

FAR NORTHEAST TRAINING BOARD

COVID – 19 BUSINESS IMPACT SURVEY RESULTS

IMPACT OF COVID-19 ON BUSINESS OPERATIONS AND ON THE WORKFORCE

October 2020





FAR NORTHEAST TRAINING BOARD (FNETB)
your **L**ocal **E**mployment **P**lanning **C**ouncil

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FNETB OCTOBER 2020 COVID – 19 BUSINESS RECOVERY SURVEY

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FNETB OCTOBER 2020 COVID 19 BUSINESS RECOVERY SURVEY

Introduction:

The Far Northeast Training Board conducted a local COVID-19 Business Recovery Survey in partnership with local Economic Development Corporations, Chambers of Commerce, Community Futures Development Corporations and Employment Services across its service area during the month of October.

The goals of the survey were to:

- Assess how the situation has evolved since the beginning of the COVID-19 pandemic.
- Find out if local businesses and organizations are experiencing additional challenges now that the emergency measures are slowly being lifted.
- Find out if local businesses/organizations applied or accessed any of the funding supports or programs.
- Gain some insight on the challenges and opportunities as we move towards recovery.

The survey aimed to collect input from local businesses and organizations to guide municipal and community leaders and partners as they try to do all that they can to support them the COVID-19 pandemic. It was further intended to help us inform all levels of government on the challenges and realities of Northeastern Ontario businesses and organizations.

Caution:

It is important to note that the data contained in this report are reflective of the relevance of the questions to the participating businesses and organizations at the time of their collection. Changes have been ongoing and sometimes happening quickly since the beginning of COVID-19. Those changes, whether positive or negative, impact respondents' situation at any given time. Factors such as the announcement of programs or supports for businesses, changes in the number of COVID cases that impact the tightening or loosening of safety measures will influence the responses depending on when they are announced in relation to the release of the survey.

Methodology:

The October 2020 Covid-19 Business Impact Survey was conducted between October 5 and 30th. The online survey was distributed to employers across the area serviced by the Far Northeast Training Board. Promotion of the survey and outreach to local businesses was done in partnership with local chambers of commerce, municipal and regional economic and business development corporations, and employment and training service providers.

In order to ensure representation from the various communities across the region, a minimum sample number of surveys was identified for each community. The June 2020 Canadian Business Counts were used to determine the minimum sample sizes. The following table summarizes the calculations that were used to determine the minimum number of surveys that would be appropriate in each community to achieve a 90% confidence interval and a 10% margin of error.

**Table 1: Minimum Sample Size Require by Community
to Conduct a Sample Survey using a 90% Confidence Interval and a 10% Margin of Error**

Community	*Total # of businesses	Minimum sample size
Kirkland Lake	471	60
Temiskaming Shores	1,186	64
Timmins	3,160	67
Kapuskasing	637	62
Hearst	699	62
Cochrane	454	59
Iroquois Falls	193	51
James Bay Coast	165	48
Chapleau	207	52
Total	7,112	525



*The total number of businesses is based Canadian Business Counts, June 2020

Table 2 provides details on the number of surveys for each of the participating communities against the established minimum sample. The number of respondents in some communities make it difficult to conduct a community-by-community analysis of the data, because it was not possible to achieve sufficiently high levels of responses from employers in these communities. For this reason, the data in this report is presented for the FNETB Region as a whole. A comparison of the responses received for each of the communities is included in Appendix B.

**Table 2: Number of surveys received by community
COVID 19 Business Impact Survey, October 2020**

Community	Minimum sample size	Number of surveys received	
Kirkland Lake	60	54	-6
Temiskaming Shores	64	104	40
Timmins	67	86	19
Kapuskasing	62	54	-8
Hearst	62	64	2
Cochrane	59	33	-26
Iroquois Falls	51	17	-34
James Bay Coast	48	12	-36
Chapleau	52	16	-36
Total	525	440	-85

Table 2 demonstrates that although the minimum sample number of responses was not achieved in some communities, other communities generated a higher number of surveys than the established sample size. As a result, a total of 440 surveys were received for the region as a whole. That represents 84% of the overall target 525 survey for the entire region.

Appendix A provides details on the make-up of the responding businesses and organizations (by sector, by type, by size). In light of those details and the broad range of representation that they highlight, we are confident that the content of this report presents a fair and realistic overview of the impact of COVID-19 on the businesses and organization across the Far Northeast Training Board's service area.

EXECUTIVE SUMMARY:

The Far Northeast Training Board (FNETB) conducted a local COVID-19 Business Recovery Survey in partnership with local Economic Development Corporations, Chambers of Commerce, Community Futures Development Corporations and Employment Services across its service area between October 5 and 30, 2020. A total of 440 surveys responses were received during that period.

The survey responses received are representative of the various communities across the FNETB's catchment area which includes the communities along the Highway 11 Corridor from Hearst to Latchford, East of Kirkland Lake it extends to the Quebec border, and it also includes Timmins as well Elk Lake, Chapleau, Gogama, Hornepayne, and the communities along the James Bay Coast.

Survey respondents are also representative of a range of industrial sectors, business sizes and of types of organization (private, not-for-profit, public). Although the overall total target sample of 525 was not achieved, the total number of surveys received represent 85% of that targeted amount. As such, we are confident that the results are a fair and realistic overview of the current situation within the FNETB region.

Highlights in regard to the impact of COVID on operations include:

- A higher level of risk for private sector businesses and organizations as a result of COVID, particularly those in the service sector industries with 14% of those industries rating the level of risk as High (meaning it could put them out of business), compared to 6% for the goods producing industries. That percentage is 38% for the Food Services and Accommodation industries.
- A higher level of risk as well for owner-operated businesses compared to businesses that have employees.
- 83% of survey respondents report operating full-time (51%) or part-time (32%) with safety measures in place.
- 14% of businesses/organizations are operating remotely full-time, while 10% are operating remotely part-time.
- 12% reported having closed temporarily.
- Other important impacts of COVID on local businesses and organizations include: spending restrictions due to uncertainty (48%), a decrease in sales (43%) and supply chain interruptions (40%).
- 40% of respondents indicate that having to 'police' clients who refuse to comply to the safety measures (wearing masks) is a challenge.

In regards human resources:

- 31% of the survey respondents indicated that they were currently recruiting.
- Several occupations were mentioned by survey respondent. Those that were mentioned more frequently across all communities are: salesclerks/client service representatives, housekeeping and janitorial staff, personal support workers,

nurses, truck drivers, heavy equipment operators, administrative support workers, managers, trades (mechanics, welders, electrical).

- Occupations that survey respondents identified as being hard to fill are: Trades, Transport and Equipment Operators, Sales and Service Occupations, health Occupations, and Business, Finance and Administrative Occupations.
- When asked about the reasons why those occupations are hard to fill, the Top 3 reasons mentioned are:
 - 62% indicated that there were few suitable candidates for the positions.
 - 36% mention that candidates do not have the technical skills required for the positions.
 - 34% say that it is difficult to find people to work during the COVID-19 pandemic.

Survey respondents were asked to indicate whether they had applied for or received assistance from government programs.

Based on the responses received:

- The wage subsidies and the business loans seem to be the most used programs.
- In regards to ease of access (guidelines and process), opinions vary. Some find the process clear, simple, and fast, while others find it difficult and confusing. Individual businesses' availability of resources to navigate the programs and/or familiarity with application processes might come into play in this regard.
- There is mention as well of the need to be able to talk to, or to see someone for assistance vs online services.

Finally, survey respondents were asked about what they anticipated would happen under two scenarios. The first scenario is if the situation remains as it is in October, while the second is another shutdown resulting from a second wave of COVID. Some of the highlights in that regard are:

- 68% of respondents indicate that if the situation remains as it is currently, they will continue to operate full-time with required safety measures in place, while 20% will continue part-time. If a second shut down should occur, those percentages are 28% and 21% respectively.
- 13% indicate that they will be expanding their services should things remain status quo, that percentage drops to 6% should we face another shut down.
- 19% indicate that if the situation remains as is, they will be hiring for new positions. Another 5% indicate that they will be bringing back laid-off employees. Those percentages are 5% and 2% respectively under the second scenario – another shutdown.
- Additionally, 20% indicate that they will reduce their workforce if there is another shutdown, while 21% say that they will close temporarily.



The following pages provide detailed results for the region as a whole. Appendix B provides details by community. For the communities where the numbers are significant enough, Individual community reports are also available on the FNETB website.



IMPACT OF COVID-19 ON OPERATIONS:

Respondents were asked to rank the risk that COVID-19 poses to their long-term business prospects as of October 1st, 2020. Across the region, 370 respondents provided an answer to that question. Table 3 below seems to indicate a higher risk for service industries compared to those in the goods producing sectors.

Table 3: Risk of COVID by type industries
COVID 19 Business Impact Survey, October 2020

	All industries	 Goods Producing	 Services
HIGH This could put us out of business.	13%	6%	14%
MEDIUM This has a significant impact on our finances.	35%	32%	36%
LOW This may impact our finances, but we are confident that we can weather the storm.	38%	47%	35%
POSITIVE Our business has increased.	5%	4%	8%
NONE No impact on our business.	9%	10%	8%



Estimated Financial Impact

(337 responses to this question)

38%

Less than \$20,000

22%

\$20,000 to \$50,000

16%

\$50,000 to \$100,000

16%

\$100,000 to \$500,000

4%

\$500,000 to \$1,000,000

3%

\$1,000,000 or more

Table 4 highlights the higher level of risk experienced by service providing industries, particularly those in Accommodation and Food Services compared to certain other industries.

**Table 4: Risk of COVID by type industrial sectors
COVID 19 Business Impact Survey, October 2020**

	HIGH	MEDIUM	LOW	POSITIVE	NO IMPACT
All industries	13%	35%	38%	5%	9%
44-45 Retail Trade	16%	38%	38%	7%	0%
72 - Accommodation and Food Services	38%	35%	19%	5%	3%
91 – Others services (except public administration)	16%	34%	28%	9%	12%
62 – Health and Social Assistance	3%	47%	33%	3%	14%
23 - Construction	7%	27%	54%	4%	8%
11 – Agriculture, Forestry, Fishing and Hunting	4%	42%	37%	4%	17%

Note: Because of the small size of the samples, one must interpret the data in Table 4 with caution. It does however confirm what we hear and observe in the communities in regards to the industries most affected by COVID-19. More particularly for restaurants dealing with closures and/or limits imposed on the number of clients allowed within their establishments in order to meet the physical distancing requirements. The current situation is also having an important impact on the hotel industry, particularly the establishments that offer conference facilities. The cancellation or delay of major events and activities is one of the major factors impacting those industries.

Table 5 compares the level of risk for businesses overall to that of business by type: private, not-for-profit or government funded. The data shows a slightly higher level of risk for private sector businesses. Also highlighted in Table 5 is a comparison of the level of risk for businesses overall to that of businesses based on the employee size range. Clearly, the self-employed are experiencing a higher level of risk compared to those with employees. The data shows a lower level of risk for businesses with 50 or more employees.

Table 5: Risk of COVID by type of industry
COVID 19 Business Impact Survey, October 2020

		BY TYPE			BY EMPLOYEE SIZE RANGE			
	All business types	Private	Not-for-profit	Gov't funded	0 employees	1 to 19 employees	20 to 49 employees	50 + employees
HIGH This could put us out of business.	13%	15%	9%	0%	32%	11%	9%	3%
MEDIUM This has a significant impact on our finances.	35%	37%	36%	15%	55%	33%	39%	24%
LOW This may impact our finances, but we are confident that we can weather the storm.	38%	38%	33%	45%	10%	40%	39%	51%
POSITIVE Our business has increased.	5%	4%	9%	6%	0%	6%	4%	9%
NONE No impact on our business.	9%	4%	9%	33%	1%	10%	9%	12%

Table 6: Impact of COVID-19 on business operations
COVID 19 Business Impact Survey, October 2020

How has COVID-19 impacted your operations? (check all that apply)	
Number or responses to this question	392
No impact.	2%
Continuing full-time operations with required safety measures in place.	51%
Continuing part-time operations with required safety measures in place.	32%
Continuing full-time operations remotely.	14%
Continuing part-time operations remotely.	10%
Increased operations – increased demand for our products/services.	6%
Closed temporarily.	12%
Closed permanently.	1%

Table 6 reveals that 83% of respondents have safety measures in place and are operating either full-time (51%) or part-time (32%).

Additionally, 24% of the responding businesses and organizations are operating remotely full-time (14%) or part-time (10%)

Please note that some totals may not add up due to rounding and respondents who provided multiple answers to certain questions.

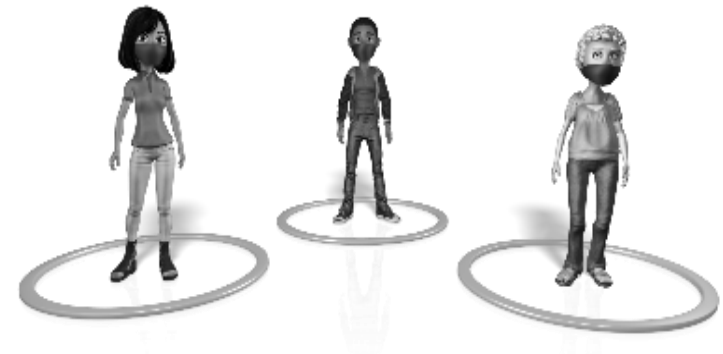


Table 7: Additional impacts of COVID-19 on business operations
COVID 19 Business Impact Survey, October 2020

What additional impacts has your business or organization experienced as a result of COVID-19? (check all that apply)	
Number or responses to this question	360
Our supply chain is interrupted.	40%
We had to cancel contracts (products and services provided by your organization).	21%
We had contracts cancelled (products and services provided to your organization).	22%
Fundraising events were cancelled.	22%
We cancelled expansion plans.	17%
We delayed planned hiring for new jobs.	24%
We are experiencing decreases in sales.	43%
Spending restrictions due to uncertainty	48%
We experienced an increase in sales	9%
Had to lay off staff, can't afford to have them return.	15%
Shortage of labour.	21%
*Other (please specify)	17%

When asked about additional impacts of COVID-19, the Top 3 responses are:

- Spending restrictions due to uncertainty (48%).
- Decrease in sales (43%).
- Supply chain interruptions (40%).

*Other impacts mentioned by respondents are:

- Jobs delayed due to material shortages / delays in delivery of goods.
- Booking cancellations.
- Events/activities cancelled.
- Increase in mental health cases.
- Employees (or their kids) are sick and we're always running short staffed. / Absenteeism.
- Targets not being met. We have to change how we offer our services to achieve our targets.

**Table 8: Challenges to comply to safety measures and guidelines
COVID 19 Business Impact Survey, October 2020**

Please indicate the challenges for your business or organization to comply to the COVID-19 safety measures and guidelines. (check all that apply)	
Number or responses to this question	334
The measures that we need to have in place limit our capacity, as a result it is not profitable for us to reopen.	8%
The size of our facilities – not enough room for us to meet the guidelines for distancing employees.	13%
The size and nature of our work which requires close proximity to clients/customers.	32%
Staffing – we lost some of our staff and will have to recruit and train new staff.	15%
Cost – purchase of PPE/rearrange the work area at a time when we are experiencing a decrease in revenue.	36%
We have trouble accessing the required personal protective equipment.	8%
Applying the guidelines is not a problem for our business or organization.	27%
Having to ‘police’ clients who refuse to comply to the measures (ex: wearing a mask).	40%
Other, please specify:	7%

The top 3 challenges expressed by survey respondents in regards to compliance with the COVID-19 safety measures and guidelines are:

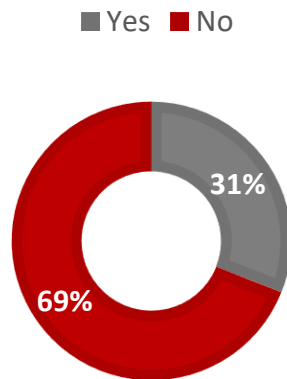
- At 40%, the need to ‘police’ clients who refuse to comply to the safety measures is the challenge mentioned by the highest number of respondents.
- 36% indicate the cost of PPE and adjustments to work area when revenue is decreased. It is important to note that at the time of the release of this survey, the Ontario government launched the Recovery Program for Northern Businesses Impacted by COVID-19. The program which provides funding to support the purchase of PPE, the installation of safety equipment and other measures will be of great help to local business and organizations in this regard.
- 32% of respondents indicate challenges based on the nature of their work which requires close proximity to clients.

IMPACT OF COVID-19 ON HUMAN RESOURCES:

Some of the questions asked of local businesses and organizations touched on whether or not they were currently hiring, for which occupations, if any of those occupations were hard to fill, and the reasons why those occupations were hard to fill.



Is your business or organization currently hiring?



OCCUPATIONS FOR WHICH LOCAL BUSINESSES ARE HIRING:

Several occupations were mentioned by survey respondents, those that were mentioned more frequently across all communities are:

- Sales clerks, client service representatives.
- Housekeeping and janitorial.
- Personal support workers
- Nurses
- Truck drivers
- Heavy Equipment Operators
- Welders
- Administrative support
- Managers
- Trades (mechanics, welders, electricians).

OCCUPATIONS SURVEY RESPONDENTS IDENTIFIED AS BEING THE HARDEST TO FILL



Trades, Transport and
Equipment Operators and
Related Occupations



Sales and Service
Occupations



Health
Occupations



Business, Finance
and Administrative
Occupations

**Table 9: Reasons why occupations are hard to fill
COVID 19 Business Impact Survey, October 2020**

In our opinion, why are those occupations hard to fill? (check all that apply)	
Number or responses to this question	161
There are few suitable applicants for the positions	62%
Applicants do not have the technical skills required for the positions	36%
Applicants do not have the work experience required for the positions	30%
We have difficulty competing for employees due to our remote location and transportation issues	19%
We find it challenging to compete due to the nature of our work (seasonal, shift, irregular hours, job responsibilities)	25%
We have difficulty competing with wages, benefits, and promotional opportunities offered by other employers	27%
We have difficulty finding people to work during the COVID-19 pandemic.	34%

Table 9 clearly shows that difficulty filling the vacant positions goes beyond the lack of technical skills and/or experience of the applicants. The main challenge is lack of applicants for the available positions.

It is worth noting that 34% of the survey respondents indicate that the COVID-19 pandemic is exacerbating the recruitment challenges.



GOVERNMENT PROGRAMS:

Table 10 below shows that the Canada Emergency Business Account Loan and the wages subsidy programs are those that seem to have the highest uptake.

**Table 10: Government Programs most used
COVID 19 Business Impact Survey, October 2020**

If your business or organization applied for and/or accessed government programs since the beginning of COVID-19, please indicate which program. (check all that apply)		
	Applied	Approved
Number or responses to this question	213	213
Deferrals of HST, income tax deferral, and/or tax filing extensions	17%	14%
Canada Emergency Business Account Loan - up to \$40,000 (CEBA)	53%	53%
Regional Relief and Recovery Fund (via your local CFDC)	9%	5%
Canada Emergency Wage Subsidy (75%)	41%	34%
Canada Emergency Response Benefit (CERB)	23%	19%
Business Credit Availability Program (via Export Development Canada or Development Bank)	0%	0%
10% Temporary Wage Subsidy for Employers	21%	18%
Canada Emergency Commercial Rent Assistance	6%	3%
Other (please specify)		

The following page provides comments from respondents about government programs. The comments highlight that some find the application process clear, simple and fast, while others find it complicated and confusing. This is likely due to some of the individual respondents' familiarity with the application processes. It could also reflect the lack of resources internally to devote to navigating the government program guidelines and application process during these trying times.

RESPONDENTS COMMENTS REGARDING GOVERNMENT PROGRAM GUIDELINES AND PROCESS

- Fairly easy.
- Unclear whether the funds were a loan or a grant.
- Most of these programs are for companies that make more money. Not much for the mom and pop businesses making under \$30,000
- The wage subsidy for all has to go and be replaced with a more regional and on a case by case base. Should not just be across the board.
- The application process was very easy and simple to apply, it's much appreciated.
- Application process is lengthy.
- Difficult to understand, long wait for answering services.
- Guidelines and process were easy to understand and follow through. Government response was very fast and welcome.
- Some are easy some are a major stressor.
- Easy and quick
- Why is there some help for businesses that they rent, I have a mortgage on my building, There's no help for me, NOT Fair.
- Very difficult to follow.
- For most you have to spend the money in order to be reimbursed, which is completely understandable, but when you don't have the funds to make the initial purchase and wait for that funding. it doesn't work.
- Gruelling.
- I was unable to talk to a CRA agent.
- We are currently collecting the documents required to apply for NOHFC funding.
- My landlord eliminated the cost of my rent for 4 months.
- I will wait and see if I could go without. I find sometimes people exaggerate with all of the offers of support. It may be that I will need to apply eventually. We were approved for a \$40,000 loan which allowed us to survive and pay our bills but business needs to pick up soon so that we make some money to repay that loan.
- We will apply in the coming weeks.
- It was not easy to follow the guidelines for the programs because they changed day-to-day.
- Some programs were modified too often.
- It is quite demanding and difficult to prove the additional expenses that are incurred since we reopened.

**Table 11: Reasons why businesses/organizations did not apply
COVID 19 Business Impact Survey, October 2020**

If your business or organization did not apply for government programs, please indicate why you have not applied.	
Number or responses to this question	187
No need at this time	36%
Do not know how to access/apply	11%
Do not qualify	40%
Other, please specify <ul style="list-style-type: none"> • Cannot afford another loan payment. • No time and waiting if really needed. • Was not recommended in our situation as per accountant. • We are already busy trying to implement all the necessary guidelines to reopen with COVID so finding the time to familiarize myself with all the programs and applying is just adding another thing to my already busy To Do list. • Cannot afford another debt. 	13%

MOVING FORWARD ANTICIPATED CHALLENGES AND OPPORTUNITIES



**Table 12: Anticipated challenges and opportunities in the coming months
COVID 19 Business Impact Survey, October 2020**

Given the situation on October 1, 2020, what do you anticipate for the coming months	If the situation remains at it currently is	If a second wave results in another shutdown
Number or responses to this question	312	312
We will be expanding our services to meet an increased demand.	13%	6%
We will be bringing back laid-off employees.	5%	2%
We will be hiring for new positions.	19%	5%
We will continue full-time operations with required safety measures in place.	68%	28%
We will continue part-time operations with required safety measures in place.	20%	21%
We will continue full-time operations remotely.	11%	18%
We will continue part-time operations remotely.	7%	12%
We will be reducing our workforce due to a decrease in business	5%	20%
We will close temporarily	4%	21%
We will close permanently	1%	4%
Other (please specify)		

The following pages provide additional input (verbatim) from survey respondents on what resources, support or information they will need if the situation remains as it is currently, or if a second wave should result in another shutdown.

What resources, support or information would assist you as we move forward towards an economic recovery, if the situation remains as it is currently.

- Continuation of government programming/funding. Pandemic pay for more than those identified (ex: ECE's).
- Don't close the North
- Financial assistance with masks and sanitizer for customers.
- Innovation funding (NOHFC COVID grant program would be helpful).
- Payroll support and capital cost for expanding.
- Easier application process and some government assistance based on specific business cases.
- Support on how to set up better online marketing - we may have to move to online sales. How to set up Etsy or a website.
- Additional guidelines more specific to our industry.
- Subsidies to hire new people and for PPE.
- Existing programs have been very effective. Keep them in place.
- Extension of Canada's Emergency Wage Subsidy. Easier access to government backed loans.
- Help with applications when needed, continue support.
- Continuous feed of potential grants.
- Grants.
- Grant subsidy that is geared to extremely small businesses.
- Help with applying for funding.
- I have a great network of contacts that send me info before I know I need it. From the government side, accurate and timely info. CERB was announced and it took over a week before people could apply or even get any information. In the meantime, they all called me daily for that information.
- Grants for changes/adaptations.
- Subsidy programs for workers and employers.
- Assistance with on line advertising to elevate awareness.
- I am not sure I may have to just shut down and take my losses.
- Government funds for First Nations and Metis.
- Help to expand to a digital sales platform.
- There is a big gap in funding and financial assistance for small businesses... that needs to be assessed and solutions brought to the table.
- Financial assistance in bridging the gap in non-negotiable and essential overhead costs (ie: utilities, insurance, rent, taxes)
- A fortune teller.
- Assistance with government paperwork requirements.

- Access to a pool of skilled labourers.
- Opening the \$40,000 loan to encompass more businesses.
- Wage subsidies that work for small businesses with unique situations.
- Support to find additional skilled trades.
- Updated health information and guidelines.
- Clear communication.
- More specific COVID data from the Province. Pinpointing hot spots regionally and justify business closure based on actual infections coming from that particular business.
- Up to date info on latest grants, information on being resilient.
- We will assist our client base as needed.
- Ensuring we are aware of current safety guidelines, where PPE is available to buy.
- Funding availability and make applying for funding clearer.
- Our industry relies on networking, we do not make money if we can't go out and network with people.
- Shop local campaign.
- Clarity of requirements and guidelines.
- We would really appreciate wages for ourselves as self-employed people. We chose to help our staff as opposed to getting ourselves back on the payroll.
- More policing in downtown to reduce vagrancy problem it is adding to already existing problem 10/8/2020 11:23 AM
- How to qualify for some of the proposed programs.
- Wage subsidy.
- Knowing more about what we can apply for especially for a not for profit.
- It cost a lot of money to reopen (masks, supplies and disinfectants) over and above regular supplies.
- Safety Procedures and Policies. How to run events and programs safely. How to take programs and events virtually.
- Assistance with following government protocols - knowing what to do.
- More information about the programs in place for businesses. There are tons of information all over the place. One central location, with very specific bullet points of interest would be fantastic, so that we don't have to spend hours and hours reading, reviewing and implementing the programs. We are trying to stay above water, we don't need more "work" to pull us down.
- Wage subsidy.
- Risks are to high for a part time business, we will just shut down.
- I am thinking of communication strategies to reassure the public about the safety of receiving services with all the sanitary measures in place
- Debt deferrals.
- Wear mask, sanitize, stay distant and stay informed.

- Additional marketing and advertising support, a grant to maintain operations.
- Anything. Mainly recovery programs.
- We need wage subsidy and incentive for chef to relocate.
- Any support for the extra cost associated with the extra safety measures and the extra sanitizing supplies and PPE.
- Up to date with funding available, webinars to help non-profit restart operations.
- Support from local health unit to reinforce wearing the masks.
- Consistent timely supply of PPE is vital moving forward.
- Any grants or loans for recovery.
- Help with applications when needed, continue support.
- Wage subsidies until event fundraising can resume.
- We depend on Chamber to update us with any new guidelines.
- \$30,000 funding for new businesses that emerged out of COVID 19 that provides food, health, and transportation.
- Funding for PPE.
- Income tax relief and HST relief for self employed.
- Interest free loans.
- Standard COVID regulations for workplace.
- student funding to help cover the additional staffing costs.
- PPE Availability.
- Compliance tools. Information/best practices for how to continue to operate safely.
- Continued clear updates from health unit regarding health and safety protocols.
- Training on policy requirements (HR and safety).
- Some additional financial assistance.
- Government funding specifically for travel & tourism industry.
- Keep us posted on provincial guidelines and changes.
- Better access to affordable high-speed internet. Support for businesses to develop an online presence, and support on how to use different platforms (Teams, Cloud, etc).
- We urgently need truck drivers.
- Help with online applications and access to high speed internet for Northern communities.
- Recruitment of health professionals.
- Help with salaries. Banks need to decrease interest on our loans.

What resources, support or information would assist you as we move forward towards an economic recovery, if a second wave results in another shutdown.

- Continuation of government programming/funding. Pandemic pay for more than those identified (ie ECE's)
- Timely information
- Don't close the North.
- Financial assistance with customer supplies.
- Wage subsidy.
- What extra precautions need to be implemented at work place.
- Innovation funding (NOHFC COVID grant program would be helpful).
- Better public health direction, there is too much for the employer to determine what is appropriate or not. There is a leadership vacuum.
- Wage and necessary expense relief.
- Additional guidelines more specific to our industry.
- Technology - funds and guidance to implement technology (hardware and software) to enable remote work.
- Existing programs will be adequate for our business.
- Funding for lateral expansion into alternative revenue streams.
- Monetary aid to hire a person to screen clients at the entry, monetary aid to provide free delivery services.
- Bank support with delayed payments and no interest.
- Continuous feed of potential grant\$\$.
- Bigger Grants.
- I don't know have taken all of our resource to keep open.
- Help applying for funding.
- Timely accurate info regarding programs, restrictions, guidelines.
- Capital funds for charities.
- Human resources support.
- Rent relief.
- Who will pay my mortgage?
- Subsidiary programs for workers and employers.
- Help with wage subsidies.
- More advertising by Township of those businesses that are open and to recognize that retailers are frontline workers too. Its not just the medical staff.
- Financial support.
- CEWS.

- Mining and Hydro.
- Tax deferrals.
- We will have to close. We cannot sustain overhead costs without any income and our classes cannot be done remotely.
- We would be shut down and would have ZERO revenue coming in... I don't know what help could be offered to move past that.
- Continuation of the wage subsidy.
- Opening the \$40,000 loan to encompass more businesses.
- Wage subsidies that work for small businesses with unique situations.
- Financial support for lost revenue.
- Clear communication
- Government that identifies risk and does not apply one size fits all solutions for the entire province.
- Advocacy from a local level- should our numbers increase that the minister be forced to consider regions only.
- We will assist our client base as needed.
- Financial.
- More resources needed.
- Must be able to network face to face!!! This is how we earn a living. Shutdown is NOT an option!!
- Wage subsidy.
- The government should give money to business for their lost revenue.
- We could continue if we had CERB.
- People feel unsafe in downtown. We need our citizen to be safe so they can come and shop in downtown. So we need group like chamber of commerce to put some pressure on the city to bring back the downtown the way use to be.
- Nothing, we will close permanently.
- Financing for wage subsidy.
- What funding is available.
- I don't know. I just hope it gets under control and goes away to get back to normal working times.
- Strategic Planning for our organization. One of our main operations is a large festival to promote economic stimulation and exposure for our community. Without being able to do this festival and with all the COVID restrictions and lack of funds available, it would be beneficial to get help on how to operate in the future with an experienced person to bring direction. We also would be able to share this experience and knowledge with other local non-profit organizations.
- Actual assistance from a person rather than bulletins.
- Another shutdown would be detrimental in our region. I think before the government considers a shutdown they should make decisions based on regions and cases reported. They need to stop making the entire province pay for a few hot spots in the province. The regulatory organizations (provincial colleges, industries...etc) also need to ensure that their decisions about shutting down and staying open are also based on regional statistics.
- Wage subsidy.
- Consistent levels of information.
- Career counseling if I can't practice massage therapy. Or I would be interested to know what are the jobs available in our area.

- Debt deferrals.
- Funding.
- A grant to support business operations.
- Recovery programs and loans for initial capital.
- Difficult to answer. If I get my Trillium funding it will help.
- Difficile à répondre. Si j'ai mon financement de Trillium ça va nous aider.
- We would have to evaluate for the winter activities, maybe the Ski Club would need a bit of support.
- Up to date with funding available.
- PPE.
- Any grants or loans to get through another shut-down period.
- Bank support with delayed payments and no interest.
- Wage Subsidies until event fund raising can resume.
- \$50,000 in funding for new businesses that emerged out of COVID 19 that provides food, health, and transportation.
- Assistance in creating new business model.
- CEWS, government loans, marketing.
- Continue but increase CERB for self employed.
- Mortgage payment deferral interest and capital.
- PPE Availability, options for advertising additional services.
- Information/best practices for how to continue to operate safely as an essential service.
- Continued clear updates from health unit regarding health and safety protocols.
- Training- on web-based platforms available for continue remote work.
- Unknown, maybe not needed.
- Updates on which businesses are affected.
- I would apply for the business loan.
- Assistance for salaries.
- Financial support for adjusting to working from home, resources and virtual platforms.
- 10% of wages for key personnel so we could continue to operate and employees could receive EI for a few weeks.
- Virtual meetings with businesses and government agencies (virtual business fair).
- We need labour that is not available anywhere. All hospitals are short staffed.
- Recruitment of health professionals.
- That banks lower interest rates on loans. Interest free business loans.
- If another shutdown we stop all of our leisure activities.
- Assistance for employers should be maintained.

Conclusion:

Based on what we have collectively learned since the beginning of the pandemic, it is likely that local businesses and organizations have, and will continue to have to operate under trying and uncertain circumstances for several months to come. Despite this difficult situation, it is reassuring to see that many northern businesses and organizations are adapting and are finding different and innovative ways to serve their clients and their communities.

As is the case in most other jurisdictions, our region's service sector industry is one of the most heavily impacted by the pandemic. Natural resources industries which drive the economy of many of our northern communities were able to for the most part to continue to operate, allowing many workers in our region to remain employed and continue to provide for themselves and their families.

Although we sometimes feel that there is little that we could do to help, every little action helps. Based on the results of this survey, the following are concrete actions that collectively we can take to support local businesses and organizations during these unprecedented and difficult circumstances:

- **Shop local / Support local businesses:** Several local businesses have increased their online presence or are increasing their online presence to better serve their clients and to ensure ongoing revenue during the pandemic. Many however do not have an online presence and they too must be supported. Making the effort to schedule appointments to meet with them and/or to order by phone could go a long way in helping those businesses to maintain a level of revenue and capacity to remain in business.
- **Respect the safety measures:** Wear a mask, social distance and adhere to the sanitary and safety measures that are in place. The men and women who are working and putting their health at risk to ensure that essential services continue to be available in our communities should not have to be tasked with 'policing' clients who refuse to abide by the safety measures and to sometimes be insulted by angry clients simply for doing their job.
- **Communicate clearly:** The volume and range of information that is disseminated almost daily while helpful can become overwhelming. Whether the information is issued by government or community agencies/organizations every effort should be made to ensure that it is clear and concise, and in layman's terms so that local businesses can more easily identify what is relevant and important to their case specifically.
- **Promote local job opportunities:** Because of the aging and declining population in many of the local communities the region was already facing a shrinking labour supply that has led to shortages of workers in many industries. The COVID pandemic has exacerbated those workforce recruitment challenges. It therefore becomes important to continue to promote the opportunities that are available in our region, and to showcase how local employers and communities are adapting to the new realities to keep their workers and their communities safe.

As stated in the introduction, the purpose of the COVID-19 Business Impact survey was to collect input from local businesses and organizations to help guide municipal and community leaders and partners as they try to do all that they can to support them during and beyond the COVID-19 pandemic.

Moving forward, we believe that through ongoing and regular outreach to local businesses and organization to more clearly understand how the pandemic is affecting their situation and that of their employees, and by regularly communicating their concerns and needs, local stakeholders and leaders will be better positioned to assist them.

APPENDIX A – WHO ANSWERED THE SURVEY?

RESPONDENTS BY INDUSTRY

	South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord- Aski	Chapleau	James Bay Coast	FNETB
11- Agriculture, Forestry, Fishing and Hunting	12	3	7	8	13	2	1	46
21 -Mining, Quarrying or Oil & Gas Extraction	6	3	8	2	4	1	0	24
22 - Utilities	3	2	1	3	7	0	1	17
23 -Construction	9	6	8	8	7	2	0	40
31-33 Manufacturing	10	4	6	2	4	1	0	27
41 - Wholesale Trade	4	1	1	4	1	0	1	12
44-45 Retail Trade	22	10	7	24	10	1	0	74
48-49 Transportation and Warehousing	3	4	3	7	10	1	0	28
51 - Information and Cultural Industries	6	2	4	5	3	0	1	21
52 - Finance and Insurance	6	5	9	8	3	1	1	33
53 - Real Estate and Rental & Leasing	3	2	4	2	1	2	0	14
54 -Professional, Scientific and Technical Services	11	3	12	6	7	0	1	40
55 - Management of Companies and Enterprises	0	1	3	4	2	0	0	10
56 -Administration & Support, Waste Management and Remediation Services	2	4	5	5	4	1	1	22
61 - Educational Services	3	9	12	9	8	0	1	42
62 - Healthcare and Social Assistance	11	5	16	10	9	4	2	56
71- Arts, Entertainment and Recreation	12	3	5	6	3	3	1	33
72 - Accommodation and Food Services	13	6	10	11	5	3	3	51
81 - Public Administration	17	4	4	4	2	0	1	32
91 - Other Services (Except Public Administration)	3	5	9	5	1	0	0	23

RESPONDENTS BY TYPE OF BUSINESS/ORGANIZATION

	South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord- Aski	Chapleau	James Bay Coast	FNETB
	103	54	85	94	64	16	12	428
Privately owned	76	37	57	68	44	10	6	298
	74%	68%	67%	72%	69%	--	--	70%
Government funded	8	7	10	8	9	2	2	46
	8%	13%	12%	8%	14%	--	--	11%
Not-for-profit	19	10	18	18	11	4	4	84
	18%	18%	21%	19%	17%	--	--	20%

RESPONDENTS BY NUMBER OF EMPLOYEES – October 1st, 2020

	South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord- Aski	Chapleau	James Bay Coast	FNETB
	79	46	79	77	54	13	9	357
0 employees	13	4	5	10	6	2	3	43
1 to 9 employees	41	23	34	46	26	7	4	181
10 to 19 employees	11	11	10	5	8	0	1	46
20 to 49 employees	7	3	17	10	6	1	0	44
50 to 99 employees	5	2	6	3	3	0	0	19
99 employees or more	2	3	7	3	5	3	1	24

IMPACT OF COVID ON OPERATIONS

Table A – Risk of COVID on Operations

	South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord- Aski	Chapleau	James Bay Coast	FNETB
Number of responses	95	52	74	86	59	16	12	394
High This could put us out of business	13	4	7	12	4	4	3	47
	14%	8%	9%	14%	7%	--	--	12%
Medium This has a significantly impact our finances	31	16	23	36	22	3	3	134
	33%	31%	31%	42%	37%	--	--	34%
Low This may impact our finances, but we are confident we can weather the storm.	38	19	36	22	23	7	5	150
	48%	37%	49%	26%	39%	--	--	38%
Positive Impact Increased our business	8	4	4	6	1	1	0	24
	8%	8%	5%	7%	2%	--		6%
No impact	5	9	4	10	9	1	1	39
	5%	16%	5%	12%	15%	--	--	10%

Table B – Impact of COVID on Operations

	South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord- Aski	Chapleau	James Bay Coast	FNETB
Number of responses	93	51	74	87	59	16	12	392
No impact.	1	2	0	4	1	0	0	8
	1%	4%		5%	2%			2%
Continuing full-time operations with required safety measures in place.	46	34	36	34	40	5	5	200
	49%	67%	49%	39%	68%	--	--	51%
Continuing part-time operations with required safety measures in place.	29	13	30	35	13	2	2	124
	31%	25%	40%	40%	22%	--	--	32%
Continuing full-time operations remotely.	13	5	16	8	6	4	4	56
	14%	10%	22%	9%	10%	--	--	14%
Continuing part-time operations remotely.	9	5	4	12	4	3	3	40
	10%	10%	5%	14%	8%	--	--	10%
Increased operations – increased demand for our products/services.	5	2	7	7	4	0	0	25
	5%	4%	9%	8%	8%			6%
Closed temporarily.	16	6	7	18	6	2	2	47
	17%	12%	9%	21%	10%	--	--	12%
Closed permanently.	0	0	1	0	0	1	1	3
			1%			--	--	1%

Table C – Estimated Financial Loss Since the Beginning of COVID

	South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord- Aski	Chapleau	James Bay Coast	FNETB
Number of responses	85	46	66	77	55	11	12	352
Less than \$20,000	29	19	19	34	23	5	5	134
	34%	41%	29%	44%	44%	--	--	38%
\$20,000 – \$50,000	23	8	12	18	10	1	3	75
	27%	17%	18%	23%	18%	--	--	21%
\$50,000 – \$100,000	13	10	11	10	9	3	0	56
	15%	22%	17%	13%	16%	--		16%
\$100,000 – 500,000	14	7	13	12	10	9	4	69
	16%	15%	20%	15%	18%	--	--	20%
\$500,000 – 1,000,000	4	1	6	3	1	0	0	15
	5%	2%	9%	4%	2%	0		4%
1,000,000 or more	2	1	5	0	2	0	0	10
	2%	2%	7%		4%	0		3%

Table D – Additional Impacts of COVID on Operations

	South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord-Aski	Chapleau	James Bay Coast	FNETB
Number of responses	93	50	74	84	55	15	12	383
Our supply chain is interrupted.	45	26	25	34	17	4	3	154
	48%	52%	34%	40%	31%	--	--	40%
We had to cancel contracts (products and services provided by your organization).	21	4	18	17	13	2	3	78
	23%	8%	24%	20%	24%	--	--	20%
We had contracts cancelled (products and services provided to your organization).	20	10	16	15	13	5	0	79
	21%	20%	22%	18%	24%	--		21%
Fundraising events were cancelled.	22	9	20	15	7	4	1	63
	24%	18%	27%	18%	13%	--	--	16%
We cancelled expansion plans.	17	7	12	11	8	3	4	62
	18%	14%	16%	13%	14%	--	--	16%
We delayed planned hiring for new jobs.	26	10	20	20	7	4	2	89
	28%	20%	27%	24%	13%	--	--	23%
We are experiencing decreases in sales.	48	14	30	36	20	6	4	158
	52%	28%	40%	43%	36%	--	--	41%
Spending restrictions due to uncertainty	48	27	37	40	22	4	5	163
	52%	54%	50%	48%	40%	--	--	43%
We experienced an increase in sales	9	8	4	7	6	1	0	36
	10%	15%	5%	8%	11%	--		9%
Had to lay off staff, can't afford to have them return.	14	7	14	6	7	3	2	53
	15%	14%	19%	7%	13%	--	--	14%
Shortage of labour.	15	11	16	23	13	2	2	82
	16%	20%	22%	27%		--	--	21%

Table E: Please indicate the challenges for your business or organization to comply to the COVID-19 safety measures and guidelines (check all that apply):

	South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord- Aski	Chapleau	James Bay Coast	FNETB
Number of responses	87	47	66	77	54	15	9	355
The measures that we need to have in place limit our capacity, as a result it is not profitable for us to reopen.	7	5	1	7	3	1	2	26
	8%	11%	1%	9%	5%	--	--	7%
The size of our facilities – not enough room for us to meet the guidelines for distancing employees.	17	6	5	10	6	0	3	47
	19%	13%	7%	13%	11%	--	--	13%
The size and nature of our work which requires close proximity to clients/customers.	32	13	17	25	16	4	6	113
	37%	28%	26%	32%	30%	--	--	32%
Staffing – we lost some of our staff and will have to recruit and train new staff.	9	7	12	11	7	2	2	50
	10%	15%	18%	14%	13%	--	--	14%
Cost – we have to purchase PPE and rearrange the work area at a time when we are experiencing a decrease in revenue.	30	16	24	29	16	5	4	124
	34%	34%	36%	38%	30%	--	--	35%
We have trouble accessing the required personal protective equipment.	6	3	7	6	4	1	1	28
	7%	6%	11%	8%	9%	--	--	8%
Applying the guidelines is not a problem for our business or organization.	26	7	15	21	14	6	1	90
	30%	15%	23%	27%	26%	--	--	25%
Having to 'police' clients who refuse to comply to the measures (ex: wearing a mask).	36	20	35	37	19	6	4	157
	41%	42%	53%	48%	35%		--	44%
Other, please specify:	3	2	5	10	8	1	0	29
	3%	4%	8%	13%	15%	--		8%

IMPACT OF COVID ON HUMAN RESOURCES

Table F: Is your business currently hiring?

	South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord-Aski	Chapleau	James Bay Coast	FNETB
	91	49	68	81	57	16	11	373
Yes	17	19	30	24	22	5	4	121
	19%	39%	44%	30%	39%	--	--	32%
No	74	30	38	57	35	11	7	252
	81%	61%	56%	70%	61%	--	--	68%

Table G: Please list the Top 3 occupations for which you are recruiting?

South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord-Aski	Chapleau	James Bay Coast
28	23	39	29	27	7	4
Sales reps/clerks Housekeeping staff Social service workers Truck drivers / Heavy Equipment Operators	Truck drivers Administrative/client service staff Managers Trades (mechanics, heating, refrigeration, and air conditioning mechanics)	Administrative staff Receptionists Welders Security	Personal support workers Nurses Sales reps/clerks Labourers	HEO & Truck Drivers (12) Nurses Mechanics Early Childhood Educators Cleaning/Janitors	Truck drivers Educators Health workers (nurses, physicians, physiotherapist)	Child services workers Finance workers Administrative staff Managers

Table H: If any of the occupations for which you are recruiting are hard to fill, please indicate which occupations are hardest to fill?

South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord-Aski	Chapleau	James Bay Coast
16	22	33	20	24	5	5
Service sector front line workers Housekeeping All	Truck drivers Trades Managers	Welders Administrative staff Truck drivers/HEO Health (optometrist, physiotherapist, nurses	Labourers Service workers Truck drivers/HEO Health (nurses, PSW)	HEO and truck ECE Nurses Insurance/finance	Health sector Finance	Child service workers Financial positions

Table I: In your opinion, why are those occupations hard to fill? (check all that apply)

	South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord- Aski	Chapleau	James Bay Coast	FNETB
Number of responses	30	28	39	40	25	7	6	175
There are few suitable applicants for the positions	21	22	29	19	14	5	2	112
	70%	78%	74%	47%	56%	--	--	64%
Applicants do not have the technical skills required for the positions	12	15	17	7	10	2	3	66
	40%	58%	43%	17%	40%	--	--	38%
Applicants do not have the work experience required for the positions	8	14	15	9	9	3	2	60
	27%	50%	38%	22%	36%	--	--	34%
We have difficulty competing for employees due to our remote location and transportation issues	9	4	6	6	6	2	3	36
	30%	14%	15%	15%	24%	--	--	21%
We find it challenging to compete due to the nature of our work (seasonal, shift, irregular hours, job responsibilities)	5	8	11	8	8	2	0	42
	17%	28%	28%	20%	32%	--		24%
We have difficulty competing with wages, benefits packages and promotional opportunities offered by other employers	12	12	17	9	13	3	2	68
	40%	43%	43%	22%	52%	--	--	39%
We have difficulty finding people to work during the COVID-19 pandemic.	13	6	9	17	9	1	1	56
	43%	21%	23%	42%	36%	--	--	32%

GOVERNMENT PROGRAMS AND INCENTIVES FOR BUSINESSES:

Table J: If your business or organization **applied** for government programs since COVID-19, please indicate which program(s). (check all that applied).

	South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord- Aski	Chapleau	James Bay Coast	FNETB
Number of responses	61	26	41	47	37	6	3	221
Deferrals of HST, income tax deferral, and/or tax filing extensions	7	6	9	9	6	0	1	38
Canada Emergency Business Account Loan - up to \$40,000 (CEBA)	34	15	23	25	17	2	1	117
Regional Relief and Recovery Fund (via your local CFDC)	7	3	2	7	3	0	0	22
Canada Emergency Wage Subsidy (75%)	23	11	22	20	11	2	2	81
Canada Emergency Response Benefit (CERB)	13	7	11	11	4	3	1	50
Business Credit Availability Program (via EDC or BDC)	1	0	0	0	0	0	0	1
10% Temporary Wage Subsidy for Employers	12	6	11	7	8	0	1	45
Canada Emergency Commercial Rent Assistance	3	1	4	2	1	1	0	12

Table K: If your business or organization **accessed for government programs since COVID-19, please indicate which program(s). (check all that applied).**

	South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord- Aski	Chapleau	James Bay Coast	FNETB
Number of responses	61	26	41	47	37	6	3	221
Deferrals of HST, income tax deferral, and/or tax filing extensions	6	6	8	6	5	0	0	31
Canada Emergency Business Account Loan - up to \$40,000 (CEBA)	39	13	20	25	19	2	1	119
Regional Relief and Recovery Fund (via your local CFDC)	2	3	3	4	0	0	0	12
Canada Emergency Wage Subsidy (75%)	23	12	18	15	7	1	1	77
Canada Emergency Response Benefit (CERB)	7	7	11	8	5	1	1	40
Business Credit Availability Program (via EDC or BDC)	1	0	0	0	0	0	0	1
10% Temporary Wage Subsidy for Employers	9	6	8	6	11	1	0	41
Canada Emergency Commercial Rent Assistance	1	2	2	0	0	1	0	6
Other (please specify)								

Table L: If your business/organization did not apply for government programs, please indicate why you have not applied

	South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord-Aski	Chapleau	James Bay Coast	FNETB
Number of responses	48	28	32	41	30	10	9	198
Not needed at this time	17	13	15	13	10	4	6	78
	35%	46%	47%	32%	33%	--	--	39%
Don't now how to access/apply	7	4	1	3	1	3	1	30
	14%	14%	3%	7%	3%	--	--	15%
Do not qualify	19	9	9	20	14	3	1	75
	40%	32%	28%	49%	47%	--	--	38%
Other (please specify)	5	2	7	5	5	0	1	25
	10%	7%	22%	12%	17%		--	13%

MOVING FORWARD – ANTICIPATED CHALLENGES AND OPPORTUNITIES:

Table M: Given the situation on October 1, 2020, what do you anticipate for the coming months **If the situation remains as it is currently?** (check all that apply)

	South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord- Aski	Chapleau	James Bay Coast	FNETB
Number of responses	83	41	60	73	50	12	10	329
We will be expanding our services to meet an increased demand.	10	5	12	9	3	3	1	43
	12%	12%	20%	12%	6%	--	--	
We will be bringing back laid-off employees.	7	2	2	4	0	0	0	15
	8%	5%	3%	5%	0		0	
We will be hiring for new positions.	14	9	15	10	6	4	2	60
	17%	22%	25%	14%	12%	--	--	
We will continue full-time operations with required safety measures in place.	58	9	42	42	38	7	5	201
	70%	22%	70%	57%	76%	--	--	
We will continue part-time operations with required safety measures in place.	17	30	12	19	6	3	1	88
	20%	73%	20%	26%	12%	--	--	
We will continue full-time operations remotely.	9	8	9	7	3	2	6	44
	11%	19%	15%	9%	6%	--	--	
We will continue part-time operations remotely.	4	3	4	7	6	2	0	26
	5%	7%	7%	9%	12%	--	0	
We will be reducing our workforce due to a decrease in business	5	4	2	5	3	0	0	19
	6%	10%	3%	7%	6%	0	0	
We will close temporarily	4	2	0	0	2	0	1	9
	5%	5%			4%	0	--	
We will close permanently	0	0	0	0	0	1	1	2
							--	

Table N: What do you anticipate for the coming months If a second wave results in another shutdown? (check all that apply)

	South Temisk.	Kirkland Lake	Timmins	North Claybelt	Nord- Aski	Chapleau	James Bay Coast	FNETB
Number of responses	83	41	60	73	50	12	10	329
We will be expanding our services to meet an increased demand.	7	2	2	5	1	0	1	18
	8%	5%	3%	7%		0	10%	5%
We will be bringing back laid-off employees.	3	0	2	2	0	0	0	7
	4%		3%	3%		0	0	2%
We will be hiring for new positions.	4	1	1	5	3	2	0	16
	5%	2%	2%	7%		17%	30	5%
We will continue full-time operations with required safety measures in place.	24	12	16	23	16	2	3	96
	29%	29%	27%	30%		17%	30%	29%
We will continue part-time operations with required safety measures in place.	18	6	11	15	11	5	2	68
	22%	15%	18%	20%		42%	20%	21%
We will continue full-time operations remotely.	19	7	12	6	9	4	2	59
	23%	17%	20%	8%		33%	20%	18%
We will continue part-time operations remotely.	5	5	6	16	6	4	0	42
	6%	12%	10%	22%		33%	0	13%
We will be reducing our workforce due to a decrease in business	19	3	15	12	13	2	2	66
	23%	7%	25%	16%		17%	20%	20%
We will close temporarily	20	9	10	15	10	1	2	67
	24%	22%	17%	20%		8%	20%	20%
We will close permanently	3	2	2	5	1	1	0	14
	4%	5%	3%	7%		8%	0	4%

APPENDIX C - PARTNERS



Société de développement communautaire
Kirkland & District
Community Development Corporation
Une Société d'aide au développement des collectivités
A Community Futures Development Corporation



Corporation de développement économique régionale
NORD-ASKI
REGIONAL ECONOMIC DEVELOPMENT CORPORATION
Une Société d'aide au développement des collectivités
A Community Futures Development Corporation



NORTH CLAYBELT
Community Futures Development Corporation
Société d'aide au développement des collectivités



KIRKLAND LAKE DISTRICT
CHAMBER OF COMMERCE



SOUTH TEMISKAMING SUD
Community Futures Development Corporation
Société d'aide au développement des collectivités



Conseil des Services du District de
Manitoulin-Sudbury
District Services Board

EMPLOYMENT OPTIONS EMPLOI



FAR NORTHEAST TRAINING BOARD (FNTEB)
your Local Employment Planning Council
COMMISSION DE FORMATION DU NORD-EST (CFNE)
votre Conseil Local de Planification de l'Emploi



