



Village of
Rosemary

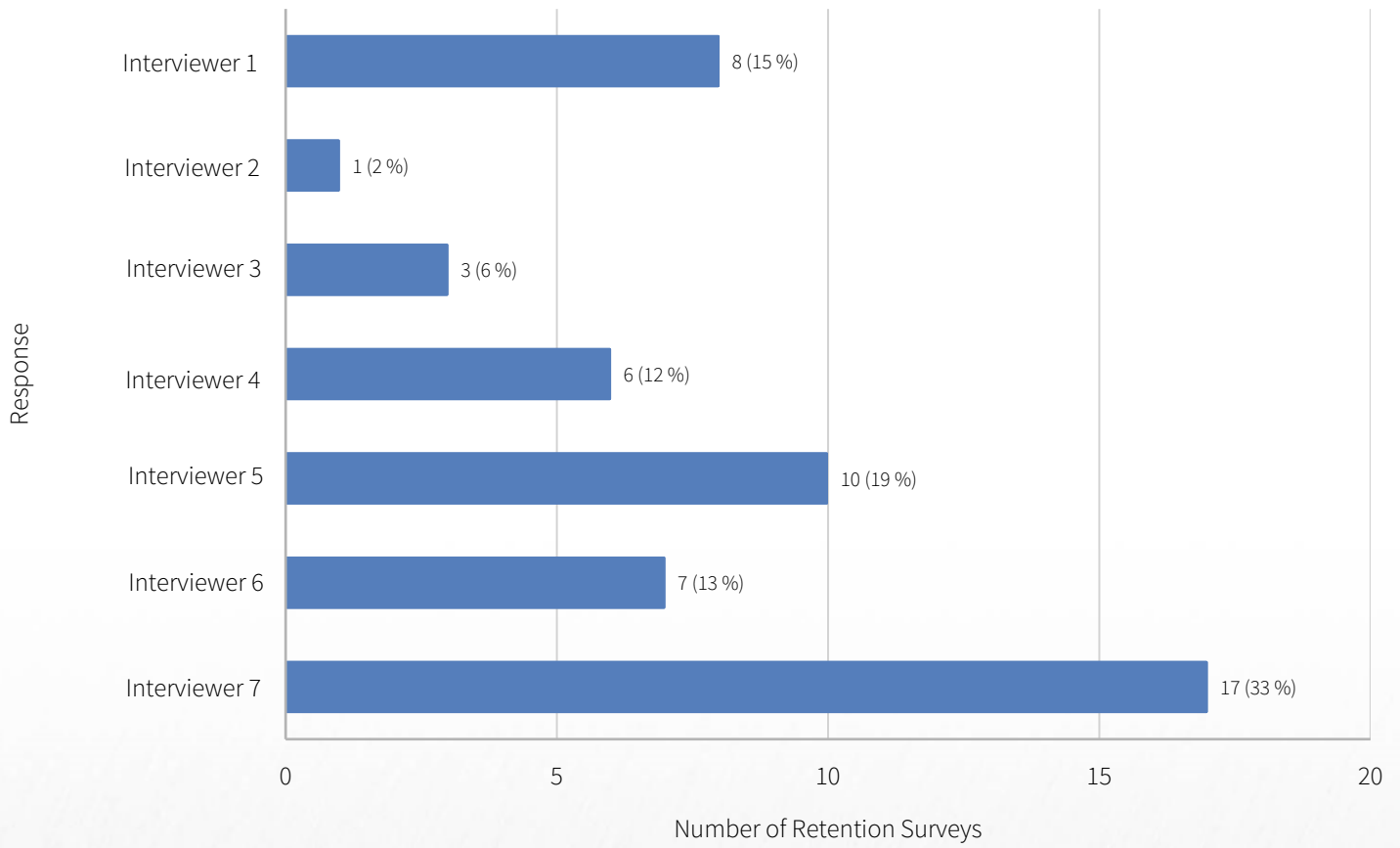


Business Retention & Expansion Project Report

Focus: Food & Beverage and Retail

December 6, 2018

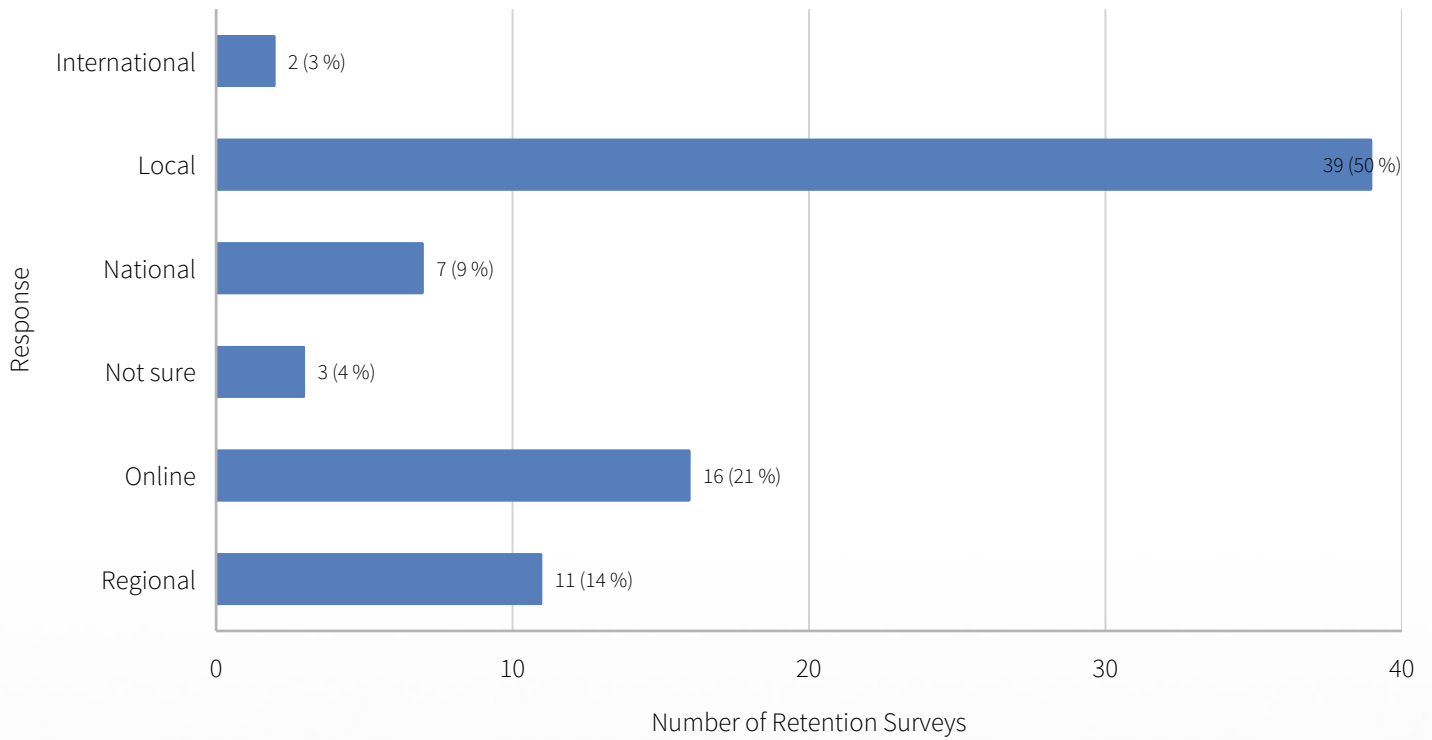
Interviewer



Responses	Total	
Interviewer 1	8	15 %
Interviewer 2	1	2 %
Interviewer 3	3	6 %
Interviewer 4	6	12 %
Interviewer 5	10	19 %
Interviewer 6	7	13 %
Interviewer 7	17	33 %
Total	52	100 %

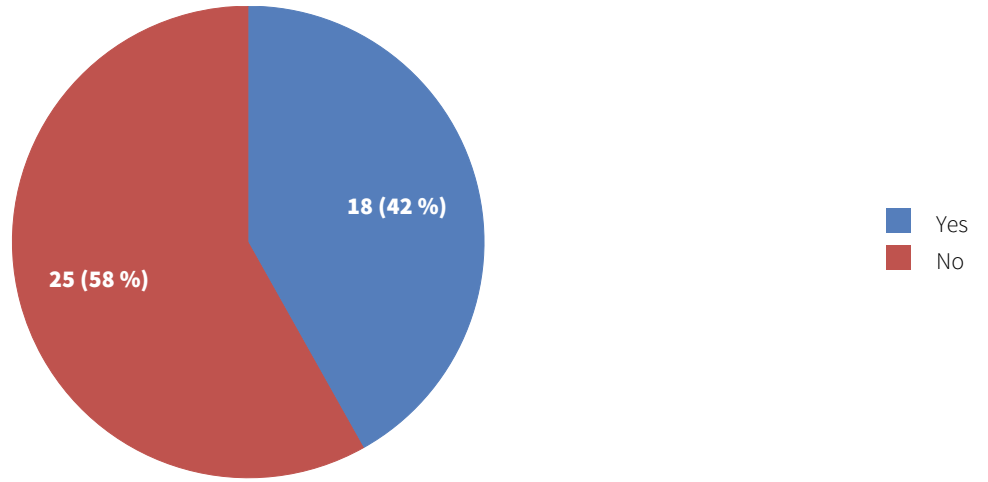
*Total number of food & beverage and retail businesses in the region are approximately 104.

Who are your main competitors (choose all that apply).



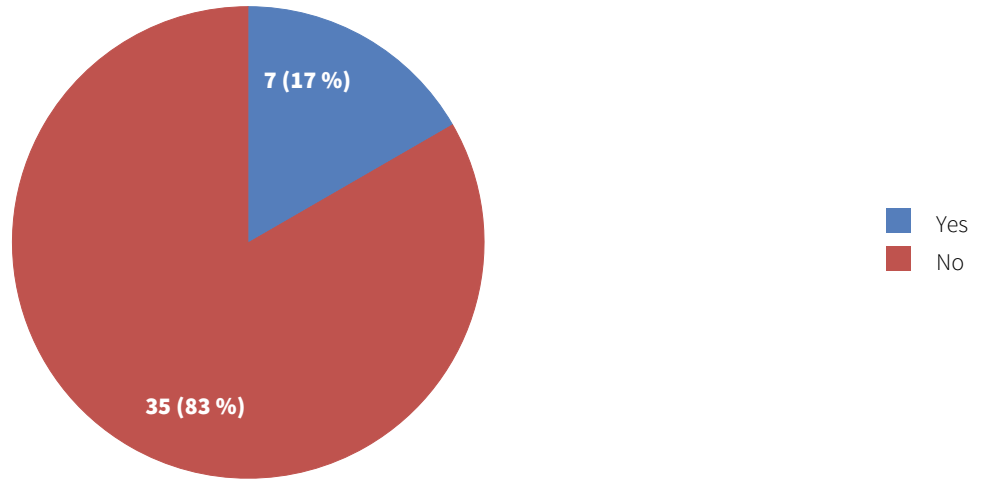
Responses	Total	
International	2	3 %
Local	39	50 %
National	7	9 %
Not sure	3	4 %
Online	16	21 %
Regional	11	14 %
Total	78	100 %

Does this business have a current business plan (within the last 3 years)?



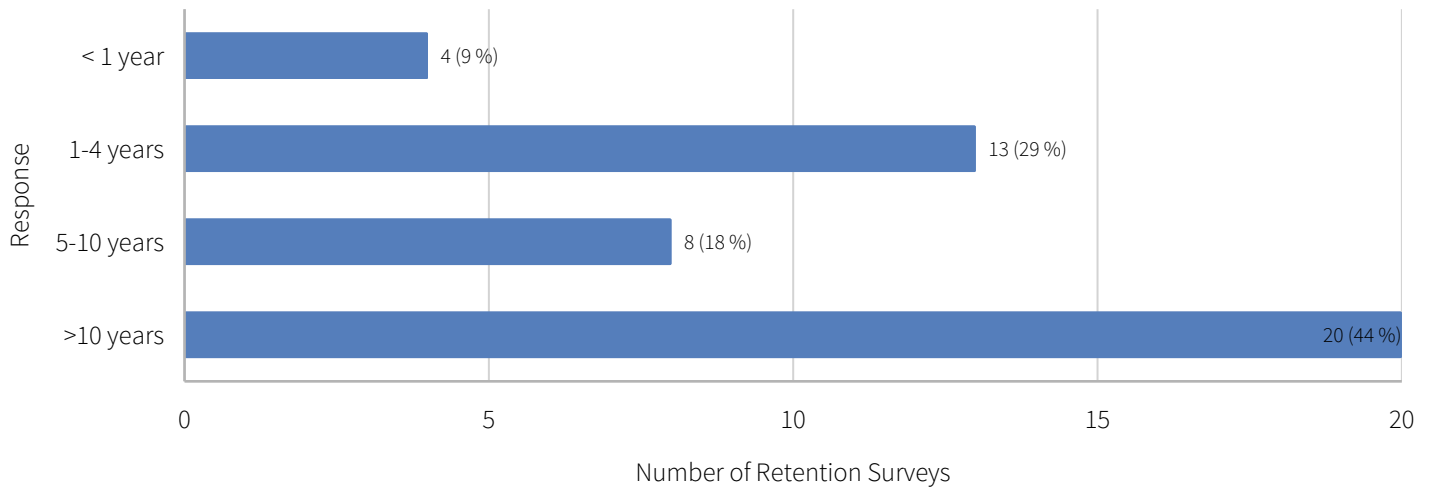
Responses	Total	
Yes	18	42 %
No	25	58 %
Total	43	100 %

Does this business have a current business plan (within the last 3 years)? - Would you like help developing or updating your business plan?



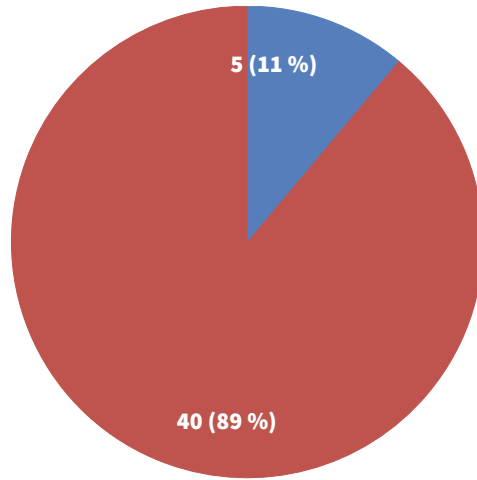
Responses	Total	
Yes	7	17 %
No	35	83 %
Total	42	100 %

How long has your business been in operation?



Responses	Total	
< 1 year	4	9 %
1-4 years	13	29 %
5-10 years	8	18 %
>10 years	20	44 %
Total	45	100 %

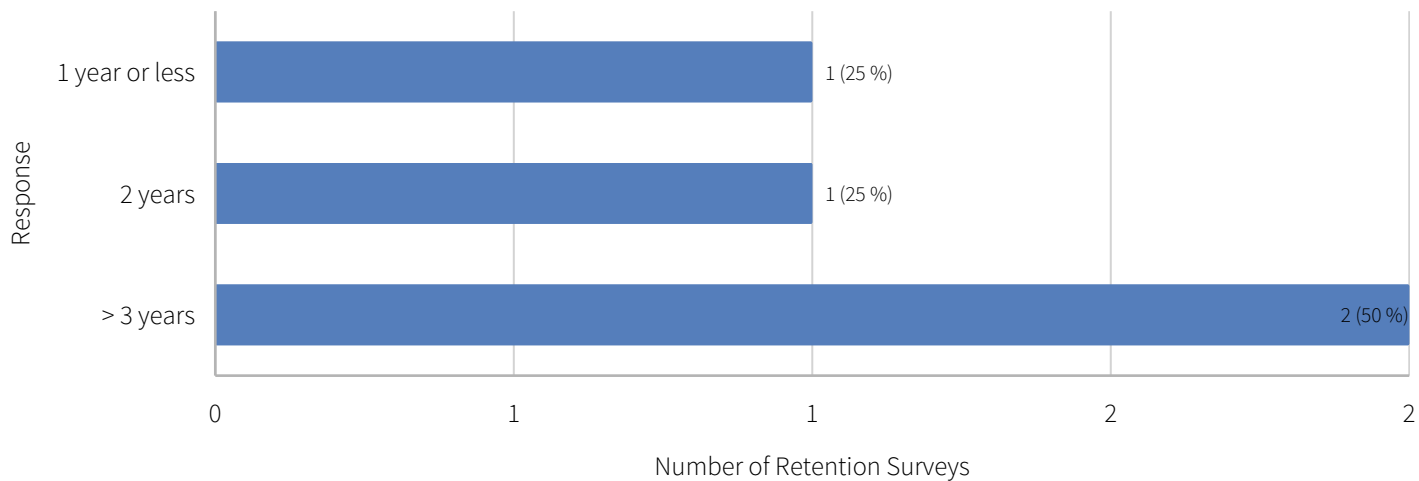
Is an ownership change pending for this business/location?



■ Yes
■ No

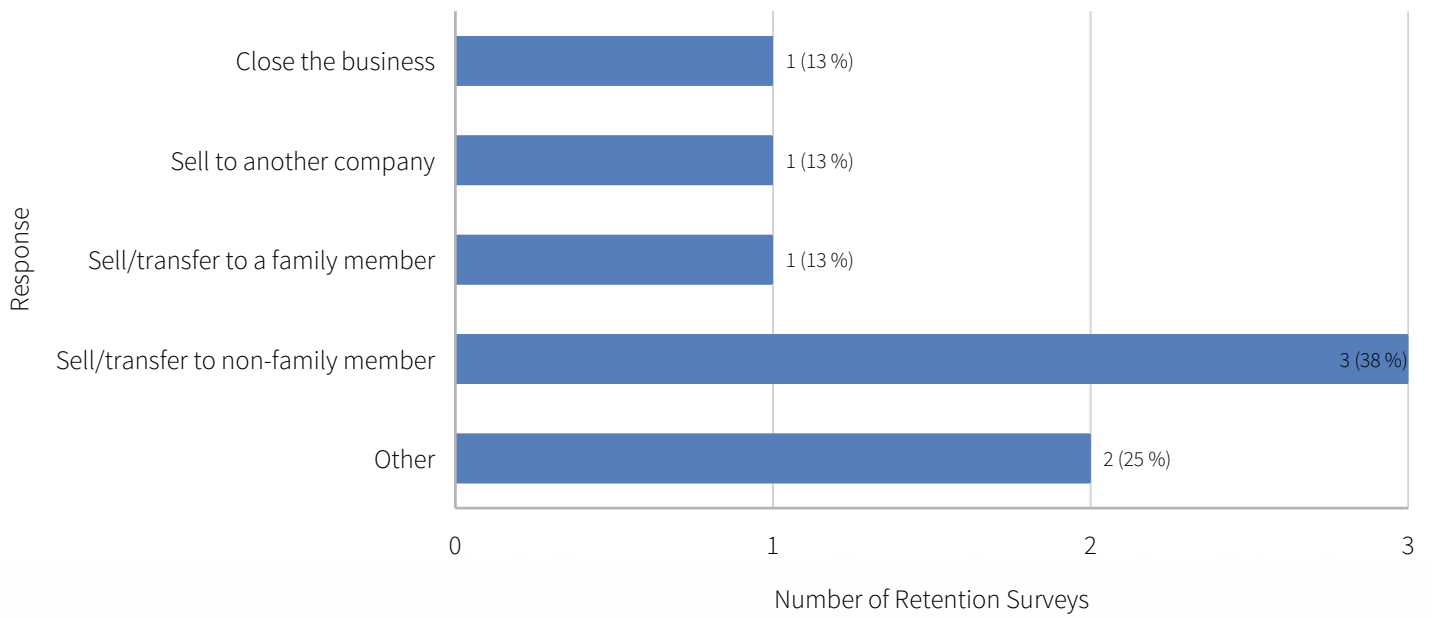
Responses	Total	
Yes	5	11 %
No	40	89 %
Total	45	100 %

Is an ownership change pending for this business/location? - If Yes, what is the anticipated time frame?



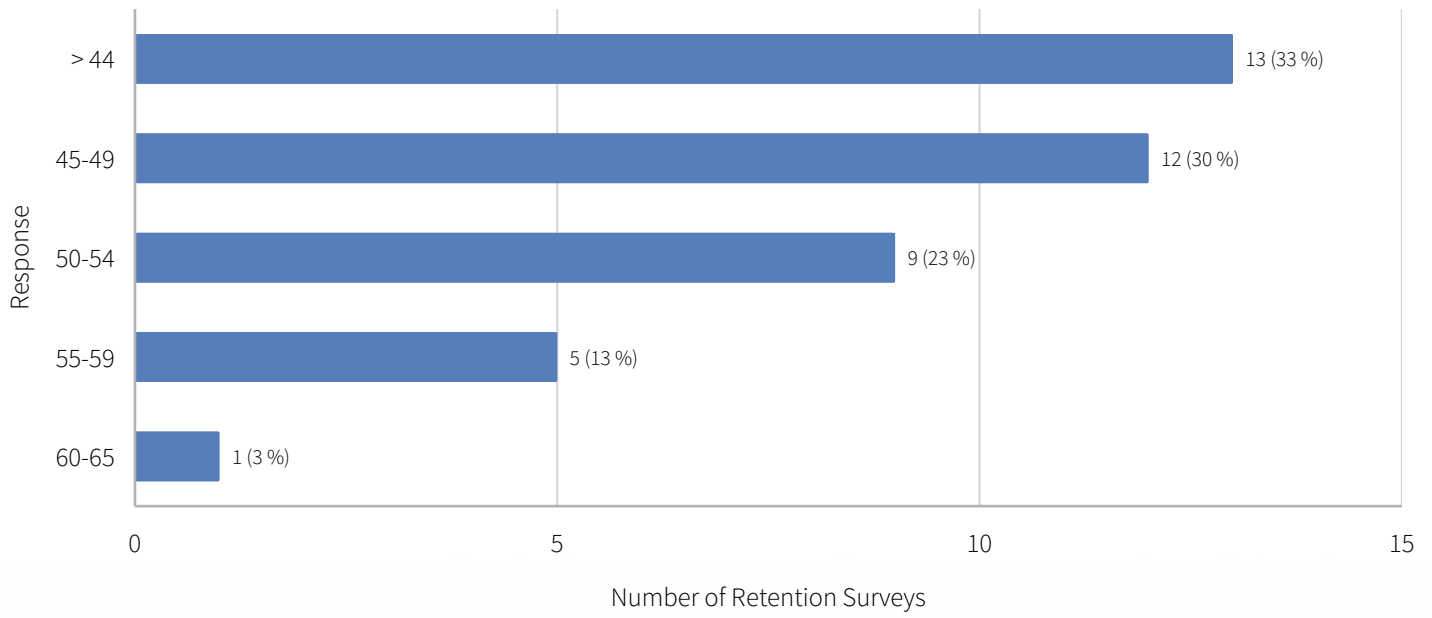
Responses	Total	
1 year or less	1	25 %
2 years	1	25 %
> 3 years	2	50 %
Total	4	100 %

Is an ownership change pending for this business/location? - If Yes, how do you intend to exit the business?



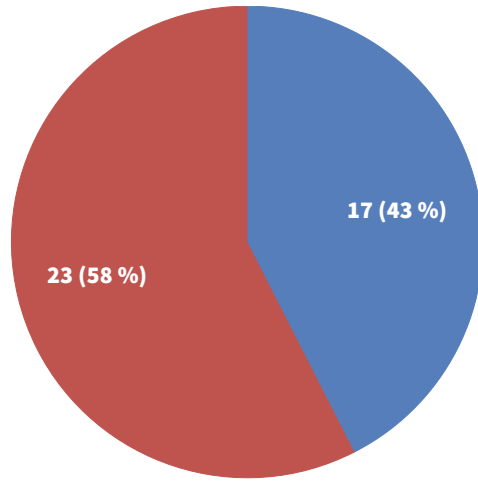
Responses	Total	
Close the business	1	13 %
Sell to another company	1	13 %
Sell/transfer to a family member	1	13 %
Sell/transfer to non-family member	3	38 %
Other	2	25 %
Total	8	100 %

DON'T ASK Estimate age of respondent.



Responses	Total	
> 44	13	33 %
45-49	12	30 %
50-54	9	23 %
55-59	5	13 %
60-65	1	3 %
Total	40	100 %

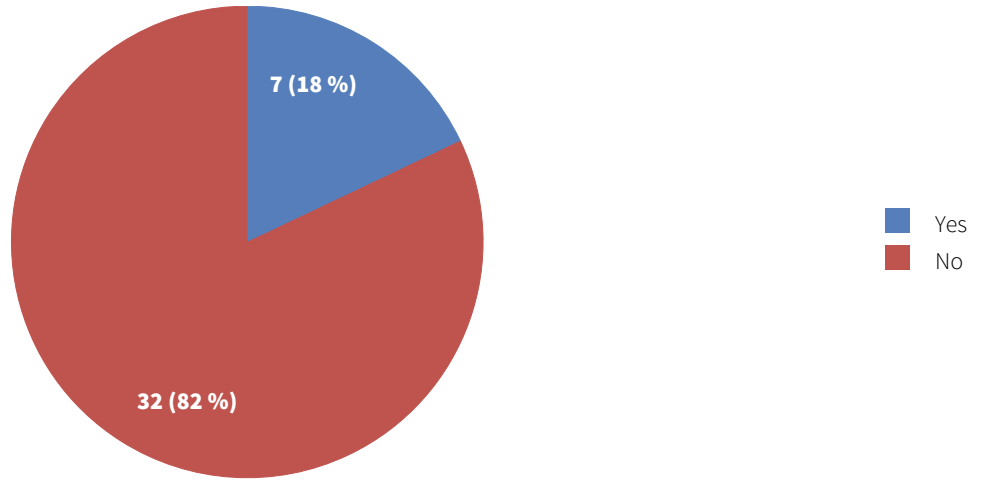
DON'T ASK Is the respondent a visible minority?



■ Yes
■ No

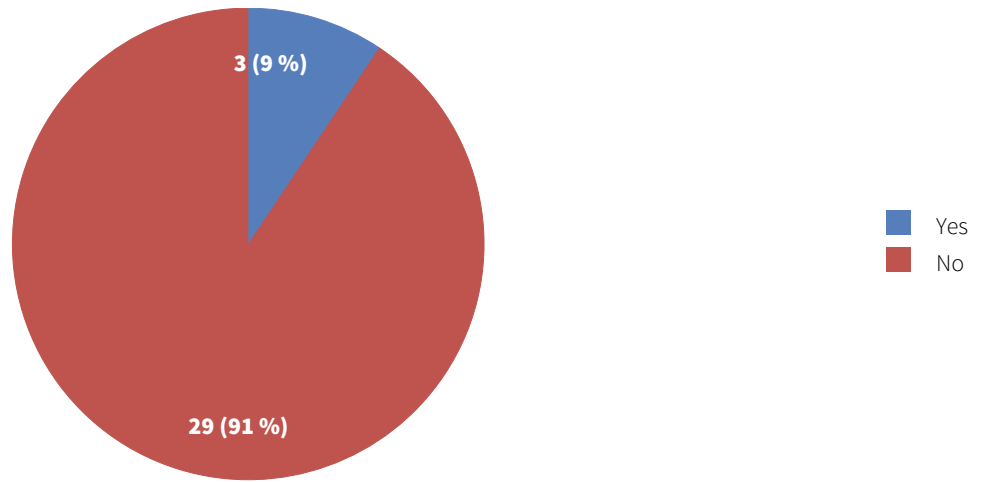
Responses	Total	
Yes	17	43 %
No	23	58 %
Total	40	100 %

Is there a formal succession plan in place?



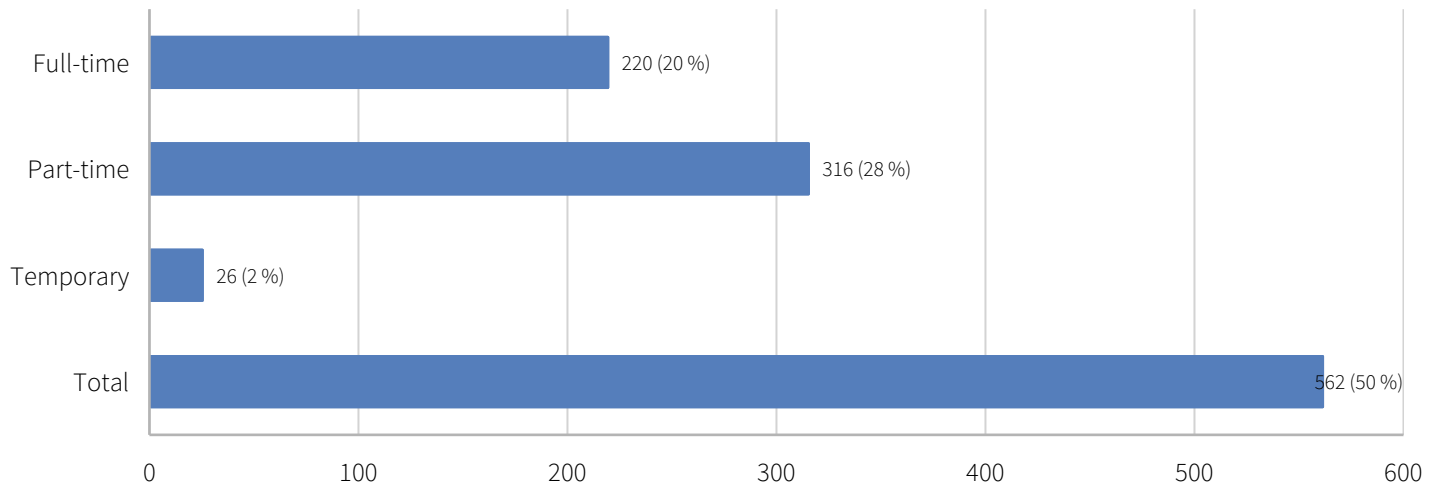
Responses	Total	
Yes	7	18 %
No	32	82 %
Total	39	100 %

Is there a formal succession plan in place? - If No, would you like help creating a formal succession plan?



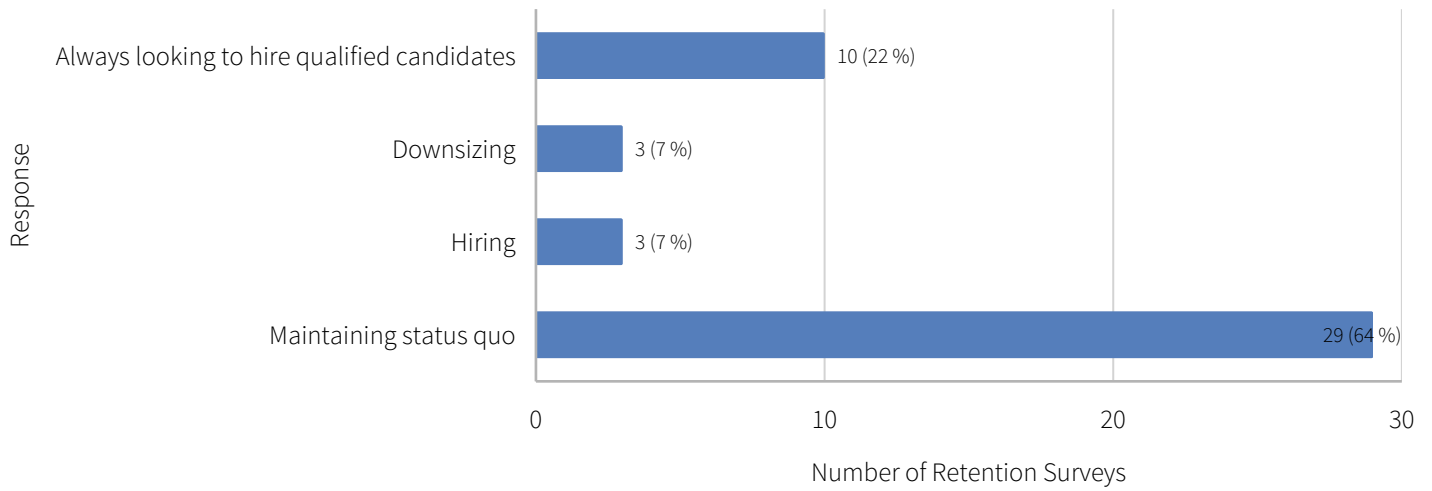
Responses	Total	
Yes	3	9 %
No	29	91 %
Total	32	100 %

Please indicate the total number of employees



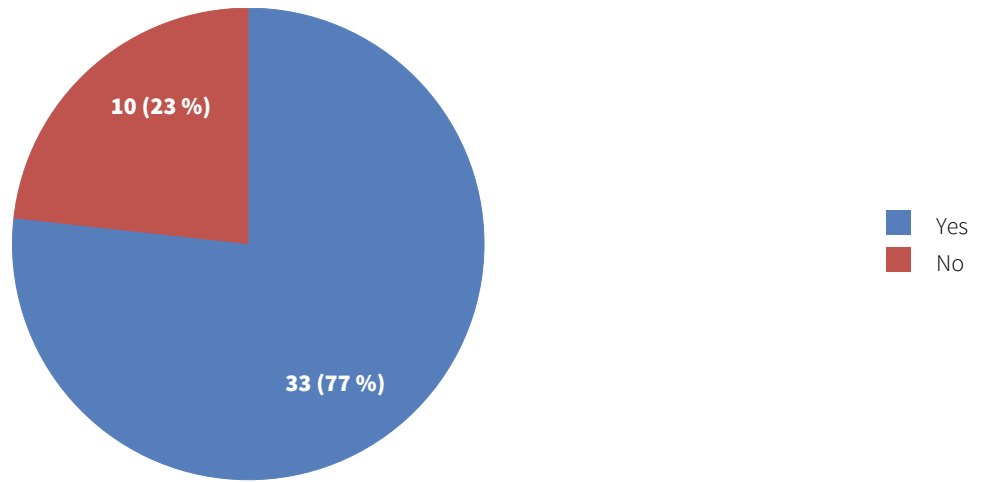
Responses	Total	
Full-time	220	20 %
Part-time	316	28 %
Temporary	26	2 %
Total	562	50 %

How would you describe your current staffing situation?



Responses	Total	
	Always looking to hire qualified candidates	10
Downsizing	3	7 %
Hiring	3	7 %
Maintaining status quo	29	64 %
Total	45	100 %

Have you historically had enough workers to meet demand?

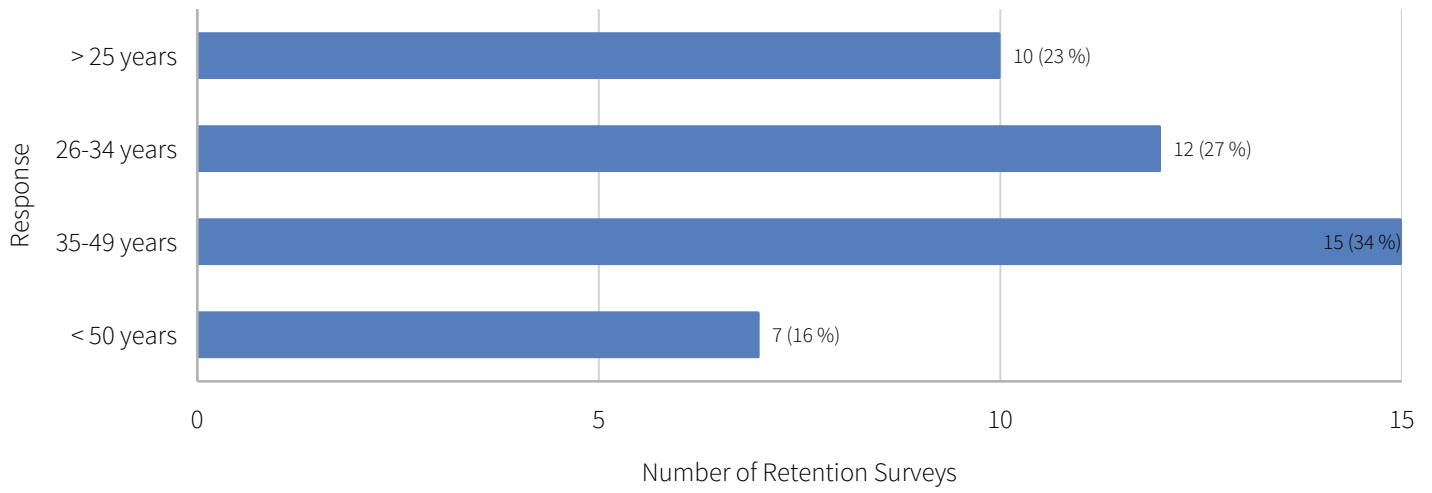


Responses	Total	
Yes	33	77 %
No	10	23 %
Total	43	100 %

Please indicate the average hourly wage

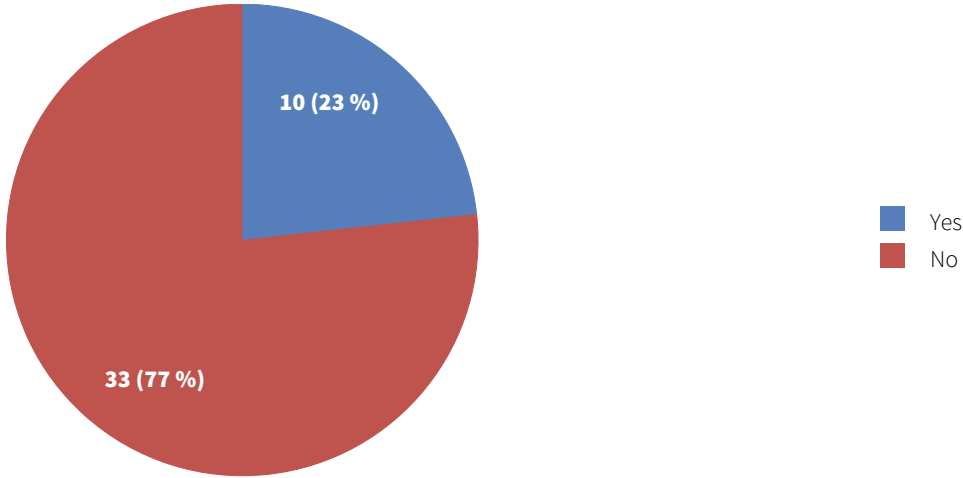
Responses	Total	
Please indicate the average hourly wage	\$16	100 %
Total	\$16	100 %

How old are the majority of your essential employees?



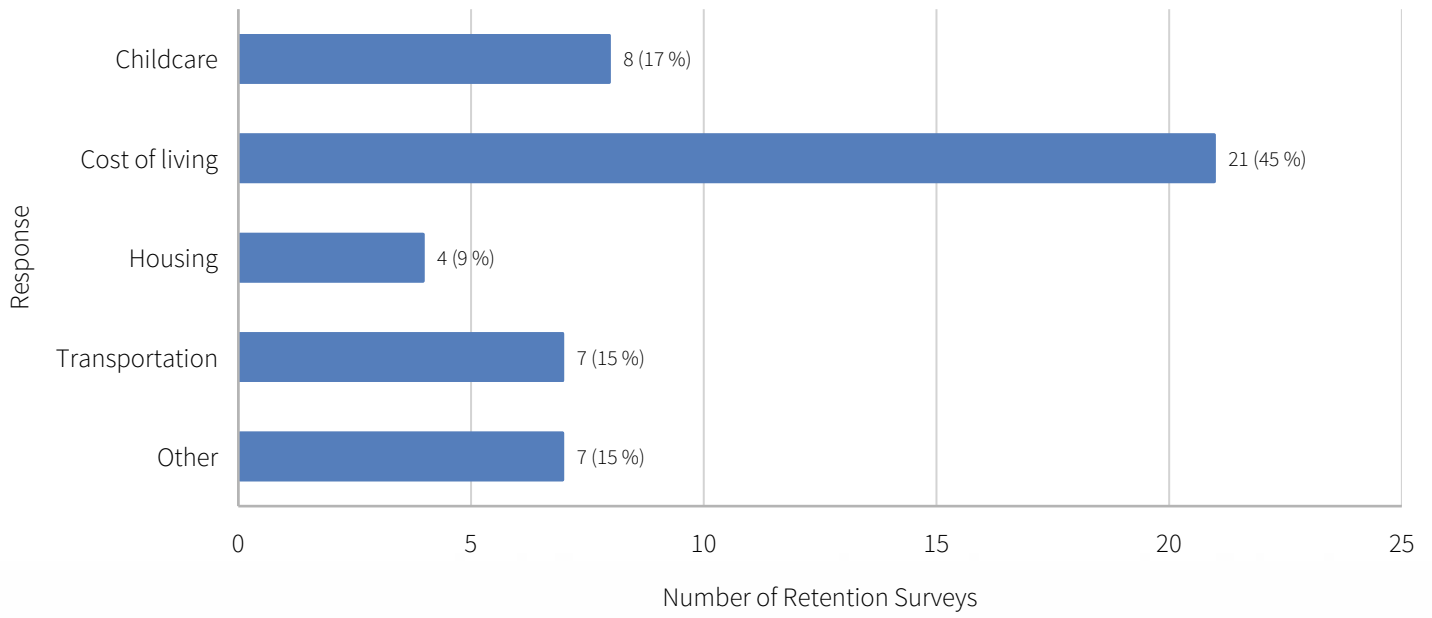
Responses	Total	
> 25 years	10	23 %
26-34 years	12	27 %
35-49 years	15	34 %
< 50 years	7	16 %
Total	44	100 %

Do you have challenges retaining employees?



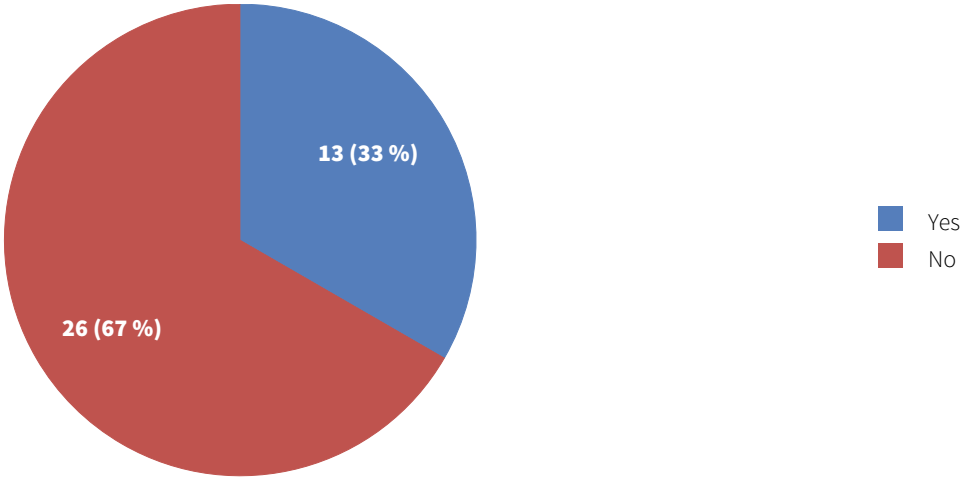
Responses	Total	
Yes	10	23 %
No	33	77 %
Total	43	100 %

Please explain which issues you believe are critical to your employees?



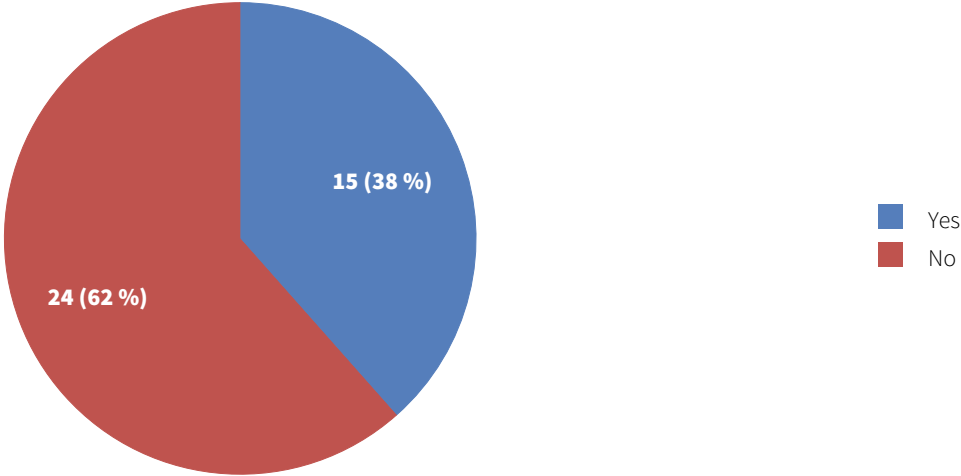
Responses	Total	
Childcare	8	17 %
Cost of living	21	45 %
Housing	4	9 %
Transportation	7	15 %
Other	7	15 %
Total	47	100 %

Is your business experiencing recruitment challenges with any employees positions or skills?



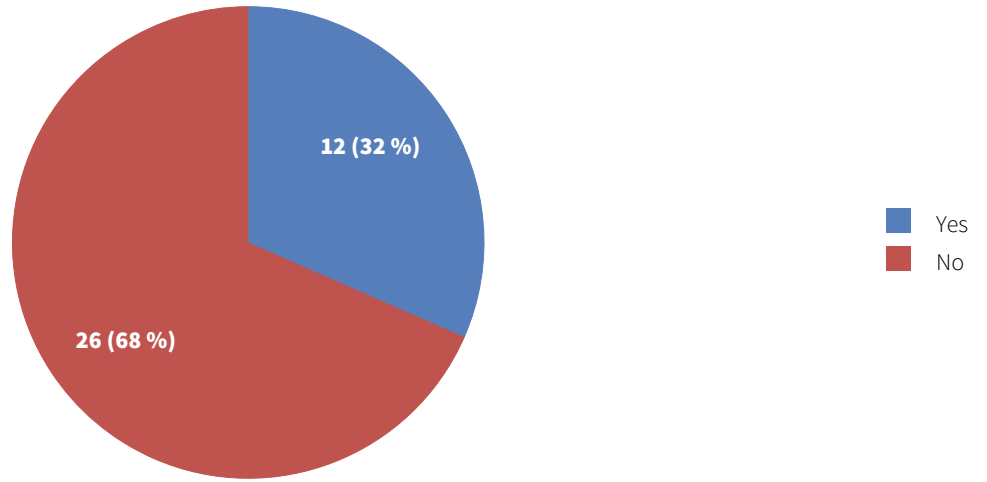
Responses	Total	
Yes	13	33 %
No	26	67 %
Total	39	100 %

Does the company provide a training budget in order to upgrade employee skills? (For example, server/cashier --> bookkeeper, certificates, webinars, Pro Serve etc.)



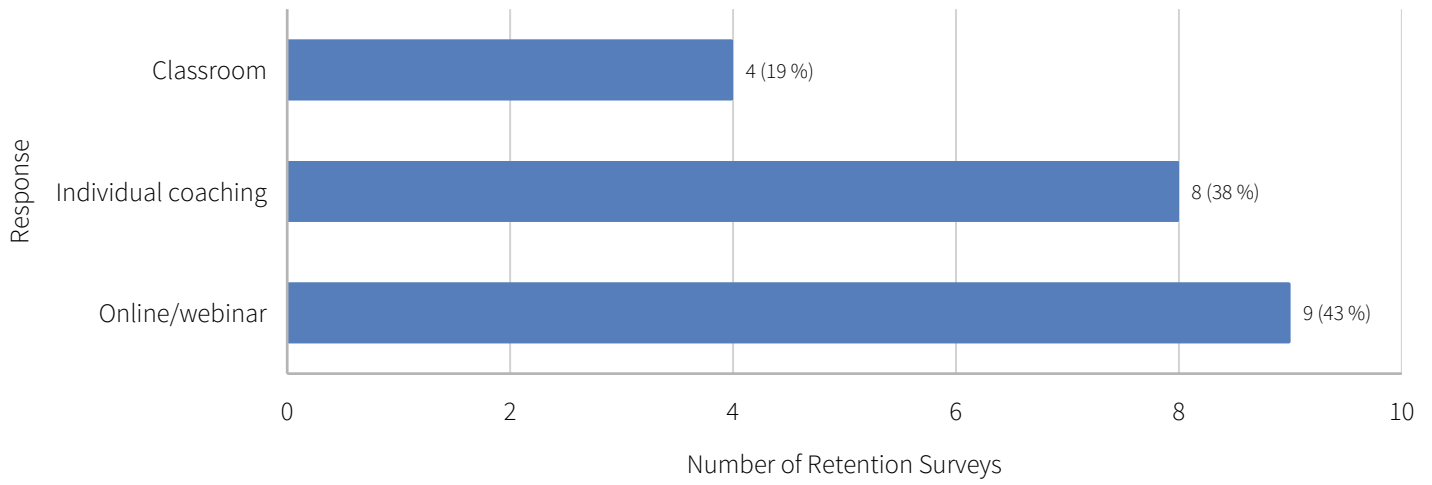
Responses	Total	
	Yes	15
No	24	62 %
Total	39	100 %

Are there any areas of training or professional development that would be of benefit to you or your employees?



Responses	Total	
Yes	12	32 %
No	26	68 %
Total	38	100 %

What modes of education/training would work best for your employees?

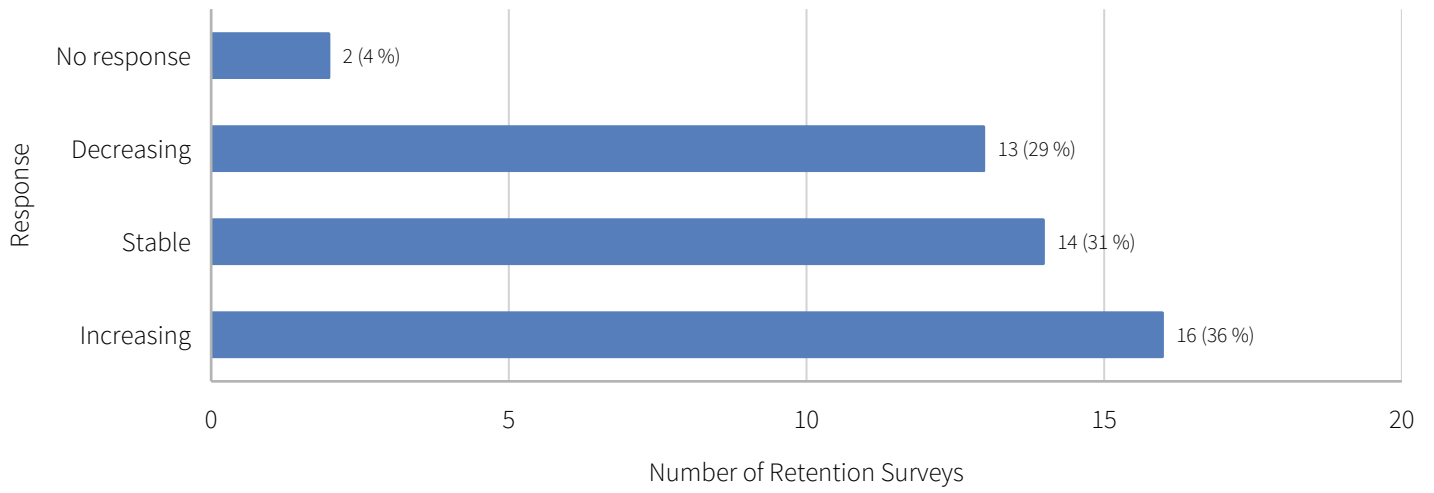


Responses	Total	
Classroom	4	19 %
Individual coaching	8	38 %
Online/webinar	9	43 %
Total	21	100 %

Please indicate your annual sales

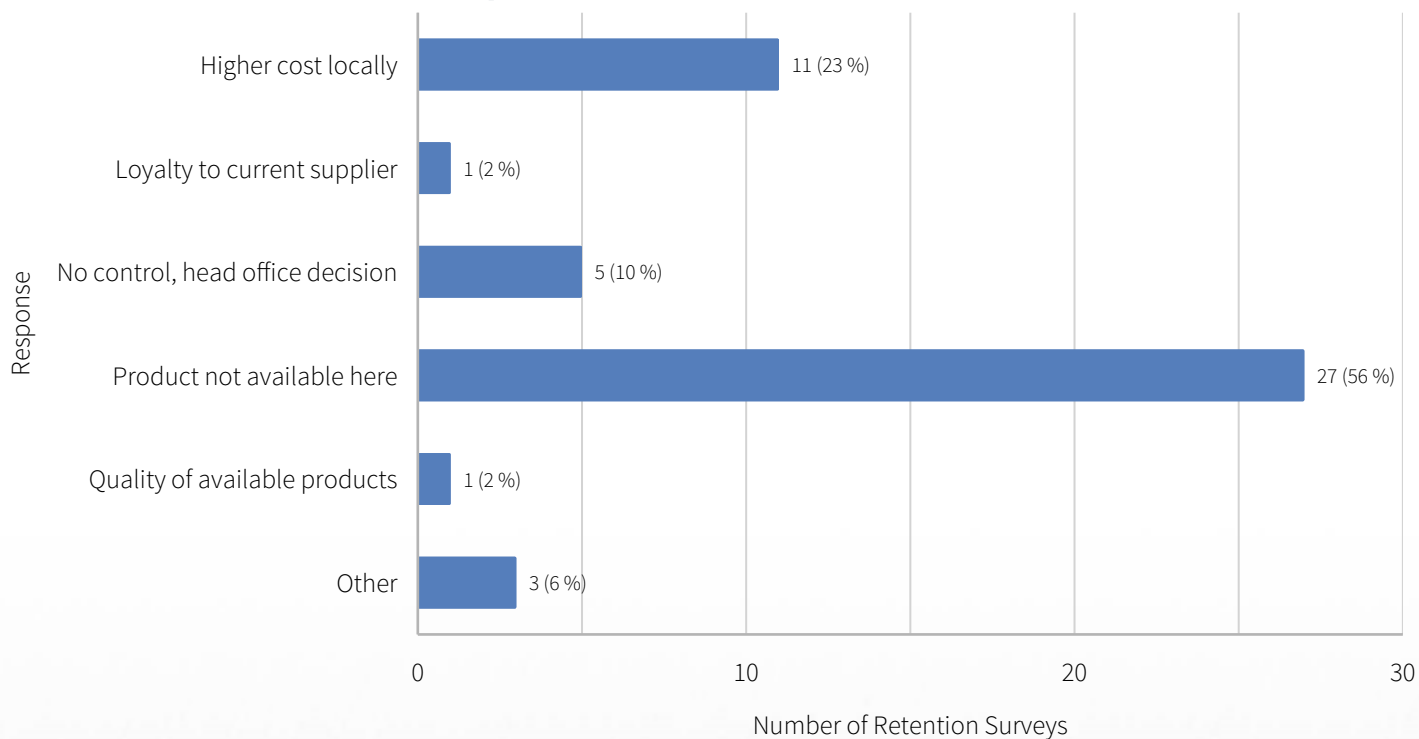
Responses	Total	
Please indicate your annual sales	n/a	n/a
Total	n/a	n/a

Would you say your sales are (this year compared to previous years)



Responses	Total	
No response	2	4 %
Decreasing	13	29 %
Stable	14	31 %
Increasing	16	36 %
Total	45	100 %

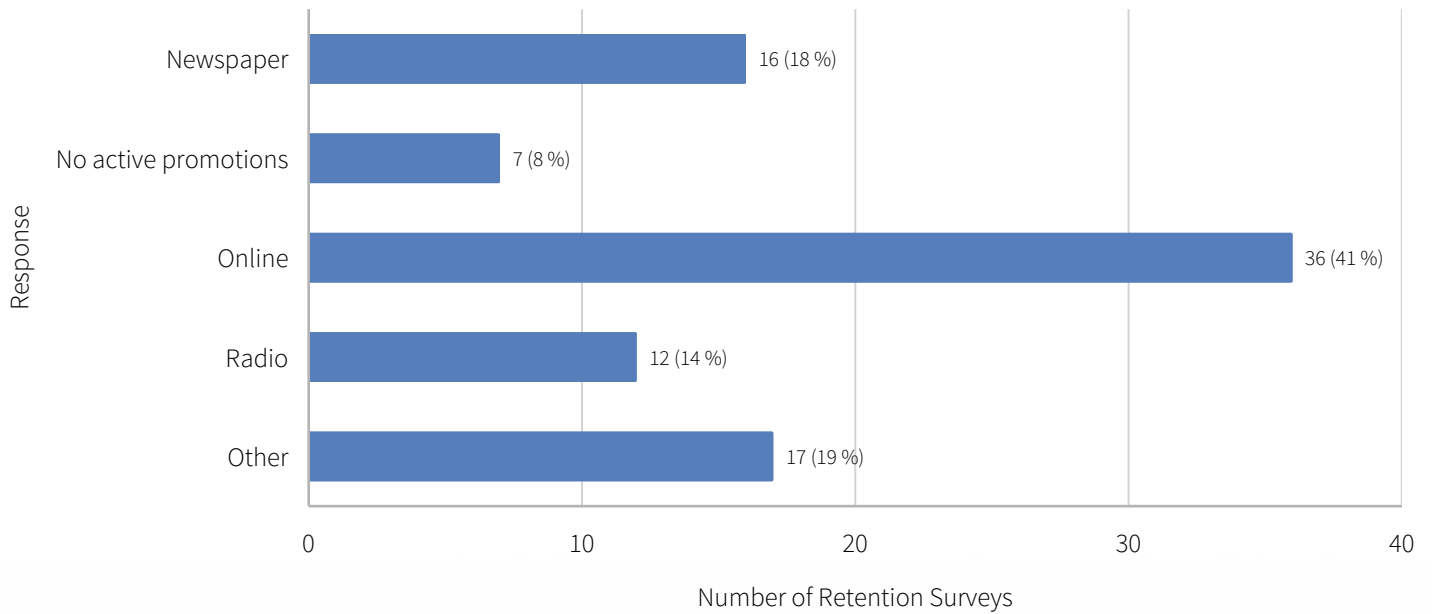
If majority of products/services are being purchased from outside the area, why are they not being purchased from within the area?



Responses	Total	
Higher cost locally	11	23 %
Loyalty to current supplier	1	2 %
No control, head office decision	5	10 %
Product not available here	27	56 %
Quality of available products	1	2 %
Other	3	6 %
Total	48	100 %

If Other, please specify	Total	
Distribution center provides product	1	50 %
No wholesale available.	1	50 %
Total	2	100 %

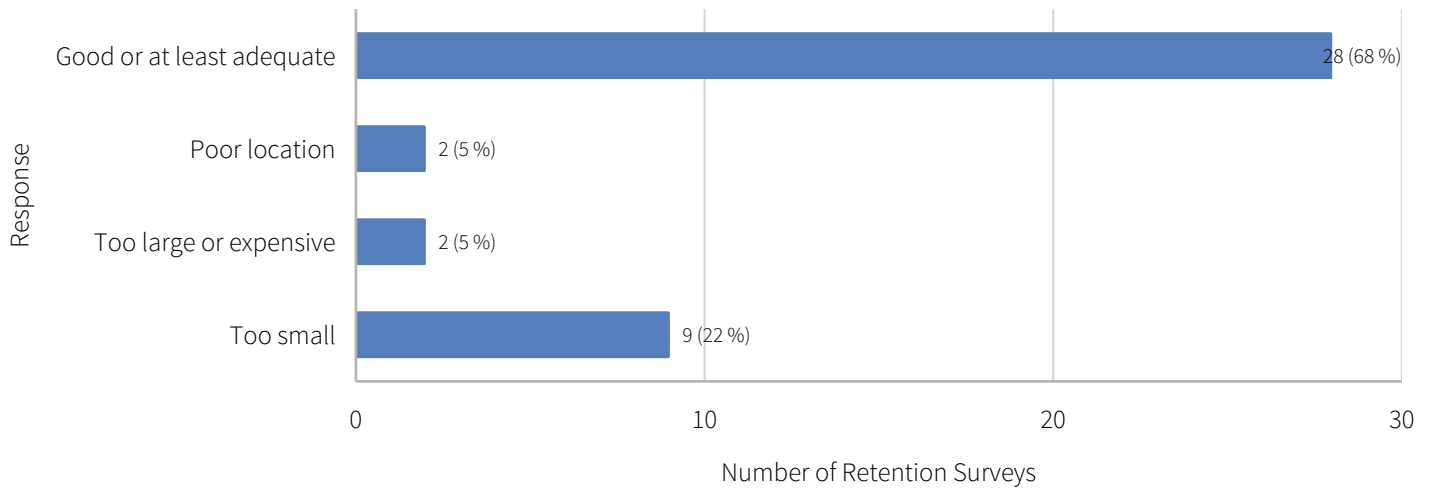
How do you currently promote your business?



Responses	Total	
Newspaper	16	18 %
No active promotions	7	8 %
Online	36	41 %
Radio	12	14 %
Other	17	19 %
Total	88	100 %

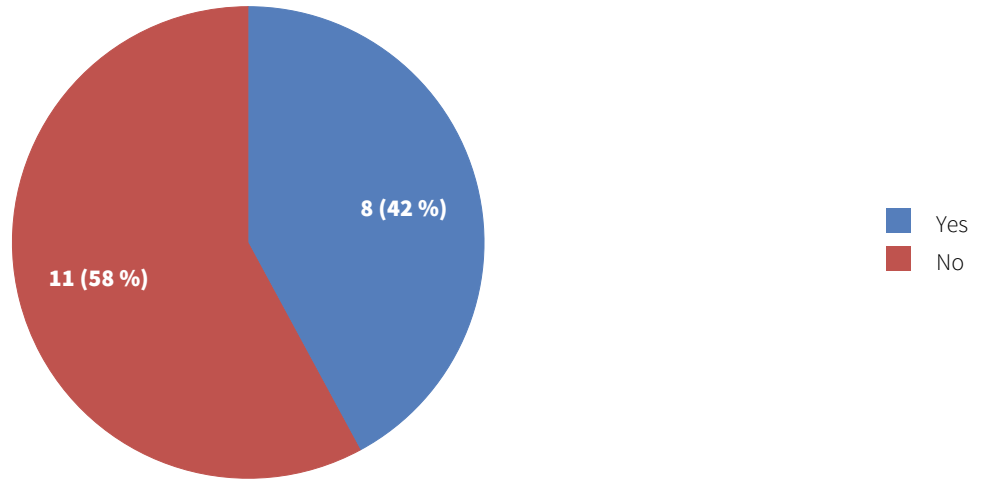
If Other, please specify	Total	
15% off discount card, local promos, door to door advertising, donations to local organizations, tv screens on medical offices	1	6 %
Arena, curling rink and bowling alley boards, supporting local events (prizes, etc.)	1	6 %
Bandits games, sponsor breakfast program in turn for a commercial/ad	1	6 %
billboard	1	6 %
Billboard	1	6 %
billboards	1	6 %
direct mail with menu (but it's expensive to do)	1	6 %
flyer	1	6 %
in house coupons, frequent buyer cards	1	6 %
in store promotions	1	6 %
National HH ad, flyers.	1	6 %
printed pamphlets handed out at the front gate of the park	1	6 %
Promo Discounts, Inkind costs, signs, LED	1	6 %
They would like marketing help. (They need it)	1	6 %
Word of mouth	2	13 %
Total	16	100 %

How adequate are your current facilities?



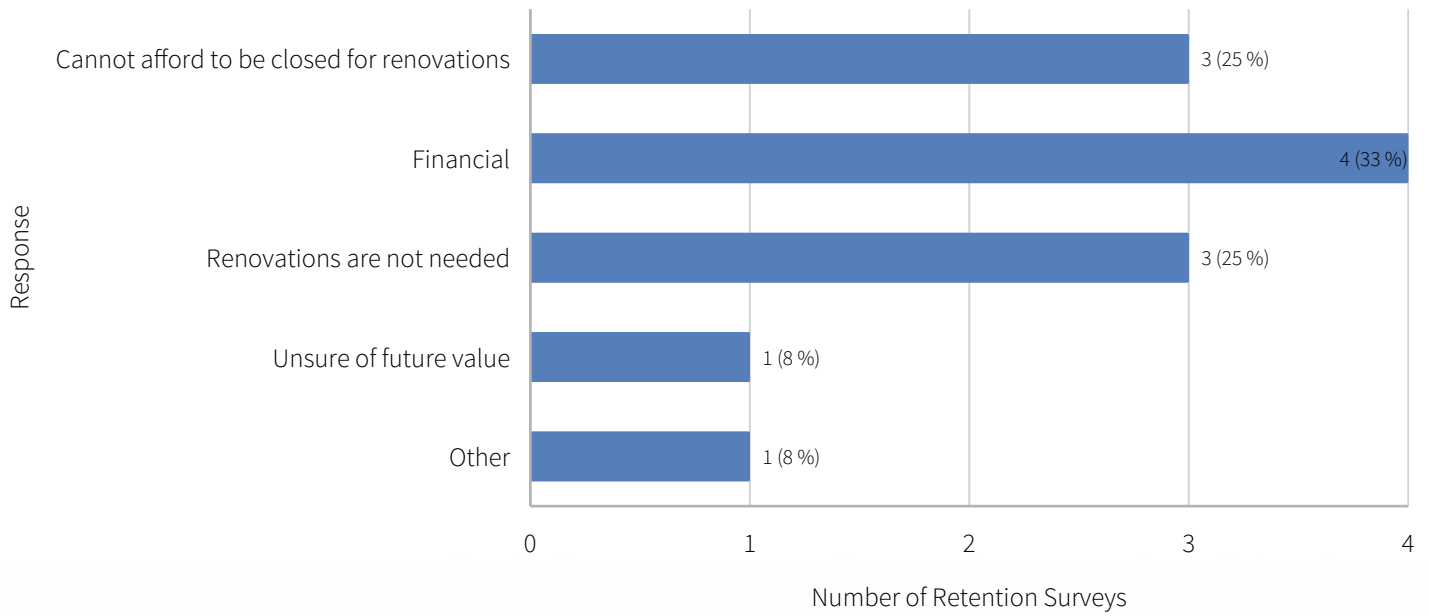
Responses	Total	
	Good or at least adequate	28
Poor location	2	5 %
Too large or expensive	2	5 %
Too small	9	22 %
Total	41	100 %

If you own the building, are you considering any improvements to your property such as landscaping, exterior renovations, interior renovation, etc.?



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

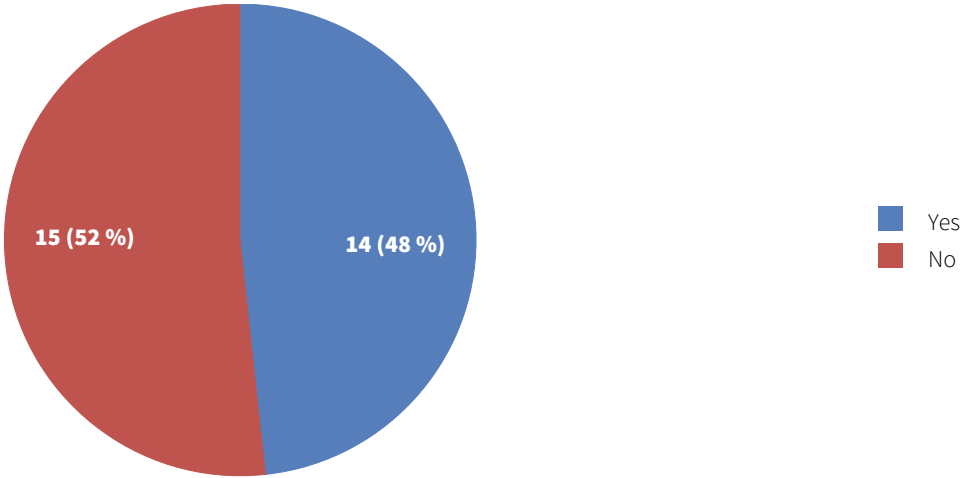
If No, what are some of your barriers (if any)



Responses	Total	
Cannot afford to be closed for renovations	3	25 %
Financial	4	33 %
Renovations are not needed	3	25 %
Unsure of future value	1	8 %
Other	1	8 %
Total	12	100 %

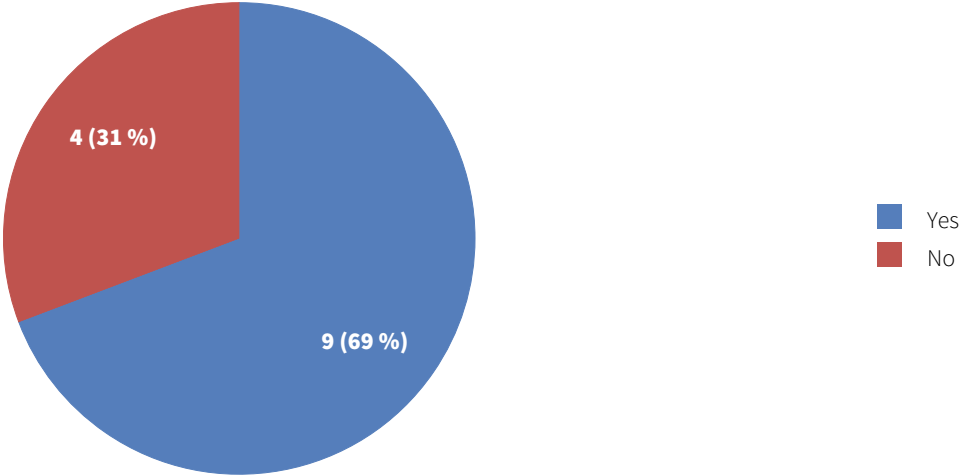
If Other, please specify	Total	
Head office decision	1	100 %
Total	1	100 %

If you rent, do you think the building could use improvements?



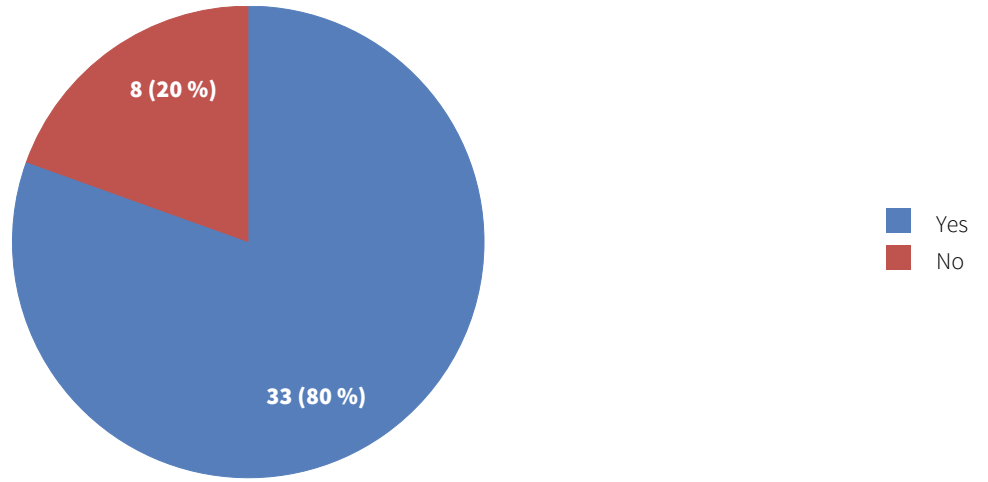
Responses	Total	
Yes	14	48 %
No	15	52 %
Total	29	100 %

If you rent, do you think the building could use improvements? - If Yes, have you spoken to the building owner about it?



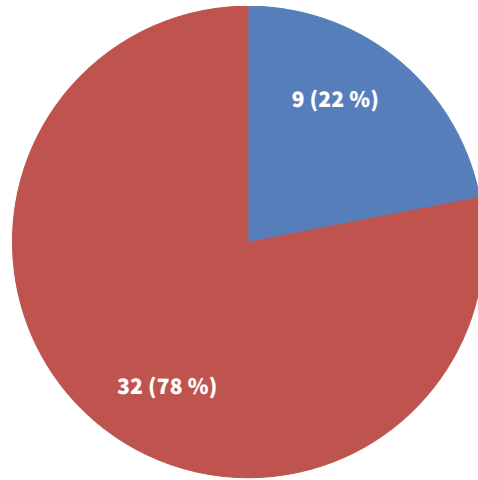
Responses	Total	
Yes	9	69 %
No	4	31 %
Total	13	100 %

Are the company's current facilities adequate for anticipated future operation?



Responses	Total	
Yes	33	80 %
No	8	20 %
Total	41	100 %

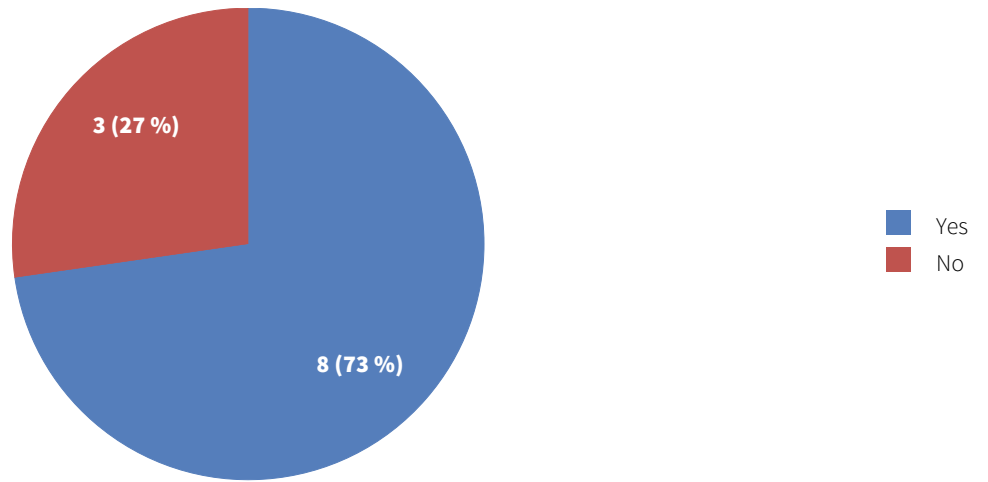
Do you plan to expand in the next 3 years?



■ Yes
■ No

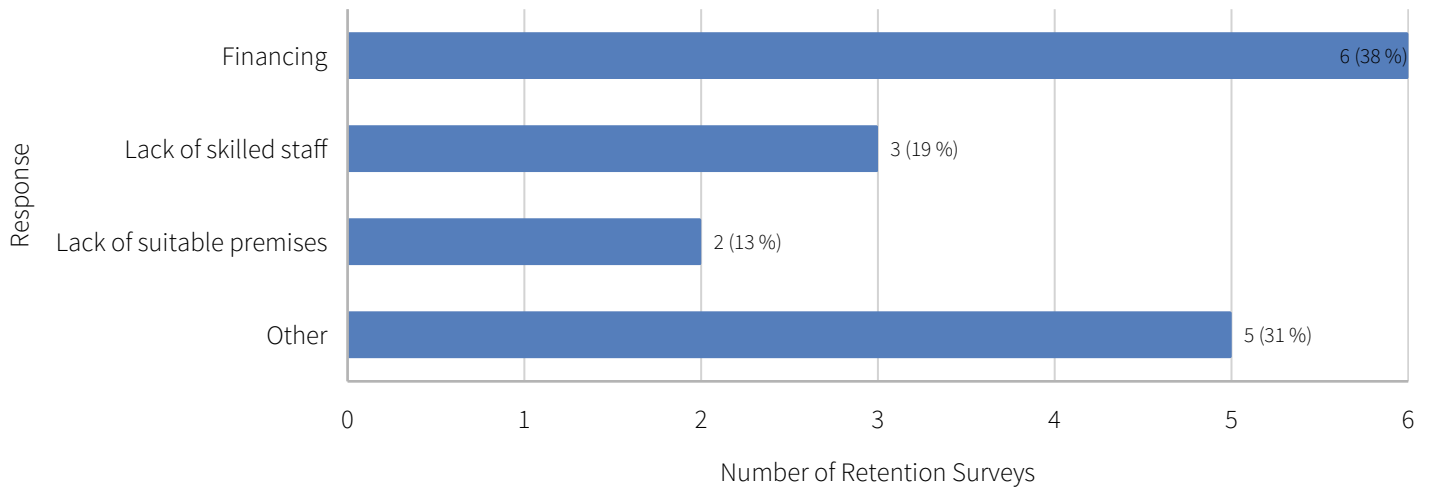
Responses	Total	
Yes	9	22 %
No	32	78 %
Total	41	100 %

Do you plan to expand in the next 3 years? - If Yes, will it be in this community?



Responses	Total	
Yes	8	73 %
No	3	27 %
Total	11	100 %

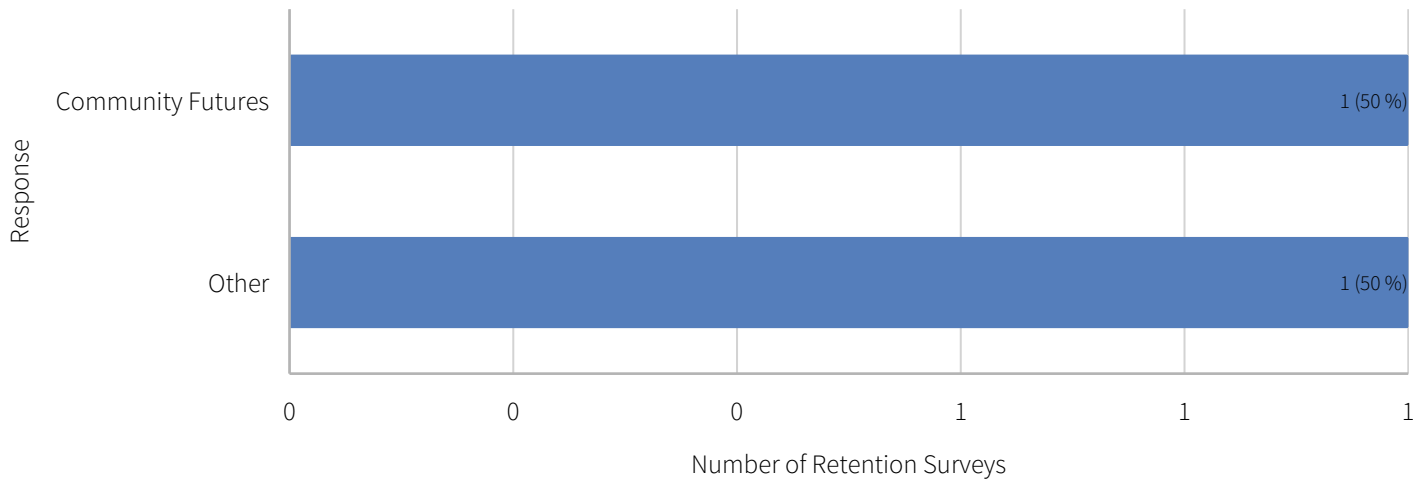
What, if any, are the major constraints on your expansion?



Responses	Total	
Financing	6	38 %
Lack of skilled staff	3	19 %
Lack of suitable premises	2	13 %
Other	5	31 %
Total	16	100 %

If Other, please specify	Total	
Age, would like to retire soon	1	20 %
parking issues	1	20 %
size of local market	1	20 %
The Planning Department was unfriendly to business approx. 3 - 4 years ago when there was an expansion discussion. Business to pay for roads/paving.	1	20 %
time	1	20 %
Total	5	100 %

Have you approached any of the following with your expansion plans.



Responses	Total	
Community Futures	1	50 %
Other	1	50 %
Total	2	100 %

If Other, please specify	Total	
ATB	1	100 %
Total	1	100 %

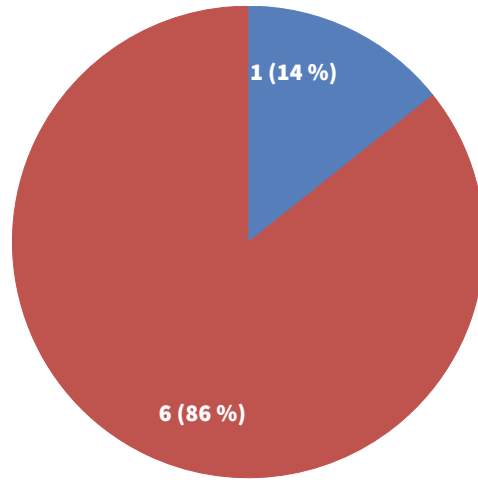
Do you plan to - Downsize

Responses	Total	
Longer than six months	2	100 %
Total	2	100 %

Do you plan to - Close

Responses	Total	
Longer than six months	2	100 %
Total	2	100 %

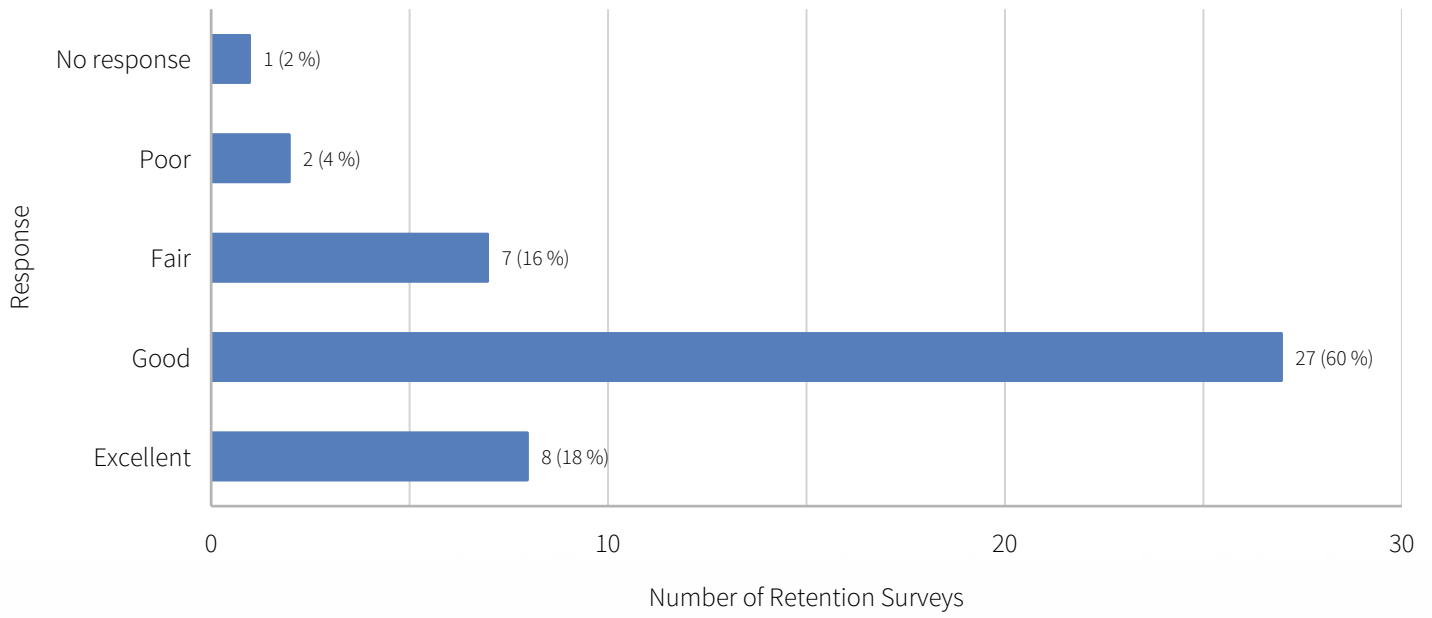
Do you plan to - Sell



- Within the next six months
- Longer than six months

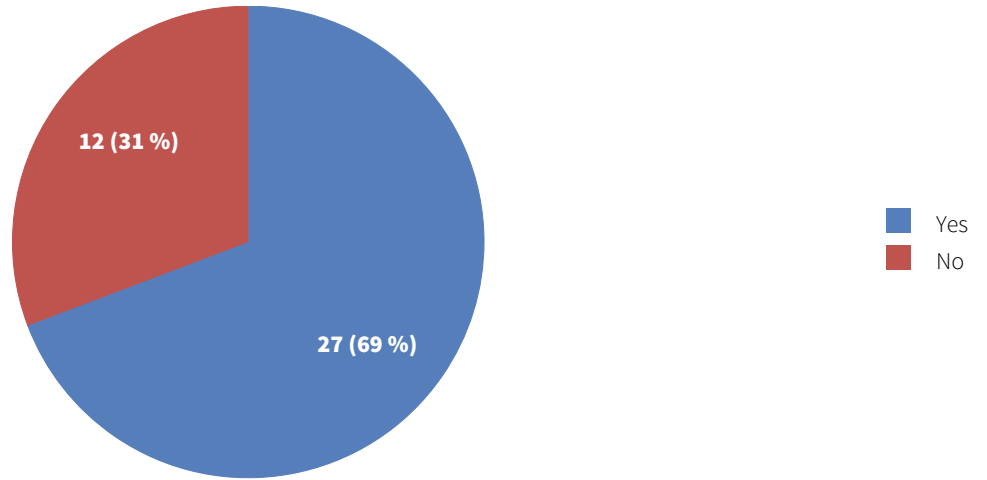
Responses	Total	
Within the next six months	1	14 %
Longer than six months	6	86 %
Total	7	100 %

How would you rate the region overall as a place to operate a business?



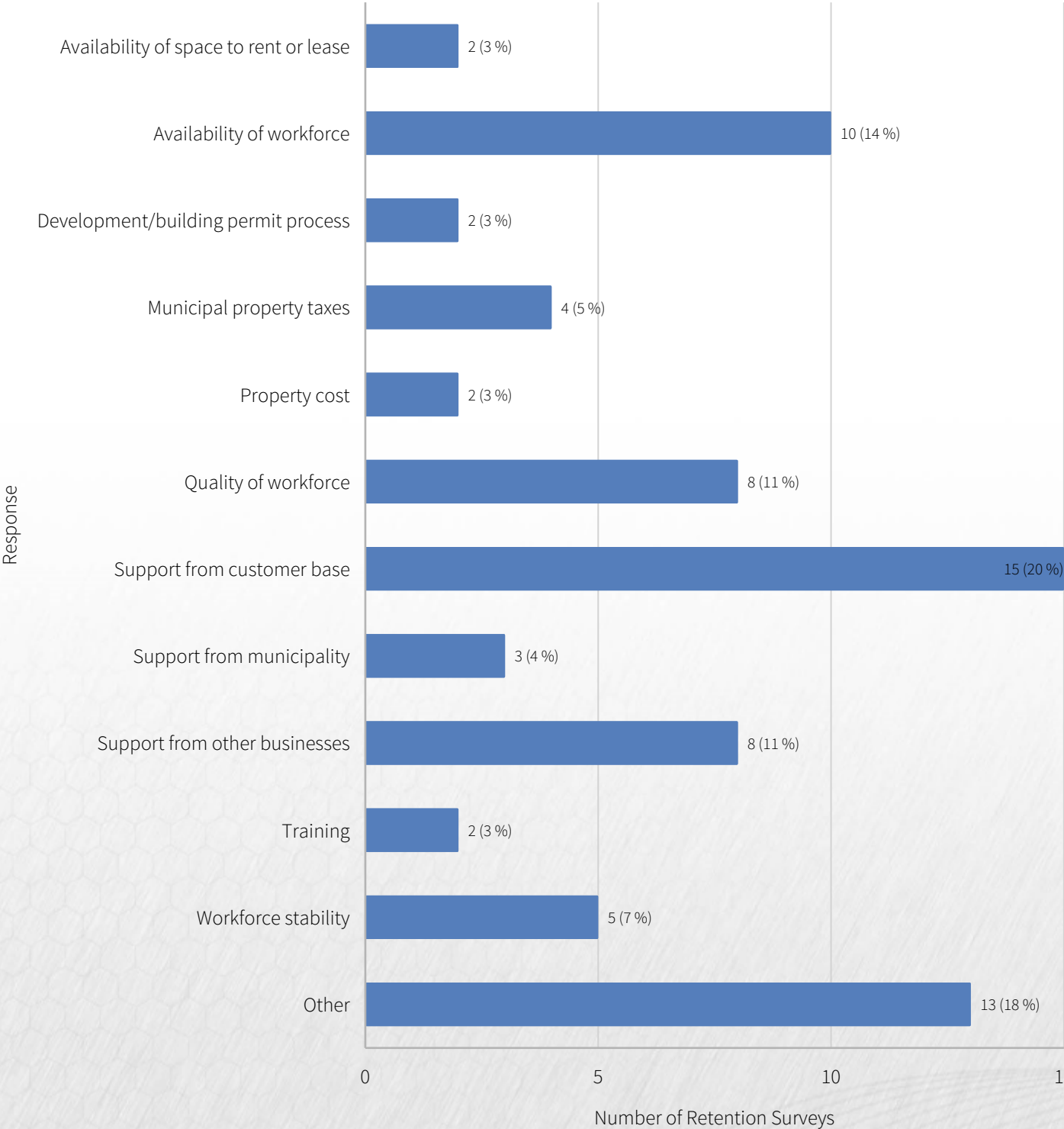
Responses	Total	
No response	1	2 %
Poor	2	4 %
Fair	7	16 %
Good	27	60 %
Excellent	8	18 %
Total	45	100 %

Are there any barriers to growth in this community



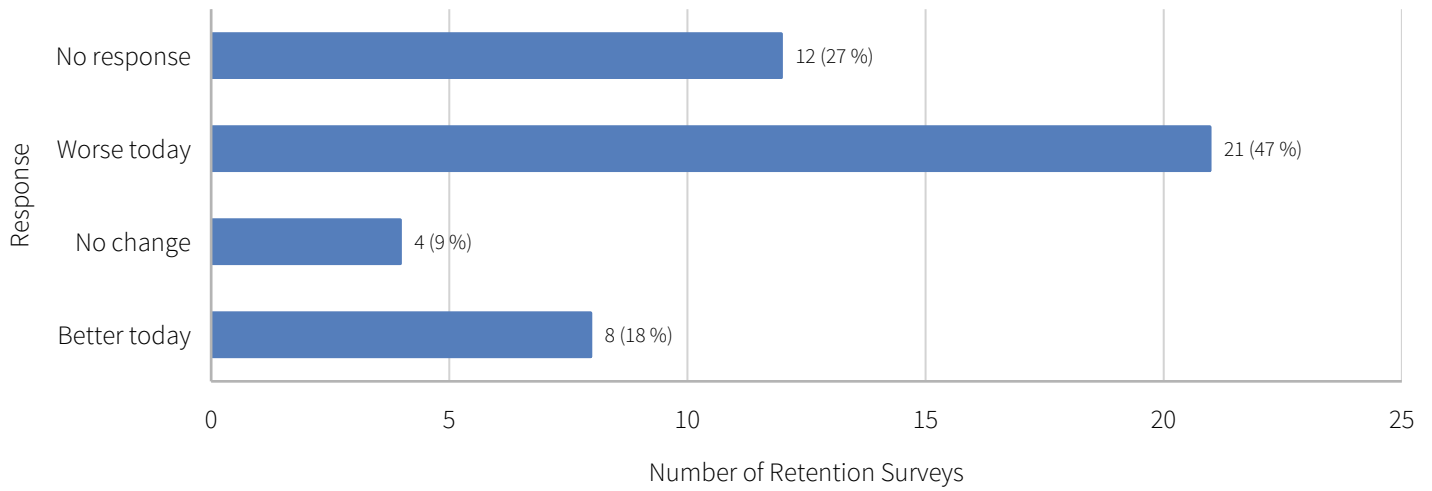
Responses	Total	
Yes	27	69 %
No	12	31 %
Total	39	100 %

Please indicate which barriers.



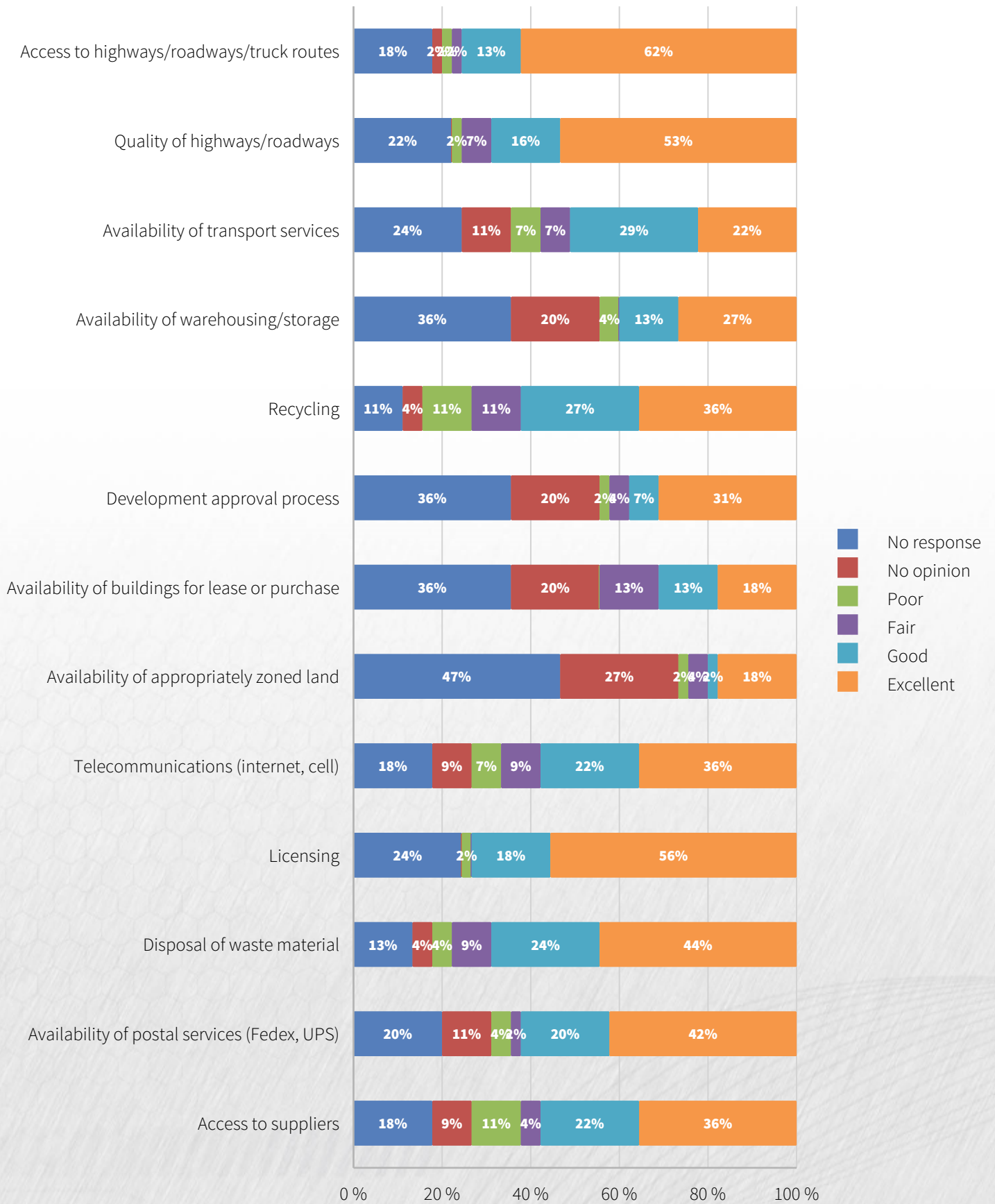
Responses	Total	
Availability of space to rent or lease	2	3 %
Availability of workforce	10	14 %
Development/building permit process	2	3 %
Municipal property taxes	4	5 %
Property cost	2	3 %
Quality of workforce	8	11 %
Support from customer base	15	20 %
Support from municipality	3	4 %
Support from other businesses	8	11 %
Training	2	3 %
Workforce stability	5	7 %
Other	13	18 %
Total	74	100 %

Please compare the local business climate today versus 5 years ago?



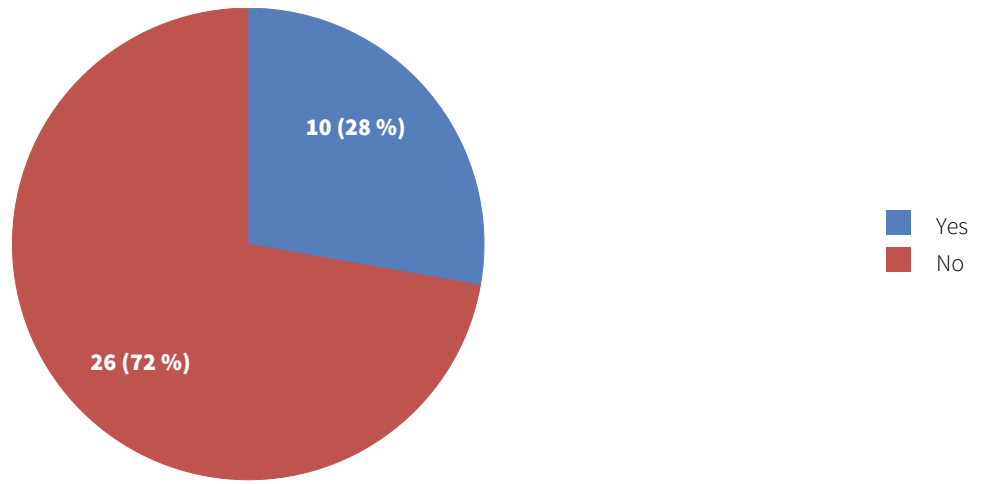
Responses	Total	
No response	12	27 %
Worse today	21	47 %
No change	4	9 %
Better today	8	18 %
Total	45	100 %

Please rate the following services



Responses	No response		No opinion		Poor		Fair		Good		Excellent		Total	
Availability of transport services	11	8 %	5	8 %	3	11 %	3	9 %	13	13 %	10	5 %	45	8 %
Availability of postal services (Fedex, UPS)	9	6 %	5	8 %	2	7 %	1	3 %	9	9 %	19	9 %	45	8 %
Development approval process	16	11 %	9	15 %	1	4 %	2	6 %	3	3 %	14	6 %	45	8 %
Availability of buildings for lease or purchase	16	11 %	9	15 %	0	0 %	6	18 %	6	6 %	8	4 %	45	8 %
Availability of appropriately zoned land	21	14 %	12	19 %	1	4 %	2	6 %	1	1 %	8	4 %	45	8 %
Access to suppliers	8	6 %	4	6 %	5	19 %	2	6 %	10	10 %	16	7 %	45	8 %
Recycling	5	3 %	2	3 %	5	19 %	5	15 %	12	12 %	16	7 %	45	8 %
Access to highways/roadways/truck routes	8	6 %	1	2 %	1	4 %	1	3 %	6	6 %	28	13 %	45	8 %
Quality of highways/roadways	10	7 %	0	0 %	1	4 %	3	9 %	7	7 %	24	11 %	45	8 %
Availability of warehousing/storage	16	11 %	9	15 %	2	7 %	0	0 %	6	6 %	12	6 %	45	8 %
Disposal of waste material	6	4 %	2	3 %	2	7 %	4	12 %	11	11 %	20	9 %	45	8 %
Telecommunications (internet, cell)	8	6 %	4	6 %	3	11 %	4	12 %	10	10 %	16	7 %	45	8 %
Licensing	11	8 %	0	0 %	1	4 %	0	0 %	8	8 %	25	12 %	45	8 %
Total	145	100 %	62	100 %	27	100 %	33	100 %	102	100 %	216	100 %	585	100 %

Do you have any suggestions on how to improve any of the services and infrastructure listed above?



Responses	Total	
Yes	10	28 %
No	26	72 %
Total	36	100 %