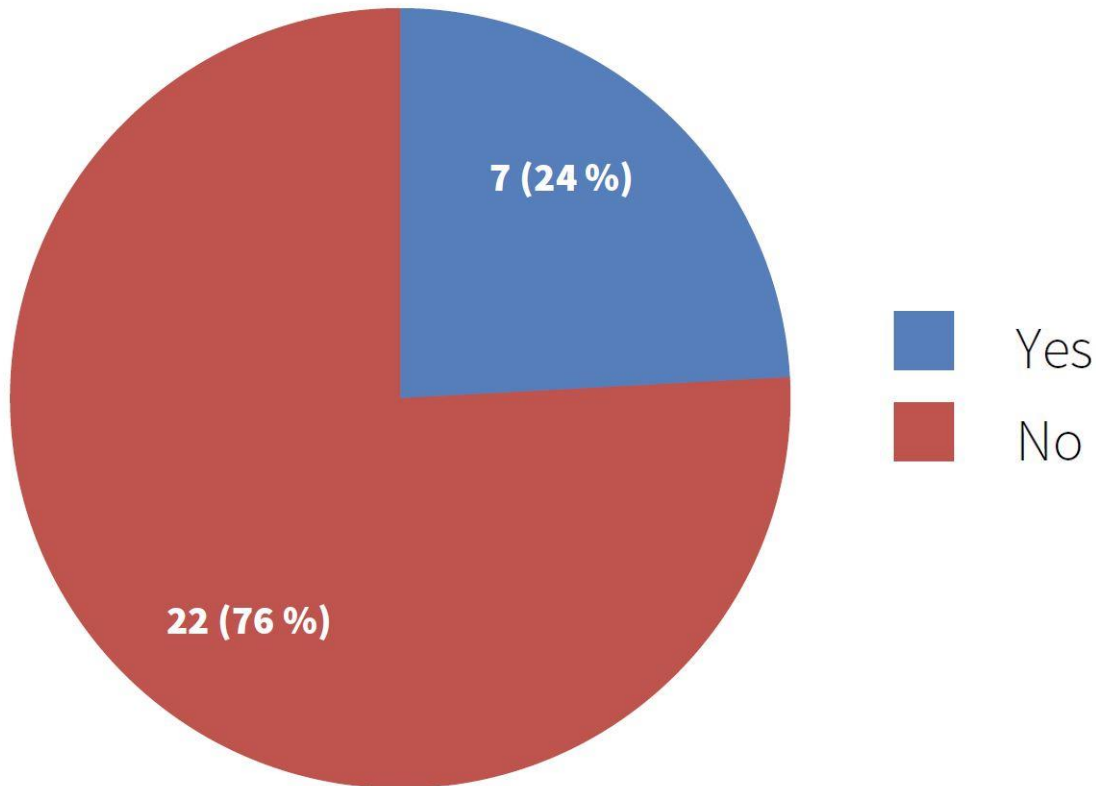
### FP8. Why are you selling your business?



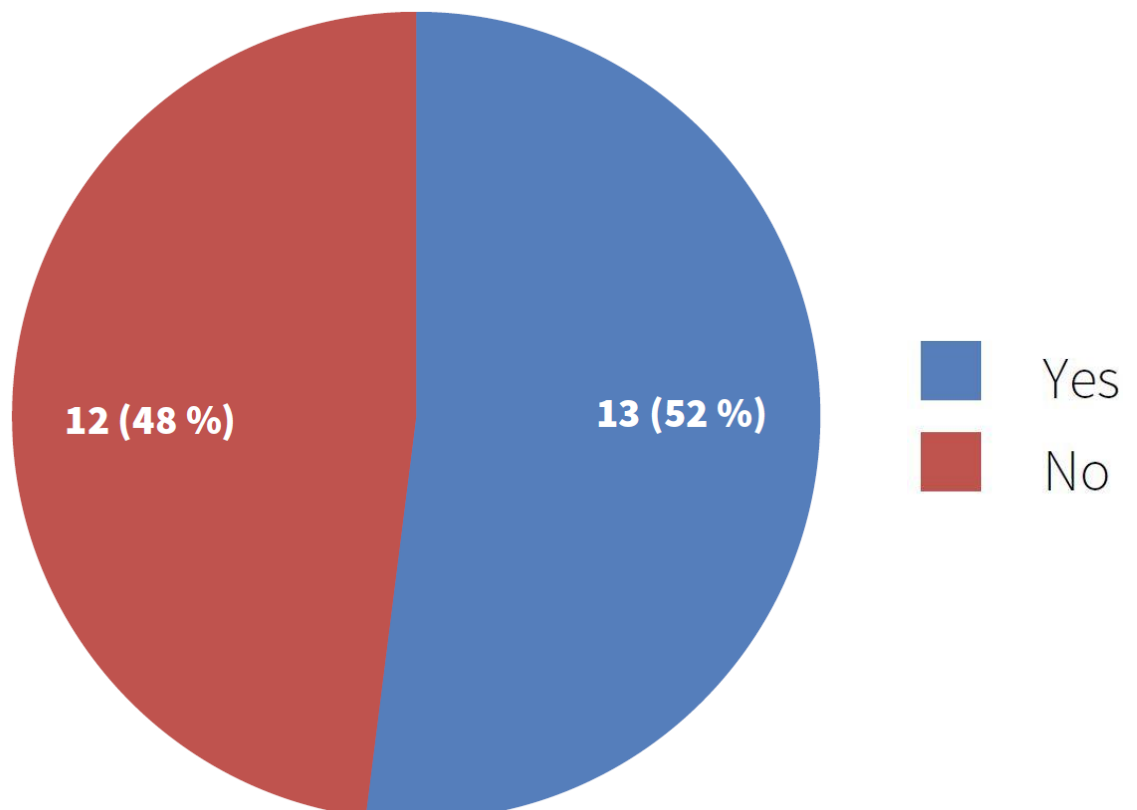
### FP10. Would you like assistance/information on selling your business?



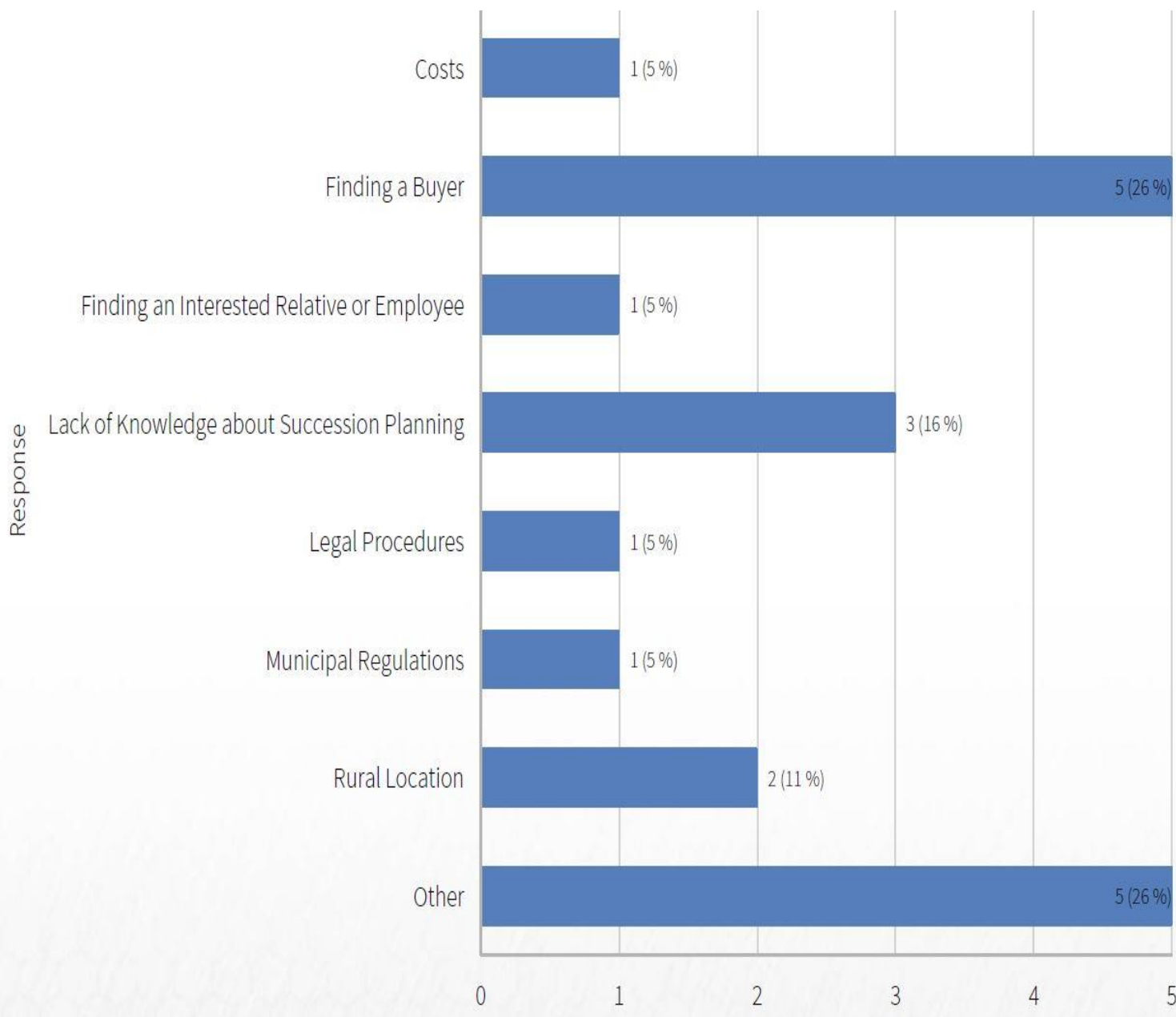
**FP9a. Do you have a succession plan for your business?**



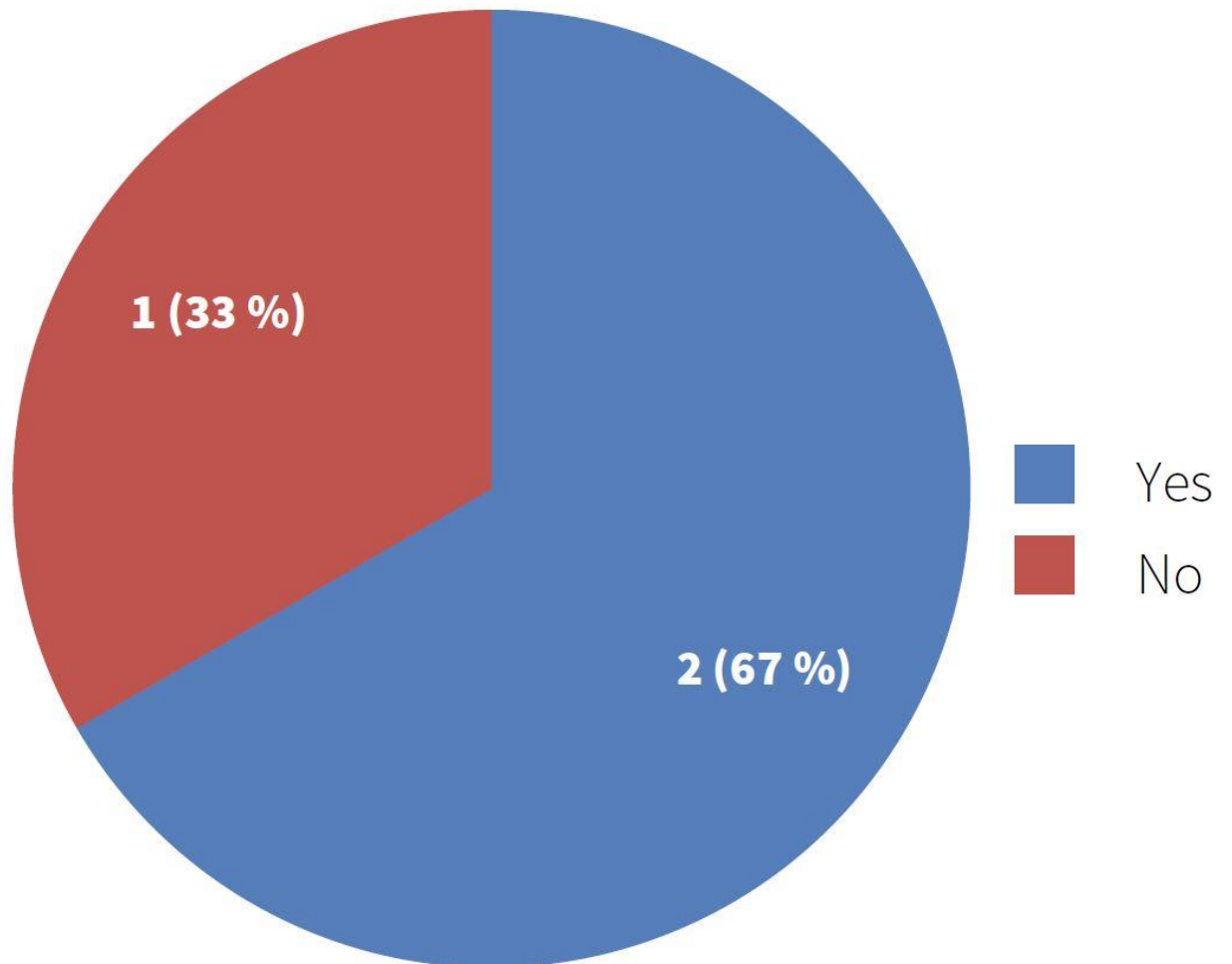
**FP9b. Would you like assistance/information with developing a succession plan?**



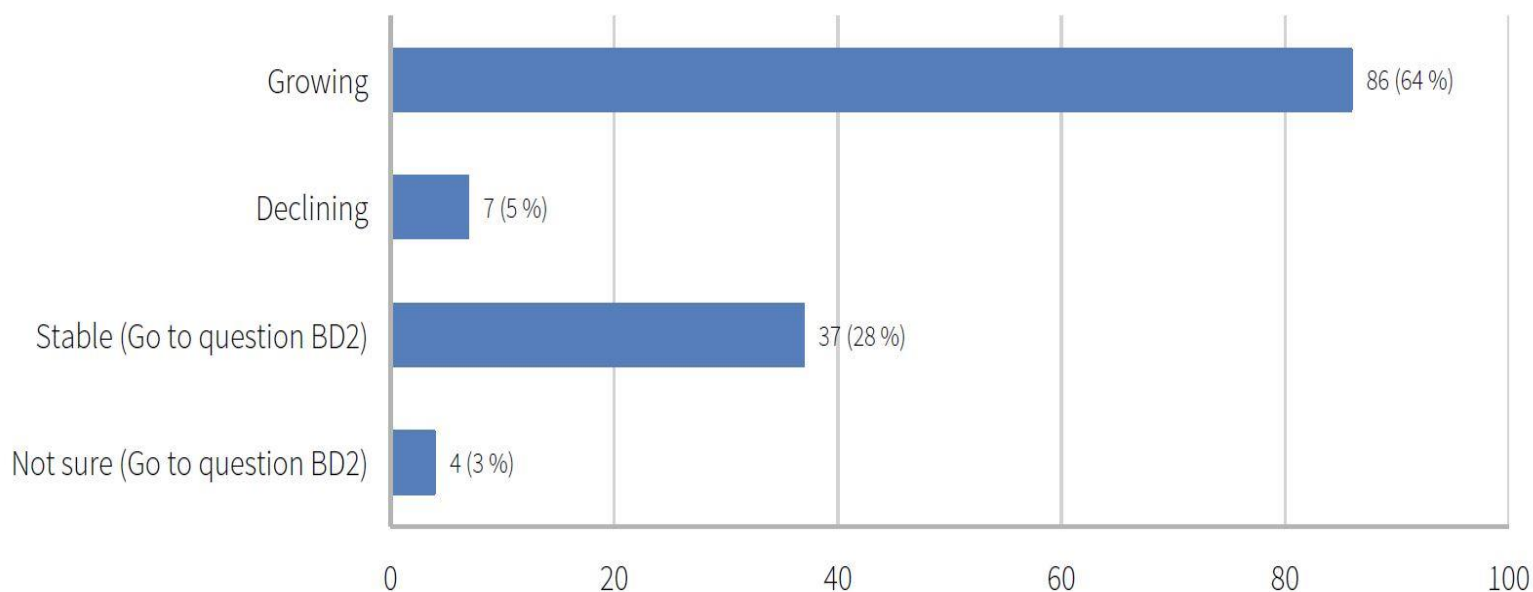
**CQ6. What types of barriers, if any, do you believe will be an obstacle in your succession plan?**



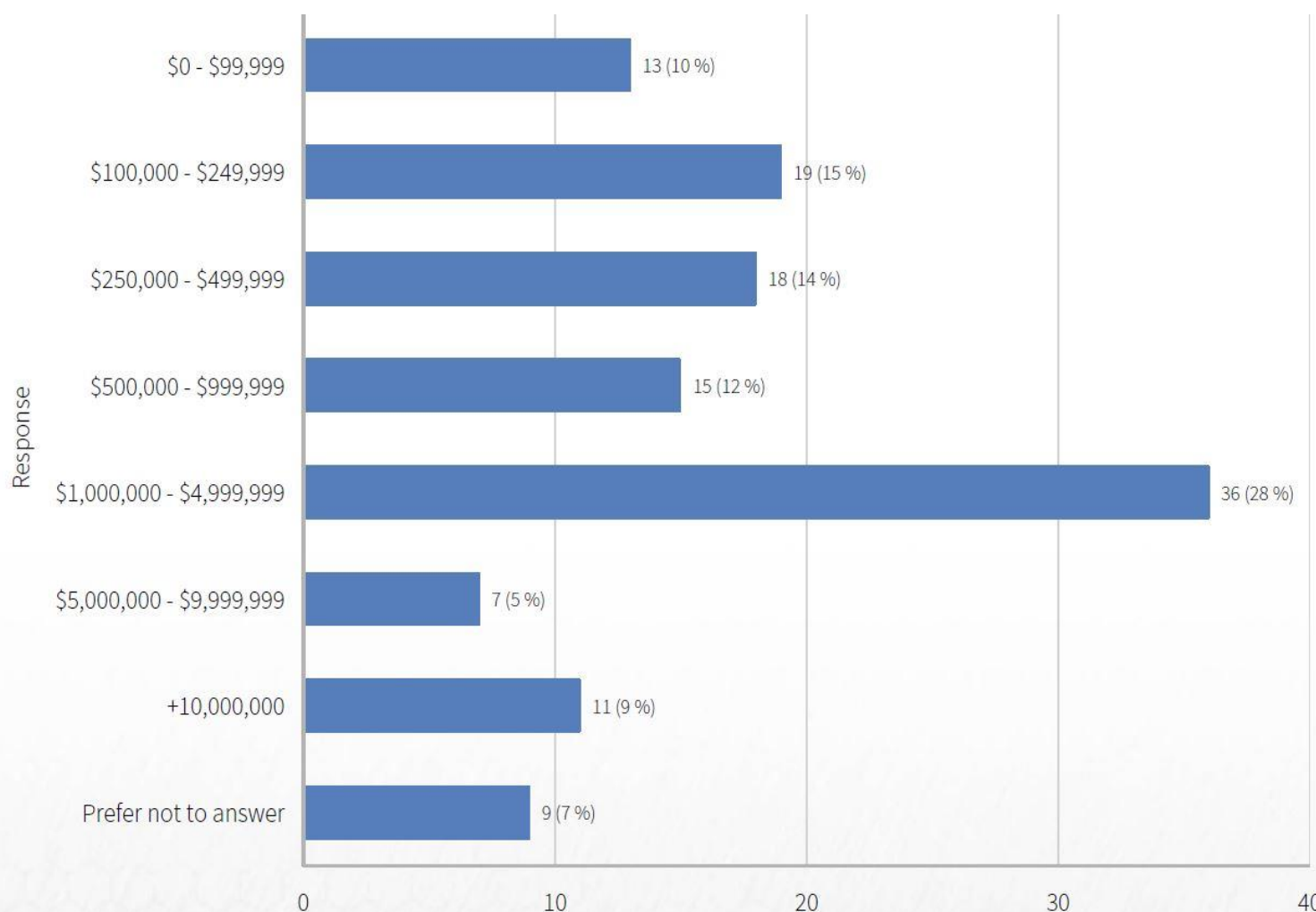
**FP17. Do you plan to close this business at this location without re-opening in another location?**



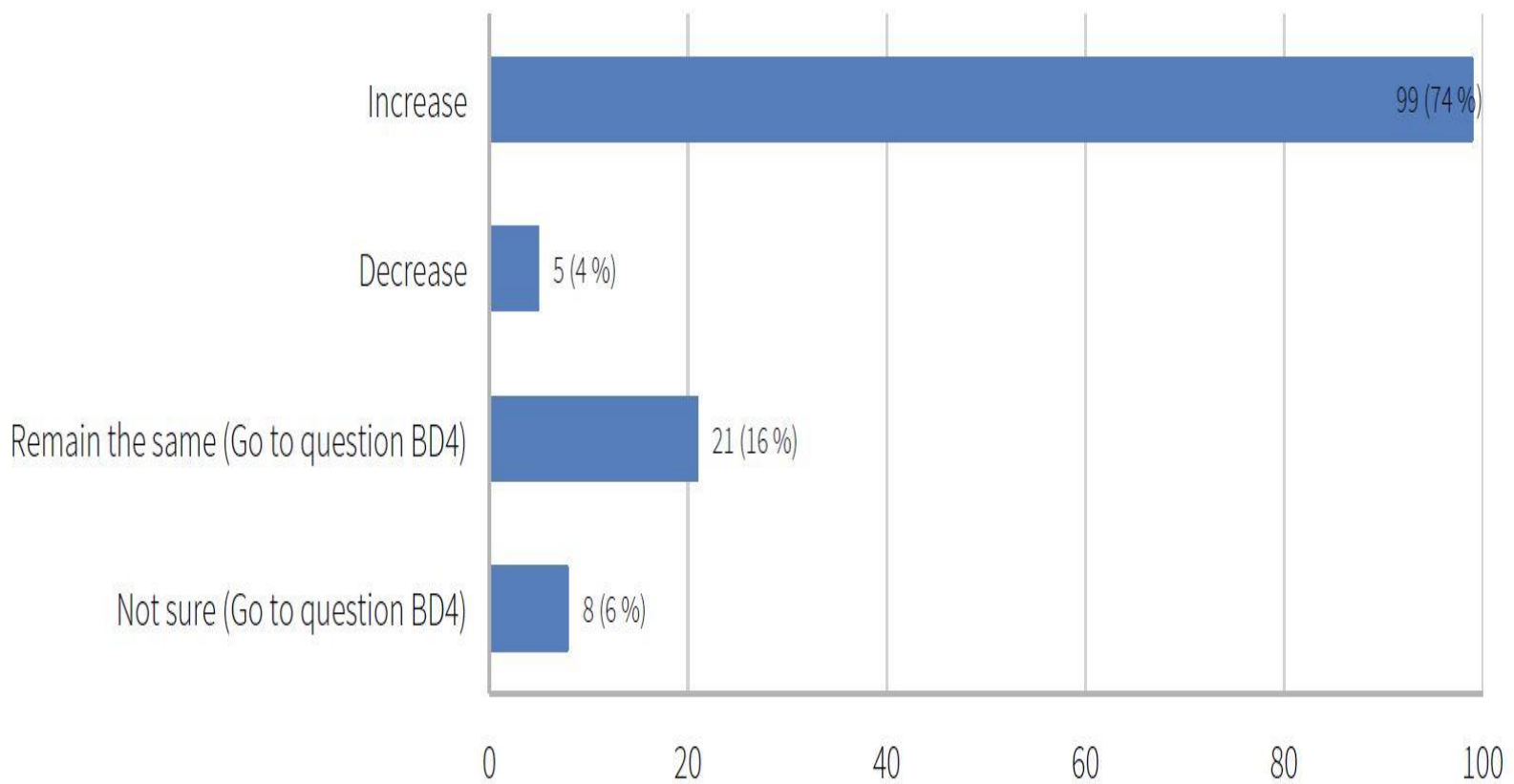
### BD1a. What is the outlook for your industry?



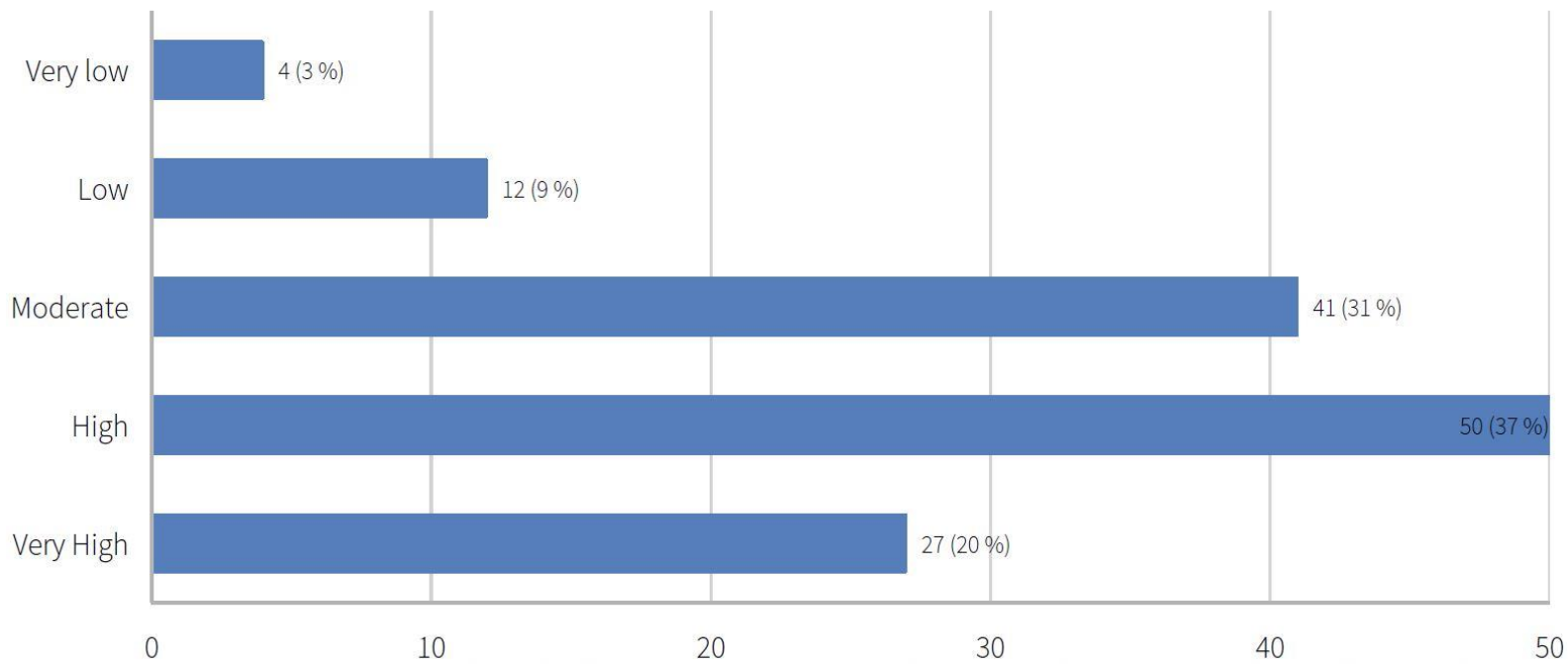
### BD2. Please give an approximate annual sales range for your business:



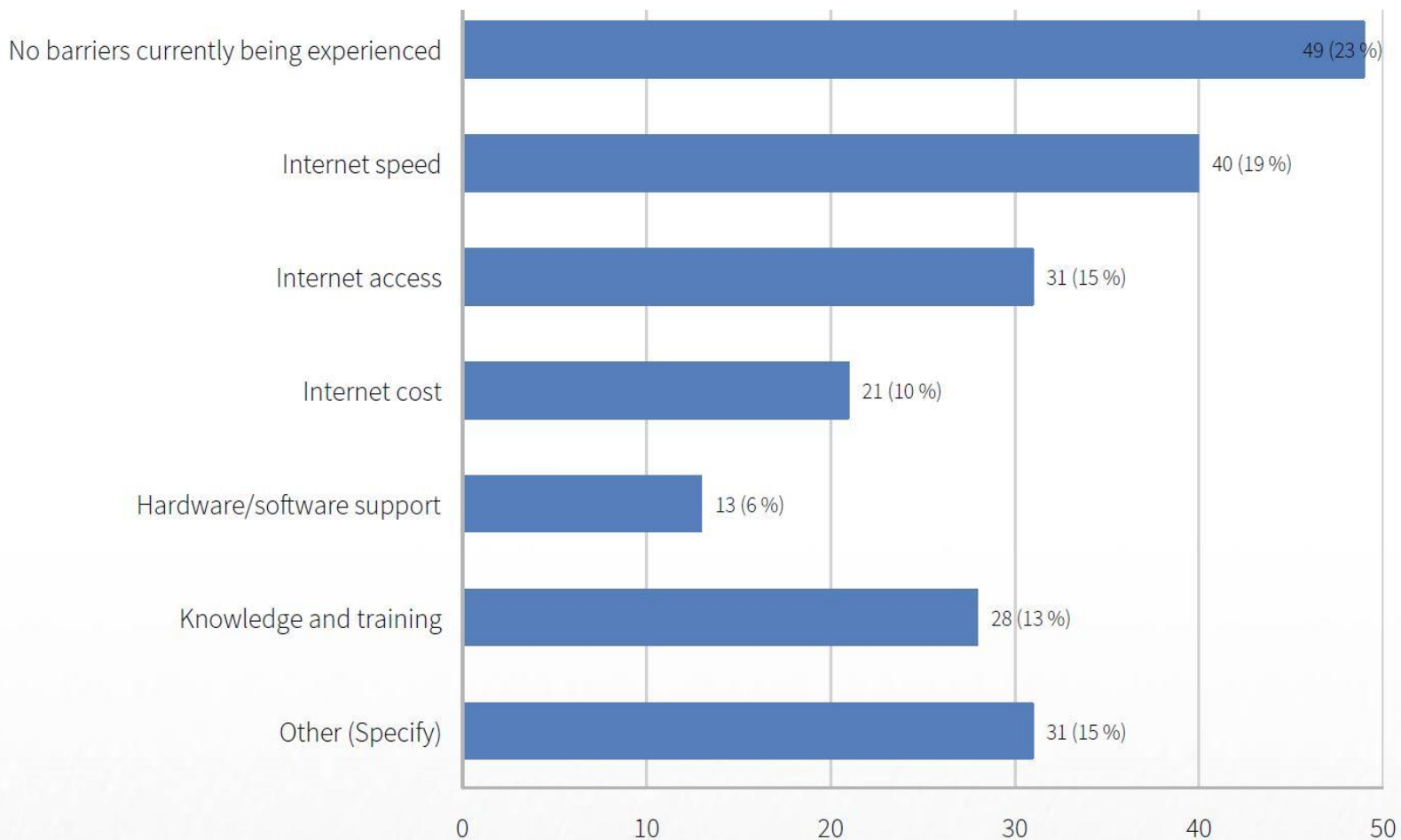
**BD3a. Are your projected sales in the next year expected to:**



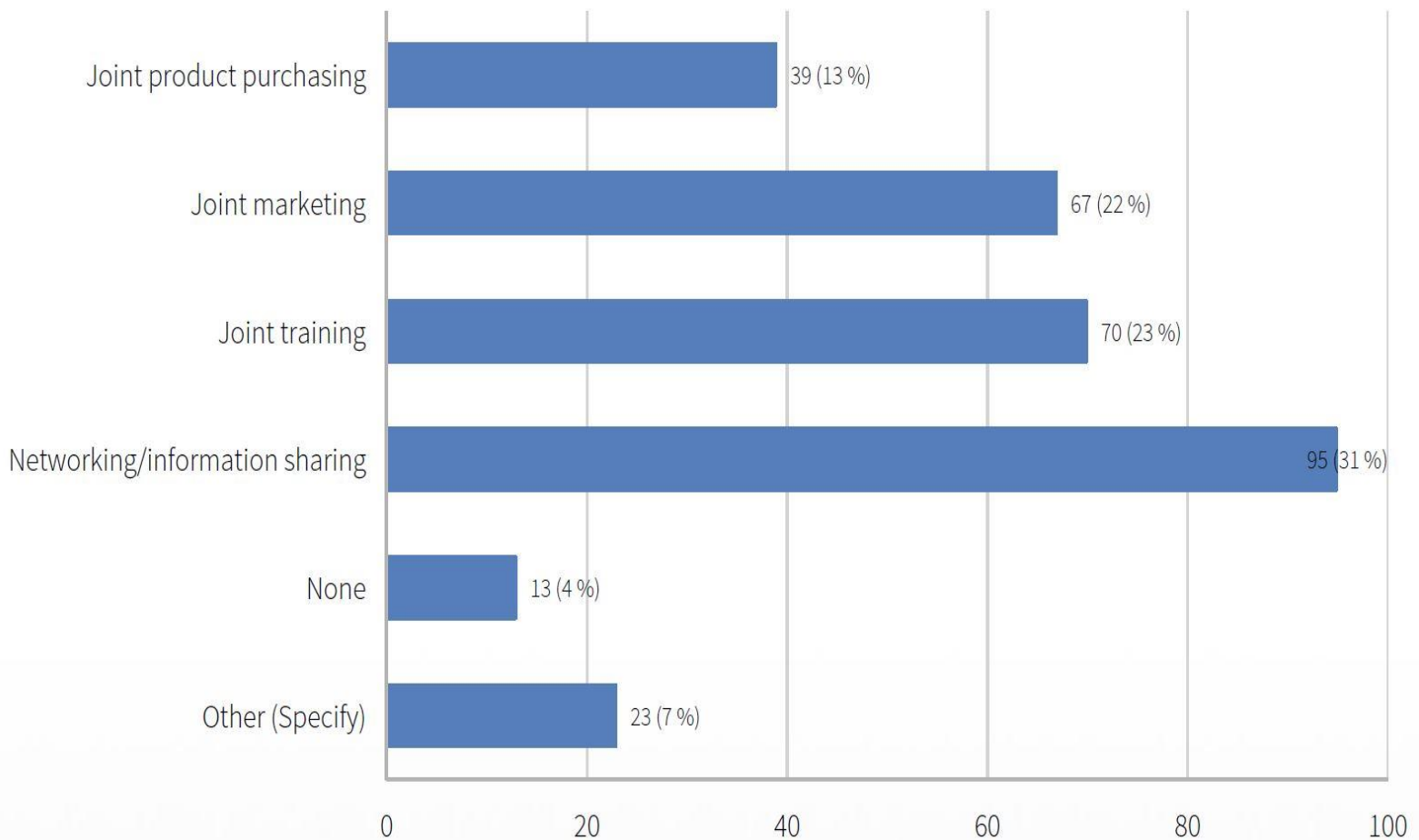
#### BD4. How would you rate your business related to the use of technology?



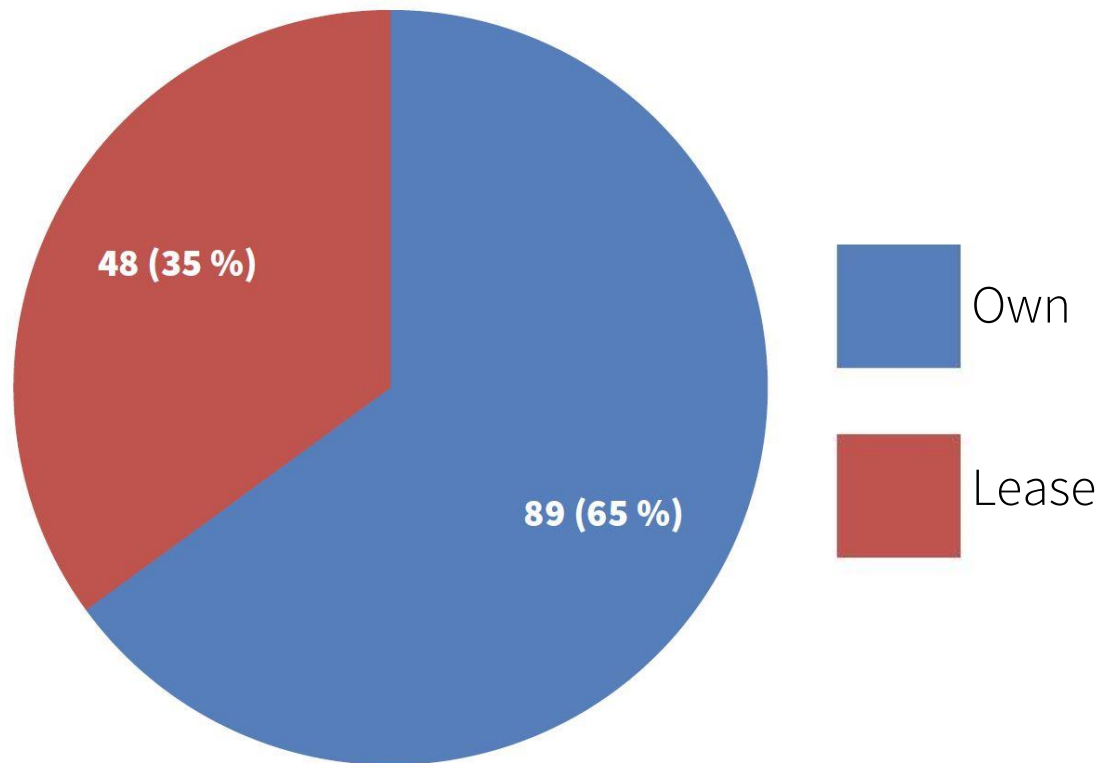
#### BD5. Is your business currently experiencing any barriers related to your information technology requirements?



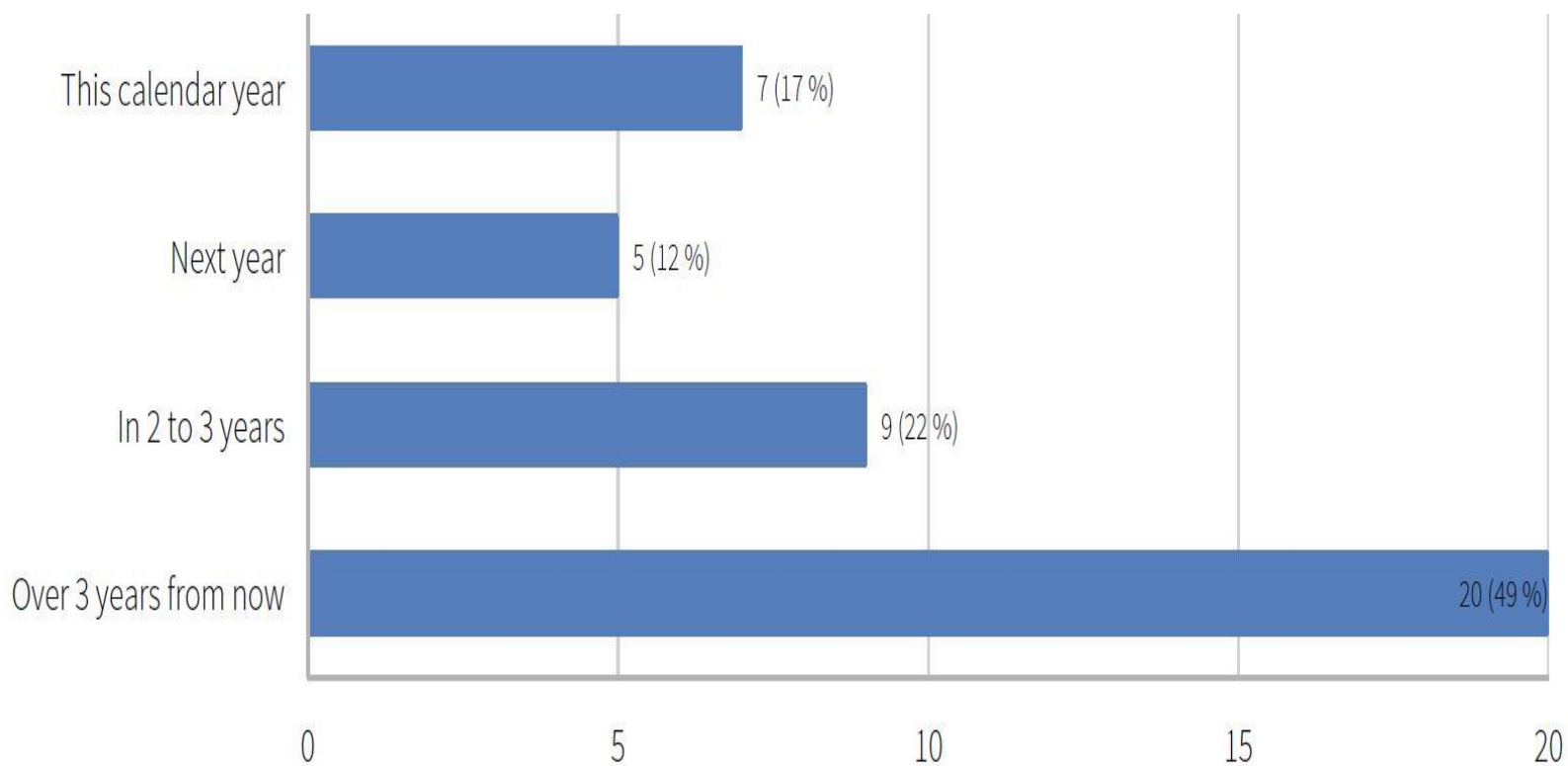
**BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?**



### BD8a. Does your business own or lease its facility/facilities?

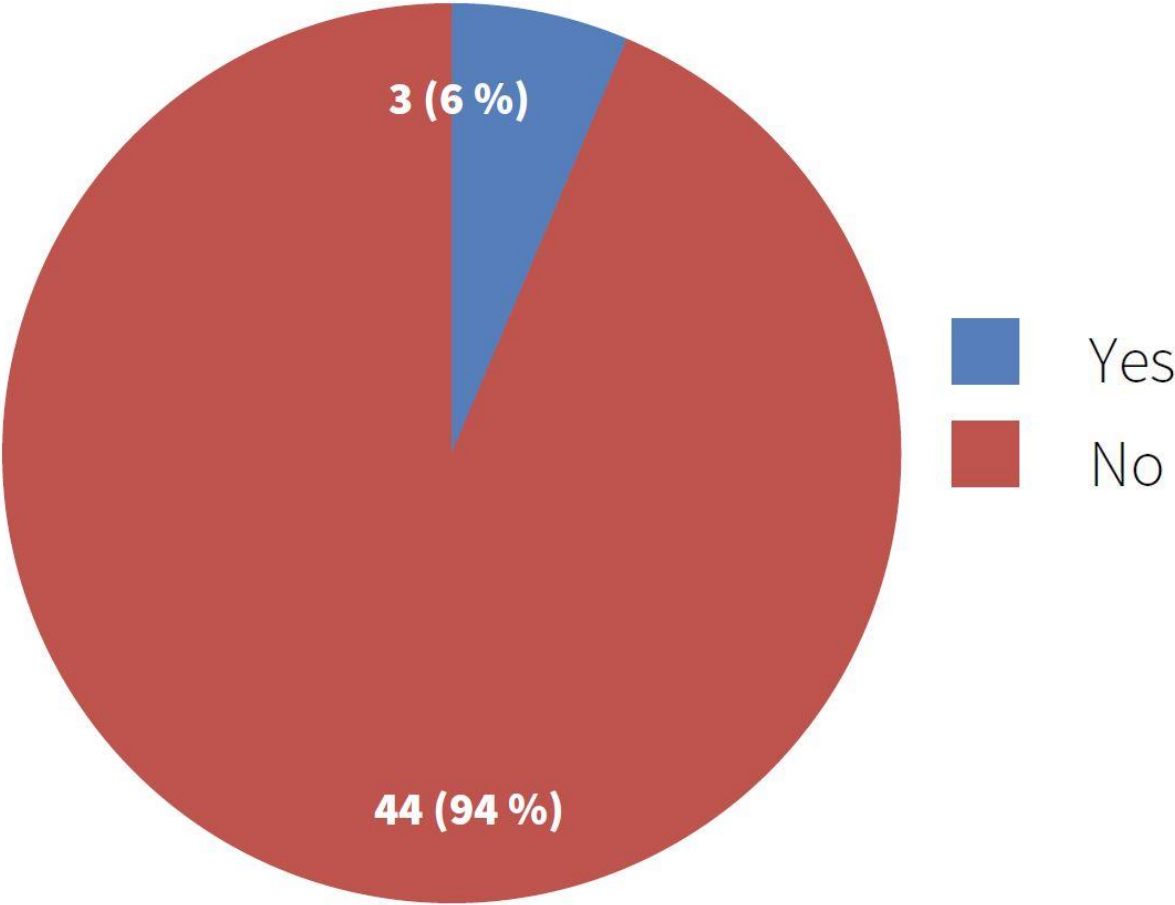


### BD8b. When does the lease expire?

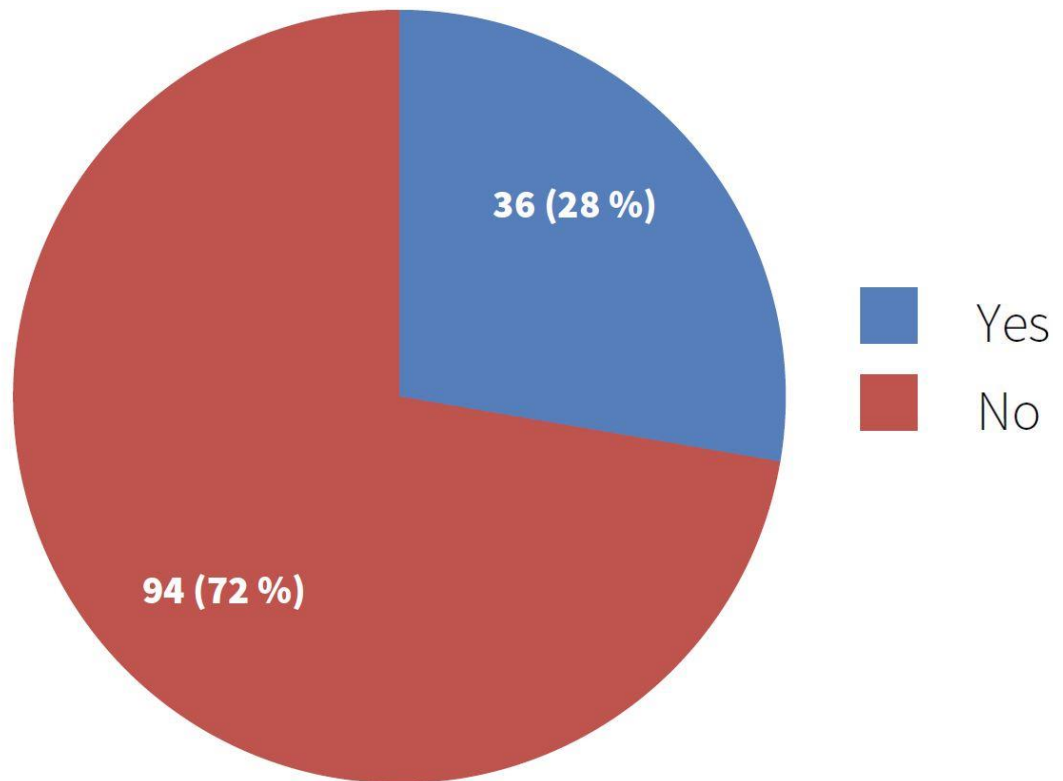




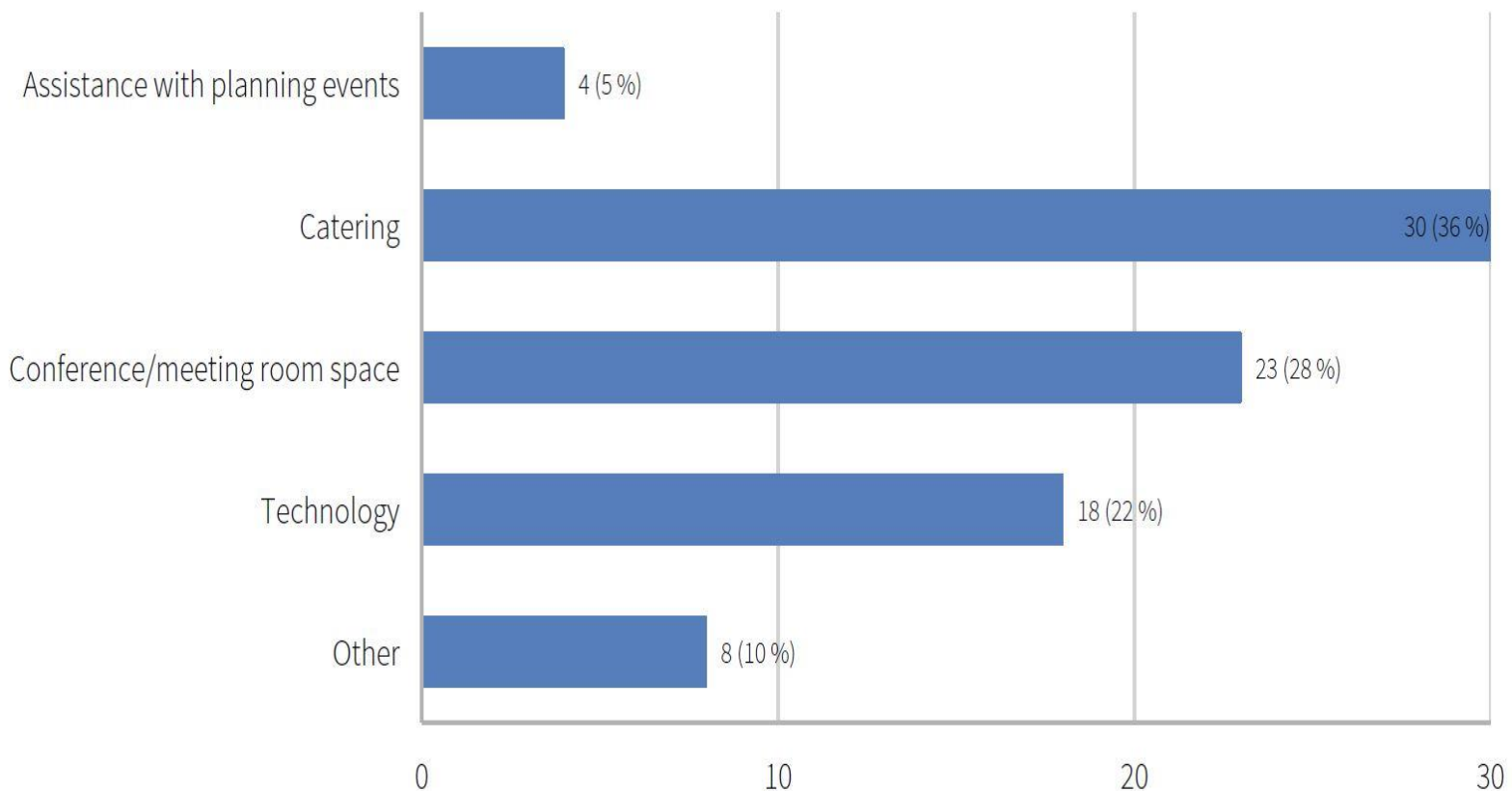
**BD8c. Do you anticipate any problems in renewing the lease?**



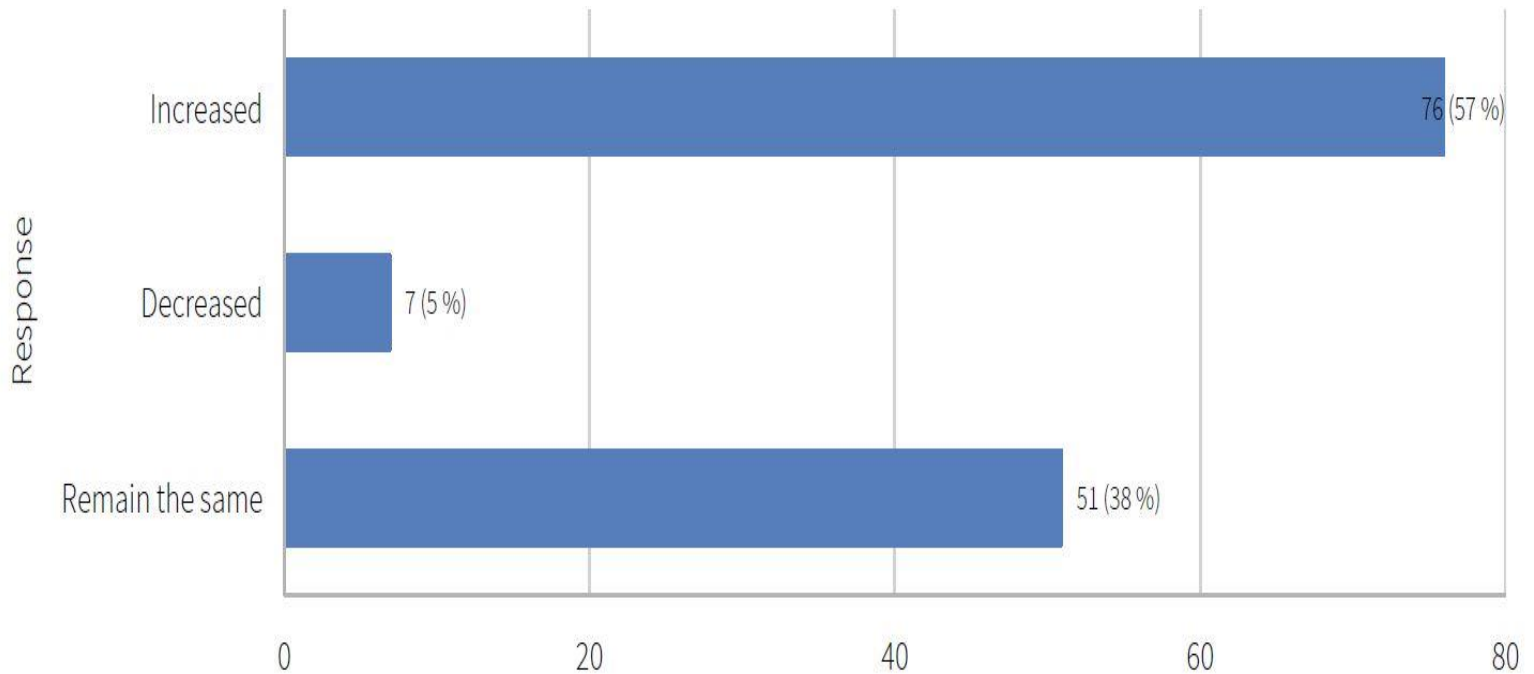
**CQ11a. Do you host business meetings/events that require overnight accommodations?**



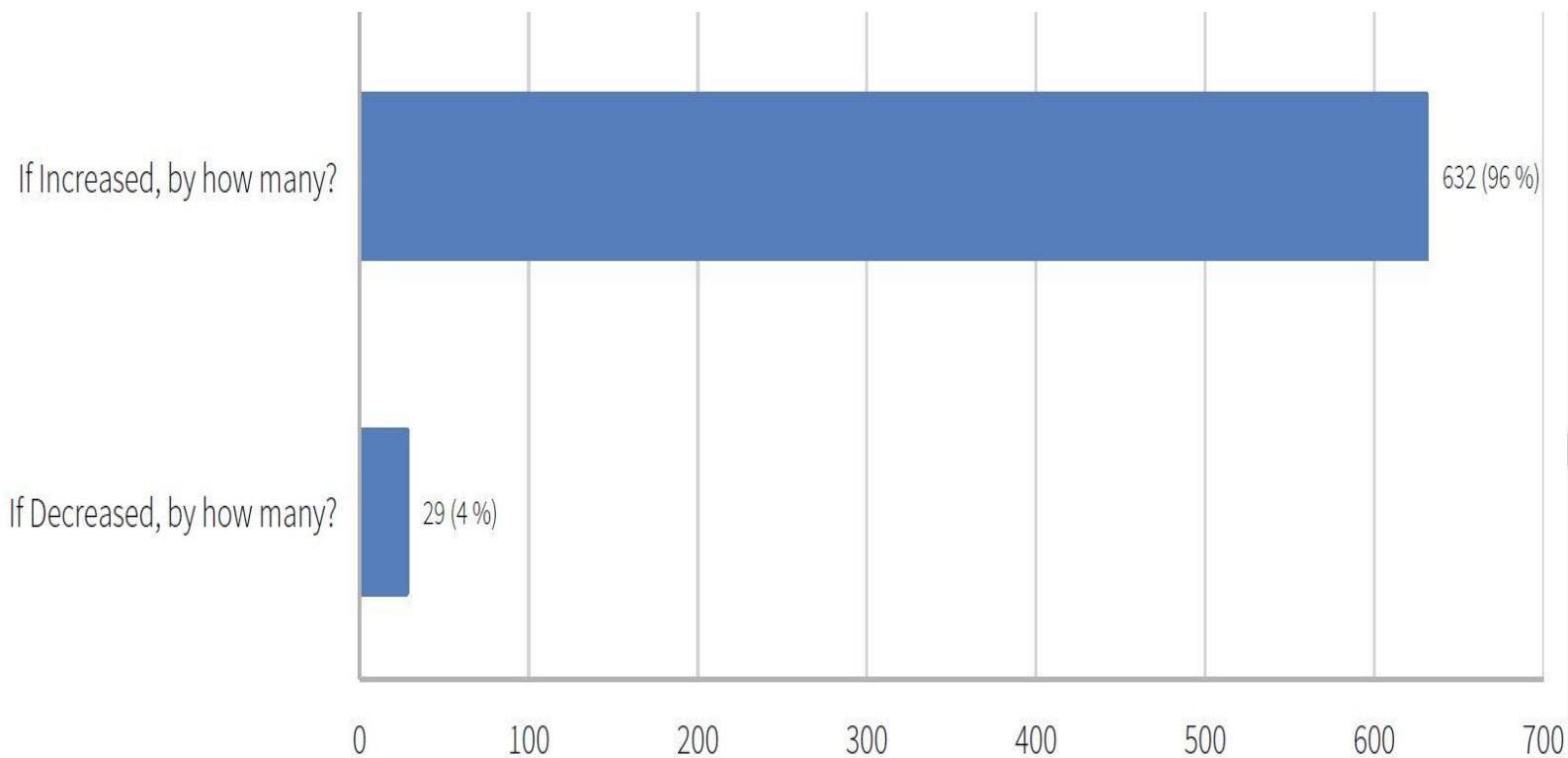
**CQ12. What amenities/services, if any, are required when you host business meetings/events**



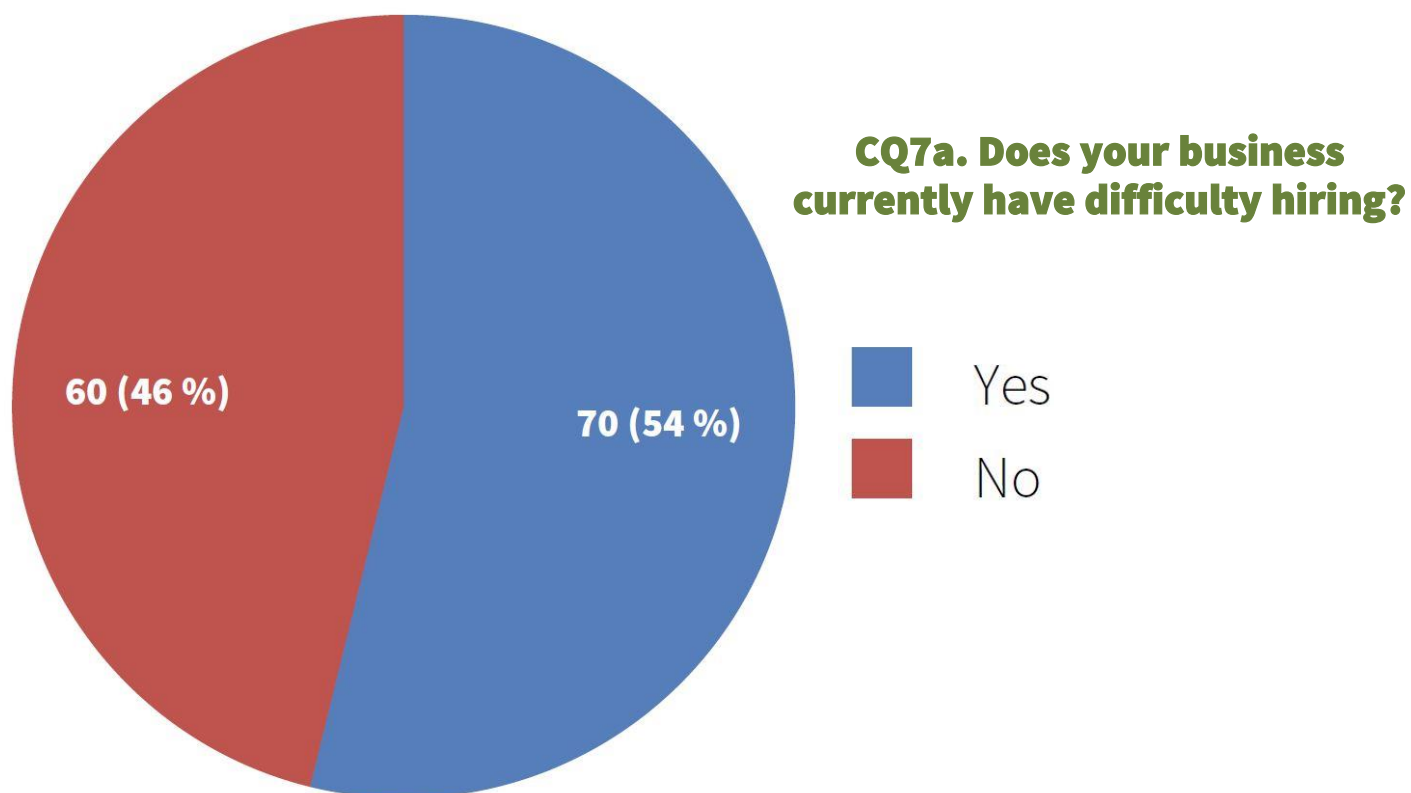
**WF1a. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?**



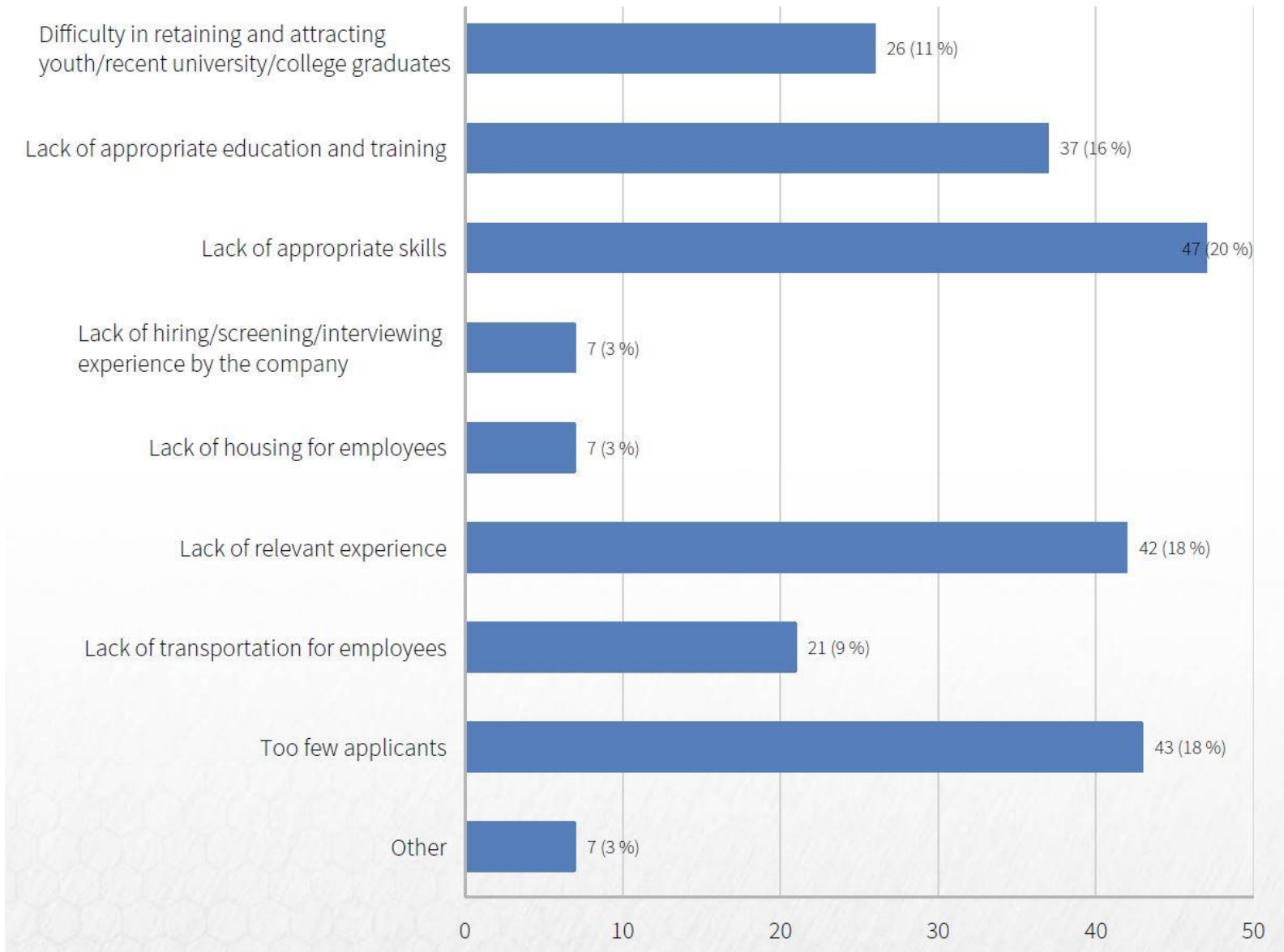
**If increased or decreased, by how many?**



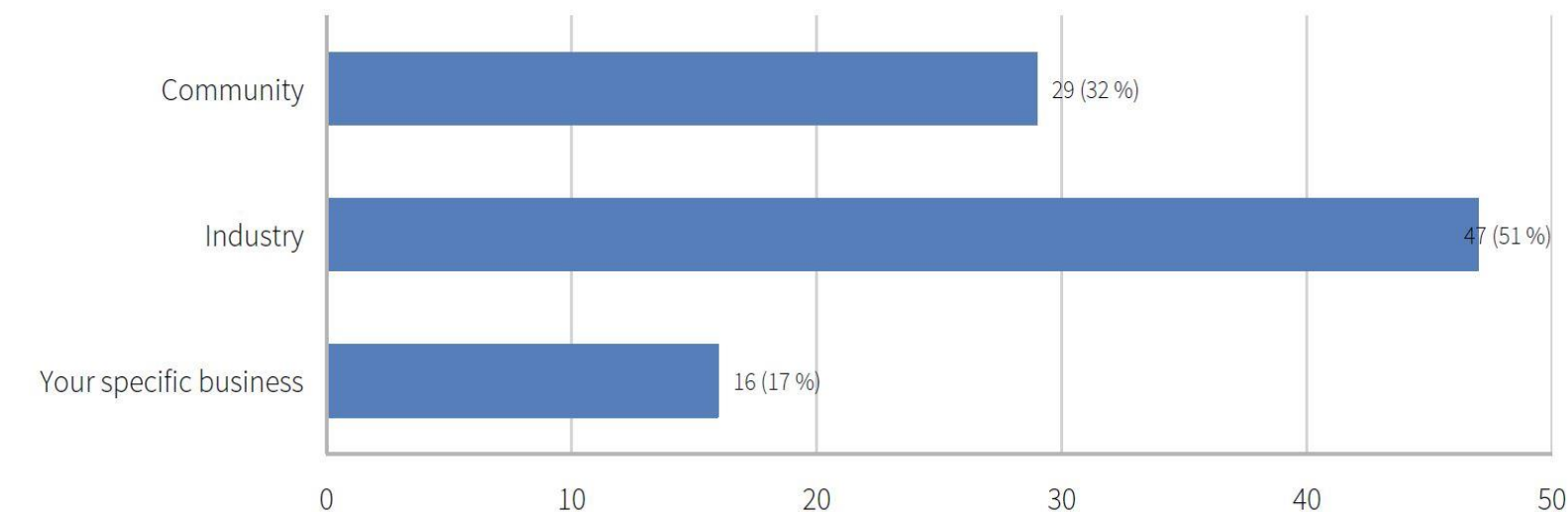
## How would you rate the following factors in this community for your business needs?



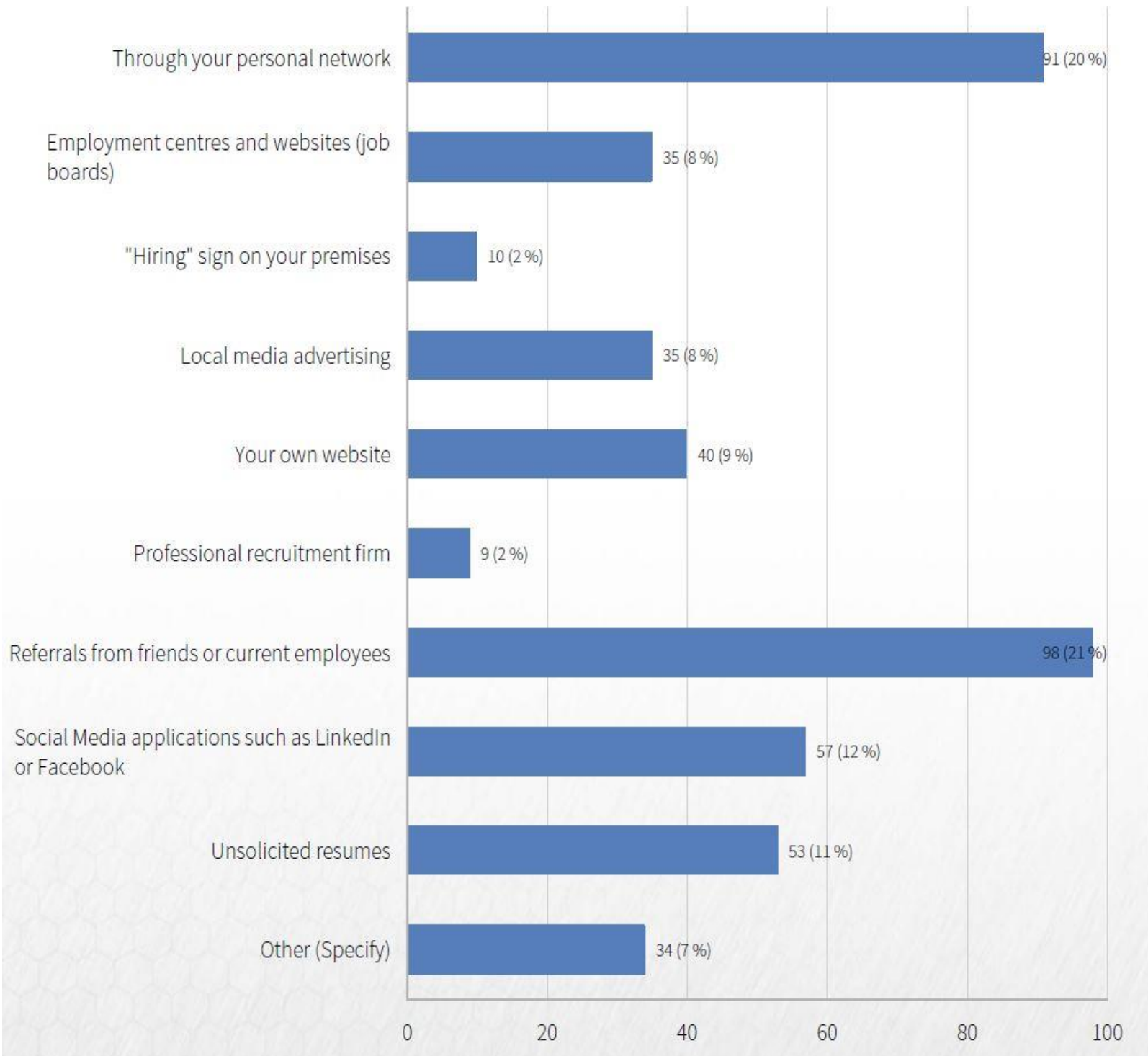
**7b. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges? (Select all that apply)**



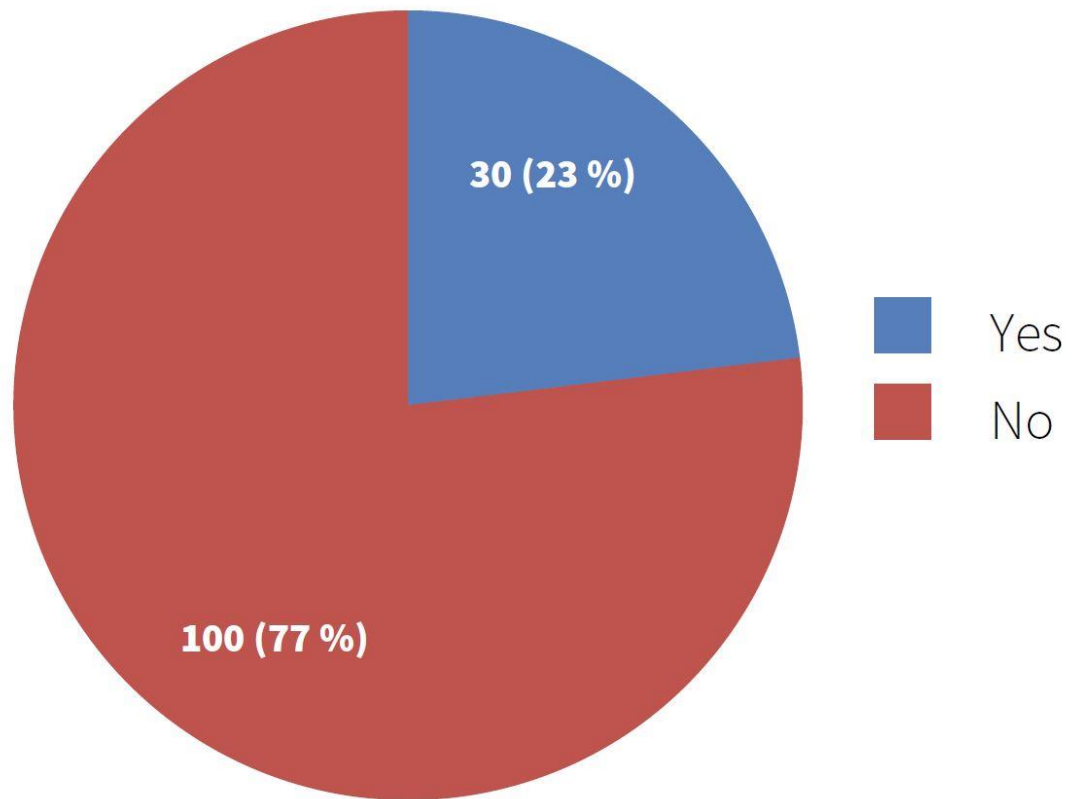
**7d. Are the hiring challenges specifically related to**



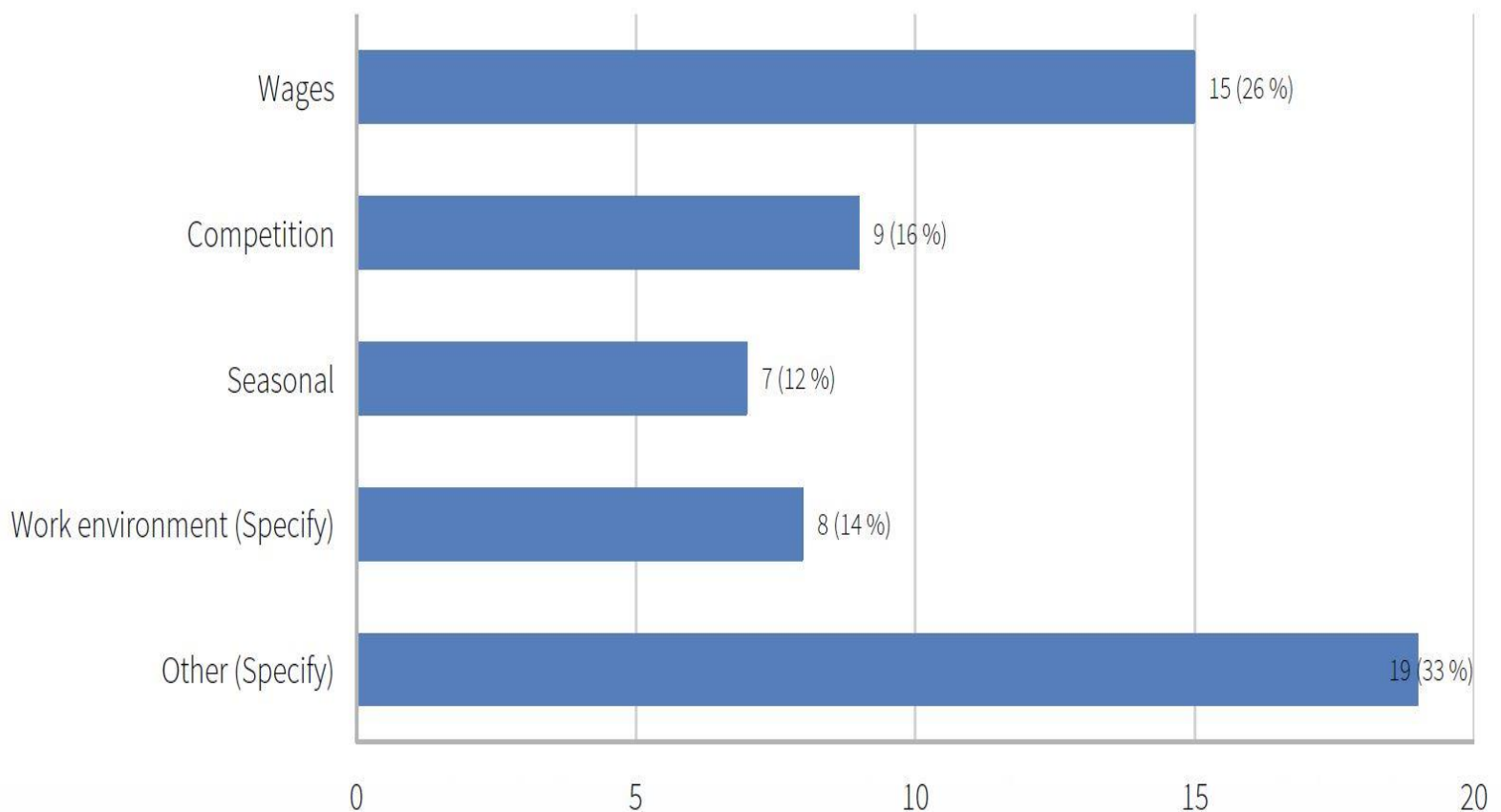
#### WF4. How do you currently recruit new employees?



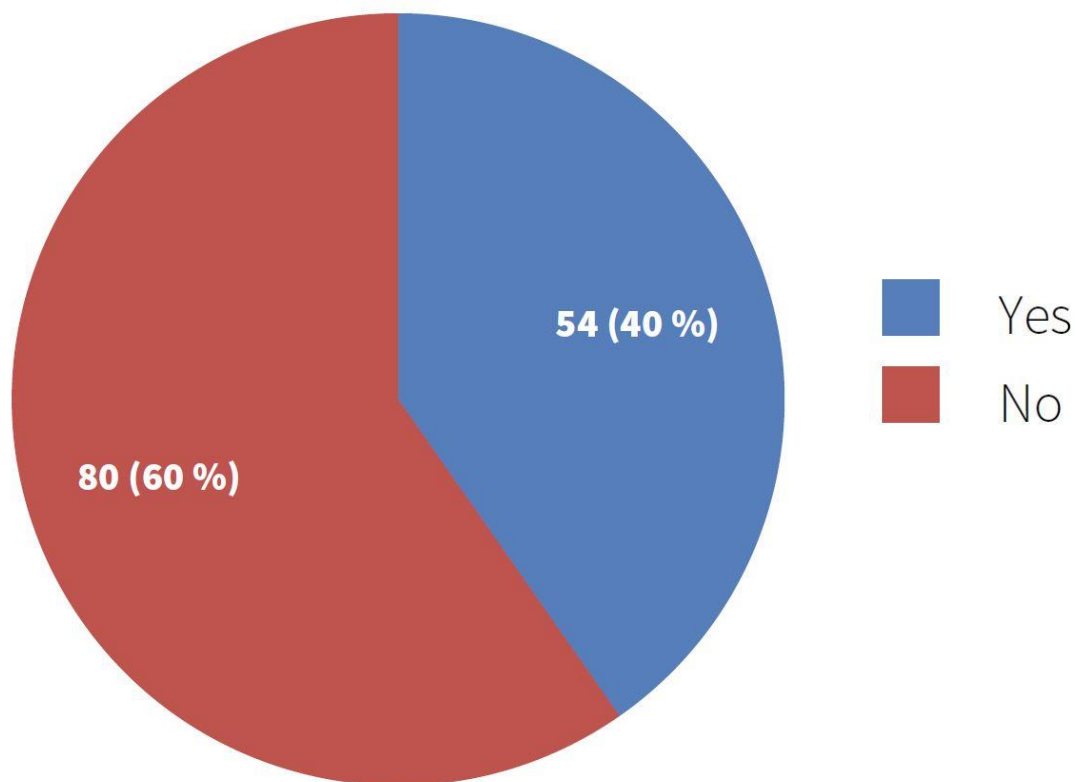
**WF5a. Does your business have difficulty retaining employees?**



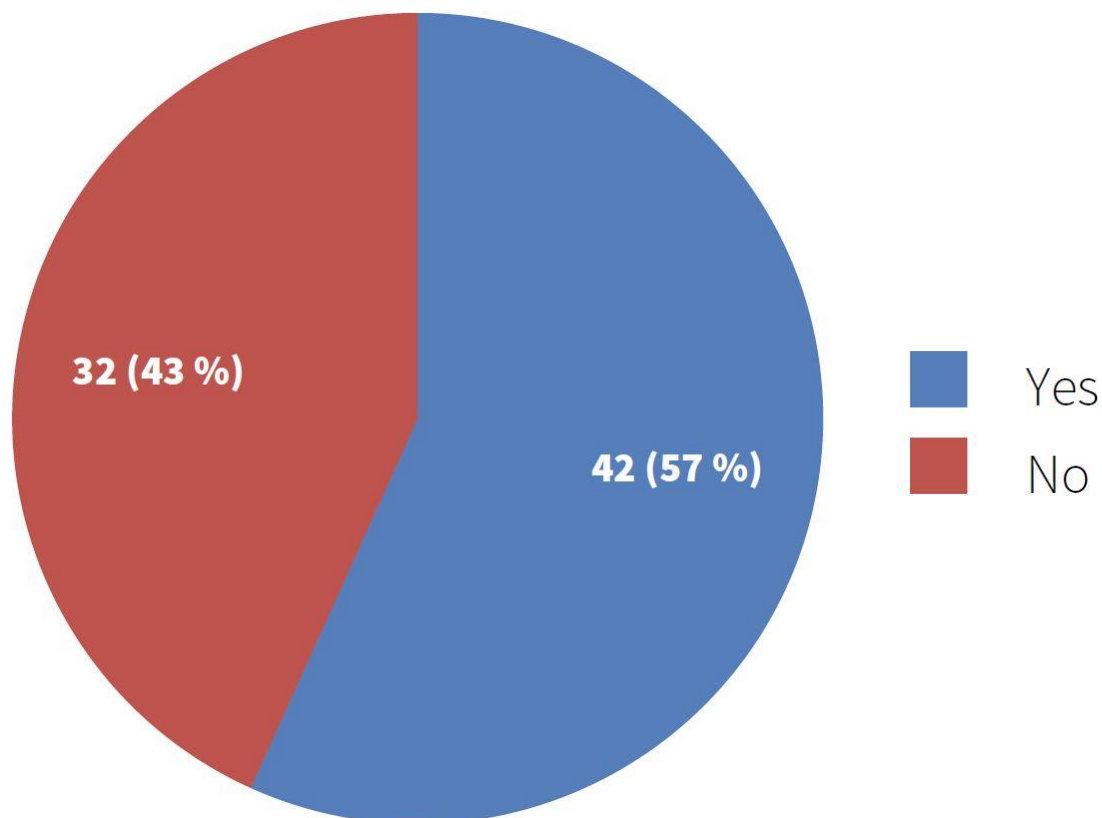
**WF5b. What are the reasons for these difficulties in retaining employees?**



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

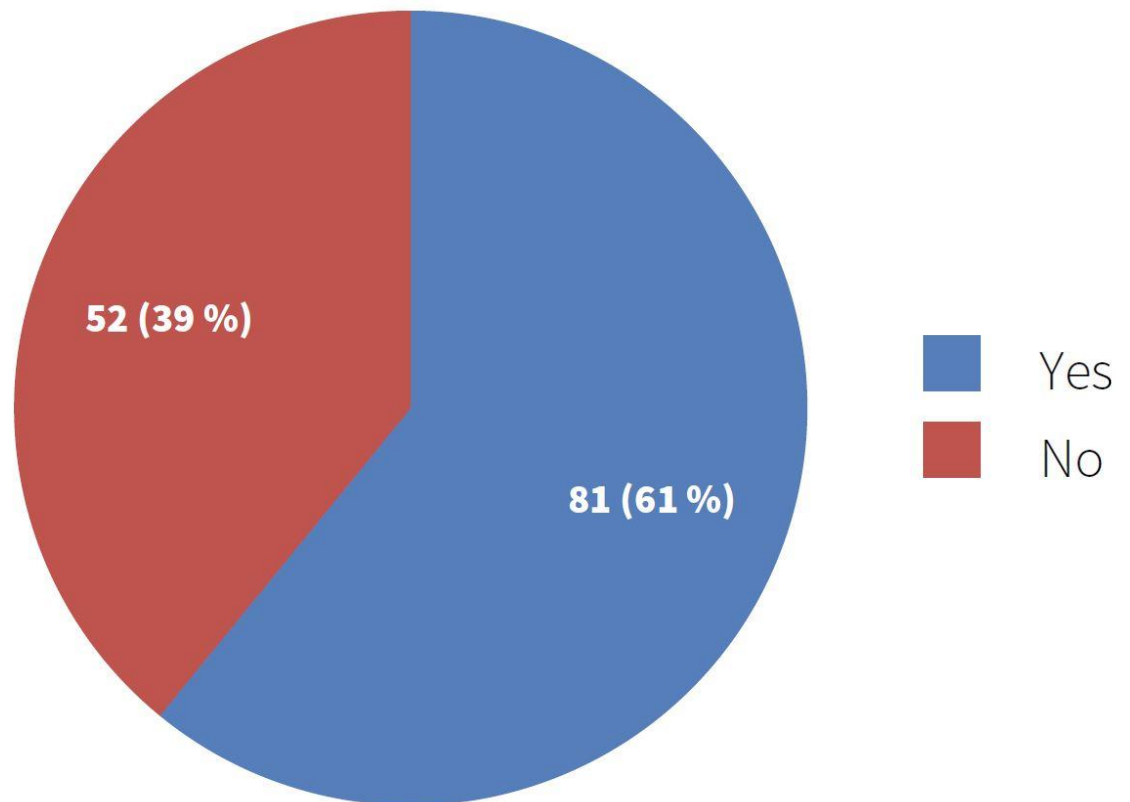


**WF6. If No, are you interested in information?**

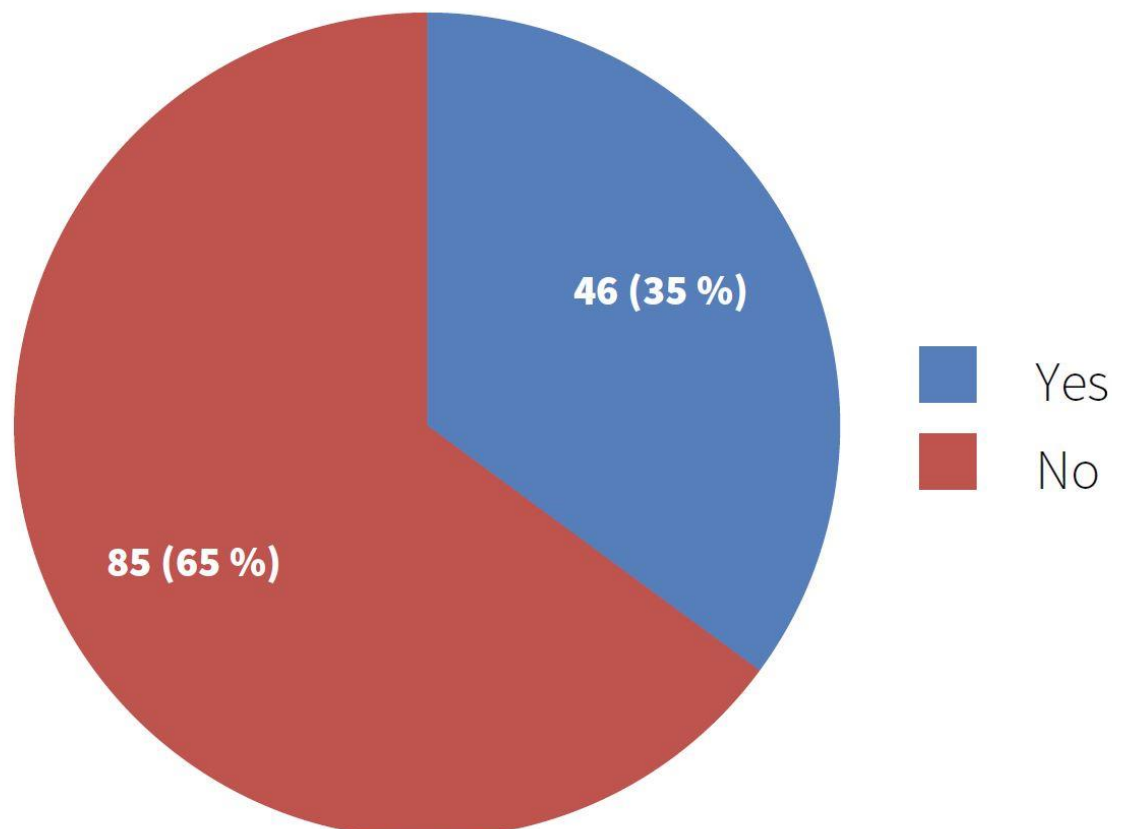




**WF7. Does your business currently use any external training?**



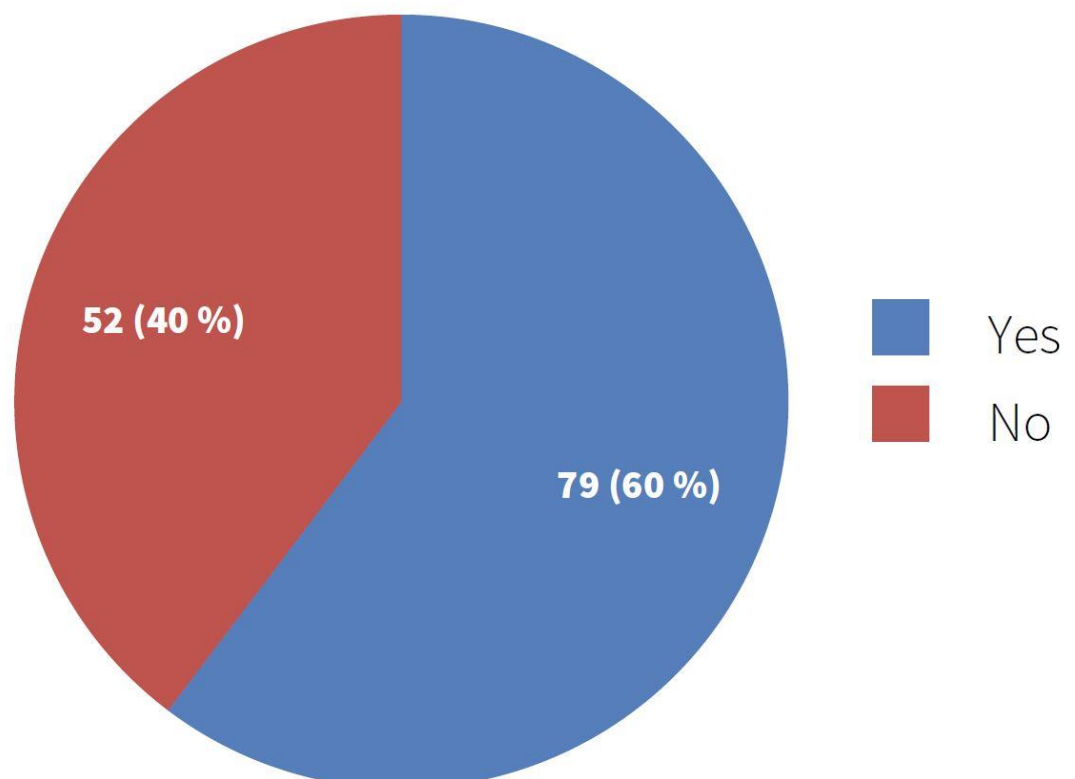
**WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?**



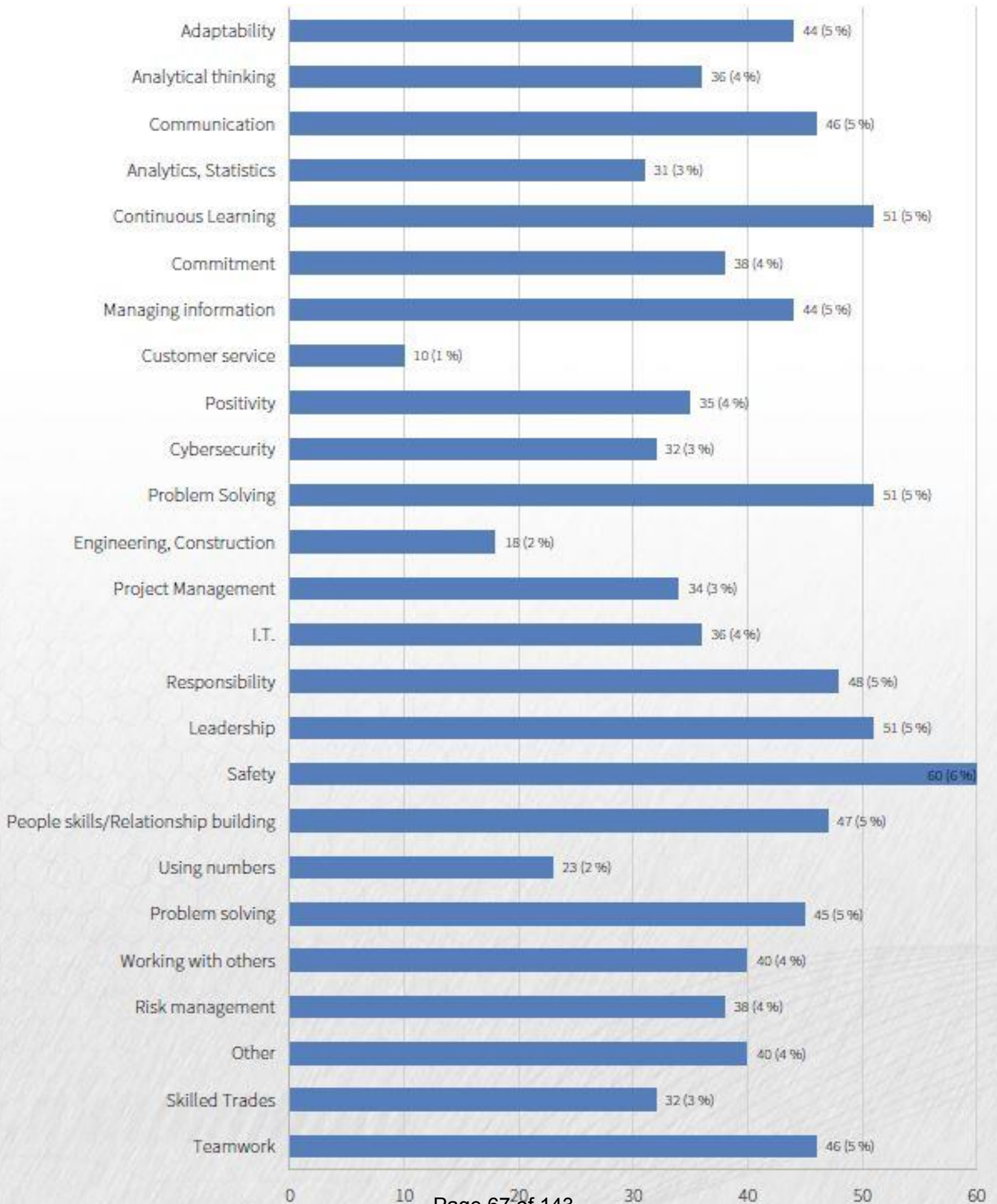
**WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify**



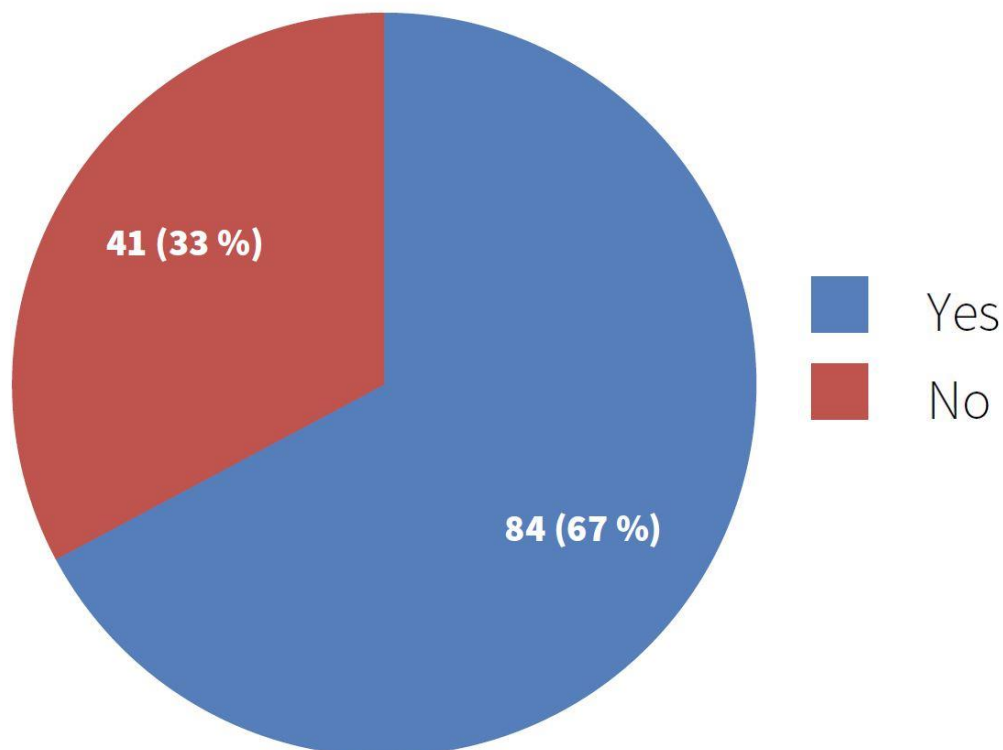
**WF9. Are there any training programs/topics that would be beneficial to you and your employees?**



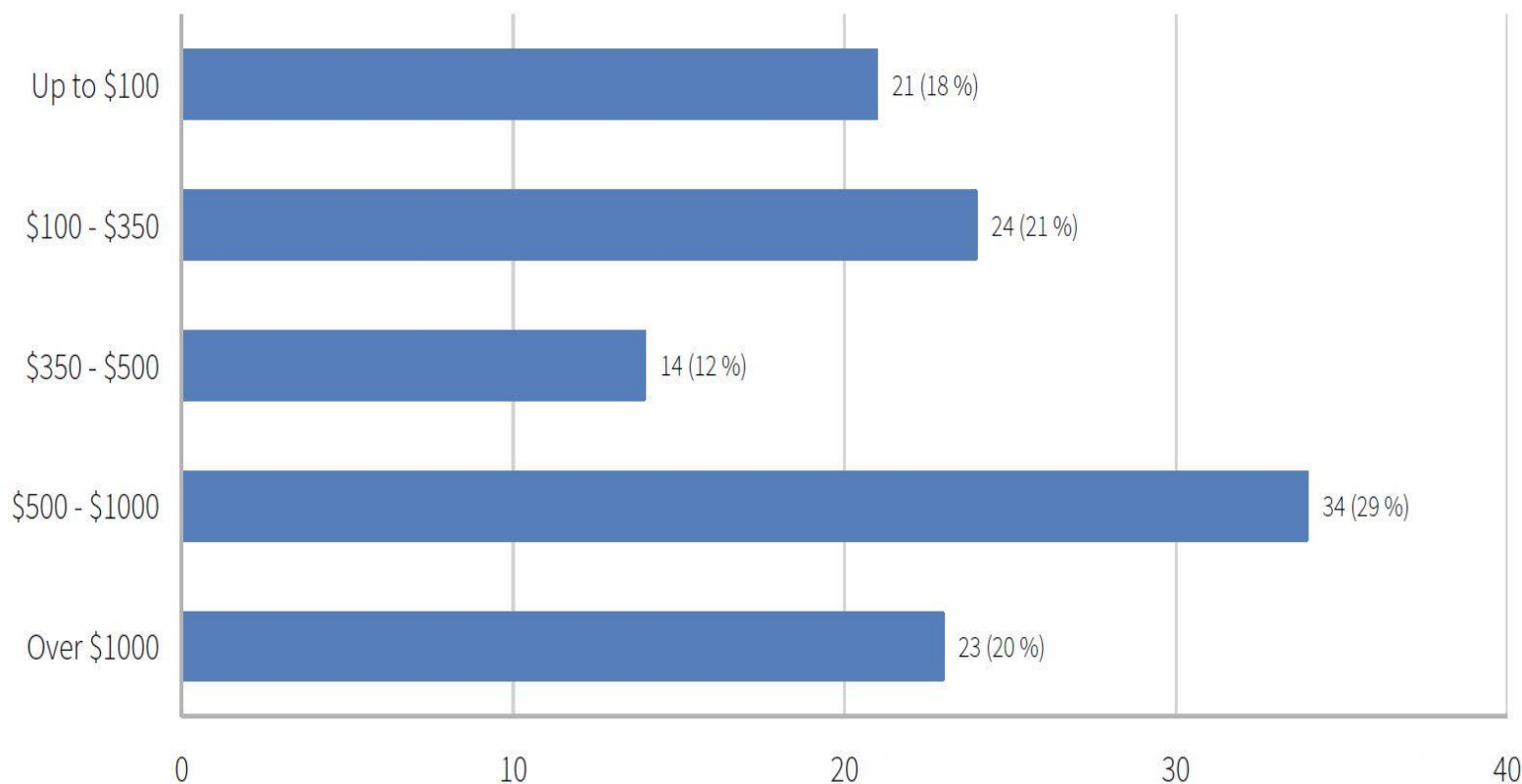
## CQ8. What skills will emerge over the next 1-5 years that will require training that your current workforce does not have?



**CQ9. Would you like assistance in addressing any skills gaps you have indicated above?**

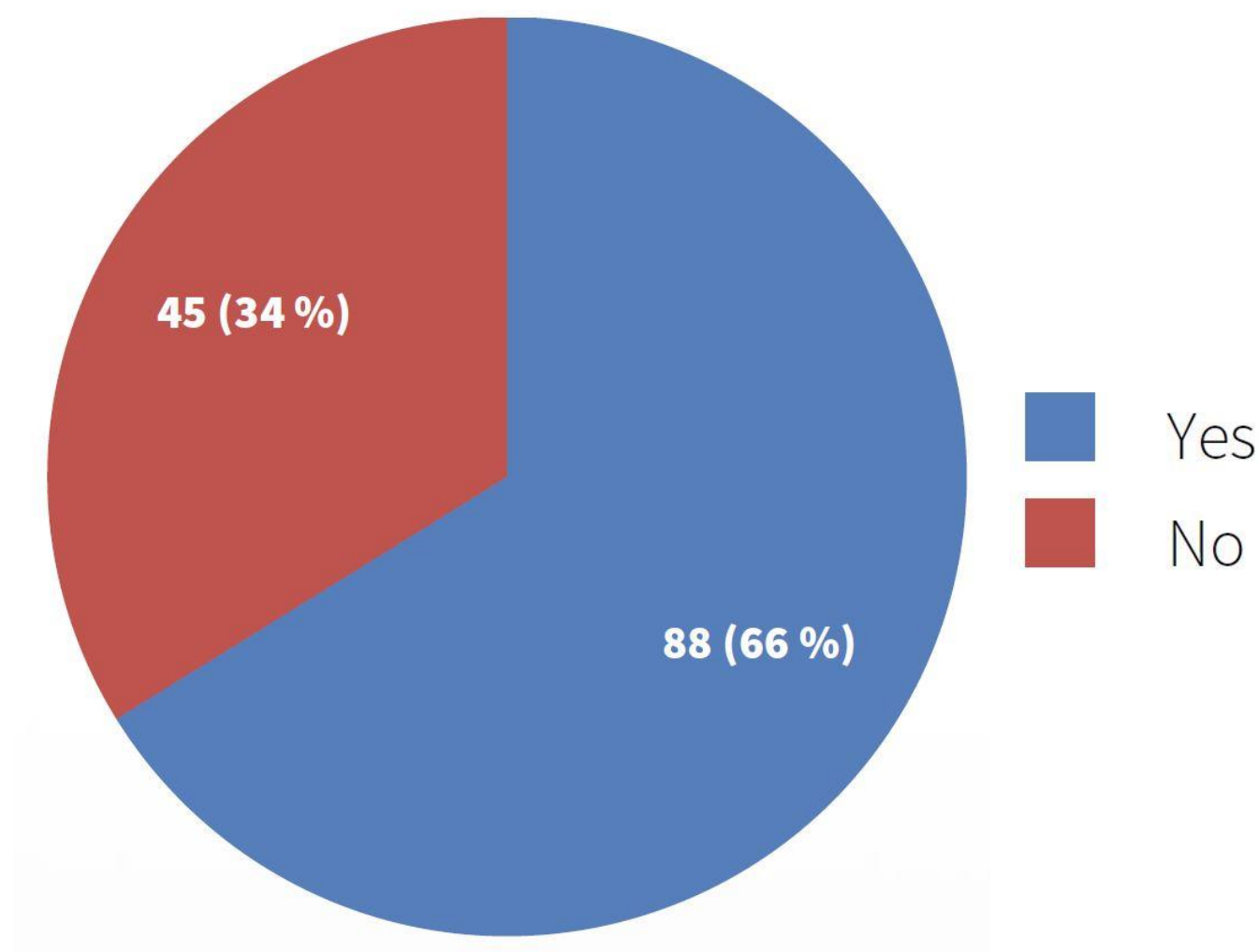


**CQ10. How much does your organization invest annually per employee for their learning and development activities?**

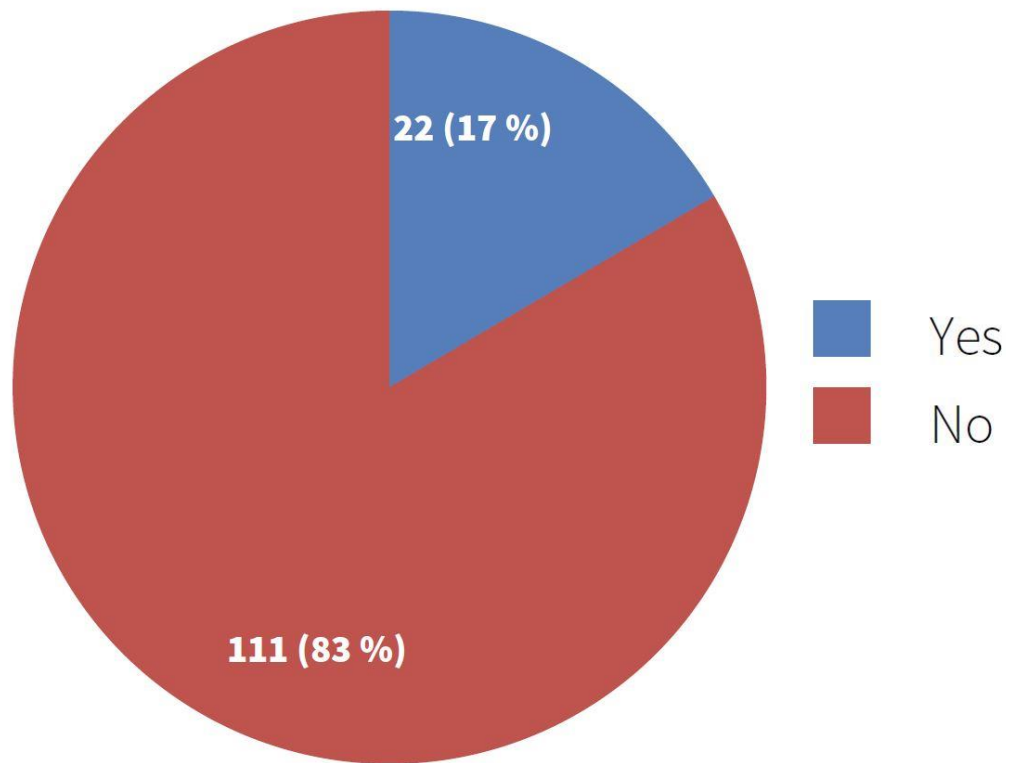


**CQ5. Ontario Colleges offer “Applied Research and Innovation” programs that promote collaboration between business/industry and post-secondary institutions to solve a business problem or to support new innovation. Activities may involve the development and prototyping of new products, feasibility studies, clinical trials, and technical consultation and market research.**

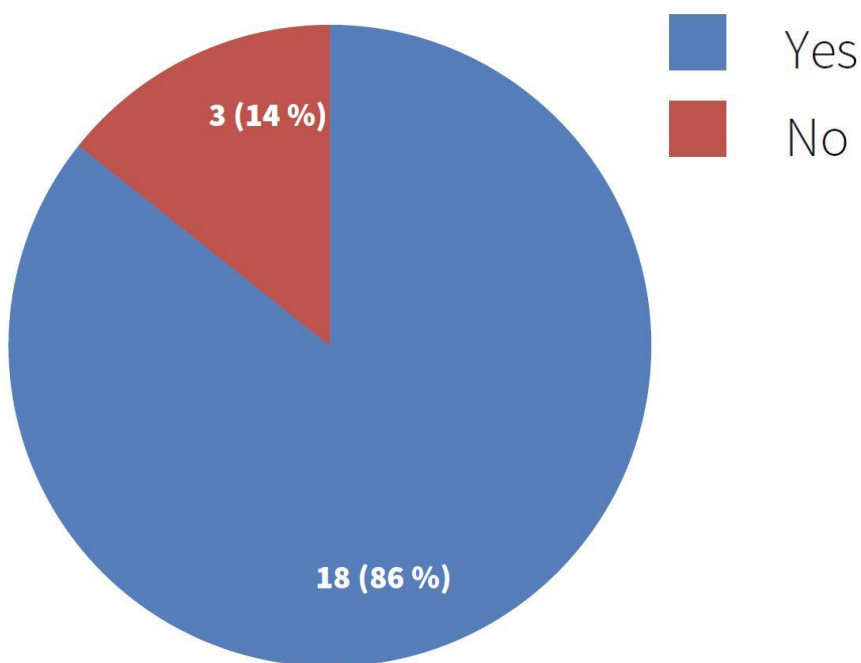
**Are you interested in learning more about these programs?**



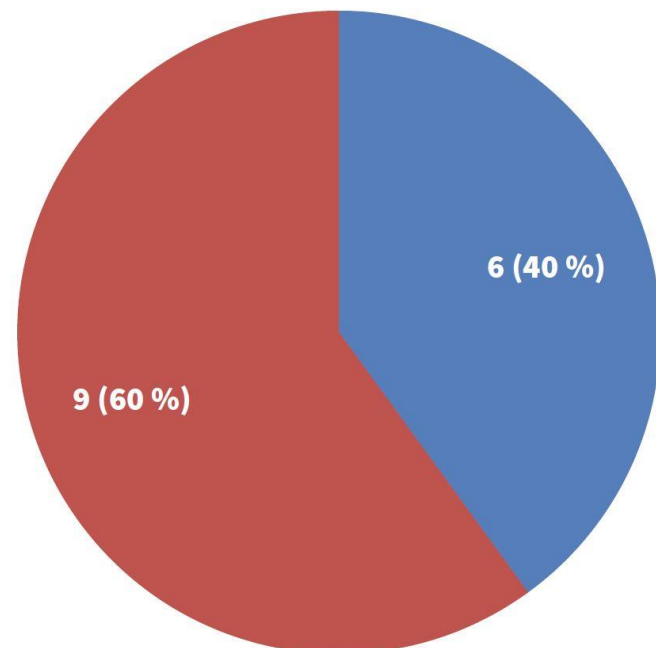
**CD1a. Do you know of a business that may have an interest in locating in this community?**



**b. If yes, would you be willing to contact this business on behalf of our community?**

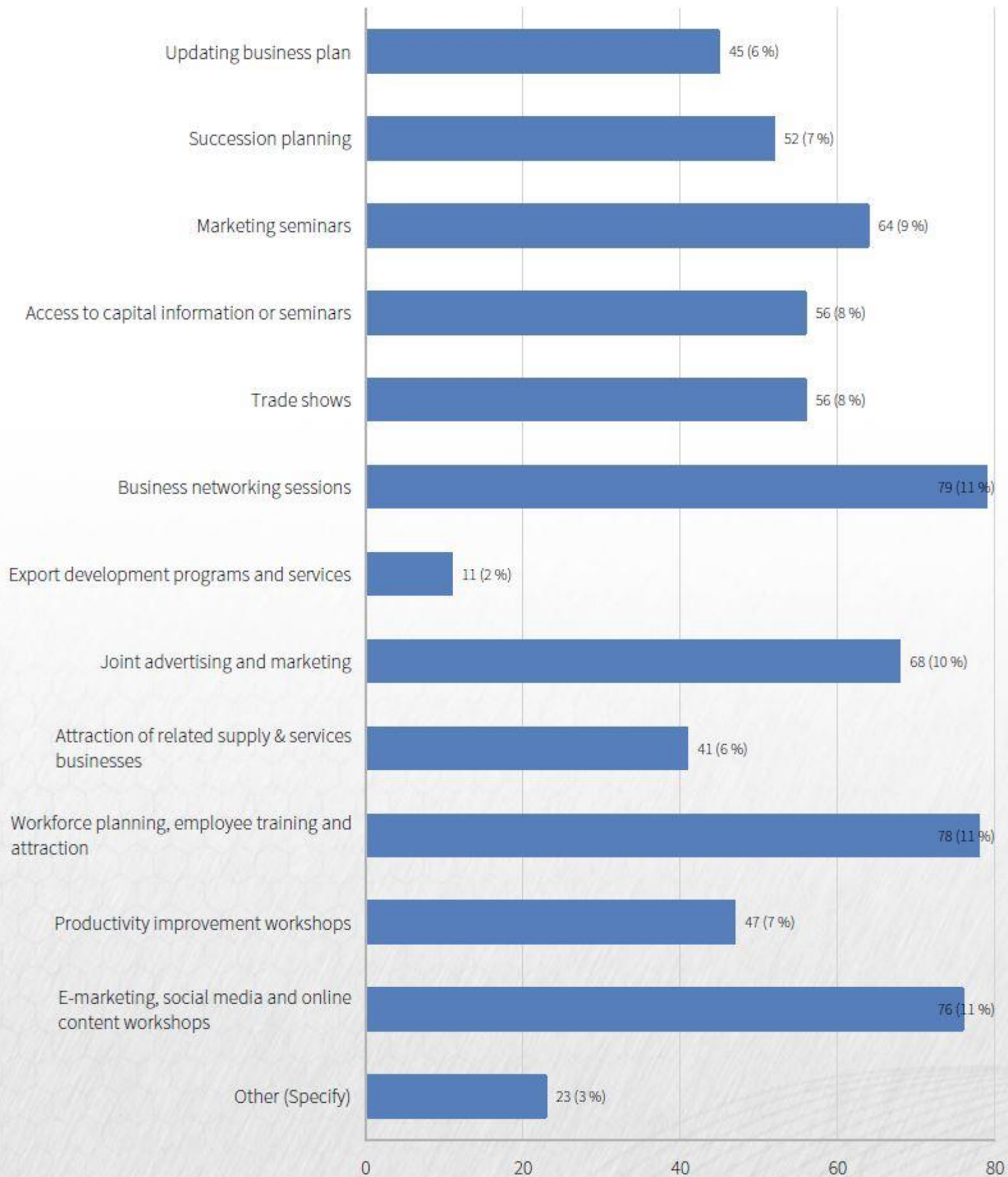


**If yes, would you be willing to provide the contact information for this business**

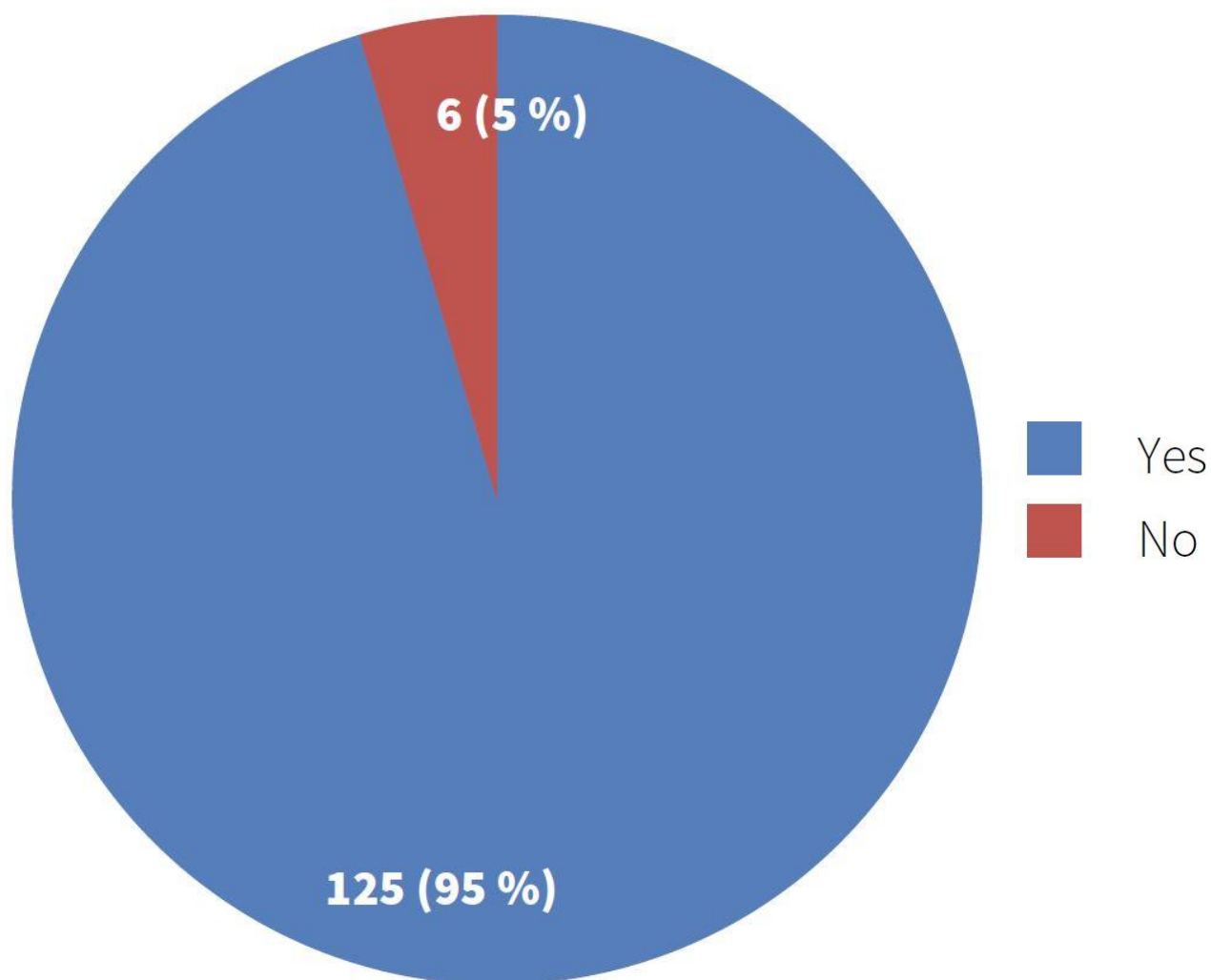




## CD5. What assistance or opportunities would be beneficial to support your business?



**CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?**







## **Mississippi Mills Final BR+E Survey Results**

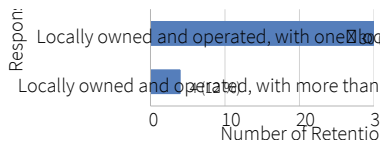
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**June 20, 2019**

**CD/CSD**

Responses	Total	
Lanark County - Mississippi Mills	36	100 %
Total	36	100 %

### BI1. Which of the following best describes your business?

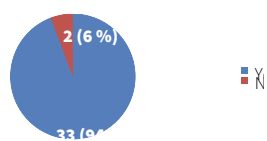


Responses	Total	
Locally owned and operated, with one location	30	88 %
Locally owned and operated, with more than one location (Specify number)	4	12 %
Total	34	100 %

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

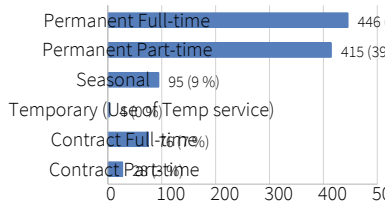
Responses	Total	
Yes	35	100 %
Total	35	100 %

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



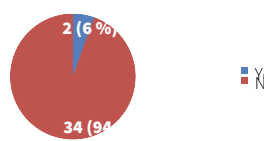
Responses	Total	
Yes	33	94 %
No	2	6 %
Total	35	100 %

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



Responses	Total	
Permanent Full-time	446	42 %
Permanent Part-time	415	39 %
Seasonal	95	9 %
Temporary (Use of Temp service)	4	0 %
Contract Full-time	76	7 %
Contract Part-time	28	3 %
Total	1,064	100 %

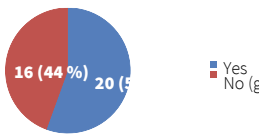
CQ2a. Is your business unionized?



Responses	Total	
Yes	2	6 %
No	34	94 %
Total	36	100 %



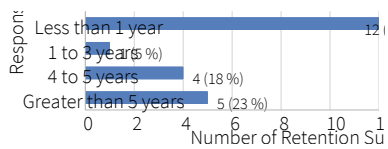
BI4a. Does your business have a business plan?



Responses		Total	
Yes		20	56 %
No (go to BI5)		16	44 %
Total		36	100 %

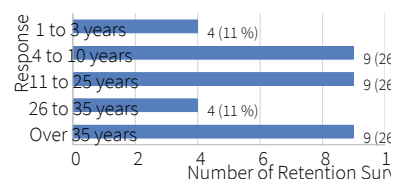


### BI4b. Does your business have a business plan? - When was it last updated?



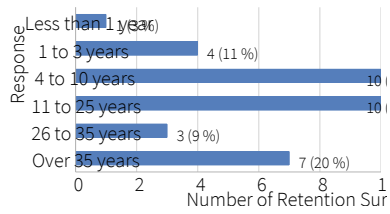
Responses	Total	
Less than 1 year	12	55 %
1 to 3 years	1	5 %
4 to 5 years	4	18 %
Greater than 5 years	5	23 %
Total	22	100 %

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



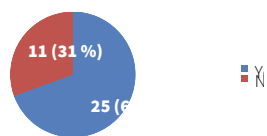
Responses	Total	
1 to 3 years	4	11 %
4 to 10 years	9	26 %
11 to 25 years	9	26 %
26 to 35 years	4	11 %
Over 35 years	9	26 %
Total	35	100 %

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



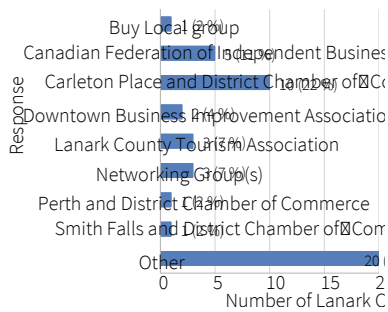
Responses	Total	
Less than 1 year	1	3 %
1 to 3 years	4	11 %
4 to 10 years	10	29 %
11 to 25 years	10	29 %
26 to 35 years	3	9 %
Over 35 years	7	20 %
Total	35	100 %

**CQ3a. Are you a member of any business organization(s)?**



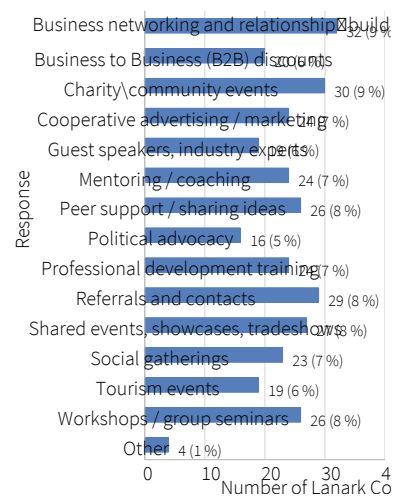
Responses	Total	
Yes	25	69 %
No	11	31 %
Total	36	100 %

### 3b. Are you a member of any business organization(s)? - If Yes, mark all that apply



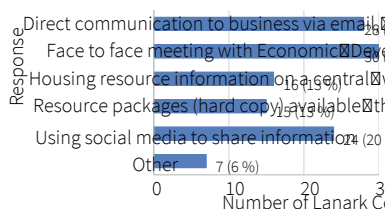
Responses	Total	
Buy Local group	1	2 %
Canadian Federation of Independent Business (CFIB)	5	11 %
Carleton Place and District Chamber of Commerce	10	22 %
Downtown Business Improvement Association	2	4 %
Lanark County Tourism Association	3	7 %
Networking Group(s)	3	7 %
Perth and District Chamber of Commerce	1	2 %
Smith Falls and District Chamber of Commerce	1	2 %
Other	20	43 %
<b>Total</b>	<b>46</b>	<b>100 %</b>

**CQ4. Whether you are a member of any business/service organization or not, what services/activities are of value to your business?**



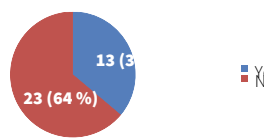
**CQ13. There are numerous business and service organizations in Lanark County that provide programs/funding/resources for the business community to support business retention & expansion.**

**What methods do you believe would be most effective to inform and keep businesses up to date on the many resources available?**



Responses	Total	
Direct communication to business via email, eBlasts, eNewsletters	28	23 %
Face to face meeting with Economic Development Staff	30	25 %
Housing resource information on a central website	16	13 %
Resource packages (hard copy) available through Chambers/BIA's	15	13 %
Using social media to share information	24	20 %
Other	7	6 %
Total	120	100 %

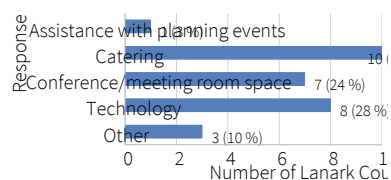
CQ11a. Do you host business meetings/events that require overnight accommodations?



Responses	Total	
Yes	13	36 %
No	23	64 %
Total	36	100 %



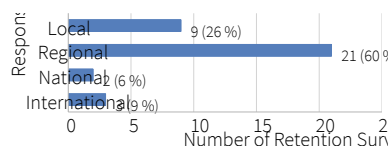
## CQ12. What amenities/services, if any, are required when you host business meetings/events



Responses	Total	
Assistance with planning events	1	3 %
Catering	10	34 %
Conference/meeting room space	7	24 %
Technology	8	28 %
Other	3	10 %
Total	29	100 %

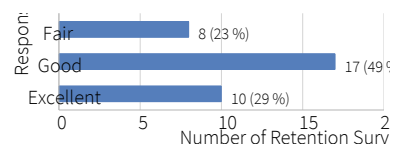
If Other, please specify	Total	
Accommodation	2	67 %
have a network to support this.	1	33 %
Total	3	100 %

**BI9. The primary market of your business is**



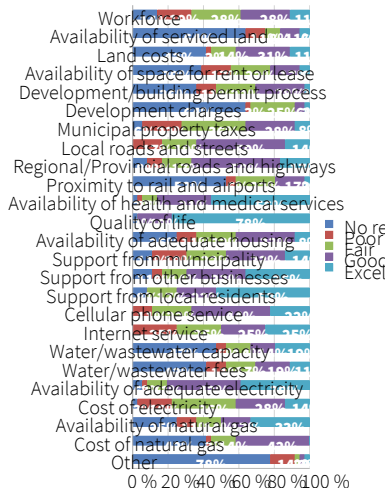
Responses	Total	
Local	9	26 %
Regional	21	60 %
National	2	6 %
International	3	9 %
Total	35	100 %

**BC1. What is your general impression of this community as a place to do business?**



Responses	Total	
Fair	8	23 %
Good	17	49 %
Excellent	10	29 %
Total	35	100 %

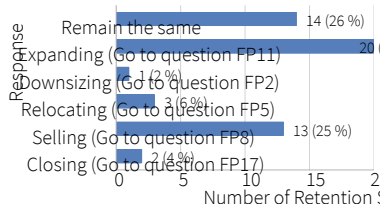
## How would you rate the following factors of doing business in this community?



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

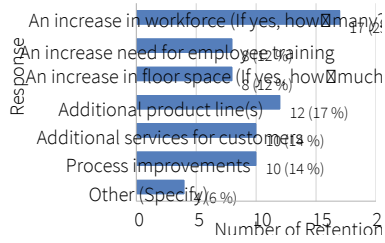


### FP1a. Within the next 18 months, which do you plan on:



Responses	Total	
Remain the same	14	26 %
Expanding (Go to question FP11)	20	38 %
Downsizing (Go to question FP2)	1	2 %
Relocating (Go to question FP5)	3	6 %
Selling (Go to question FP8)	13	25 %
Closing (Go to question FP17)	2	4 %
Total	53	100 %

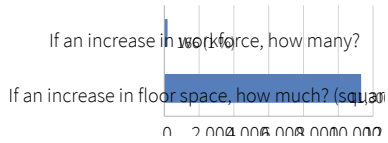
## FP12. Will your expansion require or lead to



Responses	Total	
An increase in workforce (If yes, how many?)	17	25 %
An increase need for employee training	8	12 %
An increase in floor space (If yes, how much?)	8	12 %
Additional product line(s)	12	17 %
Additional services for customers	10	14 %
Process improvements	10	14 %
Other (Specify)	4	6 %
Total	69	100 %



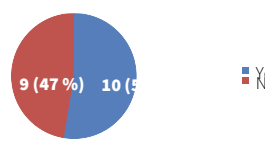
## Will your expansion require or lead to



Responses	Total	
If an increase in workforce, how many?	166	1 %
If an increase in floor space, how much? (square feet)	11,300	99 %
Total	11,466	100 %

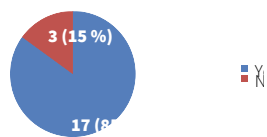


**FP13. Are you planning on accessing any Federal or Provincial programs/services to assist with the expansion?**



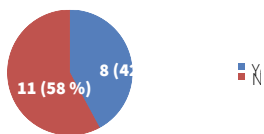
Responses	Total	
Yes	10	53 %
No	9	47 %
Total	19	100 %

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



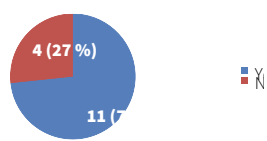
Responses	Total	
Yes	17	85 %
No	3	15 %
Total	20	100 %

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



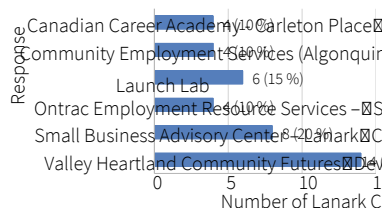
Responses	Total	
Yes	8	42 %
No	11	58 %
Total	19	100 %

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



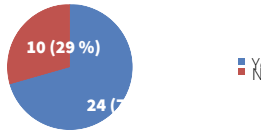
Responses	Total	
Yes	11	73 %
No	4	27 %
Total	15	100 %

**CQ14. Have you ever accessed any programs and/or services from any of the following Service Providers in Lanark County?**



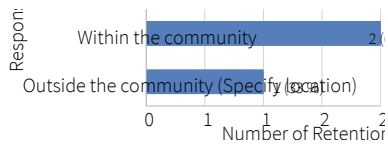
Responses	Total	
Canadian Career Academy - Carleton Place and area	4	10 %
Community Employment Services (Algonquin College) – Perth and area	4	10 %
Launch Lab	6	15 %
Ontrac Employment Resource Services – Smiths Falls and Area	4	10 %
Small Business Advisory Center – Lanark County and North Leeds	8	20 %
Valley Heartland Community Futures Development Corp (CFDC)	14	35 %
Total	40	100 %

**CQ15. Would you like more information on the Service Providers in your area and the programs/services they offer?**



Responses	Total	
Yes	24	71 %
No	10	29 %
Total	34	100 %

### FP5. Where do you plan to relocate this business?



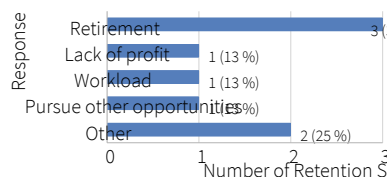
Responses	Total	
Within the community	2	67 %
Outside the community (Specify location)	1	33 %
Total	3	100 %

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

Responses	Total	
Yes	2	100 %
Total	2	100 %

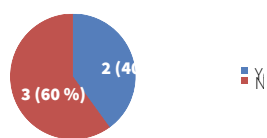


## FP8. Why are you selling your business?



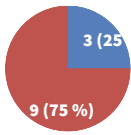
Responses	Total	
Retirement	3	38 %
Lack of profit	1	13 %
Workload	1	13 %
Pursue other opportunities	1	13 %
Other	2	25 %
Total	8	100 %

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



Responses	Total	
Yes	2	40 %
No	3	60 %
Total	5	100 %

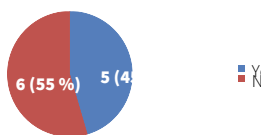
### FP9a. Do you have a succession plan for your business?



■ Yes  
■ No

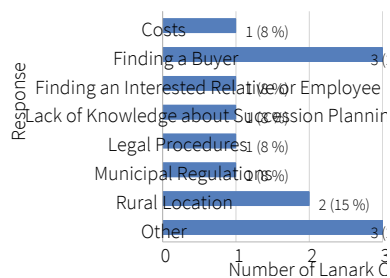
Responses	Total	
Yes	3	25 %
No	9	75 %
Total	12	100 %

**FP9b. Do you have a succession plan for your business? - Would you like assistance/information with developing a succession plan?**



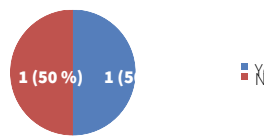
Responses	Total	
Yes	5	45 %
No	6	55 %
Total	11	100 %

### CQ6. What types of barriers, if any, do you believe will be an obstacle in your succession plan?



Responses	Total	
Costs	1	8 %
Finding a Buyer	3	23 %
Finding an Interested Relative or Employee	1	8 %
Lack of Knowledge about Succession Planning	1	8 %
Legal Procedures	1	8 %
Municipal Regulations	1	8 %
Rural Location	2	15 %
Other	3	23 %
Total	13	100 %

**FP17. Do you plan to close this business at this location without re-opening in another location?**



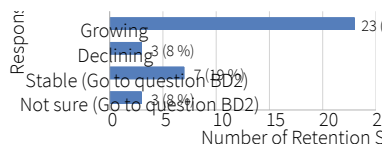
Responses	Total	
Yes	1	50 %
No	1	50 %
Total	2	100 %

**FP18. Could the community potentially provide any assistance to prevent the closure of your business?**

Responses	Total	
Yes	1	100 %
Total	1	100 %



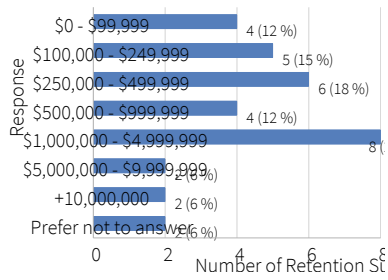
### BD1a. What is the outlook for your industry?



Responses	Total	
Growing	23	64 %
Declining	3	8 %
Stable (Go to question BD2)	7	19 %
Not sure (Go to question BD2)	3	8 %
Total	36	100 %

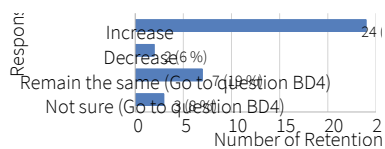


## BD2. Please give an approximate annual sales range for your business:



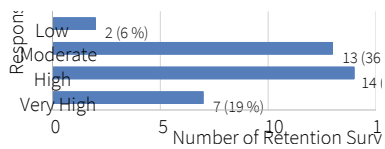
Responses	Total	
\$0 - \$99,999	4	12 %
\$100,000 - \$249,999	5	15 %
\$250,000 - \$499,999	6	18 %
\$500,000 - \$999,999	4	12 %
\$1,000,000 - \$4,999,999	8	24 %
\$5,000,000 - \$9,999,999	2	6 %
+10,000,000	2	6 %
Prefer not to answer	2	6 %
Total	33	100 %

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



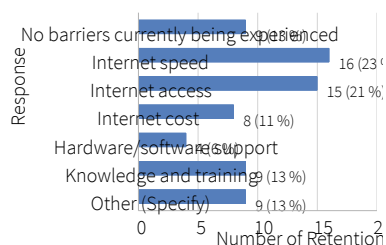
Responses	Total	
Increase	24	67 %
Decrease	2	6 %
Remain the same (Go to question BD4)	7	19 %
Not sure (Go to question BD4)	3	8 %
Total	36	100 %

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



Responses	Total	
Low	2	6 %
Moderate	13	36 %
High	14	39 %
Very High	7	19 %
Total	36	100 %

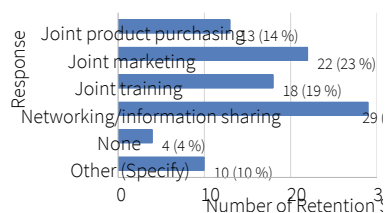
## BD5. Is your business currently experiencing any barriers related to your information technology requirements?



Responses	Total	
No barriers currently being experienced	9	13 %
Internet speed	16	23 %
Internet access	15	21 %
Internet cost	8	11 %
Hardware/software support	4	6 %
Knowledge and training	9	13 %
Other (Specify)	9	13 %
Total	70	100 %

If Other, please specify	Total	
Bell customer service.	1	11 %
Cost of software to do in house.	1	11 %
Cost of technology	1	11 %
If Algonquin had local presence to do computer training	1	11 %
Internet reliability	2	22 %
Lack of WIFI; Business social media driven	1	11 %
No cell phone or internet access at business location	1	11 %
Total	8	100 %

**BD7. Are you interested in working co-operatively with other businesses in the community to pursue any of the following?**

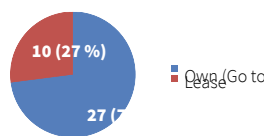


Responses	Total	
Joint product purchasing	13	14 %
Joint marketing	22	23 %
Joint training	18	19 %
Networking/information sharing	29	30 %
None	4	4 %
Other (Specify)	10	10 %
Total	96	100 %

If Other, please specify	Total	
All in some capacity	1	10 %
Business to business - possibly not retail, will explain	1	10 %
First Aid Training; Fall arrest training	1	10 %
Joint marketing & networking already built into supply mgmt system	1	10 %
Local small business involvement; Sip and Savour tours; Chamber of Commerce; LC Tourism	1	10 %
MM as a place to live and work, as opposed to the city	1	10 %
Private/Public partnerships	1	10 %
Total	7	100 %

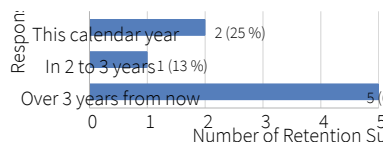


**BD8a. Does your business own or lease its facility/facilities?**



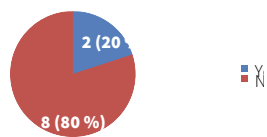
Responses	Total	
Own (Go to Workforce Section)	27	73 %
Lease	10	27 %
Total	37	100 %

### BD8b. Does your business own or lease its facility/facilities? - When does the lease expire?



Responses	Total	
This calendar year	2	25 %
In 2 to 3 years	1	13 %
Over 3 years from now	5	63 %
Total	8	100 %

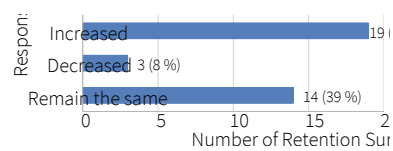
**BD8c. Does your business own or lease its facility/facilities? - Do you anticipate any problems in renewing the lease?**



Responses	Total	
Yes	2	20 %
No	8	80 %
Total	10	100 %

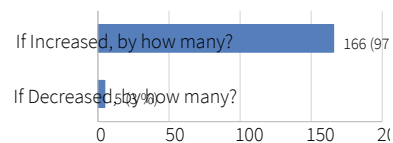


**WF1a. During the past 3 years, has the number of people you employ in this business increased, decreased or stayed the same?**



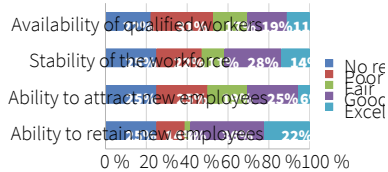
Responses	Total	
Increased	19	53 %
Decreased	3	8 %
Remain the same	14	39 %
Total	36	100 %

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



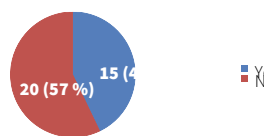
Responses	Total	
If Increased, by how many?	166	97 %
If Decreased, by how many?	5	3 %
Total	171	100 %

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



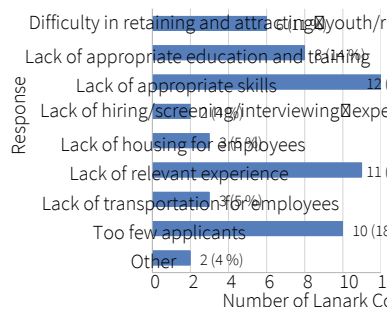
Responses	No response		Poor		Fair		Good		Excellent		Total	
Stability of the workforce	9	26 %	8	24 %	4	22 %	10	26 %	5	26 %	36	25 %
Availability of qualified workers	8	23 %	11	33 %	6	33 %	7	18 %	4	21 %	36	25 %
Ability to attract new employees	9	26 %	9	27 %	7	39 %	9	23 %	2	11 %	36	25 %
Ability to retain new employees	9	26 %	5	15 %	1	6 %	13	33 %	8	42 %	36	25 %
Total	35	100 %	33	100 %	18	100 %	39	100 %	19	100 %	144	100 %

CQ7a. Does your business currently have difficulty hiring?



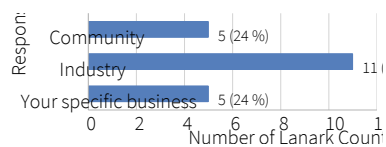
Responses	Total	
Yes	15	43 %
No	20	57 %
Total	35	100 %

**7b. Does your business currently have difficulty hiring? - How would you describe your company's hiring challenges? (Select all that apply)**



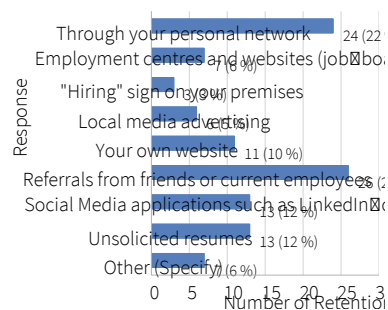
Responses	Total	
Difficulty in retaining and attracting youth/recent university/college graduates	6	11 %
Lack of appropriate education and training	8	14 %
Lack of appropriate skills	12	21 %
Lack of hiring/screening/interviewing experience by the company	2	4 %
Lack of housing for employees	3	5 %
Lack of relevant experience	11	19 %
Lack of transportation for employees	3	5 %
Too few applicants	10	18 %
Other	2	4 %
<b>Total</b>	<b>57</b>	<b>100 %</b>

### 7d. Does your business currently have difficulty hiring? - Are the hiring challenges specifically related to



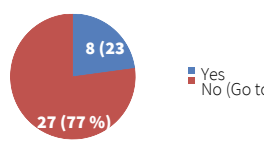
Responses	Total	
Community	5	24 %
Industry	11	52 %
Your specific business	5	24 %
Total	21	100 %

#### WF4. How do you currently recruit new employees?



Responses	Total	
Through your personal network	24	22 %
Employment centres and websites (job boards)	7	6 %
"Hiring" sign on your premises	3	3 %
Local media advertising	6	5 %
Your own website	11	10 %
Referrals from friends or current employees	26	24 %
Social Media applications such as LinkedIn or Facebook	13	12 %
Unsolicited resumes	13	12 %
Other (Specify)	7	6 %
Total	110	100 %

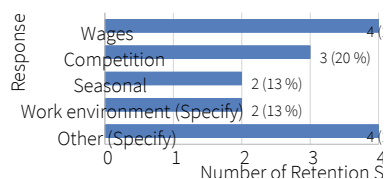
WF5a. Does your business have difficulty retaining employees?



Responses	Total	
Yes	8	23 %
No (Go to question WF6)	27	77 %
Total	35	100 %



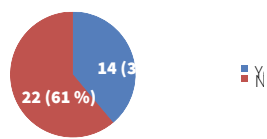
**WF5b. Does your business have difficulty retaining employees? - What are the reasons for these difficulties in retaining employees? (Read list. Select all that apply.)**



Responses	Total	
Wages	4	27 %
Competition	3	20 %
Seasonal	2	13 %
Work environment (Specify)	2	13 %
Other (Specify)	4	27 %
Total	15	100 %

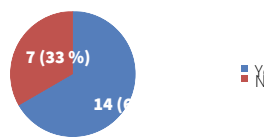
If Other, please specify	Total	
Competition provides higher wages	1	25 %
Lack of full time work	1	25 %
Too far from larger market in Ottawa	1	25 %
Transient nature.; migration.; Wage low for new mature hires.	1	25 %
Total	4	100 %

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



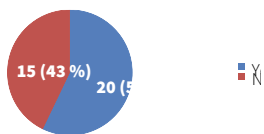
Responses	Total	
Yes	14	39 %
No	22	61 %
Total	36	100 %

**WF6. Does your business currently participate in any co-op, internship or apprenticeship programs? - If No, are you interested in information?**



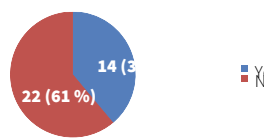
Responses	Total	
Yes	14	67 %
No	7	33 %
Total	21	100 %

WF7. Does your business currently use any external training?



Responses	Total	
Yes	20	57 %
No	15	43 %
Total	35	100 %

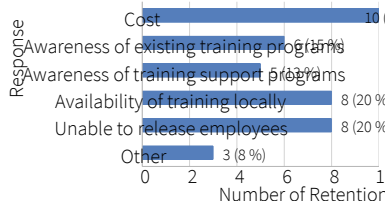
**WF8. Are there currently any barriers for you and/or your employees receiving the necessary training?**



Responses	Total	
Yes	14	39 %
No	22	61 %
Total	36	100 %

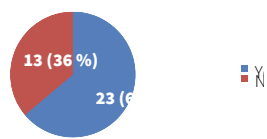


**WF8. Are there currently any barriers for you and/or your employees receiving the necessary training? - If Yes, please specify**



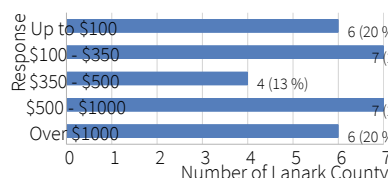
Responses	Total	
Cost	10	25 %
Awareness of existing training programs	6	15 %
Awareness of training support programs	5	13 %
Availability of training locally	8	20 %
Unable to release employees	8	20 %
Other	3	8 %
Total	40	100 %

WF9. Are there any training programs/topics that would be beneficial to you and your employees?



Responses	Total	
Yes	23	64 %
No	13	36 %
Total	36	100 %

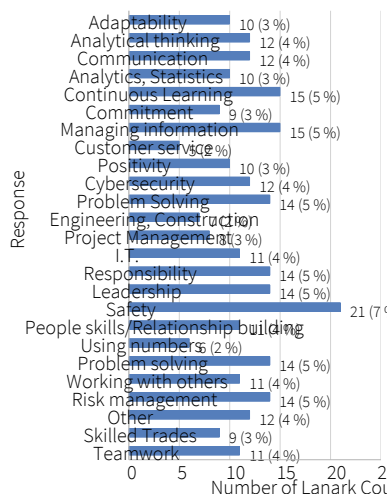
**CQ10. How much does your organization invest annually per employee for their learning and development activities?**



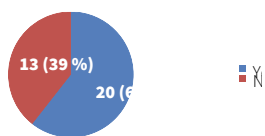
Responses	Total	
Up to \$100	6	20 %
\$100 - \$350	7	23 %
\$350 - \$500	4	13 %
\$500 - \$1000	7	23 %
Over \$1000	6	20 %
Total	30	100 %



**CQ8. What skills will emerge over the next 1-5 years that will require training that your current workforce does not have? - Employability**



**CQ9. Would you like assistance in addressing any skills gaps you have indicated above?**

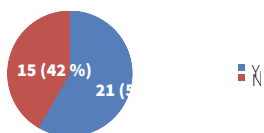


Responses	Total	
Yes	20	61 %
No	13	39 %
Total	33	100 %

**CQ5. Ontario Colleges offer “Applied Research and Innovation” programs that promote collaboration between business/industry and post-secondary institutions to solve a business problem or to support new innovation.**

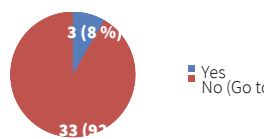
**Activities may involve the development and prototyping of new products, feasibility studies, clinical trials, and technical consultation and market research.**

**Are you interested in learning more about these programs?**



Responses	Total	
Yes	21	58 %
No	15	42 %
Total	36	100 %

CD1a. Do you know of a business that may have an interest in locating in this community?

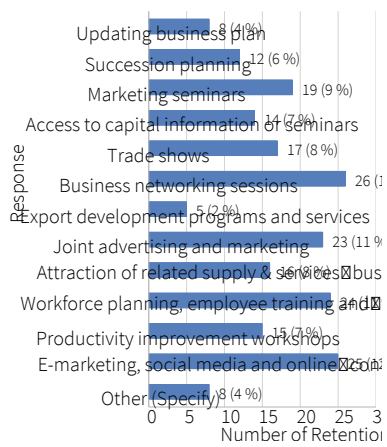


Responses	Total	
Yes	3	8 %
No (Go to question CD2)	33	92 %
Total	36	100 %

**b. Would you be willing to contact this business on behalf of our community or provide the contact information for this business? - Contact business directly**

Responses		Total	
Yes		2	100 %
Total		2	100 %

### CD5. What assistance or opportunities would be beneficial to support your business?



**CS1. Would you like to be kept informed of the Business Retention and Expansion project as it moves forward?**

Responses		Total	
Yes		35	100 %
Total		35	100 %