2013 Thunder Bay Small Business Opinion Survey

Presented By: Thunder Bay Ventures

Thunder Bay Ventures
Community Futures Development Corporation

June 2013

16th Annual Report

To examine the attitude of the business community towards specific issues and developments in the local community.

Executive Summary

Completion of the "2013 Thunder Bay Business Opinion Survey" marks the sixteenth year since the inception of the survey, which gives a voice to the small business community of the region. The Thunder Bay Business Opinion Survey provides third parties with an in-depth analysis of the thoughts of small businesses. The findings of the survey include both quantitative and qualitative aspects, and also examine the recent and future environmental conditions that small businesses operate under. Every effort was made to ensure that the statistics and data represented the population and that all bias was eliminated.

The survey presented findings in several key areas that should be noted:

1. Hiring expectations for the next 12 months have increased in comparison to last year's results, with 51% of firms planning to hire additional employees, up from 49% in 2012. 49% of firms are not planning to hire additional employees, and 0% of firms are planning to lay off employees. The employment trends in the last five years indicate that the number of firms planning to expand is increasing. It is important to note that firms currently have an average of 11 full time workers and 4 part timers.

2. 74% of respondents feel that economic growth in Thunder Bay is positive, identical to the results of 2012. There has been a trend in the past four years indicating that small business owners are more confident that the economy is on its track to recovery. In 2009 only 28% of respondents had optimistic thoughts in regards to economic growth, and over the past three years it has continually increased to its peak of 74% in 2012 and held constant this year in 2013.

3. The belief that the mining industry is having a positive impact on Thunder Bay's economy has remained consistently strong over the past three years. Thunder Bay's small business owners gave mining a score of 3.74 out of 5, ranking it as the most important industry sector. However, when asked how much of their revenue was attributed to the mining industry, 42% responded 0% and 47% responded between 1-25%. Mining is also ranked very high in regards to its importance to the future of Thunder Bay, while respondents feel that the Canadian/USA exchange rate is not important to the future of our economy. The OLG Casino score increase to from 2.45 to 2.79, however still indicating that business owners still have negative thoughts towards the impact of the casino.

4. Small business owners showed almost identical results regarding their feelings towards future security. In 2012, 85% of small businesses possessed a feeling of security, while the 2013 survey saw that number increase by 1% to 86%. This increase shows a strong positive trend since 2005. This should be monitored closely in the future to determine what affect the current conditions are having on small businesses.

5. Respondents' perceptions in regards to the City of Thunder Bay meeting their needs are not positive. Almost every factor that was questioned has dropped from last year's results and all the results are below the midpoint of three with the exception of one at 3.03. This indicates that the City should pay attention to the needs of Thunder Bay's small businesses.

6. Small business owners seem to have a reached a common opinion that raising taxes in the short-term to eliminate the deficits at a faster pace is not a good idea. 83% of respondents feel negatively about this idea, which is following a trend in comparison with the previous year's results. However, this is a significant increase from 69% in 2012.

Table of Contents

Table of Tables

Table of Figures

Research Objectives

It is time once again to offer the results of this year's Thunder Bay Business Opinion Survey. The objective of this study is to examine the attitudes and behaviours of small businesses in the Thunder Bay Census Metropolitan Area (CMA). The three specific areas of concentration are in: (1) gauging both the attitudes and trends of the small business community with regard to the current and future business climate in Thunder Bay; (2) identifying factors most critical to the development of the City's economy beyond the year 2013, and (3) examining the attitudes of the business community toward specific issues and developments in the local community. The survey also provides respondents with the opportunity to openly comment on any issue they choose.

This approach has led to the development of new questions within subsequent surveys and continues to provide valuable and candid feedback of small business owners' thinking. The study is conducted under the auspices of Thunder Bay Ventures; an organization funded by Industry Canada through FedNor, as part of the federal government's Community Futures Development Program. Thunder Bay Ventures has a mandate to conduct research on issues relevant to community economic development, in addition to providing financing and support to small businesses. The 2013 annual survey was conducted in May and June of this year.

Methodology and Response

The specific population studied for this research is primarily firms with less than 35 full-time employees, regardless of revenues or types of business activity. The population is located in the Thunder Bay CMA and has no affiliation with a particular industry sector. Included with the questionnaire was a letter of introduction explaining the purpose of the survey, and a response incentive. During a 3-week data collection period, the surveys were mailed to 700 small business, with 74 surveys returned (10.57%), which is down 4.14% from last year's response rate of 14.71%.

The survey uses a systematic random sample approach and is delivered through Canada Post. Each survey is addressed to the identified owner of the business. The questionnaire uses a Likert scale (1 to 5) response format as well as categorical response options for assessing frequency and descriptive data (see Appendix A). The survey is 8 pages and has approximately 145 questions. Respondents are also offered the opportunity to openly express opinions regarding Thunder Bay's economy. Many respondents did provide additional feedback on one or more of the open-ended questions in section B as well as section C.

In keeping with statistical practice, an examination of the questionnaire's reliability and numerous validity measures were performed.

Respondent Profile

Provided in the Respondent Profile section is general demographic results for the 2013 survey respondents. The percentage results that are provided are from those individuals who responded to the specific questions, therefore excluding those who did not respond to the question properly or failed to respond at all. Respondent characteristics appear to reflect the small business population and are consistent with characteristics exhibited in previous years.

Table 1 - Gender

Gender	Percentage
Male	55%
Female	45%

Table 2 - Average Age

Average Age of Respondent	51

Table 3 - Average Years in Business

Average Years in Business	22

Table 4 - Type of Business

Type of Business	Number
Retail	29
Wholesale	4
Manufacturing	2
Professional Services	21
Personal Services	4
Other	14

Table 5 - Legal Status

Legal Status of Business	Percentage
Sole Proprietorship	21%
Partnership	9%
Corporation	70%

Table 6 - Education Level

Education Level of Owner	Percentage
High School	27%
College	26%
University	47%

Table 7 - Categories for Economic Development

Categories for Economic Development	Percentage
Women	73%
Aboriginal	6%
Francophone	6%
Youth (under 30)	15%

Table 8 – Average Number of Employees

Type of Employee	Average Number	Maximum	Minimum
Full Time	11	100	0
Part Time	4	40	0

Table 9 - Change in Employment

Change in Employment (2013 Fiscal Year)	Percentage
Increased	42%
Remained the Same	50%
Decreased	8%

Table 10 - Actual Sales

Actual Sales/Billings (2012 Fiscal Year)	Percentage
Less than $25,000	7%
$25,000 - $49,999	1%
$50,000 - $99,999	7%
$100,000 - $249,999	18%
$250,000 - $499,999	21%
$500,000 - $999,999	7%
$1,000,000 - $5,000,000	23%
Greater than $5,000,000	16%

Table 11 - Change in Sales Volume

Change in Sales Volume (2012-2013)	Percentage
Increase greater than 10%	42%
Increase greater than 0% and less than 10%	40%
Decrease greater than 0% and less than 10%	14%
Decrease greater than 10%	4%

Current Small Business Issues

The "Current Small Business Issues" section is focused on understanding the current posture of small business owners given their previous experiences and future expectations. The mean scores are provided in the following tables. Major deviations away from the center (3.00) indicate that this factor is an area to watch as well as a possible emerging trend in either direction. These results are shaded.

The following table depicts the shading legend used throughout the report.

Large Deviation From the Mean	
Significant Change From 2012	

1. Respondent Expectations

Table 12 - Anticipated Sales Increase

Anticipated Sales Increase For 2013	Percentage
Yes	71%
No	29%

Small business owners appear to be rather positive in terms of sales increases, as 71% of respondents feel that their sales will increase in the next fiscal year, this is up 2% from the previous year, where 69% of respondents felt positive about anticipated sales increase.

Table 13 - Hiring Expectations

Hiring Expectations (next 12 months)	Percentage
Hiring Additional Employees	51%
Not Hiring Any New Employees	49%
Laying Off Employees	0%

Hiring expectations for the next twelve months have changed slightly as 51% of businesses are expecting to hire additional employees, up 2% from 49% in 2012 (Table 13). It is also important to note that although 49% of firms expected to hire additional employees in 2012, 42% actually did, which identifies a strong correlation between hiring expectations and actual changes in employment levels (Table 9).

Layoff expectations for the next twelve months are 0%, identical to the results in 2011 and 2012 (Table 13). Furthermore, 49% of respondents do not expect to hire any new employees. Those firms that are planning to hire additional employees in 2012 employ on average 11 full time employees and 4 part time employees. Figure 1 on the following page shows the changes in hiring expectations over the past five years. The percentage of firms expecting to hire or not hire new employees has remained constant over the past three years in-between 49% and 51%.

Figure 1 - Historical Trend of Hiring Expectations

2. Challenges Often Encountered by Businesses

Below is a list of challenges that are often encountered by businesses. Please indicate the extent to which the following issues have been a problem for your business in the 2012 fiscal year.

Not a Problem (1) – Significant Challenge (5)

Table 14 - Challenges for Businesses

Issue in Question	**2013**	**2012**	**2011**	**2010**	**2009**
Increasing Wage Rates	2.36	2.64	-	-	-
Declining Sales	2.18	2.45	2.48	2.86	2.89
Availability Of Skilled Labour	3.11	3.08	2.79	2.86	2.59
Raising Capital/Securing Business Loans	2.13	2.13	2.10	1.96	2.16
Increased Competition	2.89	2.52	2.66	2.82	2.53
Access To Market Research, Business Advice	2.31	2.01	1.97	1.86	2.17
Government Paperwork Requirements	3.00	2.82	2.94	3.00	2.88
Municipal Zoning/Building Requirements	2.08	2.07	2.14	2.07	1.97
CDN/US Exchange Rate	1.63	2.01	2.04	2.15	2.54
Union Restrictions	1.24	1.33	1.39	1.32	1.27
Electricity Rates	2.55	2.66	3.11	2.70	2.64
Gasoline and Fuel Rates	2.99	3.41	3.70	3.33	3.19
Taxes	3.03	3.28	3.56	3.64	3.36
Your Business Location in the City	1.89	1.92	-	-	-

The concern of small businesses over increased competition has gone up significantly in comparison to last year's results (Table 14). However, concern about gasoline and fuel rates, the Canadian/United States exchange rate, and increasing wage rates each demonstrated substantial decreases to small businesses in comparison to the previous years. The biggest concerns of small business owners appear to be taxes and the availability of skilled labour, however with ratings of 3.03 and 3.11 respectively, they are not significant challenges. It is evident that union restrictions and business location in Thunder Bay are the least of their concerns. Figure 2 depicts the trends of these four significant challenges that businesses face.

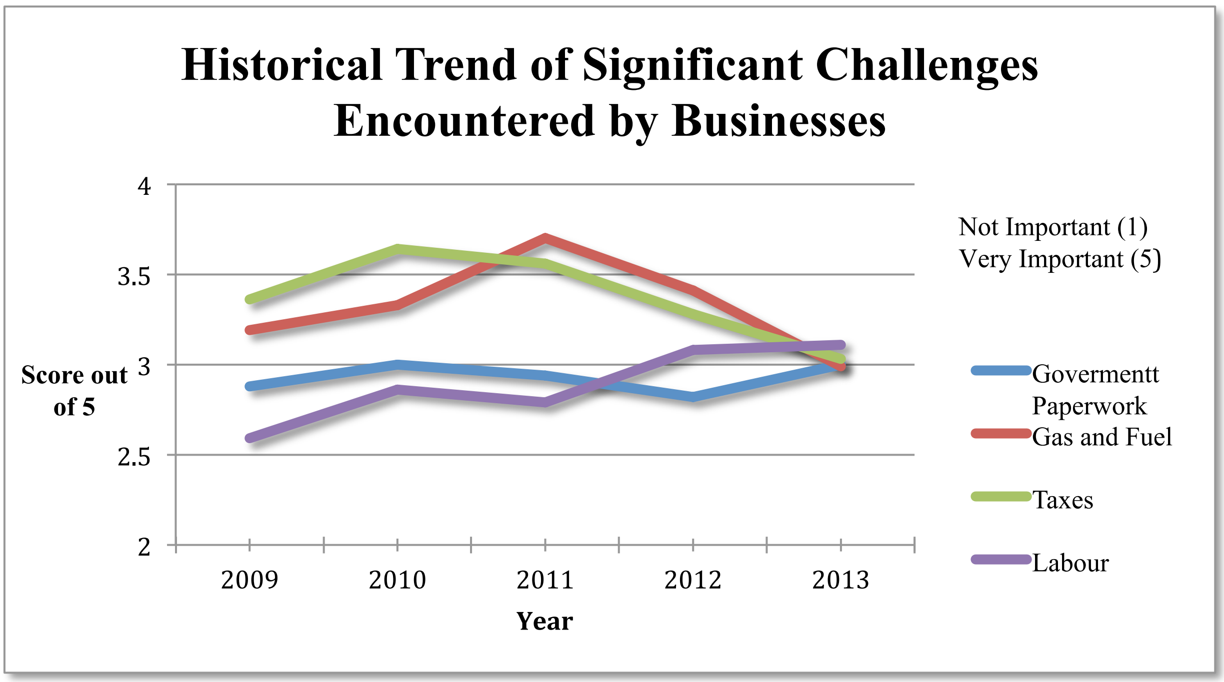

Figure 2 - Historical Trend of Significant Challenges Encountered by Businesses

3. Importance of Factors to Sales and Revenue

How important were the following factors to your sales/revenue performance to the 2012 fiscal year?

Not Important (1) – Very Important (5)

Table 15 - Factors Important to Sales/Revenue

Factor in Question	2013	2012	2011	2010
Inventory Price Increases	2.66	2.68	2.89	2.79
Advertising/Promotion	3.18	3.02	3.04	2.86
General Economic Climate	3.57	3.37	3.68	3.86
Change In Product/Service Offering	2.68	2.56	2.65	2.32
Staff-Related Issues (e.g., Training)	2.70	2.66	2.36	2.46
Change In Competitive Environment	2.90	2.75	2.79	2.97
New Markets (e.g., Exports)	2.01	1.81	1.89	1.71
CDN/U.S. Exchange Rate	1.76	2.26	2.34	2.16
Insurance Rates	2.72	2.93	2.91	2.77
Cross Border Requirements	2.17	2.20	2.20	1.96
Gasoline and Fuel Rates	2.80	3.31	3.64	3.28
Electricity Rates	2.76	2.82	3.35	2.94
Natural Gas Rates	2.50	2.19	2.76	2.60
Your Business Location in the City	2.42	2.38	-	-

Table 15 identifies that advertising/promotion as well as the general economic climate are the top two most important factors to the success of one's business. Furthermore, each of these factors has become more important to firms than last year (Table 15). The Canadian/United States exchange rate seemed to have little to no affect for small business owners for the first time in the last four years. Other factors such as gasoline and fuel rates appeared to be not as important to sales/revenue performance, dropping from 3.31 in 2012 to 2.80 this year. Natural gas rates experienced the opposite with a positive increase from 2.19 in 2012 to 2.50 (Table 15).

Overall, the four significant challenges that business face includes advertising and/or promotion, changes in the competitive environment, the general economic climate, and gasoline and fuel rates.

4. Importance of Factors for Future Success

What kind of affect will each of the following factors have on the future of your business?

Very Negative (1) – Very Positive (5)

Table 16 - Factors for Future Success

Factor in Question	2013	2012	2011	2010	2009
Inventory Price Increases	2.56	2.27	2.43	2.38	3.06
General Economic Climate	3.22	2.76	3.13	2.98	4.20
Product/Service Diversification	3.57	3.24	3.37	3.25	2.74
New Markets (Beyond Thunder Bay)	3.41	3.41	3.21	3.14	1.97
Change in CDN Dollar	2.74	2.71	3.72	2.87	2.75
Increased Fuel/Energy Costs	2.54	2.20	2.49	2.34	3.34
Increased Insurance Rates	2.49	2.34	2.56	2.46	3.16
Cross Border Requirements	2.68	2.46	2.41	2.60	2.32

Increased fuel/energy costs, product/service diversification, general economic climate, and inventory price increases have increase drastically by a minimum of 0.30. However, other factors remained relatively similar to the results in 2012 or experienced a mild increase (Table 16). The three most important factors for future success and that have shown to have an increasingly positive affect for small businesses and these trends are depicted in Figure 3.

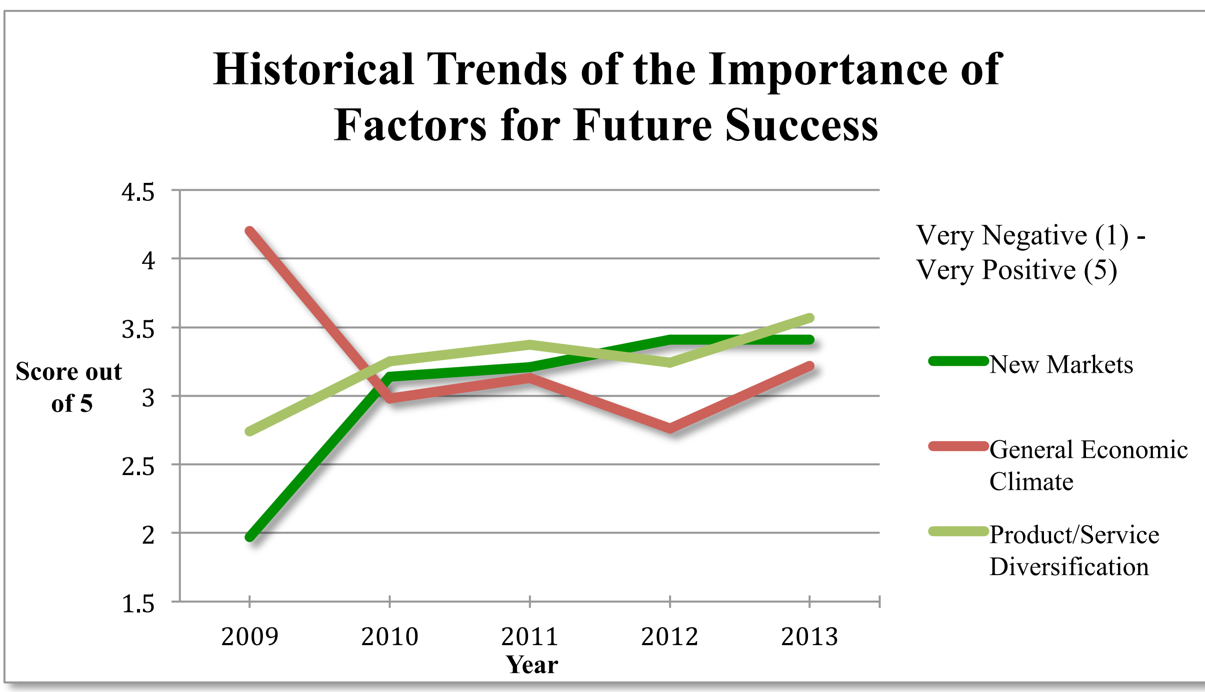

Figure 3 - Historical Trends of Factors Important to Future Success

5. Investing Activities

Is your company planning to invest more or less in the following activities in the 2013 fiscal year than in the previous year?

Significantly Less (1) – Significantly More (5)

Table 17 - Investing Activities

Investment Opportunity	2013	2012	2011	2010	2009	2008	2007
Advertising/Promotion	3.19	3.13	2.97	2.83	2.87	3.10	3.06
Employee Compensation	2.99	2.84	2.80	2.85	2.80	2.85	2.64
Employee Recruitment	2.89	2.94	2.70	2.63	2.54	2.69	2.49
Staff Training Programs	3.13	3.07	2.79	2.94	3.01	2.82	2.76
Partnering with Other Firms	2.88	2.55	2.55	2.52	2.26	2.50	2.45
Inventory Supply	2.79	2.95	2.49	2.62	2.40	2.39	2.56
Capital Projects (e.g. Equipment)	3.03	2.95	2.84	2.58	2.60	2.78	2.67
Market Research	2.64	2.45	2.55	2.35	2.39	2.40	2.39
Technology	3.11	2.93	2.96	2.73	2.84	2.84	2.80
Consulting/Advisory Service(s)	2.93	2.41	2.54	2.31	2.35	2.56	2.36

The result of the survey shows that businesses are willing to investing more in advertising, which has been the trend for the past two years prior, with a moderately higher rating in comparison to 2012.

Small Businesses are planning to invest less in inventory supply and employee recruitment in the 2013 fiscal year. These are the only two activities that experienced a decrease with all other activities increasing (Table 17). Small Businesses plan to invest significantly more in consulting/advisory services and partnering with other firms. Market research also experienced a slightly higher than moderate increase demonstrating that this too is where small businesses will be investing more than in 2012.

Overall, small businesses plan to invest more in advertising/promotion (3.19), staff training programs (3.13), and technology (3.11). Figure 4 demonstrates the historical trend of uppermost investing activities.

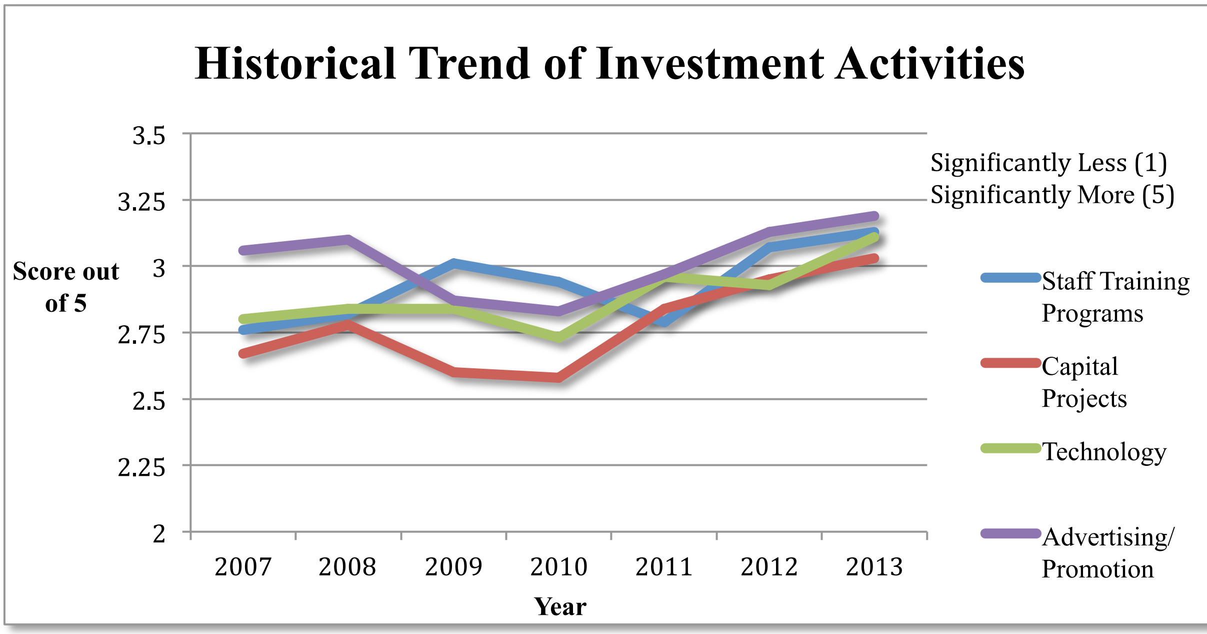

Figure 4 - Historical Trend of Investing Activities

6. Impact of Development and Institutions

What kind of impact do you believe the following developments/institutions will have upon your business?

Very Negative (1) – Very Positive (5)

Table 18 - Impact of Development and Institutions

Development/Institution	2013	2012	2011	2010	2009	2008	2007
Box Store Expansion	2.78	2.51	2.31	2.57	2.64	2.56	2.61
Gasoline/Fuel Prices	2.40	2.03	2.19	2.15	2.49	2.32	2.42
Waterfront Development	3.44	3.55	2.99	3.35	3.23	3.25	3.40
OLG Casino	2.79	2.45	2.41	2.40	2.31	2.42	2.28
Lakehead University	3.64	3.76	3.49	3.61	3.50	3.71	3.55
Confederation College	3.59	3.65	3.34	3.58	3.52	3.60	3.58
Municipal Tax Rates	2.35	2.21	2.34	2.24	2.44	2.99	2.92
Pulp and Paper Industry	3.16	2.81	2.84	2.76	2.31	3.07	2.44
Energy Rates (Heating, Electricity)	2.30	2.17	2.26	2.18	2.28	2.65	2.49
Mining Industry	3.74	3.85	3.48	3.68	3.15	3.64	3.20

There are mixed results regarding development and institutions impact on small businesses. Higher ratings in education at both Lakehead University and Confederation College are apparent, however, in comparison with last year's results the ratings have decreased. In 2012 Lakehead University had a rating of 3.76, which has now deceased to 3.64. Confederation College slightly decreased from 3.65 in 2012 to 3.59 this year. Notwithstanding, both appear to have the belief of being very positive developments/impacts on small businesses in Thunder Bay. The belief in the mining industry's positive impact has slightly decreased in comparison to last year, and it is still considered one of the most important factors to small business owners in Thunder Bay (Table 18).

The Pulp and Paper Industry has shown a significant increase from last year, with a mean score rising from 2.81 to 3.16, indicating that firms feel this holds a strong impact on their business (Table 18).

The OLG Casino is still believed to have a slightly negative impact on small businesses with a mean score of 2.79, however significant more positive than last year's score of 2.45. This is consistent with the last five years and it appears that small businesses attitudes are still relatively negative towards the Casino. It appears as though people are beginning to become more and more positive towards the Casino as scores have increase each year since 2009.

Gasoline and Fuel prices also demonstrated a substantial increase since 2012 with scores fluctuating from 2.03 to 2.40 in 2013. This signifies that the constant rise in fuel costs is indeed affecting small businesses negatively but perhaps less negatively than before.

The mean scores for energy rates, municipal tax rates, and gasoline/fuel prices are the areas in which small businesses hold the most negative views, which is consistent with last year's results (Table 18). Figure 5 shows the trends of significant developments/institutions.

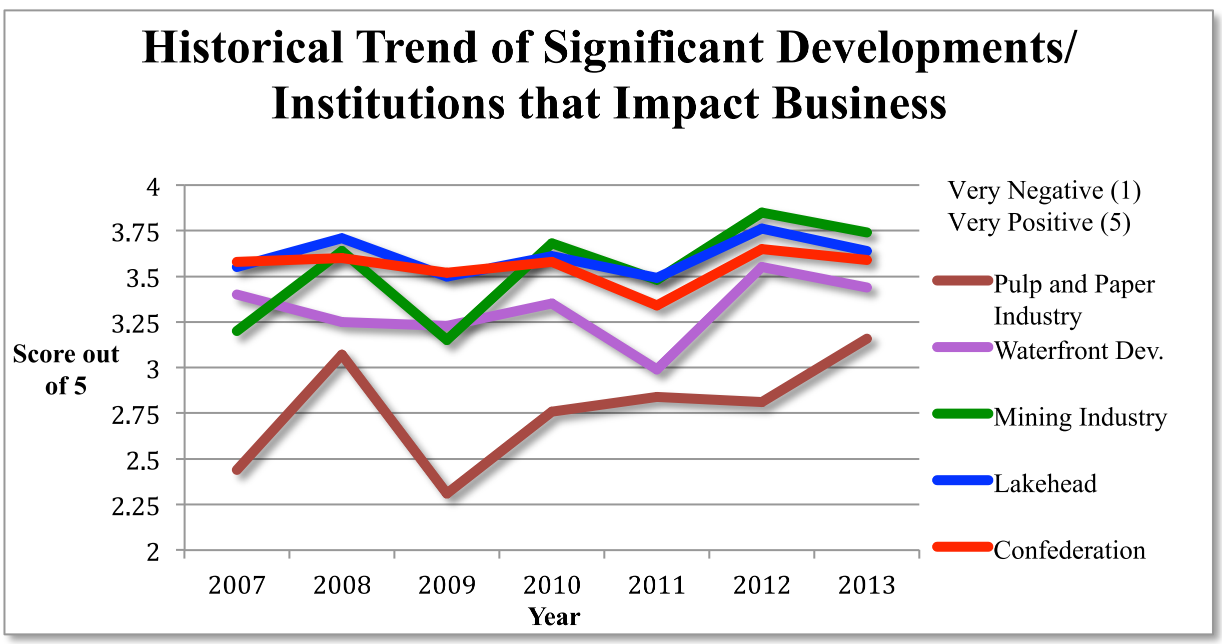

Figure 5 - Historical Trend of Developments/Institutions Impacting Small Businesses

Thunder Bay Business Climate

The "Thunder Bay Business Climate" section of this survey is presented in an effort to gauge the attitudes of small businesses toward the current and future business climate and economic growth potential for the Thunder Bay CMA. Specific questions in regards to developments and institutions, sector growth potential and Thunder Bay's ability to meet the needs of its small businesses are also asked.

1. Anticipated Growth for Thunder Bay

What level of economic growth do you anticipate for Thunder Bay in 2013?

Table 19 - Anticipated Economic Growth

Anticipation of Growth	**2013**	**2012**	**2011**	**2010**	**2009**	**2008**	**2007**
Decrease	7%	8%	8%	17%	43%	29%	53%
No Change	19%	18%	24%	30%	28%	31%	25%
Increase	74%	74%	68%	53%	28%	40%	22%

Seventy-four percent (74%) of small business respondents believe that the Thunder Bay economy will have positive growth over the next year. A breakdown of the 74% shows that 67% of respondents anticipate a moderate increase and only 7% anticipated a significant increase (Figure 6). This view is significantly similar to last year's figure where 74% also anticipated an increase and is significantly higher than previous years, when only 53% and 28% of respondents anticipated economic growth in 2010 and 2009 respectively (Table 19). This trend suggests that small business owners are more confident that the economy is on its track to recovery and positive increases in the economy on their way.

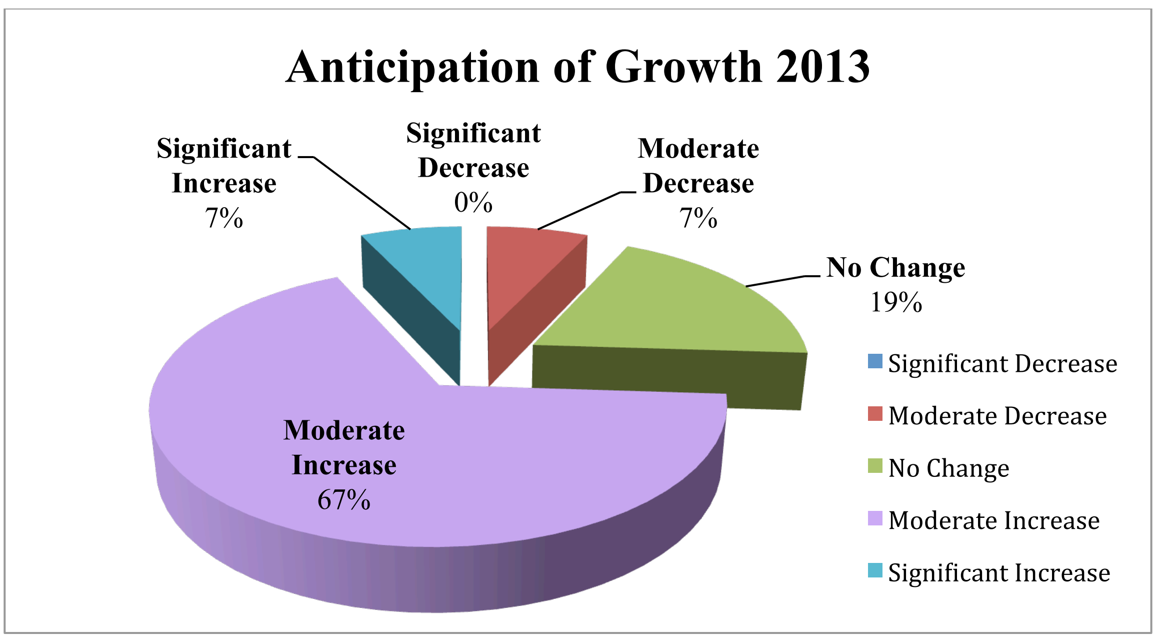

Figure 6 - Anticipation of Thunder Bay Growth

2. Future Security

Do you feel secure about the sustainability of your small business over the next three years?

Table 20 - Future Security

Response	2013	2012	2011	2010	2009
Yes	86%	85%	83%	77%	73%
No	14%	15%	17%	23%	27%

Small business owners showed relatively stable results in the belief about their future security and future business interests. Previous years' results indicated that 85% of small businesses felt secure in their future, while this year indicates that 86% possess a feeling of security (Table 20).

Although the results are very similar, it is important to note that over the past five years business owners have become considerably more confident about the sustainability of their business. In 2009, 73% felt secure and now 86% are feeling secure. The trend regarding future security can be seen in Figure 7.

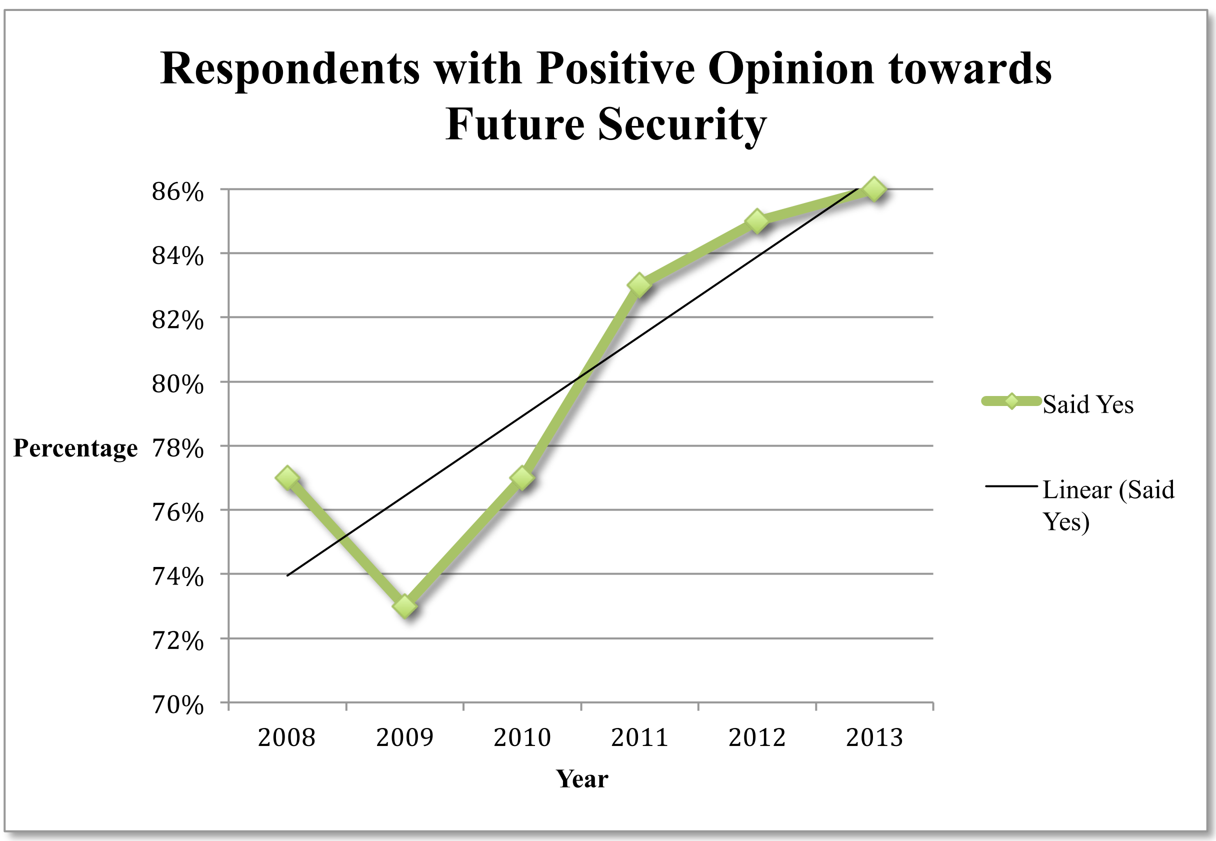

Figure 7 - Historical Trend of Future Security

3. Sector Growth Potential

Evaluate the following sectors in terms of their current actual impact on Thunder Bay's Business Climate (e.g., new markets, new products/services).

None (1) – Great (5)

Table 21 - Impact of Sectors

Sector	2013	2012	2011	2010	2009	2008	2007	2006
Primary – Forestry	2.84	3.04	2.19	2.17	1.75	2.21	1.63	2.24
Primary – Mining	3.80	4.06	4.15	4.00	3.10	4.17	3.26	-
Secondary (e.g., Large Manufacturing)	3.16	3.30	2.62	2.73	2.35	2.48	2.62	2.29
Small Manufacturing	3.24	3.32	3.14	3.06	2.83	3.08	2.95	2.77
Renewable Energy Production	2.99	3.14	3.14	3.38	3.08	3.62	-	-
Non-Renewable Energy Production	2.53	2.30	3.01	2.15	2.09	2.30	-	-
Health Care Services	3.89	3.92	2.39	3.83	3.83	3.98	3.91	3.66
Retailing	3.49	3.25	3.86	3.01	3.00	2. 73	3.11	2.83
Senior Services	3.67	3.49	2.95	3.68	3.63	3.86	3.52	3.50
Financial Services	3.25	2.84	2.97	2.98	3.01	2.97	2.94	3.03
Higher Education (LU/Con College/Med School/Law School)	3.97	4.06	3.94	3.83	3.61	3.97	3.95	4.08
Construction Services	3.74	3.70	3.50	3.25	3.05	2.94	2.90	-
Government Services	3.39	3.14	3.02	3.10	2.99	2.82	2.98	-
Hospitality/Tourism	3.65	3.42	3.27	3.26	3.09	3.13	3.58	3.47
Biotech	3.59	3.75	3.95	3.54	3.51	3.79	-	-
Other:	5.00	3.58	3.11	3.54	3.38	-	-	-

Small businesses have more confidence in a few of the sectors, but have their doubts regarding non-renewable energy production, renewable energy production, and the forestry sector. The non-renewable energy sector was felt to have the least impact with a rating of 2.53, up from 2.30 in 2012. Other had the highest growth potential as its mean score increased from 3.58 to 5.00 (Table 21). Given the qualitative feedback, other was deemed to be aboriginal partnerships.

Higher Education, health care services, mining, and construction services were also felt to hold a great impact on Thunder Bay's business climate by the respondents of this year's survey. In addition, financial services and government services experience the greatest change from 2012. Financial services received a score of 3.25 and government services reached 3.39, both high scores for these sectors since 2006 illustrating a growing trend over the past seven years. Figure 8 on the following page depicts the trends of a few of these sectors.

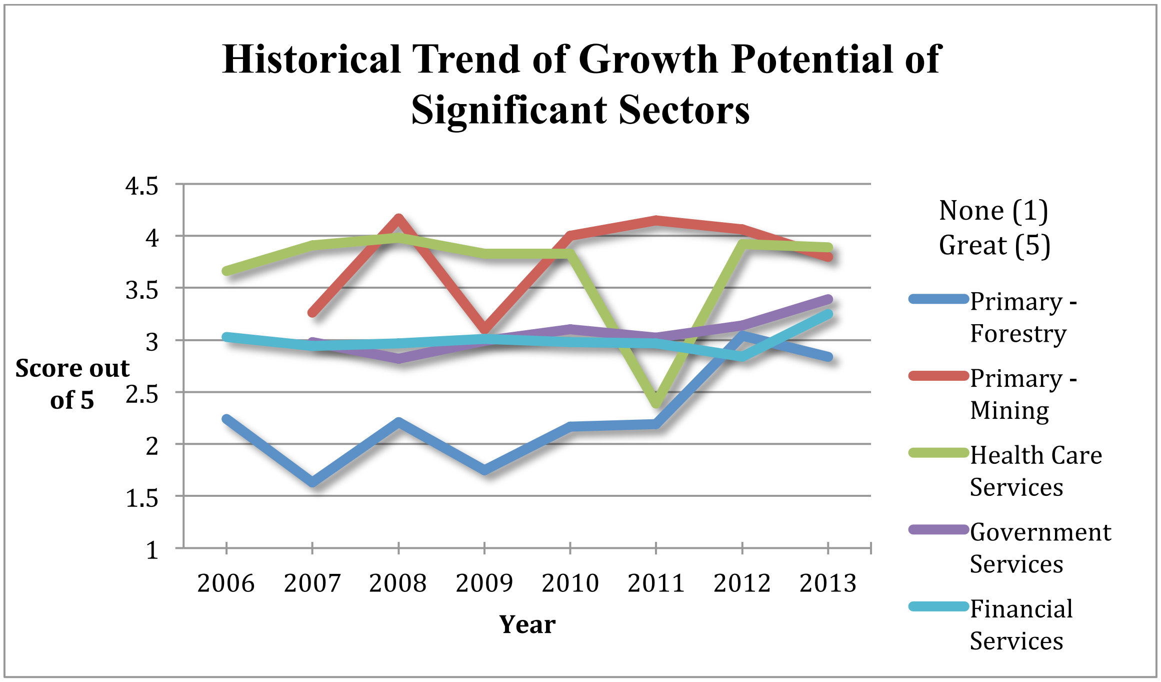

Figure 8 - Historical Trend of Growth Potential of Sectors

4. Meeting Your Needs

How well does Thunder Bay meet the needs of <u>your specific business</u> with respect to the following factors?

Not Very Well (1) – Very Well (5)

Table 22 - Meeting Your Business Needs

Factor	**2013**	**2012**	**2011**	**2010**
Labour Pool	2.68	2.86	2.83	2.90
Access to Raw Materials/Natural Resources	2.87	2.82	2.88	2.91
City's Promotional Efforts	2.54	2.75	2.45	2.59
Transportation Costs (Passenger)	2.68	2.65	2.47	2.73
Other Transportation Costs (Shipping)	2.39	2.38	2.24	2.35
City Infrastructure (e.g., Roads, Hydro, Gas)	2.55	2.71	2.42	2.76
Municipal Tax Rates	2.30	2.28	2.15	2.15
City Council Representation/Decisions	2.55	2.25	2.25	2.12
Access to Financing/Capital	3.03	2.74	2.76	2.81
Provincial Representation	2.79	2.53	2.49	2.59
Federal Representation	2.41	2.40	2.32	2.34

In regards to the City of Thunder Bay meeting the needs of small business owners, respondent's felt the City's Council representation/decisions, access to financing/capital, and Provincial representation have improved significantly in comparison to 2012 (Table 22). However, with all of the scores still falling below 3.03, most respondents still feel that the City of Thunder Bay is not successful in meeting their needs as small business owners. This is indicating that The City of Thunder Bay needs to make improvements in the right direction at meeting the needs of small business owners (Table 22).

5. Revenue Attributed to Mining Exploration Activities

What percentage of your business revenue can be attributed to mining exploration activities?

Table 23 - Revenue Attributed to Mining Exploration Activities

Revenue Attributed to Mining Exploration Activities	2013
0%	42%
1 - 25%	47%
26 – 50%	6%
51 – 75%	1%
76 – 100%	4%

Last year a similar question was asked in regards to whether or not businesses obtain all or part of it's revenue from the mining sector or mining exploration sector with 73% responding no. This question is new to this year's survey; which breaks it down into percentage ranges instead. It is evident that there is a very minimal portion of small businesses that attribute revenue to mining exploration activates (Table 23).

Furthermore, there are a large number of outstanding businesses that remain unaffected by the mining sector or mining exploration sector with 42% of respondents stating 0% of their revenue is attributed to such activities. An additional 47% of respondents selected the second range stating that 1-25% revenue was attributed to mining exploration activities (Figure 9).

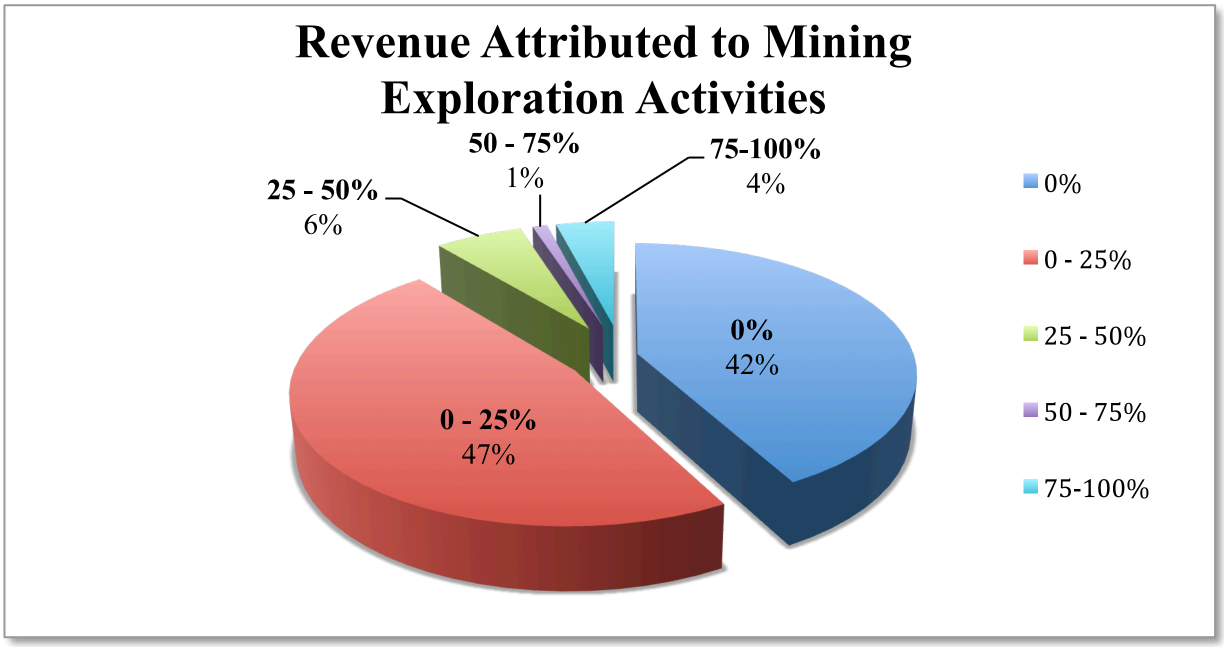

Figure 9 - Revenue Attributed to Mining Exploration Activities

6. Characteristics That Impeded or Entice Businesses

In general, to what extent do you believe the following characteristics impede or entice businesses to relocate to Thunder Bay and the surrounding region?

Significant Impediment (1) – Significant Enticement (5)

Table 24 - Characteristics that Entice Businesses

Characteristic	2013	2012	2011	2010	2009	2008	2007
Awareness of Region and Resources	3.91	3.45	3.14	2.26	3.09	3.20	3.02
Geographic Location	3.14	2.89	2.76	2.87	2.65	2.63	2.71
Weather (Perceived or Actual)	2.64	2.73	2.66	2.77	2.38	2.39	2.66
Quality of Life	3.94	4.01	3.96	3.99	3.90	3.98	3.98
Transportation Facilities (e.g., Airport)	3.53	3.42	3.48	3.52	3.50	3.21	3.33
Health Care Facilities	3.84	3.68	2.65	3.84	3.76	3.76	3.82
Market Size	3.01	-	-	-	-	-	-
Input Costs (Land, Labour, Capital)	3.18	2.82	2.65	2.76	2.69	3.00	2.69
Technology Infrastructure (Broadband)	3.20	2.87	3.08	3.07	2.90	3.20	3.24
City Government/Policies	2.76	2.36	2.32	2.24	2.29	2.53	2.35
Growing Aboriginal Population	2.42	2.54	-	-	-	-	-

In regards to what might impede or entice a small business to relocate to Thunder Bay, there was a very high increase in the importance of the awareness of the region and its resources for the second year in a row. This factor increased from 3.14 in 2011 to 3.45 in 2012, and now 3.91 in

2013, indicating that respondents used to consider this an impediment but are now seeing it as an enticement. Significant increases were also evident for input costs, technology infrastructure, and the City government/policies (Table 24).

Small business owners felt that the awareness of region and resources, quality of life, and healthcare facilities are prime factors that entice businesses, whereas the weather is one of the main impediments to small businesses relocating to the region. The market size, new to the survey this year, also proved to represent neither an impediment nor enticement to small businesses relocating to the region with a score of 3.01 (Table 24).

7. Quality of Life Compared to Other Cities

In your opinion, as compared to other cities you are familiar with in Canada, how would you describe Thunder Bay's "quality of life"?

Table 25 - Quality of Life

Description	2013	2012	2011	2010
Better Than Most	57%	67%	70%	63%
The Same as Most	31%	24%	29%	29%
Not as Good as Most	13%	9%	1%	8%

When comparing North-Western Ontario with other regions, 57% of respondents feel that the quality of life in Thunder Bay is better than most comparable regions, which represents the lowest result and a significant decrease from last year's 67% and 70% in 2011. Those that believed the quality of life was the same had increased to 31% from 24% in 2012 (Table 25). The respondents that believe Thunder Bay has a lower quality of life than most comparable regions had increased to 13% from 9% in 2012. This is the highest response for the belief that Thunder Bay has a lower quality of life. This years results indicate that respondents feel as though the quality of life in Thunder Bay is not improving, it is getting worse. However, without a concrete definition of what defines a good quality of life, this is very difficult to measure.

8. Changes in Consumer Spending

Do you believe there was an increase in consumer spending in Thunder Bay during the 2013 fiscal year?

Table 26 - Changes in Consumer Spending

Response	2013	2012	2011	2010
Yes	70%	38%	72%	75%
No	30%	62%	28%	25%

Recent improved economic conditions are affecting small businesses in Thunder Bay. 70% of the respondents have noticed changes in consumer spending due to the new conditions; however it was not specified whether the change was positive or negative (Table 26). These results are significantly different than last year where only 38% believed there was an increase in consumer spending in Thunder Bay. However, these results are similar to the results in 2011 and 2010 where 72% and 75% of respondents also believed in an increase, respectively.

Development Projects, Your Business and the Community

The last section of the report deals with how the small businesses feel in regards to the local business communities in Thunder Bay. Specifically it discusses local business stimulus, current local developments and the performance of the Thunder Bay City Council.

1. Thunder Bay City Council

Do you believe the Thunder Bay City Council is doing a good job representing your business?

Table 27 - Thunder Bay City Council

Response	2013	2012	2011	2010	2009	2008
Yes	42%	30%	26%	25%	24%	36%
No	58%	70%	74%	75%	76%	64%

The views of small businesses towards the Thunder Bay City Council is always a particularly important question and keeping with the previous year's results the majority of small businesses feel that the City Council does not do a good job representing small businesses. Up 12% from last year, 42% of small businesses feel that the City Council does a good job representing their business interests (Table 27). This is the highest rating since 2008, indicating that the Thunder Bay City Council may in fact be improving at representing small businesses. However, the majority of respondents, 58%, do believe the City Council is poorly representing their business.

2. Bringing New Business to Thunder Bay

Do you believe that Thunder Bay is both proactive and aggressive at bringing new business to the region?

Table 28 - New Businesses

Response	2013	2012	2011	2010	2009	2008
Yes	33%	33%	30%	30%	30%	36%
No	67%	67%	70%	70%	70%	64%

Only 33% of small businesses feel that Thunder Bay is aggressive at bringing new business to the region, which is identical to the responses in 2012, indicating that the attitudes of small businesses in regards to City Council and its performance are continually stable and have not changed (Table 28). Comments indicated that there is too much red tape involved, regulations, and the time required is too substantial.

3. Administrative Requirements

Have the administrative requirements of municipal government (zoning, permits, licenses, inspections) adversely affected your decision to develop new business initiatives?

Table 29 - Administrative Requirements

Response	2013	2012	2011	2010	2009	2008
Yes	31%	37%	32%	36%	23%	33%
No	69%	63%	68%	64%	77%	67%

When comparing the activities of the municipal government, 31% of respondents have been deterred from beginning new business ventures by administrative requirements. This is a decrease of 6% from 2012, which indicates that the administrative process has worsened and businesses are still finding it difficult to deal with the zoning, permits, licenses and inspections that the municipal government requires (Table 29). This response has fluctuated slightly over the past five years, indicating that the administrative process has remained fairly stable.

4. Thunder Bay Economic Development Agencies

Are you aware of the following Economic Development Agencies in Thunder Bay?

Table 30 - Awareness of Economic Development Agencies

	2013	
Economic Development Agencies	**Yes**	**No**
Thunder Bay Community Economic Development Commission	79%	21%
Thunder Bay Ventures	92%	8%
Nishnawbe Aksi Development Fund	71%	29%
Northern Ontario Heritage Fund	92%	8%

The results of this section indicate that a significant majority of the respondents are aware of Thunder Bay Ventures and Northern Ontario Heritage Fund with 92% responding that they are aware of both the agencies (Table 30). When examining Nishnawbe Aksi Development Fund (NADF) 71% of respondents are aware. This is up 10% from last year's results where only 61% were aware of the agency, which indicates that small business owners are become more familiar with NADF. Thunder Bay Community Economic Development Commissions also demonstrated a significant increase in awareness with 79% responding they were aware compared to only 68% of respondents in 2012 were aware.

These results indicate that the Thunder Bay EDC and the Nishnawbe Aksi Development Fund have made greater efforts to promote their activities and that the Economic Development Agencies are become more familiar to small business owners.

5. Impact of the OLG Casino

What impact do you believe Thunder Bay's OLG Casino is having on the Thunder Bay economy?

Table 31 - Impact of the OLG Casino

Response	2013	2012	2011	2010	2009	2008
Positive	29%	23%	16%	15%	13%	22%
Negative	71%	77%	84%	85%	87%	78%

The activities of the Ontario Lottery and Gaming (OLG) Casino have always been greatly debated among small businesses and this year's results closely parallel results from previous years with 71% (Table 31) of small business respondents believing that the OLG Casino is having a negative impact on our city's economy (Figure 10). Generally the attitudes of small businesses towards the OLG have not changed and remain, for the most part, negative. Many heated comments were left regarding the impacts of the casino.

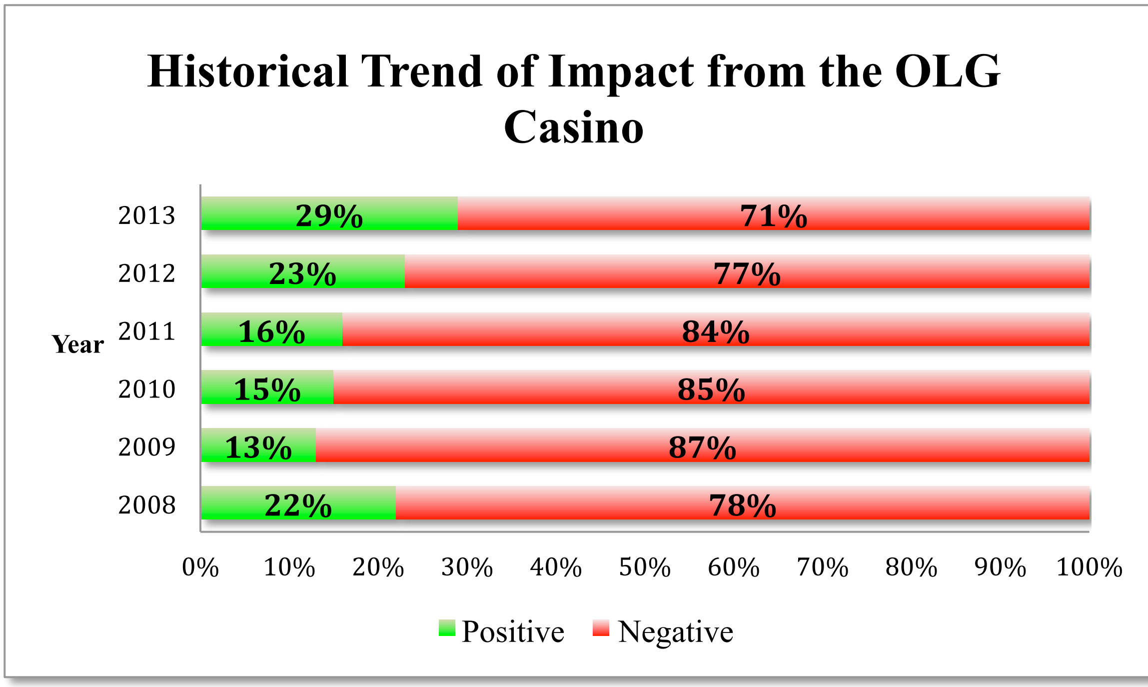

Figure 10 - Historical Trend of OLG Casino

6. Multiplex

Do you believe that a multiplex is affordable for the City of Thunder Bay?

Table 32 - Multiplex

Response	2013	2012
Yes	66%	75%
No	34%	25%

The results indicate that the majority of respondents feel that the Multiplex is indeed affordable for the City of Thunder Bay with a 66% response of yes, however this is a drop of 9% from 2012 (Table 32). Many comments revealed that individuals focused their concerns towards the placement and ensuring that a Multiplex is built in an appropriate location.

7. Industry Importance to Future of Economy

Please rank the following industry sectors in importance as a sector to the future of the Thunder Bay economy:

Not Important (1) – Very Important (5)

Table 33 - Industry Importance to Future Economy

Industry	2013	2012	2011	2010
Forestry	3.61	3.54	3.48	3.49
Mining	4.46	4.49	4.46	4.54
Retail	3.83	3.72	3.54	3.71
Hospitality (hotels, restaurants, entertainment)	4.14	-	-	-
Tourism	4.08	3.99	3.94	4.35
Transportation	4.01	4.01	3.85	3.79
Government	3.61	3.61	3.53	-
Aboriginal Organizations	3.69	3.76	-	-

A relatively new question to the survey, it appears that the highest ranked industries in importance to the future of the Thunder Bay economy are still mining at 4.46 and hospitality at 4.18 which is a new industry added to this year's survey. Tourism has also proven to remain a constant importance over the past three years reaching 4.08. This means that small business owners in Thunder Bay consider these to be the most influential and important industries. In addition, the tourism industry increased in importance from the 2012 responses, with transportation and mining remaining relatively stable. Forestry and government obtained the lowest score of 3.61, proving to be less important to the future of the Thunder Bay economy Table 33). No significant changes from 2012 were evident in the results.

8. Raising Taxes to Combat Budget Deficits

The governments of Canada and Ontario are facing years of large budget deficits. Do you support raising taxes as a policy alternative in the short-term to eliminate the deficits at a faster pace?

Table 34 - Tax Raising Policy Alternative

Response	2013	2012	2011	2010
Yes	17%	31%	13%	16%
No	83%	69%	87%	84%

After three years of being a question on this survey, it would appear that Thunder Bay business owners have not changed their opinion on the raising of taxes. However, a significant amount of respondents than last year are against raising taxes as an initiative, as 17% said yes, downward from 31% in 2012. This shows that most small business owners have an increasingly negative perception of raising taxes and that it would not be well received if this occurred although more are warming up to the idea. Respondents feel that the government needs to learn to manage their money more carefully and that the topic is much more complex. Many also felt that taxes are already to high and if they were to be increased, they would never go back down.

9. Media Advertising Methods

Presently what kind of media are you using for your advertising?

Not Important (1) – Very Important (5)

Table 35 - Advertising Methods

Media Advertising	2013	2012
Television	1.69	1.67
Radio	2.12	2.24
Website	4.02	4.23
Twitter	2.11	2.01
Facebook	2.87	3.02
Newspapers	2.53	-
Flyers, brochures, direct mail	2.97	-
Other	4.47	4.24

This question is new to the survey last year, results indicate that a large majority of small businesses are using a website media for advertising purposes at 4.02. However, other types of media advertising methods indicated as trade shows and word of mouth, respondents felt to be the very important for advertising purposes with a score of 4.47. Many respondents also indicated that Facebook at 2.87, newspapers at 2.54, and flyers, brochures, and direct mail at 2.97 were also important media for advertising.

Advertising methods such as television, Twitter, and the radio received the lowest scores indicating they are not as important (Table 35). This shows that small business owners feel the use of online methods such as print, a website and word of mouth are more presently important for advertising.

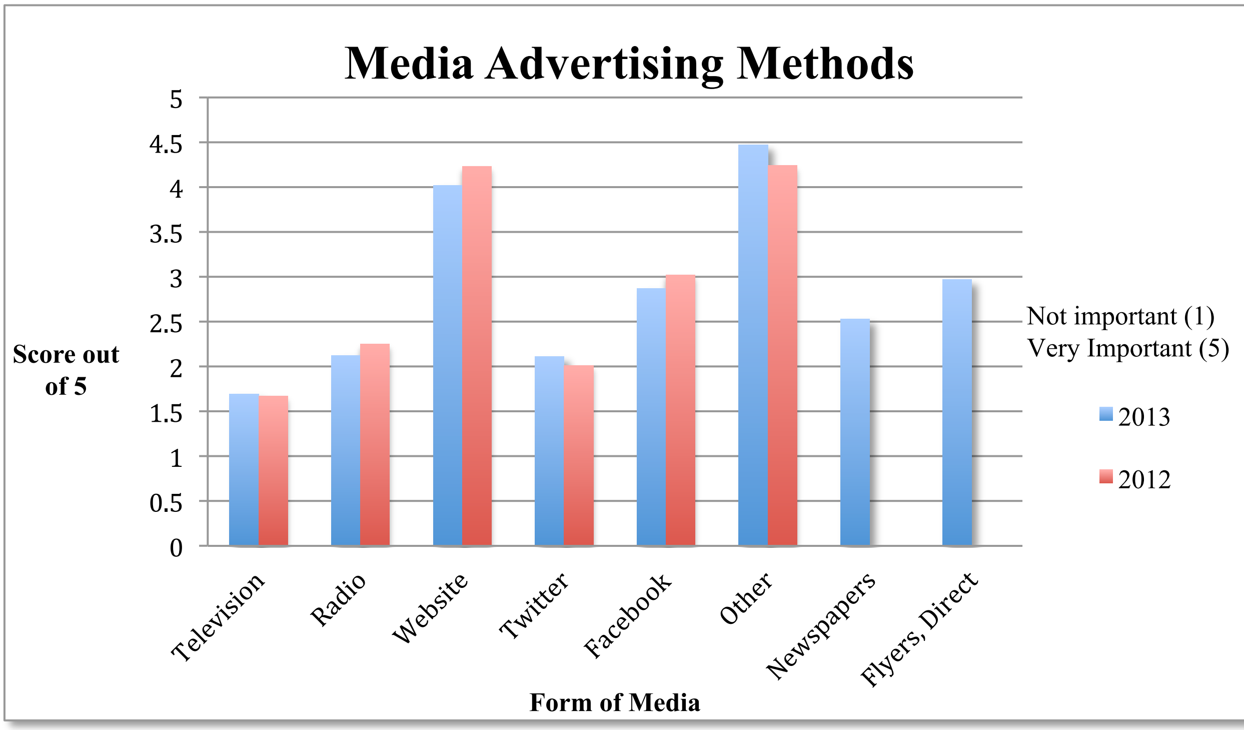

Figure 11 - Media Advertising Methods

10. Accuracy of Property Assessments

The municipal Property Assessment Corporation (MPAC) has been criticized recently for inaccurate property assessments in Thunder Bay. How accurate do you believe MPAC's property assessments have been in Thunder Bay?

Table 36 - Accuracy of Property Assessments

Level of Accuracy	2013
Inaccurate	53%
No Change	38%
Accurate	9%

This question is new to the survey this year, and it is evident that a large number of the respondents, 38%, felt indecisive that the municipal property assessments in Thunder Bay were either inaccurate or accurate. However, the majority of respondents did in fact feel that the MPAC's property assessments were inaccurate with 53% of the responses falling into this category, while only 9% felt they were accurate. Figure 12 demonstrates a detailed breakdown of the responses.

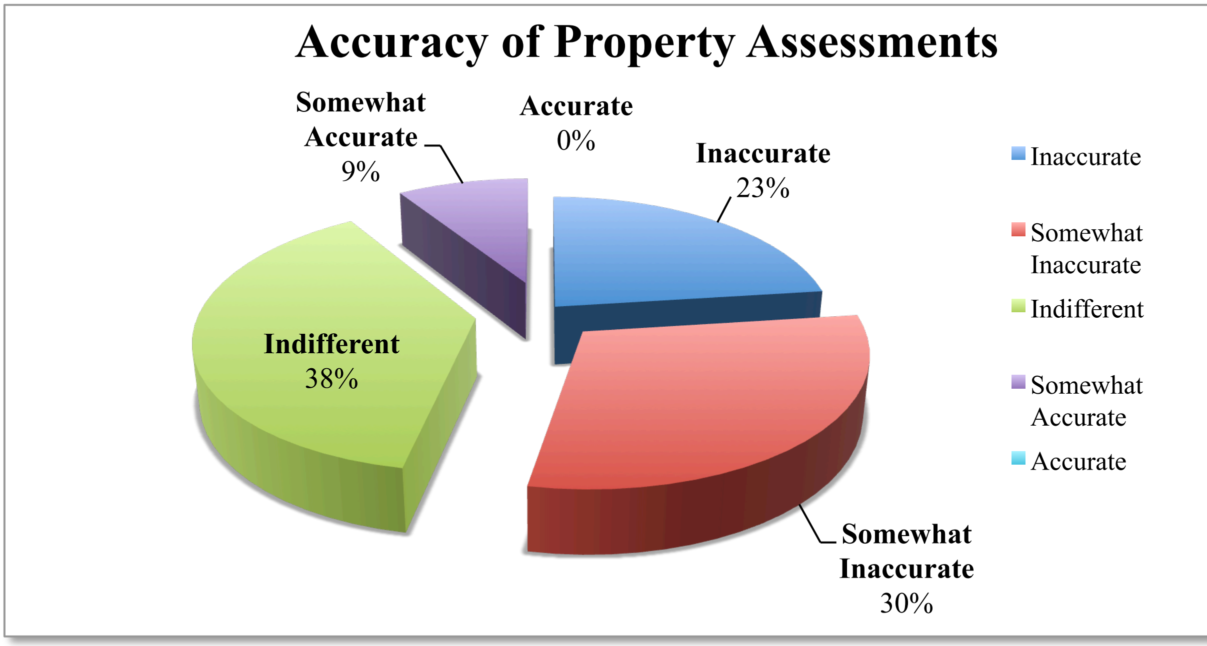

Figure 12 - Accuracy of Property Assessments

11. City of Thunder Bay Strategy

The City of Thunder Bay is planning to make streets more accessible and attractive for pedestrians, public transport users, and cyclists (i.e. increasing sidewalks, benches, trees, bike lanes). Do you think this strategy will increase your business?

Table 37 - City of Thunder Bay Strategy

Response	2013
Yes	33%
No	67%

This question is new to this year's survey and it is apparent from the results that the majority of small business owners do not feel that making the streets more accessible and attractive will increase their business (Table 37). Many respondents felt that it wouldn't hurt, but that it diffidently would not affect their growth. Others also felt that roadway conditions must be improved before aesthetics such as trees and benches should be considered. Only 33% of respondents felt that this strategy would in fact increase their business. Many attributed this belief to the fact that it would encourage more people to get out and result in more traffic to their business.

Appendix A - 2013 Thunder Bay Business Opinion Survey

2013 Thunder Bay Small Business Opinion Survey

Thank you for participating!

The following survey will take only a few minutes to complete. Your willingness to take the time to share your opinions is greatly appreciated. This survey captures the attitudes of Thunder Bay small business owners about issues that affect their business and the local economy. To see past reports, go to www.thunderbayventures.com. If you have questions, please call our representative at 807-629-4111.

Section A: You and Your Business

1. Gender: Male ☐ Female ☐

2. Your Age: ____________

3. How many years has this firm been in business? ____________

4. Your business is… ☐ Retail ☐ Wholesale ☐ Manufacturing ☐ Professional Services ☐ Personal Services ☐ Other _________

5. Postal Code: ____________

6. Legal status of business ☐ Sole Proprietor ☐ Partnership ☐ Corporation

7. Education level of the owner ☐ High School ☐ College ☐ University

8. Industry Canada targets the following categories for economic development. Please indicate any of the following that apply to the ownership of your business.

   Woman ☐
   Aboriginal ☐
   Francophone ☐
   Youth (under 30) ☐

9. How many people are currently employed at your firm? Full-Time ______ Part-Time ______

10. What change in the total employment level of your firm occurred during the **2012** fiscal year?
    - ☐ Increased
    - ☐ Remained the same
    - ☐ Decreased

11. What are your current hiring expectations for the **2013** fiscal year?
    - ☐ Planning to hire additional employees
    - ☐ Planning not to hire any additional employees
    - ☐ Planning to lay off employees

12. Which of the following best represents your actual sales or billings for the **2012** fiscal year?
    - ☐ Less than $25,000
    - ☐ $25,000 - $49,999
    - ☐ $50,000 - $99,999
    - ☐ $100,000 - $249,999
    - ☐ $250,000 - $499,999
    - ☐ $500,000 - $999,999
    - ☐ $1,000,000 - $5,000,000
    - ☐ Greater than $5,000,000

Page **1** of **8**

13. Does this **2012** sales volume represent an increase or decrease over your 2011 sales?

- ☐ Increase greater than 10%
- ☐ Increase greater than 0 and less than 10%
- ☐ Decrease greater than 0 and less than 10%
- ☐ Decrease greater than 10%

14. Do you anticipate a sales increase for the **2013** fiscal year?

- ☐ Yes
- ☐ No

15. Below is a list of challenges often encountered by businesses. Please indicate the extent to which the following issues have been a problem for your business in the **2012** fiscal year.

	Not a Problem				**Significant Challenge**
a) Increasing Wage Rates	1	2	3	4	5
b) Declining Sales	1	2	3	4	5
c) Availability of Skilled Employees	1	2	3	4	5
d) Raising Capital/Securing Business Loans	1	2	3	4	5
e) Increased Competition	1	2	3	4	5
f) Access to Market Research, Business Advice	1	2	3	4	5
g) Government Paperwork Requirements	1	2	3	4	5
h) Municipal Zoning/Building Requirements	1	2	3	4	5
i) CDN/US Exchange Rate	1	2	3	4	5
j) Union Restrictions	1	2	3	4	5
k) Electricity Rates	1	2	3	4	5
l) Gasoline and Fuel Rates	1	2	3	4	5
m) Taxes	1	2	3	4	5
n) Your business location in the City	1	2	3	4	5

16. How important **were** the following factors to your sales/revenue performance in the **2012** fiscal year?

	Not Important				**Very Important**
a) Inventory Price Increases	1	2	3	4	5
b) Advertising/Promotion	1	2	3	4	5
c) General Economic Climate	1	2	3	4	5
d) Change In Product/Service Offering	1	2	3	4	5
e) Staff-Related Issues (e.g. Training)	1	2	3	4	5
f) Change In Competitive Environment	1	2	3	4	5
h) New Markets (e.g., Exports)	1	2	3	4	5
i) CDN - U.S. Exchange Rate	1	2	3	4	5
j) Insurance Rates	1	2	3	4	5
k) Cross Border Requirements	1	2	3	4	5
l) Gasoline and Fuel Rates	1	2	3	4	5
m) Electricity Rate	1	2	3	4	5
n) Natural Gas Rates	1	2	3	4	5
o) Your business location in the City	1	2	3	4	5

Page **2** of **8**

17. What kind of affect will each of the following factors have on the future of your business?

	Very Negative				Very Positive
a) Inventory Price Increases	1	2	3	4	5
b) General Economic Climate	1	2	3	4	5
c) Product/Service Diversification	1	2	3	4	5
d) New markets (beyond Thunder Bay)	1	2	3	4	5
e) Change in CDN dollar	1	2	3	4	5
f) Increased Fuel/energy costs	1	2	3	4	5
g) Increased Insurance Rates	1	2	3	4	5
h) Cross Border Requirements	1	2	3	4	5

18. Is your company planning to invest more or less in the following activities in the **2013** fiscal year than in the previous year?

	Significantly Less				Significantly More
a) Advertising/Promotion	1	2	3	4	5
b) Employee Compensation	1	2	3	4	5
c) Employee Recruitment	1	2	3	4	5
d) Staff Training Programs	1	2	3	4	5
e) Partnering With Other Firms	1	2	3	4	5
f) Inventory Supply	1	2	3	4	5
g) Capital Projects (e.g. equipment)	1	2	3	4	5
h) Market Research	1	2	3	4	5
i) Technology	1	2	3	4	5
j) Consulting/Advisory Service(s)	1	2	3	4	5

19. What kind of impact do you believe the following developments/institutions **will** have upon your business?

	Very Negative				Very Positive
a) Big Box Store Expansion	1	2	3	4	5
b) Gasoline/Fuel prices	1	2	3	4	5
d) Waterfront Development	1	2	3	4	5
d) OLG Casino	1	2	3	4	5
g) Lakehead University	1	2	3	4	5
f) Confederation College	1	2	3	4	5
g) Municipal Tax Rates	1	2	3	4	5
h) Pulp/Paper Industry	1	2	3	4	5
i) Energy Rates (heating, electricity)	1	2	3	4	5
j) Mining Industry	1	2	3	4	5

Page **3** of **8**

Section B: Thunder Bay Business Climate

1. What level of economic growth do you anticipate for Thunder Bay in **2013**?

Significant Decrease	Moderate Decrease	No Change	Moderate Increase	Significant Increase
1	2	3	4	5

2. Do you feel secure about the sustainability of your small business over the next three years?

☐ Yes ☐ No

3. Evaluate the following sectors in terms of their current actual impact on Thunder Bay's Business Climate (e.g. new markets, new products/services).

	None				Great
a) Primary-Forestry	1	2	3	4	5
b) Primary-Mining	1	2	3	4	5
c) Secondary (e.g., Large Manufacturing)	1	2	3	4	5
d) Small Manufacturing	1	2	3	4	5
e) Renewable Energy Production (Wind, Solar etc.)	1	2	3	4	5
f) Non-Renewable Energy Production (Fossil Fuel, Nuclear)	1	2	3	4	5
g) Health Care Services	1	2	3	4	5
h) Retailing	1	2	3	4	5
i) Senior Services	1	2	3	4	5
j) Financial Services	1	2	3	4	5
k) Higher Education (LU/ Con College/Med School/Law School)	1	2	3	4	5
l) Construction Services	1	2	3	4	5
m) Government Services	1	2	3	4	5
n) Hospitality / Tourism	1	2	3	4	5
o) Biotech/ Medical technology	1	2	3	4	5
p) Other: ___________________________________	1	2	3	4	5

4. How well does Thunder Bay meet the needs of your specific business with respect to the following factors?

	Not Very Well				Very Well
a) Labour Pool (Level of Education, Availability, Skill)	1	2	3	4	5
b) Access to Raw Materials/Natural Resources	1	2	3	4	5
c) City's Promotional Efforts	1	2	3	4	5
d) Transportation Costs (Passenger)	1	2	3	4	5
e) Other Transportation Costs (Shipping)	1	2	3	4	5
f) City Infrastructure (e.g., Roads, Hydro, Gas)	1	2	3	4	5
g) Municipal Tax Rates	1	2	3	4	5
h) City Council Representation/Decisions	1	2	3	4	5
i) Access to Financing/Capital	1	2	3	4	5
j) Provincial Representation	1	2	3	4	5
k) Federal Representation	1	2	3	4	5

5. What percentage of your business revenue can be attributed to mining exploration activities?

☐ 0%   0- 25% ☐   25- 50% ☐   50-75% ☐   75-100% ☐

6. In general, to what extent do you believe the following characteristics entice businesses to relocate to Thunder Bay and the surrounding region?

	Insignificant Enticement				Significant Enticement
a) Awareness of the Region and its Resources	1	2	3	4	5
b) Geographic Location	1	2	3	4	5
c) Weather (Perceived or Actual)	1	2	3	4	5
d) Quality of Life	1	2	3	4	5
e) Transportation Facilities (e.g., Airport)	1	2	3	4	5
f) Health Care Facilities	1	2	3	4	5
g) Market Size	1	2	3	4	5
h) Input Costs (Land, Labour, Capital)	1	2	3	4	5
i) Technology Infrastructure (e.g. Broadband)	1	2	3	4	5
j) City Government/Policies	1	2	3	4	5
k) Growing Aboriginal Population	1	2	3	4	5

7. In your opinion, as compared to other cities you are familiar with in Canada, how would you describe Thunder Bay's quality of life?

☐ Better than most
☐ The same as most
☐ Not as good as most

8. Do you believe there was an increase in consumer spending in Thunder Bay during the **2013** fiscal year?
☐ Yes
☐ No
Comment: ____

Section C: Development Projects, Your Business & the Community ('Why/Why Not' responses are optional)

1. Do you believe the Thunder Bay City Council is doing a good job representing your business?
☐ Yes
☐ No
Why/Why Not? ____

2. Do you believe that Thunder Bay is both proactive and aggressive at bringing new businesses to the region?
☐ Yes
☐ No
Why/Why Not? ____

Page **5** of **8**

3. Have the administrative requirements of municipal government (zoning, permits, licenses, inspections) adversely affected your decision to develop new business initiatives?

☐ Yes
☐ No

Why/Why Not? ____

4. Are you aware of the following Economic Development Agencies in Thunder Bay?

a) Thunder Bay Community Economic Development Commission ☐ Yes ☐ No
b) Thunder Bay Ventures ☐ Yes ☐ No
c) Nishnawbe Aski Development Fund ☐ Yes ☐ No
d) Northern Ontario Heritage Fund ☐ Yes ☐ No

5. What impact do you believe Thunder Bay's OLG Casino is having on the Thunder Bay economy?

☐ Positive
☐ Negative

Comment: ____

6. Do you believe that a multiplex is affordable for the City of Thunder Bay?

☐ Yes
☐ No

Comment: ____

7. Please rank the following industry sectors in importance as a sector to the future of the Thunder Bay economy:

	Not Important				**Very Important**
a) Aboriginal Organizations	1	2	3	4	5
b) Forestry	1	2	3	4	5
c) Government	1	2	3	4	5
d) Hospitality (hotels, restaurants, entertainment)	1	2	3	4	5
e) Mining	1	2	3	4	5
f) Retail	1	2	3	4	5
g) Tourism	1	2	3	4	5
h) Transportation	1	2	3	4	5

8. The governments of Canada and Ontario are facing years of large budget deficits. Do you support raising taxes as a policy alternative in the short-term to eliminate the deficits at a faster pace?

☐ Yes
☐ No

Comment: ____

Page **6** of **8**

9. Presently, what kind of media are you using for your advertising? Please rank.

	Not Important				Very Important
a) Television	1	2	3	4	5
b) Radio	1	2	3	4	5
c) Website	1	2	3	4	5
d) Twitter	1	2	3	4	5
e) Facebook	1	2	3	4	5
f) Newspapers	1	2	3	4	5
h) Flyers, brochures, direct mail	1	2	3	4	5
g) Other (please specify) ___________________________	1	2	3	4	5

10. The Municipal Property Assessment Corporation (MPAC) has been criticized recently for inaccurate property assessments in Thunder Bay. How accurate do you believe MPAC's property assessments have been in Thunder Bay?

Innaccurate				Accurate
1	2	3	4	5

11. The City of Thunder Bay is planning to make streets more accessible and attractive for pedestrians, public transportation users, and cyclists (i.e. increasing sidewalks, benches, trees, bike lanes). Do you think this strategy will increase your business?

☐ Yes
☐ No

Why/Why Not? ____

Page **7** of **8**

Please provide any other comments you wish in the space below and overleaf:
(i.e. most significant challenge for your business, a success story to be shared, other).

____
____
____
____
____
____
____
____
____
____
____
____
____
____
____
____
____
____
____
____
____
____
____
____

Thank you for your time – it is greatly appreciated!

We will be holding a press conference to announce the results of the Small Business Survey:
Tuesday, June 25, 2013
10 a.m. – 11 a.m.
Finlandia Club, 314 Bay Street, Thunder Bay
Please join us!