

SURVEY INFORMATION

1. Date of meeting*

2. Account executive*

3. Other outreach specialist

4. Contact visited*

5. Secondary contact visited

6. Tertiary contact visited

7. Survey information notes

BUSINESS CLIMATE

8. Please rate the local business climate

☐ Poor ☐ Fair ☐ Good ☐ Excellent

9. Please compare the local business climate today versus 5 years ago

☐ No opinion ☐ Worse today ☐ No change ☐ Better today

10. Please forecast the condition of the local business climate 5 years from today

☐ No opinion ☐ Will be worse ☐ No change ☐ Will be better

11. Would you rate the following Business Climate Factors Poor, Fair, Good, or Excellent?

	Rating	Notes
Workforce quality	_____	_____
Workforce availability	_____	_____
Municipal government regulation	_____	_____
Provincial government regulation	_____	_____
Federal government regulation	_____	_____
Municipal tax structure	_____	_____
Provincial tax structure	_____	_____
Federal tax structure	_____	_____
Workers compensation rates	_____	_____
Recreational/Cultural amenities	_____	_____
Housing	_____	_____
P - 12 education	_____	_____
Universities (degree granting institutions including NSAC & NSCAD)	_____	_____
Community college (NSCC campuses)	_____	_____
Economic development organizations	_____	_____
Provincial highway system/conditions	_____	_____
Air access	_____	_____
Port facilities	_____	_____
Rail services	_____	_____
Shipping and transport services	_____	_____
Utility/Electricity	_____	_____
Phone/Cell phone	_____	_____
Internet/Broadband	_____	_____
Other	_____	_____

If *Other*, please specify

12. What *three* business climate factors are most important to your business today?

- ☐ Air access
- ☐ Community college
- ☐ Economic development organizations
- ☐ Federal government
- ☐ Federal tax structure
- ☐ Housing
- ☐ Internet/Broadband
- ☐ Municipal government regulation
- ☐ Municipal tax structure
- ☐ P-12 education
- ☐ Phone/Cell phone
- ☐ Port facilities
- ☐ Provincial government
- ☐ Provincial highway systems/conditions
- ☐ Provincial tax structure
- ☐ Rail services
- ☐ Recreational/cultural amenities
- ☐ Shipping and transport
- ☐ Universities
- ☐ Utility/Electricity
- ☐ Workers compensation rates
- ☐ Workforce availability
- ☐ Workforce quality
- ☐ Other

If *Other*, please specify

13. Business climate notes

MUNICIPAL SERVICES

14. Would you rate the following Municipal Services Poor, Fair, Good, or Excellent?

	Rating	Notes
Public water	<hr/>	<hr/>
Public sewer	<hr/>	<hr/>
Municipal bylaw enforcement	<hr/>	<hr/>
Building inspection/permitting	<hr/>	<hr/>
Zoning/Land use	<hr/>	<hr/>
Local road network/condition	<hr/>	<hr/>
Police protection	<hr/>	<hr/>
Public transportation	<hr/>	<hr/>
Other	<hr/>	<hr/>

If *Other*, please specify

15. What *three* municipal services are most important to your business today?

- ☐ Public water
- ☐ Public sewer
- ☐ Municipal bylaw enforcement
- ☐ Building inspection/permitting
- ☐ Zoning/land use
- ☐ Local road network/condition
- ☐ Police protection
- ☐ Public transportation
- ☐ Other

If *Other*, please specify

16. Municipal services notes

COMPANY INFORMATION

17. Functions located at this location

- ☐ Distribution
- ☐ Engineering/RD
- ☐ Headquarters
- ☐ Manufacturing
- ☐ Primary resource extraction
- ☐ Primary resource processing
- ☐ Retail outlet
- ☐ Tourism
- ☐ Warehousing
- ☐ Other services
- ☐ Other

If *Other*, please specify

18. Does this company have another location that provides a similar product/service as the local operation?

☐ Yes ☐ No

19. Notes other location (Note: Risk Assessment)

20. Has the local location changed owners in the past 5 years?

☐ Yes ☐ No

21. Is an ownership change pending for this location?

☐ Yes ☐ No

22. Has the local location changed management in the past 5 years?

☐ Yes ☐ No

23. Does this firm have a 3 to 5 year strategic plan?

☐ Yes ☐ No ☐ In progress

24. Does this firm have a succession plan?

☐ Yes ☐ No

25. Company information notes

HUMAN RESOURCES

26. Total number of employees at this facility

Full-time employees

Part-time employees

Seasonal employees

Contract employees

Total employees in this facility (excluding contract)

27. Total number of employees in this economic zone

28. Unionized?

☐ Yes ☐ No

29. What is your annual employee turnover rate at this facility?

☐ 0% ☐ 1 - 5% ☐ 6 - 10% ☐ 11 - 25% ☐ > 25%

30. How have employment levels within your organization changed over the past year?

☐ Decreased ☐ Stayed the same ☐ Increased

31. How do you expect employment levels within your organization will have changed one year from now?

☐ Decreased ☐ Stayed the same ☐ Increased

32. Do you have a dedicated person for Human Resources?

☐ Yes ☐ No

33. Do you have an employee benefits package?

☐ Yes ☐ No

34. What are the top three occupations that you employ?

	4 Digit NOC	Occupation	Number Employed	Avg. Hourly Wage
One	_____	_____	_____	_____
Two	_____	_____	_____	_____
Three	_____	_____	_____	_____

35. Do you have challenges hiring certain occupations?

☐ Yes ☐ No

36. If Yes, please specify which occupations

	4 Digit NOC	Occupation	Problem w/ Hiring	Avg. Hourly Wage
One	_____	_____	_____	_____
Two	_____	_____	_____	_____
Three	_____	_____	_____	_____

37. Do you have challenges retaining certain occupations?

☐ Yes ☐ No

38. If Yes, please specify which occupations

	4 Digit NOC	Occupation	Reason for Challenges	Avg. Hourly Wage
One	_____	_____	_____	_____
Two	_____	_____	_____	_____
Three	_____	_____	_____	_____

39. Are there particular occupations that may be affected by retirements in your workforce?

☐ Yes ☐ No

40. If Yes, please specify which occupations

	4 Digit NOC	Occupation	Number Affected
One	_____	_____	_____
Two	_____	_____	_____
Three	_____	_____	_____

41. Human resources notes

IMMIGRATION

42. Does your company currently employ any immigrants?

☐ Yes ☐ No

43. Number of immigrants currently employed

44. Does your company currently employ temporary foreign workers?

☐ Yes ☐ No

45. Number of temporary foreign workers employed

46. If Yes, from where do those immigrants originate?

- ☐ United States
- ☐ Mexico
- ☐ Caribbean
- ☐ South America
- ☐ Europe
- ☐ Middle East
- ☐ Asia
- ☐ Africa
- ☐ Australia/New Zealand
- ☐ Other

If *Other*, please specify

47. If your company currently has immigrants on staff, in what general capacity are they employed?

- ☐ Accounting / Finance
- ☐ Administrative
- ☐ Applied / Visual media
- ☐ Call Centre management
- ☐ Engineering / Production
- ☐ Executive
- ☐ Healthcare
- ☐ Human resources
- ☐ Management
- ☐ Marketing / Sales
- ☐ Skilled trades
- ☐ Unskilled labour
- ☐ Other

If *Other*, please specify

48. If *No*, has your company considered hiring an immigrant?

☐ Yes ☐ No

49. What has your experience been, or what would you expect to experience, when integrating immigrant employees into your workforce?

- ☐ Develop export opportunities
- ☐ Fill skill/labour gaps
- ☐ Creation of a more diverse workforce
- ☐ Enhance customer relations
- ☐ Lack of information on recruiting or developing a diverse workforce
- ☐ Challenges around immigrant's grasp of English language
- ☐ Challenges around immigrant's accent
- ☐ Difficulty assessing professional qualification recognition
- ☐ Difficulty assessing non-professional credential recognition
- ☐ Difficulty assessing non-professional work experience
- ☐ Additional time and expense to train
- ☐ Unaware of immigrant employment procedures
- ☐ Policies: unsure of immigrant eligibility for working in Canada
- ☐ Challenges as a result of cultural differences
- ☐ Other
- ☐ No opinion

If *Other*, please specify

TRAINING

50. Would training in the following areas be of interest? If yes please indicate

Workforce

- ☐ Apprenticeship
- ☐ Computer skills
- ☐ Professional Development
- ☐ Reading/Writing/Math
- ☐ Safety
- ☐ Supervisory Skills
- ☐ Technical Skills
- ☐ Workplace Communication
- ☐ Other (Include certification & training)

If *Other*, please specify

Certification

- ☐ Company Specific
- ☐ Continuous Improvement eg. Six Sigma, ISO, Lean Mfg.
- ☐ OHS
- ☐ WHMIS
- ☐ Other (Include certification & training)

If *Other*, please specify

Business Management

- ☐ External Communication
- ☐ Financial
- ☐ HR/People Management
- ☐ Leadership
- ☐ Marketing/Sales/Public Relations
- ☐ Operations
- ☐ Planning
- ☐ Other (Include certification & training)

If *Other*, please specify

51. Does your firm have industry certifications?

- ☐ Controlled goods
- ☐ ISO
- ☐ ITAR
- ☐ Other

If *Other*, please specify

52. Training notes

SALES

53. Annual sales at this facility

☐ \$0 - \$100k ☐ \$101k - \$250k ☐ \$251k - \$5m ☐ > \$5m

☐ Private

54. What is the projected sales growth in the next year at this facility?

☐ Declining ☐ 0% ☐ 1 - 9% ☐ 10 - 24% ☐ 25 - 49% ☐ 50 - 99% ☐ >= 100%

55. Historical sales trend at this facility

☐ Declining ☐ Staying the same ☐ Increasing

56. Historical sales trend at the parent company

☐ Not applicable ☐ Declining ☐ Staying the same ☐ Increasing

57. Percent of total sales generated by top 3 customers

☐ Not applicable ☐ 1 - 9% ☐ 10 - 25% ☐ 26 - 50% ☐ 51 - 75% ☐ 76 - 100%

58. Do you currently sell any goods or services to government?

☐ Yes: federal ☐ Yes: municipal ☐ Yes: provincial ☐ No: do not engage

59. If *No*, why not?

60. Are you registered with Industry Canada – Canadian Company Capabilities (CCC)?

☐ Yes ☐ No

61. Are you registered with the Canadian Trade Commissioner Service (DFATD)?

☐ Yes ☐ No

62. Are you familiar with Industrial Regional Benefits (IRB)?

☐ Yes ☐ No

63. Procurement websites you are registered with

- ☐ Provincial Procurement
- ☐ Irving Procurement
- ☐ Major Projects Procurement (Shell, BP, Maritime Link)
- ☐ Federal Procurement (buyandsell.gc.ca)
- ☐ Other

If *Other*, please specify

64. Do you have a marketing plan?

☐ Yes ☐ No ☐ In progress

65. Which of the following regions do you import or export with?

- ☐ Outside of Nova Scotia (Rest of Canada)
- ☐ United States
- ☐ Mexico
- ☐ Caribbean
- ☐ South America
- ☐ Europe
- ☐ Middle East
- ☐ Asia
- ☐ Africa
- ☐ Australia/New Zealand

66. Are you planning or actively considering sales activities in any **new markets** outside Nova Scotia?

☐ Yes ☐ No ☐ Not applicable

67. If Yes, please specify

68. Do you have a website?

☐ Yes ☐ No

69. Does your company sell products or services through the Internet?

☐ Yes ☐ No

70. If Yes, what is the percent of sales generated via the Internet?

☐ No response ☐ Not applicable ☐ 1 - 9% ☐ 10 - 24% ☐ 25 - 49% ☐ 50 - 99% ☐ >= 100%

71. Sales notes

INNOVATION AND PRODUCTIVITY

72. During the last three years, did your company/business unit introduce any new or significantly improved goods, services or processes?

☐ Yes ☐ No

73. If Yes, please explain

74. Did your company access government funding or tax credits in order to improve productivity/innovate (e.g. WIPSI, CII, NSERC, IRAP, SR&ED, ACOA, Innovacorp Programs)?

☐ Yes ☐ No

75. If you had to increase output, how would you?

- ☐ Hire new staff
- ☐ New equipment
- ☐ Process improvement
- ☐ Training
- ☐ Other

If *Other*, please specify

76. Innovation/Productivity notes

FACILITY AND EQUIPMENT

77. Status of facility

☐ Owned ☐ Leased ☐ Home based

78. If *Leased*, expiration date

79. Condition of facility

☐ Poor ☐ Fair ☐ Good ☐ Excellent

80. Condition of equipment

☐ Poor ☐ Fair ☐ Good ☐ Excellent

81. Please indicate this company's satisfaction level with this facility

☐ Not satisfied ☐ Neutral ☐ Satisfied

82. Describe the operations at this site

☐ One shift ☐ Multiple shifts ☐ 24 hours

83. How much of this facility's **space** are you currently using?

☐ Less than 50% ☐ 51 - 75% ☐ 76 - 90% ☐ More than 90%

84. How much equipment **capacity** are you currently using (based on 24 hour operations)?

☐ Less than 50% ☐ 51 - 75% ☐ 76 - 90% ☐ More than 90%

85. Describe the investment trends over the past 18 months in this facility

☐ Declining ☐ Staying the same ☐ Increasing

86. Describe the investment trends over the past 18 months in equipment at this facility

☐ Declining ☐ Staying the same ☐ Increasing

87. Is there room for expansion at this site?

☐ Yes ☐ No

88. Are you planning to expand locally in the next 12 - 18 months?

☐ Yes ☐ No

89. Value of investment?

Jobs that could be added

Investment value

☐ Invest value private

90. Is financing in place?

☐ Yes ☐ No

91. Facility/Equipment notes

RELOCATION QUESTIONS

92. Which level of your organization makes relocation/expansion decisions?

☐ Local Office ☐ Regional Office ☐ Head Office

93. Is this company thinking/planning to relocate its local operations?

☐ Yes ☐ No

94. If Yes, where?

- ☐ Elsewhere in Nova Scotia
- ☐ New Brunswick
- ☐ Newfoundland & Labrador
- ☐ Elsewhere in Canada
- ☐ USA
- ☐ Other International

If *Other International*, please specify

95. If Yes, identify what you are looking for by relocating

- ☐ Better workforce costs
- ☐ Friendlier business climate
- ☐ Incentives
- ☐ Lower taxes
- ☐ Lower overall operating costs
- ☐ More readily available workforce
- ☐ Other

If *Other*, please specify

96. Relocation Notes

CLOSING QUESTIONS

97. What is the biggest issue facing your company today?

- ☐ Access to capital
- ☐ Sales leads
- ☐ Opportunities for export
- ☐ Taxation
- ☐ Procurement
- ☐ Federal government
- ☐ Provincial government
- ☐ Municipal government
- ☐ Public services
- ☐ Facilities/equipment
- ☐ Management/planning
- ☐ Workforce availability/quality
- ☐ Training/R&D
- ☐ Marketing/advertisement
- ☐ Local business climate
- ☐ Other

If *Other*, please specify

98. Impact notes: (eg. Lost revenues)

99. Quantify the impact on your company of resolving your top issue by

Jobs that could be added

Sales that could be realized

100. Do you know 1) any local firms or 2) any supplier firms or 3) any national firms that are considering an expansion in Atlantic Canada?

☐ Yes ☐ No

101. Notes - Possible recruitment targets

102. Are you interested in receiving occasional updates and invitations for upcoming events from our organization?

☐ Yes ☐ No

103. Could you recommend another company that could benefit from a BRE visit?

☐ Yes ☐ No

If Yes, please describe

104. Closing notes

ASSESSMENT

105. Life cycle stage of firm's primary product/service

☐ Declining ☐ Maturing ☐ Emerging

106. How would you rate this facility's overall health?

☐ Poor ☐ Fair ☐ Good ☐ Excellent

107. How would you rate the overall health of the parent company?

☐ Not applicable ☐ Poor ☐ Fair ☐ Good ☐ Excellent

108. Describe the wage scale here compared to all other local firms

☐ Lower than ☐ Same as ☐ Greater than

109. How would you rate the local management's affinity to the community?

☐ Poor ☐ Fair ☐ Good ☐ Excellent

110. How would you rate the parent company's affinity to the community?

☐ Not applicable ☐ Poor ☐ Fair ☐ Good ☐ Excellent

111. How would you rate the risk of this facility closing in the next 1 - 3 years?

☐ Low ☐ Moderate ☐ High

112. How would you rate the risk of this facility downsizing in the next 1 - 3 years?

☐ Low ☐ Moderate ☐ High

113. Is this company export-ready?

☐ Yes ☐ No

114. Is this a hyper growth company?

☐ Yes ☐ No

115. Should this company be re-visited?

☐ Yes ☐ No

116. Revisit month and year

Month

- ☐ January
- ☐ February
- ☐ March
- ☐ April
- ☐ May
- ☐ June
- ☐ July
- ☐ August
- ☐ September
- ☐ October
- ☐ November
- ☐ December

Year

117. Explain the issues facing this company which the Action Team did not have the tools to resolve.

118. Assessment notes
