

Business Retention & Expansion Project 2007

Retail / Service Sector



GREATER PETERBOROUGH AREA
ECONOMIC DEVELOPMENT CORPORATION



BUSINESS RETENTION AND EXPANSION

Cavan - Monaghan

CAVAN-MONAGHAN – Project Analysis

Risk of Closure, Downsizing, or Relocation (i.e. Red Flags)

FP1a. Within the next 3 years, which of the following do you plan to undertake at this site?

Response	Count	Percent
Remain the Same	2	33%
Downsize	0	0%
Relocate	2	33%
Expand	2	33%
Close	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 6 companies responded to this question in the Cavan-Monaghan 2007 project.

FP2a. Will the downsizing result in a reduced workforce?

Response	Count	Percent
Yes	0	0%
No	0	0%
	0	100%

FP3a. Do you plan to relocate this business within the next 3 years?

Response	Count	Percent
Yes	1	100%
No	0	0%
Exploring	0	0%
	1	100%

FP4. Where do you plan to relocate this business?

Response	Count	Percent
Within the Community	1	100%
Outside municipality but within County/District/Regional Municipality	0	0%
Elsewhere in Ontario	0	0%
Another Province	0	0%
Outside Canada	0	0%
	1	100%

FP5. Why are you planning to relocate the business? Do not read list.

Response	Count	Percent
Head office decision	0	0%
Inadequate facilities in terms of building space	2	100%
Change in markets	0	0%
Distance to markets and suppliers	0	0%
Availability of appropriate labour	0	0%
Expansion limitations	2	100%
Utility infrastructure is inadequate	0	0%
Local regulations too restrictive	1	50%
Business tax incentives in other locations	0	0%
Other (Specify):	1	50%

Please Note:

- * More than one response can be selected for this question.
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- * 2 companies responded to this question in the Cavan-Monaghan 2007 project.

FP7. What assistance, if any, could help to prevent the relocation of this business? Do not read list.

Response	Count	Percent
Nothing, decision is made	0	0%
Finding an appropriate site location	0	0%
Financing	0	0%
Assistance with the approval process	0	0%
Finding and securing adequate labour	0	0%
Securing training services	0	0%
Accessing appropriate research and development	0	0%
Infrastructure upgrades (roads, telecommunication, fibre optics, energy supply, energy type)	0	0%
Changes to tax structure	0	0%
Assistance in making business case to remain	1	50%
Other (Specify):	1	50%

Please Note:

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FP15. Within the next 3 years, do you plan to close this business? That is close the business at this location and not reopen in some other location.

Response	Count	Percent
Yes	0	0%
No	0	0%
	0	100%

FP16a. What are the reasons for closing this business? Do not read list.

Response	Count	Percent
Head office decision	0	0%
Facilities, e.g., buildings too small, too old, etc.	0	0%
Loss or change of customer/clients	0	0%
Distance to markets and inputs	0	0%
Labour supply	0	0%
Management - Labour relations	0	0%
Local infrastructure	0	0%
Expansion limitations	0	0%
Profitability	0	0%
Health/environmental regulations	0	0%
Unable to find purchaser	0	0%
Retirement	0	0%
Loss/or change of export/product mandate	0	0%
Other (Specify):	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 0 companies responded to this question in the Cavan-Monaghan 2007 project.

FP17. What assistance, if any, could help to prevent the closure of the business? Do not read list. - Nothing, decision is made

Response	Count	Percent
Nothing, decision is made	0	0%
Finding new site	0	0%
Financing	0	0%
Approval Process	0	0%
Succession planning	0	0%
Employee purchase	0	0%
Improvement to local infrastructure	0	0%
Identifying prospective purchaser	0	0%
Export assistance	0	0%
Business planning	0	0%
Marketing	0	0%
Other	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 0 companies responded to this question in the Cavan-Monaghan 2007 project.

Request for Assistance

C10. Would you like assistance for a succession plan?

Response	Count	Percent
Request Assistance (Yes)	0	0%
Request Assistance (No)	4	67%

C11. Would you like assistance for a business plan?

Response	Count	Percent
Request Assistance (Yes)	0	0%
Request Assistance (No)	4	67%

C12. Would you like assistance for a marketing plan?

Response	Count	Percent
Request Assistance (Yes)	0	0%
Request Assistance (No)	4	67%

BD8a. Do you anticipate any problems in renewing the lease?

Response	Count	Percent
Request Assistance (Yes)	0	0%
Request Assistance (No)	0	0%

Request for Information

C10. Would you like information for a succession plan?

Response	Count	Percent
Request Information (Yes)	0	0%
Request Information (No)	4	67%

C11. Would you like information for a business plan?

Response	Count	Percent
Request Information (Yes)	1	17%
Request Information (No)	3	50%

C12. Would you like information for a marketing plan?

Response	Count	Percent
Request Information (Yes)	1	17%
Request Information (No)	3	50%

Business Climate and Community Assessment

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

Response	Count	Percent
Excellent	1	17%
Good	3	50%
Fair	2	33%
Poor	0	0%
	6	100%

BC2a. In the past 3 years has your attitude about doing business in this community changed?

Response	Count	Percent
Yes	0	0%
No	6	100%
	6	100%

BC2b. In the past 3 years has your attitude about doing business in this community changed? - *If Yes, is your attitude now more positive?*

Response	Count	Percent
Yes	0	0%
No	0	0%
	0	100%

Level of satisfaction with the following services provided by local government

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? Read list. Select answer for each. - *Planning, engineering, zoning, and building permits*

Response	Count	Percent
Very satisfied	0	0%
Somewhat satisfied	1	17%
Somewhat dis-satisfied	1	17%
Very dis-satisfied	1	17%
No contact	3	50%
	6	100%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? Read list. Select answer for each. - *Health department/health unit approvals*

Response	Count	Percent
Very satisfied	0	0%
Somewhat satisfied	3	50%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	1	17%
No contact	2	33%
	6	100%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? Read list. Select answer for each. - *Policing*

Response	Count	Percent
Very satisfied	0	0%
Somewhat satisfied	2	33%
Somewhat dis-satisfied	1	17%
Very dis-satisfied	3	50%
No contact	0	0%
	6	100%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? Read list. Select answer for each. - Fire prevention and services

Response	Count	Percent
Very satisfied	1	17%
Somewhat satisfied	5	83%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	0	0%
No contact	0	0%
	6	100%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? Read list. Select answer for each. - Public utilities

Response	Count	Percent
Very satisfied	0	0%
Somewhat satisfied	6	100%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	0	0%
No contact	0	0%
	6	100%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? Read list. Select answer for each. - Street repairs

Response	Count	Percent
Very satisfied	1	17%
Somewhat satisfied	4	67%
Somewhat dis-satisfied	1	17%
Very dis-satisfied	0	0%
No contact	0	0%
	6	100%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? Read list. Select answer for each. - Snow removal

Response	Count	Percent
Very satisfied	0	0%
Somewhat satisfied	4	67%
Somewhat dis-satisfied	2	33%
Very dis-satisfied	0	0%
No contact	0	0%
	6	100%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? Read list. Select answer for each. - Garbage removal

Response	Count	Percent
Very satisfied	0	0%
Somewhat satisfied	2	50%
Somewhat dis-satisfied	1	25%
Very dis-satisfied	0	0%
No contact	1	25%
	4	100%

BC5a. What is your level of satisfaction with each of the following services provided by local government and community organizations? Read list. Select answer for each. - Public transit

Response	Count	Percent
Very satisfied	0	0%
Somewhat satisfied	0	0%
Somewhat dis-satisfied	0	0%
Very dis-satisfied	1	25%
No contact	3	75%
	4	100%

Factors in doing business within the community

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Availability of skilled labour

Response	Count	Percent
Excellent	1	25%
Good	1	25%
Fair	2	50%
Poor	0	0%
	4	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Labour costs

Response	Count	Percent
Excellent	1	25%
Good	2	50%
Fair	1	25%
Poor	0	0%
	4	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Transportation costs

Response	Count	Percent
Excellent	1	25%
Good	2	50%
Fair	1	25%
Poor	0	0%
	4	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Availability of transportation

Response	Count	Percent
Excellent	1	25%
Good	2	50%
Fair	1	25%
Poor	0	0%
	4	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Availability of appropriately zoned land

Response	Count	Percent
Excellent	0	0%
Good	2	50%
Fair	0	0%
Poor	2	50%
	4	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Land costs

Response	Count	Percent
Excellent	0	0%
Good	3	75%
Fair	1	25%
Poor	0	0%
	4	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Cost of construction

Response	Count	Percent
Excellent	0	0%
Good	1	33%
Fair	2	67%
Poor	0	0%
	3	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Cost of leasing space

Response	Count	Percent
Excellent	0	0%
Good	2	67%
Fair	1	33%
Poor	0	0%
	3	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Local permit process

Response	Count	Percent
Excellent	0	0%
Good	0	0%
Fair	2	50%
Poor	2	50%
	4	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Availability of utilities

Response	Count	Percent
Excellent	1	17%
Good	3	50%
Fair	2	33%
Poor	0	0%
	6	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Access to markets/customers/clients

Response	Count	Percent
Excellent	1	17%
Good	4	67%
Fair	1	17%
Poor	0	0%
	6	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Access to suppliers

Response	Count	Percent
Excellent	0	0%
Good	3	60%
Fair	1	20%
Poor	1	20%
	5	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Municipal taxes

Response	Count	Percent
Excellent	0	0%
Good	3	60%
Fair	2	40%
Poor	0	0%
	5	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Quality of life

Response	Count	Percent
Excellent	3	50%
Good	3	50%
Fair	0	0%
Poor	0	0%
	6	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Water and sewer capacity

Response	Count	Percent
Excellent	1	20%
Good	1	20%
Fair	2	40%
Poor	1	20%
	5	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Development charges

Response	Count	Percent
Excellent	0	0%
Good	0	0%
Fair	1	33%
Poor	2	67%
	3	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Support from municipality

Response	Count	Percent
Excellent	0	0%
Good	1	20%
Fair	1	20%
Poor	3	60%
	5	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Support from local business

Response	Count	Percent
Excellent	1	20%
Good	1	20%
Fair	1	20%
Poor	2	40%
	5	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Support from local residents

Response	Count	Percent
Excellent	3	50%
Good	1	17%
Fair	1	17%
Poor	1	17%
	6	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Municipal by-laws

Response	Count	Percent
Excellent	0	0%
Good	1	20%
Fair	2	40%
Poor	2	40%
	5	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Telecommunication infrastructure capacity, e.g. fibre optics and Internet access

Response	Count	Percent
Excellent	1	25%
Good	3	75%
Fair	0	0%
Poor	0	0%
	4	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Size of local market

Response	Count	Percent
Excellent	0	0%
Good	4	67%
Fair	1	17%
Poor	1	17%
	6	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Access to research and development

Response	Count	Percent
Excellent	0	0%
Good	3	60%
Fair	1	20%
Poor	1	20%
	5	100%

LC9. Using a scale of excellent, good, fair and poor how would you rate the following factors in doing business in this community? - Access to training facilities

Response	Count	Percent
Excellent	0	0%
Good	1	25%
Fair	1	25%
Poor	2	50%
	4	100%

Site Satisfaction

BD4. How satisfied are you with the current site of this business in this community? Would you say you are...

Response	Count	Percent
Completely satisfied	4	67%
Somewhat satisfied	1	17%
Somewhat dissatisfied	1	17%
Very dissatisfied	0	0%
	6	100%

BD5. Why are you not completely satisfied with this site?

Response	Count	Percent
Site is too small	2	100%
Site is too large	0	0%
No opportunity for expansion	1	50%
Condition of building	1	50%
General appearance of site	1	50%
Utilities/energy, that is the type, level or quantity available	0	0%
Location is inconvenient for customers	0	0%
Access to research and development in the area	1	50%
Availability of skilled labour	0	0%
Availability of unskilled labour	0	0%
Location is inconvenient for employees	0	0%
Roads & highway system	0	0%
Trucking & distribution	0	0%
Public transit	0	0%
Policing/security/fire protection	0	0%
Business taxes	0	0%
Community business support	0	0%
General appearance of community	0	0%
Other (Specify):	1	50%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 2 companies responded to this question in the Cavan-Monaghan 2007 project.

BD8a. Do you anticipate any problems in renewing the lease?

Response	Count	Percent
Yes	0	0%
No	1	100%
	1	100%

BD1. Is this business location the only location?

Response	Count	Percent
Yes	5	83%
No	1	17%
	6	100%

BD2. Is this location the headquarters?

Response	Count	Percent
Yes	1	100%
No	0	0%
	1	100%

BD3. Where are the other locations for this business?

Response	Count	Percent
This municipality (Specify):	1	100%
Outside this municipality but in county/district/regional municipality (Specify):	0	0%
Elsewhere in Ontario (Specify):	0	0%
Another Province (Specify):	0	0%
Outside Canada (Specify):	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 1 companies responded to this question in the Cavan-Monaghan 2007 project.

BD6a. Is this a home-based business operated from the owner's residence?

Response	Count	Percent
Yes	3	50%
No	3	50%
	6	100%

BD6b. Is this a home-based business operated from the owner's residence? - Does the owner of this business own or lease the facility?

Response	Count	Percent
Own	1	50%
Lease	1	50%
	2	100%

BD7. When does the lease expire?

Response	Count	Percent
Month to month	1	100%
This calendar year	0	0%
Next year	0	0%
In 2 to 3 years	0	0%
Over 3 years from now	0	0%
	1	100%

Business Expansion and Sales Trends

FP1a. Within the next 3 years, which of the following do you plan to undertake at this site?

Response	Count	Percent
Remain the Same	2	33%
Downsize	0	0%
Relocate	2	33%
Expand	2	33%
Close	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 6 companies responded to this question in the Cavan-Monaghan 2007 project.

FP8. Within the next 3 years, do you plan to undertake a building expansion at this site?

Response	Count	Percent
Yes	0	0%
No	0	0%
	0	100%

FP9. Within the next 3 years, are you planning to invest in new equipment in your operations?

Response	Count	Percent
Yes	0	0%
No	0	0%
	0	100%

FP10. Is your expansion plan based on innovation?

Response	Count	Percent
Yes	0	0%
No	0	0%
	0	100%

FP11. Will your expansion lead to...Read list.

Response	Count	Percent
An increase in work force	0	0%
An increase in floor space	0	0%
Additional product line(s)	0	0%
Additional services for customers	0	0%
Additional investment in equipment and technology	0	0%
Importing goods or services to Canada	0	0%
An increase in export of goods or services	0	0%
Process improvements	0	0%
An increase in demand for skills training	0	0%
Other (Specify):	2	100%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 2 companies responded to this question in the Cavan-Monaghan 2007 project.

FP12. Is your business experiencing difficulties with its expansion plan?

Response	Count	Percent
Yes	0	0%
No	0	0%
	0	100%

**FP13. Please identify difficulties you are experiencing with the expansion plans.
Do not read list.**

Response	Count	Percent
Financing	0	0%
Developing a marketing plan	0	0%
Developing a business plan	0	0%
Labour availability	0	0%
Land availability	0	0%
Labour force training	0	0%
Availability of buildings	0	0%
Importing of goods and services	0	0%
Exporting of goods and services	0	0%
Road & highway system	0	0%
Highway and Roadside signs	0	0%
Trucking & distribution	0	0%
Warehousing	0	0%
Electrical supply	0	0%
Water infrastructure	0	0%
Waste water infrastructure	0	0%
Sewer capacity	0	0%
Finding/developing strategic alliances	0	0%
Local by-laws	0	0%
Other	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 0 companies responded to this question in the Cavan-Monaghan 2007 project.

FP14. How will this expansion be financed? Will it be...Read list.

Response	Count	Percent
Cash	0	0%
Line of credit	0	0%
Credit card	0	0%
New owner equity	0	0%
Venture Capital	0	0%
Private Investment	0	0%
Short Term Bank Loan (<1 yr)	0	0%
Long Term Bank Loan (>1 yr)	0	0%
Other (Specify):	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 0 companies responded to this question in the Cavan-Monaghan 2007 project.

Barriers / Difficulties to Business Development

FP12. Is your business experiencing difficulties with its expansion plan?

Response	Count	Percent
Yes	0	0%
No	0	0%
	0	100%

FP13. Please identify difficulties you are experiencing with the expansion plans. Do not read list.

Response	Count	Percent
Financing	0	0%
Developing a marketing plan	0	0%
Developing a business plan	0	0%
Labour availability	0	0%
Land availability	0	0%
Labour force training	0	0%
Availability of buildings	0	0%
Importing of goods and services	0	0%
Exporting of goods and services	0	0%
Road & highway system	0	0%
Highway and Roadside signs	0	0%
Trucking & distribution	0	0%
Warehousing	0	0%
Electrical supply	0	0%
Water infrastructure	0	0%
Waste water infrastructure	0	0%
Sewer capacity	0	0%
Finding/developing strategic alliances	0	0%
Local by-laws	0	0%
Other	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 0 companies responded to this question in the Cavan-Monaghan 2007 project.

BD4. How satisfied are you with the current site of this business in this community? Would you say you are...

Response	Count	Percent
Completely satisfied	4	67%
Somewhat satisfied	1	17%
Somewhat dissatisfied	1	17%
Very dissatisfied	0	0%
	6	100%

RB9. Are any of the following costs of operation a serious concern to the success of your business? Select one answer for each - Business & property tax structure

Response	Count	Percent
Yes	1	17%
No	5	83%
	6	100%

RB9. Are any of the following costs of operation a serious concern to the success of your business? Select one answer for each - Rents and lease costs of buildings

Response	Count	Percent
Yes	0	0%
No	6	100%
	6	100%

RB9. Are any of the following costs of operation a serious concern to the success of your business? Select one answer for each - Cost and availability of full-time employees

Response	Count	Percent
Yes	3	50%
No	3	50%
	6	100%

RB9. Are any of the following costs of operation a serious concern to the success of your business? Select one answer for each - Cost and availability of part-time employees

Response	Count	Percent
Yes	2	33%
No	4	67%
	6	100%

RB9. Are any of the following costs of operation a serious concern to the success of your business? Select one answer for each - Insurance

Response	Count	Percent
Yes	2	33%
No	4	67%
	6	100%

RB9. Are any of the following costs of operation a serious concern to the success of your business? Select one answer for each - Cost of utilities

Response	Count	Percent
Yes	3	50%
No	3	50%
	6	100%

RB9. Are any of the following costs of operation a serious concern to the success of your business? Select one answer for each - Other (Specify)

Response	Count	Percent
Yes	3	100%
No	0	0%
	3	100%

Downtown Revitalization

Retail Profile (RP) represented the following questions in the completed survey and as a result of ongoing changes and updates to the Provincial BR+E database, RP was later identified as Downtown Revitalization (DR).

DR1. How long have you been the owner of this business?

Response	Count	Percent
Under 1 year	0	0%
1 – 5 years	1	17%
6 – 10 years	2	33%
11 -20 years	0	0%
Over 20 years	3	50%
	6	100%

DR2. For this business, how many square feet are devoted to the following?

Response	Count	Average
Sales Space	13,030	2,172
Office Space	6,130	1,022

Please Note: This report is not totaled because it depicts average values.

DR3. What are the annual total sales at this location? (Mark appropriate range)

Response	Count	Percent
\$0 - \$50,000	2	33%
\$50,000 - \$100,000	0	0%
\$100,000 - \$250,000	1	17%
\$250,000 – 500,000	1	17%
\$500,000- \$1,000,000	0	0%
over \$1,000,000	2	33%
	6	100%

DR4b. Please indicate the percentage of activity that is:

Response	Average Percent
Foot traffic	39%
Telephone based	48%
Internet based	10%
Other	3%

Please Note: This report is not totaled because it depicts average values.

DR4c. What is your average weekly foot traffic (# of customers)?

Response	Count	Percent
Less than 100	1	17%
100 – 500	2	33%
500 – 1000	1	17%
Over 1000	0	0%
None	2	33%
	6	100%

DR4d. What is the busiest day of the week for this business?

Response	Count	Percent
Sunday	0	0%
Monday	1	17%
Tuesday	0	0%
Wednesday	0	0%
Thursday	0	0%
Friday	0	0%
Saturday	1	17%
Varies	4	67%
	6	100%

DR4e. What are the two busiest times of day for this business? Select up to TWO times for each day. - Sunday

Response	Count	Percent
Before 8:00 a.m.	0	0%
8:00 a.m. - 11:00 a.m.	0	0%
11:00 a.m. - 1:00 p.m.	0	0%
1:00 p.m. - 5:00 p.m.	0	0%
After 5:00 p.m.	0	0%
Varies	1	50%
Closed	1	50%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 2 companies responded to this question in the Cavan-Monaghan 2007 project.

DR4e. What are the two busiest times of day for this business? Select up to TWO times for each day. - Monday

Response	Count	Percent
Before 8:00 a.m.	0	0%
8:00 a.m. - 11:00 a.m.	2	40%
11:00 a.m. - 1:00 p.m.	0	0%
1:00 p.m. - 5:00 p.m.	1	20%
After 5:00 p.m.	0	0%
Varies	1	20%
Closed	2	40%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 5 companies responded to this question in the Cavan-Monaghan 2007 project.

DR4e. What are the two busiest times of day for this business? Select up to TWO times for each day. - Tuesday

Response	Count	Percent
Before 8:00 a.m.	0	0%
8:00 a.m. - 11:00 a.m.	1	17%
11:00 a.m. - 1:00 p.m.	1	17%
1:00 p.m. - 5:00 p.m.	1	17%
After 5:00 p.m.	0	0%
Varies	2	33%
Closed	2	33%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 6 companies responded to this question in the Cavan-Monaghan 2007 project.

DR4e. What are the two busiest times of day for this business? Select up to TWO times for each day. - Wednesday

Response	Count	Percent
Before 8:00 a.m.	0	0%
8:00 a.m. - 11:00 a.m.	1	17%
11:00 a.m. - 1:00 p.m.	1	17%
1:00 p.m. - 5:00 p.m.	1	17%
After 5:00 p.m.	0	0%
Varies	2	33%
Closed	2	33%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 6 companies responded to this question in the Cavan-Monaghan 2007 project.

DR4e. What are the two busiest times of day for this business? Select up to TWO times for each day. - Thursday

Response	Count	Percent
Before 8:00 a.m.	0	0%
8:00 a.m. - 11:00 a.m.	1	17%
11:00 a.m. - 1:00 p.m.	1	17%
1:00 p.m. - 5:00 p.m.	1	17%
After 5:00 p.m.	0	0%
Varies	2	33%
Closed	2	33%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 6 companies responded to this question in the Cavan-Monaghan 2007 project.

DR4e. What are the two busiest times of day for this business? Select up to TWO times for each day. - Friday

Response	Count	Percent
Before 8:00 a.m.	0	0%
8:00 a.m. - 11:00 a.m.	1	17%
11:00 a.m. - 1:00 p.m.	1	17%
1:00 p.m. - 5:00 p.m.	1	17%
After 5:00 p.m.	0	0%
Varies	2	33%
Closed	2	33%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 6 companies responded to this question in the Cavan-Monaghan 2007 project.

DR4e. What are the two busiest times of day for this business? Select up to TWO times for each day. - Saturday

Response	Count	Percent
Before 8:00 a.m.	0	0%
8:00 a.m. - 11:00 a.m.	0	0%
11:00 a.m. - 1:00 p.m.	0	0%
1:00 p.m. - 5:00 p.m.	1	20%
After 5:00 p.m.	0	0%
Varies	2	40%
Closed	2	40%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 5 companies responded to this question in the Cavan-Monaghan 2007 project.

DR4f. What are the three busiest months of the year for this business? Select up to THREE months.

Response	Count	Percent
January	1	17%
February	0	0%
March	0	0%
April	2	33%
May	1	17%
June	2	33%
July	3	50%
August	2	33%
September	2	33%
October	1	17%
November	3	50%
December	1	17%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 6 companies responded to this question in the Cavan-Monaghan 2007 project.

DR5a. Do you typically plan major sales/specials for this business?

Response	Count	Percent
Yes	3	50%
No	3	50%
	6	100%

DR5b. If Yes, for what month(s)?

Response	Count	Percent
January	1	33%
February	1	33%
March	1	33%
April	1	33%
May	2	67%
June	1	33%
July	2	67%
August	1	33%
September	1	33%
October	1	33%
November	3	100%
December	1	33%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 3 companies responded to this question in the Cavan-Monaghan 2007 project.

DR5c. Do you participate in and/or support community events and festivals that take place in the downtown/commercial district?

Response	Count	Percent
Yes	3	50%
No	3	50%
	6	100%

DR5e. Do community events/festivals increase sales in your business?

Response	Count	Percent
Yes	1	20%
No	4	80%
	5	100%

DR6a. Gender:

Response	Count	Percent
Male	0	0%
Female	4	67%
No distinction	2	33%
	6	100%

DR6b. Do you have specific target markets?

Response	Count	Percent
Yes	3	50%
No	3	50%
	6	100%

DR6c. Market share by age group: - *Market share for business – Youth*

Response	Count	Percent
1	0	0%
2	0	0%
3	1	50%
4	1	50%
project:	2	100%

* 2 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6c. Market share by age group: - Market share for business – Young Families

Response	Count	Percent
1	1	33%
2	1	33%
3	1	33%
4	0	0%
project:	3	100%

* 3 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6c. Market share by age group: - Market share for business – Baby Boomers

Response	Count	Percent
1	2	67%
2	1	33%
3	0	0%
4	0	0%
project:	3	100%

* 3 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6c. Market share by age group: - Market share for business – Retirees and Seniors

Response	Count	Percent
1	0	0%
2	1	100%
3	0	0%
4	0	0%
project:	1	100%

* 1 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6c. Market share by age group: - **Potential for sales growth – Youth**

Response	Count	Percent
1	0	0%
2	0	0%
3	1	33%
4	2	67%
project:	3	100%

* 3 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6c. Market share by age group: - **Potential for sales growth – Young Families**

Response	Count	Percent
1	1	33%
2	1	33%
3	1	33%
4	0	0%
project:	3	100%

* 3 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6c. Market share by age group: - **Potential for sales growth – Baby Boomers**

Response	Count	Percent
1	2	67%
2	1	33%
3	0	0%
4	0	0%
project:	3	100%

* 3 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6c. Market share by age group: - Potential for sales growth – Retirees and Seniors

Response	Count	Percent
1	0	0%
2	1	50%
3	1	50%
4	0	0%
project:	2	100%

* 2 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6c. Market share by age group: - Most opportunity for growth – Youth

Response	Count	Percent
1	0	0%
2	0	0%
3	1	50%
4	1	50%
project:	2	100%

* 2 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6c. Market share by age group: - Most opportunity for growth – Young Families

Response	Count	Percent
1	0	0%
2	1	50%
3	1	50%
4	0	0%
project:	2	100%

* 2 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6c. Market share by age group: - Most opportunity for growth – Baby Boomers

Response	Count	Percent
1	2	100%
2	0	0%
3	0	0%
4	0	0%
project:	2	100%

* 2 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6c. Market share by age group: - Most opportunity for growth – Retirees and Seniors

Response	Count	Percent
1	0	0%
2	1	100%
3	0	0%
4	0	0%
project:	1	100%

* 1 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6d. Market share by type of customer: - Market share for business – People who work in the downtown

Response	Count	Percent
1	0	0%
2	2	100%
3	0	0%
4	0	0%
project:	2	100%

* 2 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6d. Market share by type of customer: - Market share for business – Local Residents

Response	Count	Percent
1	3	100%
2	0	0%
3	0	0%
4	0	0%
project:	3	100%

* 3 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6d. Market share by type of customer: - Market share for business – Visitors/Tourists

Response	Count	Percent
1	0	0%
2	0	0%
3	0	0%
4	1	100%
project:	1	100%

* 1 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6d. Market share by type of customer: - Market share for business – Seasonal Residents and Cottagers

Response	Count	Percent
1	0	0%
2	1	50%
3	1	50%
4	0	0%
project:	2	100%

* 2 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6d. Market share by type of customer: - Potential for sales growth – People who work in the downtown

Response	Count	Percent
1	0	0%
2	2	100%
3	0	0%
4	0	0%
project:	2	100%

* 2 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6d. Market share by type of customer: - Potential for sales growth – Local Residents

Response	Count	Percent
1	2	67%
2	1	33%
3	0	0%
4	0	0%
project:	3	100%

* 3 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6d. Market share by type of customer: - Potential for sales growth – Visitors/Tourists

Response	Count	Percent
1	0	0%
2	0	0%
3	0	0%
4	1	100%
project:	1	100%

* 1 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6d. Market share by type of customer: - Potential for sales growth – Seasonal Residents and Cottagers

Response	Count	Percent
1	1	50%
2	0	0%
3	1	50%
4	0	0%
project:	2	100%

* 2 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6d. Market share by type of customer: - Most opportunity for growth – People who work in the downtown

Response	Count	Percent
1	1	50%
2	1	50%
3	0	0%
4	0	0%
project:	2	100%

* 2 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6d. Market share by type of customer: - Most opportunity for growth – Local Residents

Response	Count	Percent
1	0	0%
2	1	50%
3	0	0%
4	1	50%
project:	2	100%

* 2 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6d. Market share by type of customer: - Most opportunity for growth – Visitors/Tourists

Response	Count	Percent
1	1	100%
2	0	0%
3	0	0%
4	0	0%
project:	1	100%

* 1 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6d. Market share by type of customer: - Most opportunity for growth – Seasonal Residents and Cottagers

Response	Count	Percent
1	0	0%
2	0	0%
3	1	100%
4	0	0%
project:	1	100%

* 1 companies responded to this question in the Cavan-Monaghan 2007 project.

DR6e. Do you track where your customers are from?

Response	Count	Percent
Yes	4	67%
No	2	33%
	6	100%

DR6f. Do you track where your customers are from? - If Yes, how do you track them? Select one.

Response	Count	Percent
Postal Code	0	0%
Telephone Number	1	25%
Other	3	75%
	4	100%

DR7. Estimate the percentage of your customers that live within the following different radius's of your business: - *Within walking distance (400 metres)*

Response	Count	Percent
75% +	0	0%
50 - 75%	0	0%
25% - 50%	0	0%
10% - 25%	0	0%
Under 10%	4	100%
	4	100%

DR7. Estimate the percentage of your customers that live within the following different radius's of your business: - *Within a 5 minute drive*

Response	Count	Percent
75% +	0	0%
50% - 75%	1	25%
25% - 50%	0	0%
10% - 25%	1	25%
Under 10%	2	50%
	4	100%

DR7. Estimate the percentage of your customers that live within the following different radius's of your business: - *Within a 15 minute drive*

Response	Count	Percent
75% +	0	0%
50% - 75%	0	0%
25% - 50%	3	75%
10% - 25%	1	25%
Under 10%	0	0%
	4	100%

DR7. Estimate the percentage of your customers that live within the following different radius's of your business: - Within a 15 - 30 minute drive

Response	Count	Percent
75% +	0	0%
50% - 75%	3	60%
25% - 50%	1	20%
10% - 25%	1	20%
Under 10%	0	0%
	5	100%

DR7. Estimate the percentage of your customers that live within the following different radius's of your business: - More than 30 minutes

Response	Count	Percent
75% +	1	20%
50% - 75%	2	40%
25% - 50%	0	0%
10% - 25%	1	20%
Under 10%	1	20%
	5	100%

DR8b. What is the main competitive edge of this business versus the competitors listed above? Select top two.

Response	Count	Percent
Location	2	33%
Price	1	17%
Selection	3	50%
Service	5	83%
Hours	0	0%
Quality	2	33%
Name Brands	0	0%
Other (Specify):	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 6 companies responded to this question in the Cavan-Monaghan 2007 project.

DR8c. Relative to other businesses in your trade, what price point do you target?

Response	Count	Percent
Low-end	0	0%
Average - Mid-point	2	33%
High-end	0	0%
All price points	4	67%
	6	100%

DR8d. Where is the toughest competition for this business? - *In the downtown*

Response	Count	Percent
Yes	0	0%
No	6	100%
	6	100%

DR8d. Where is the toughest competition for this business? - *In the community*

Response	Count	Percent
Yes	0	0%
No	6	100%
	6	100%

DR8d. Where is the toughest competition for this business? - *In another community*

Response	Count	Percent
Yes	5	83%
No	1	17%
	6	100%

DR8d. Who are your toughest competitors? - National Franchises

Response	Count	Percent
Yes	2	40%
No	3	60%
	5	100%

DR8d. Who are your toughest competitors? - Local Independents

Response	Count	Percent
Yes	2	40%
No	3	60%
	5	100%

DR8d. Who are your toughest competitors? - Other (Specify)

Response	Count	Percent
Yes	3	60%
No	2	40%
	5	100%

DR8h. Do you think the downtown can or should build on the current business mix and develop a cluster of stores/services offering related products to a similar market segment?

Response	Count	Percent
Yes	2	40%
No	3	60%
	5	100%

DR9a. Where do customers to this business typically park?

Response	Count	Percent
On the street right in closest available spot	2	33%
In a municipal/public parking lot	0	0%
In a customer parking lot you own or rent. How may spaces available?	4	67%
Other (Specify):	0	0%
	6	100%

DR9a. Where do customers to this business typically park? - How many spaces available?

Response	Count	Average
How many spaces available?	40	13

Please Note: This report is not totaled because it depicts average values.

DR9b. Where do you and employees of this business typically park?

Response	Count	Percent
On the street in closest available spot	0	0%
In a municipal/public parking lot	0	0%
In a customer parking lot you own or rent. How may spaces available?	3	50%
Other (Specify):	3	50%
	6	100%

DR9b. Where do you and employees of this business typically park? - How many spaces available?

Response	Count	Average
How many spaces available?	69	23

Please Note: This report is not totaled because it depicts average values.

DR10. Do you know if your community offers any financial assistance programs to its businesses?

Response	Count	Percent
Yes	0	0%
No	4	67%
Don't know	2	33%
	6	100%

DR10. If Yes, indicate which of the following types of incentives are available and their potential applicability to your business.

Response	Count	Percent
Development Charges Exemptions	0	0%
Development Application Fee Exemptions	0	0%
Sign Permit Exemption	0	0%
Building Permit Fee Exemption	0	0%
Grants and Loans - Design Assistance	0	0%
Grants and Loans - Building facade program	0	0%
Residential conversion	0	0%
Building rehabilitation	0	0%
Brownfield redevelopment assistance	0	0%
Brownfield Tax Increment Financing Program	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 0 companies responded to this question in the Cavan-Monaghan 2007 project.

DR10. If Yes, indicate which of the following types of incentives are available and their potential applicability to your business. - Development Charges Exemptions

Response	Count	Percent
Have Used	0	0%
Have Not Used	0	0%
Plan to Apply	0	0%
Won't Apply	0	0%
Don't Know	0	0%
	0	100%

DR10. If Yes, indicate which of the following types of incentives are available and their potential applicability to your business. - Development Application Fee Exemptions

Response	Count	Percent
Have Used	0	0%
Have Not Used	0	0%
Plan to Apply	0	0%
Won't Apply	0	0%
Don't Know	0	0%
	0	100%

DR10. If Yes, indicate which of the following types of incentives are available and their potential applicability to your business. - Sign Permit Exemption

Response	Count	Percent
Have Used	0	0%
Have Not Used	0	0%
Plan to Apply	0	0%
Won't Apply	0	0%
Don't Know	0	0%
	0	100%

DR10. If Yes, indicate which of the following types of incentives are available and their potential applicability to your business. - Building Permit Fee Exemption

Response	Count	Percent
Have Used	0	0%
Have Not Used	0	0%
Plan to Apply	0	0%
Won't Apply	0	0%
Don't Know	0	0%
	0	100%

DR10. If Yes, indicate which of the following types of incentives are available and their potential applicability to your business. - Grants and Loans - Design Assistance

Response	Count	Percent
Have Used	0	0%
Have Not Used	0	0%
Plan to Apply	0	0%
Won't Apply	0	0%
Don't Know	0	0%
	0	100%

DR10. If Yes, indicate which of the following types of incentives are available and their potential applicability to your business. - Grants and Loans - Building Facade Program

Response	Count	Percent
Have Used	0	0%
Have Not Used	0	0%
Plan to Apply	0	0%
Won't Apply	0	0%
Don't Know	0	0%
	0	100%

DR10. If Yes, indicate which of the following types of incentives are available and their potential applicability to your business. - Residential conversion

Response	Count	Percent
Have Used	0	0%
Have Not Used	0	0%
Plan to Apply	0	0%
Won't Apply	0	0%
Don't Know	0	0%
	0	100%

DR10. If Yes, indicate which of the following types of incentives are available and their potential applicability to your business. - Building rehabilitation

Response	Count	Percent
Have Used	0	0%
Have Not Used	0	0%
Plan to Apply	0	0%
Won't Apply	0	0%
Don't Know	0	0%
	0	100%

DR10. If Yes, indicate which of the following types of incentives are available and their potential applicability to your business. - Brownfield redevelopment assistance

Response	Count	Percent
Have Used	0	0%
Have Not Used	0	0%
Plan to Apply	0	0%
Won't Apply	0	0%
Don't Know	0	0%
	0	100%

DR10. If Yes, indicate which of the following types of incentives are available and their potential applicability to your business. - Brownfield Tax Increment Financing Program

Response	Count	Percent
Have Used	0	0%
Have Not Used	0	0%
Plan to Apply	0	0%
Won't Apply	0	0%
Don't Know	0	0%
	0	100%

DR11. Is your establishment experiencing any of these particular issues?

Response	Count	Percent
Accessibility	0	0%
Number of parking spaces	0	0%
Location of parking spaces	0	0%
Availability of parking spaces	1	20%
Parking enforcement	1	20%
Storefront appearance / window displays / signage	2	40%
Vagrancy, panhandling	0	0%
Vandalism, graffiti and litter	0	0%
Shop lifting	0	0%
Loitering	0	0%
Public safety services (lighting, security, police presence, etc)	0	0%
No issues	3	60%
Other (Specify):	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 5 companies responded to this question in the Cavan-Monaghan 2007 project.

DR12. How strongly do you agree or disagree with the following statements?

Select one answer for each. - **I always try to buy products and services locally.**

Response	Count	Percent
Strongly Agree	3	60%
Somewhat Agree	2	40%
Somewhat Disagree	0	0%
Strongly Disagree	0	0%
	5	100%

DR12. How strongly do you agree or disagree with the following statements?

Select one answer for each. - **I always direct customers to other downtown businesses.**

Response	Count	Percent
Strongly Agree	3	50%
Somewhat Agree	3	50%
Somewhat Disagree	0	0%
Strongly Disagree	0	0%
	6	100%

DR12. How strongly do you agree or disagree with the following statements?
 Select one answer for each. - *The existing downtown business mix helps this business.*

Response	Count	Percent
Strongly Agree	1	20%
Somewhat Agree	3	60%
Somewhat Disagree	0	0%
Strongly Disagree	1	20%
	5	100%

DR12. How strongly do you agree or disagree with the following statements?
 Select one answer for each. - *There is plenty of convenient parking downtown.*

Response	Count	Percent
Strongly Agree	0	0%
Somewhat Agree	2	40%
Somewhat Disagree	3	60%
Strongly Disagree	0	0%
	5	100%

DR12. How strongly do you agree or disagree with the following statements?
 Select one answer for each. - *Downtown is an excellent place to have a business.*

Response	Count	Percent
Strongly Agree	1	20%
Somewhat Agree	3	60%
Somewhat Disagree	1	20%
Strongly Disagree	0	0%
	5	100%

DR12. How strongly do you agree or disagree with the following statements?
 Select one answer for each. - *There are plenty of good workers available here.*

Response	Count	Percent
Strongly Agree	1	25%
Somewhat Agree	1	25%
Somewhat Disagree	1	25%
Strongly Disagree	1	25%
	4	100%

DR12. How strongly do you agree or disagree with the following statements?
 Select one answer for each. - *I would support a new retail promotions event.*

Response	Count	Percent
Strongly Agree	2	50%
Somewhat Agree	0	0%
Somewhat Disagree	1	25%
Strongly Disagree	1	25%
	4	100%

DR12. How strongly do you agree or disagree with the following statements?
 Select one answer for each. - *The look and feel of downtown helps this business.*

Response	Count	Percent
Strongly Agree	0	0%
Somewhat Agree	2	40%
Somewhat Disagree	2	40%
Strongly Disagree	1	20%
	5	100%

DR12. How strongly do you agree or disagree with the following statements?
 Select one answer for each. - *My building facade draws customers into this business.*

Response	Count	Percent
Strongly Agree	0	0%
Somewhat Agree	4	100%
Somewhat Disagree	0	0%
Strongly Disagree	0	0%
	4	100%

DR12. How strongly do you agree or disagree with the following statements?
 Select one answer for each. - *My window and store displays help this business.*

Response	Count	Percent
Strongly Agree	1	20%
Somewhat Agree	4	80%
Somewhat Disagree	0	0%
Strongly Disagree	0	0%
	5	100%

DR12. How strongly do you agree or disagree with the following statements?
 Select one answer for each. - *This business is open when customers want to shop.*

Response	Count	Percent
Strongly Agree	1	17%
Somewhat Agree	5	83%
Somewhat Disagree	0	0%
Strongly Disagree	0	0%
	6	100%

DR12. How strongly do you agree or disagree with the following statements?
 Select one answer for each. - *Employees of this business show great customer service.*

Response	Count	Percent
Strongly Agree	5	100%
Somewhat Agree	0	0%
Somewhat Disagree	0	0%
Strongly Disagree	0	0%
	5	100%

DR12. How strongly do you agree or disagree with the following statements?
 Select one answer for each. - *I feel safe downtown, even at night.*

Response	Count	Percent
Strongly Agree	1	25%
Somewhat Agree	3	75%
Somewhat Disagree	0	0%
Strongly Disagree	0	0%
	4	100%

Retail / Service Business

RB1. Are you located in an identifiable commercial district?

Response	Count	Percent
Yes	2	33%
No	4	67%
	6	100%

RB2. If Yes, are you located in...

Response	Count	Percent
Downtown	2	100%
Highway/commercial strip plaza	0	0%
Regional shopping mall	0	0%
Other principle shopping street	0	0%
Power centre/big box new format retail	0	0%
Tourist area/destination	0	0%
Neighbourhood commercial	0	0%
Industrial Park	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 2 companies responded to this question in the Cavan-Monaghan 2007 project.

RB3a. Is there a strategy or plan in place for promoting and managing your commercial district?

Response	Count	Percent
Yes	2	33%
No	3	50%
Don't know	1	17%
	6	100%

RB3b. If Yes, please respond yes or no to the following statements about the Retail strategy or Plan: - *It identifies the issues important to the future of my business*

Response	Count	Percent
Yes	1	50%
No	0	0%
Don't know	1	50%
	2	100%

RB3b. If Yes, please respond yes or no to the following statements about the Retail strategy or Plan: - *It proposes actions to address those issues*

Response	Count	Percent
Yes	1	50%
No	0	0%
Don't Know	1	50%
	2	100%

RB3b. If Yes, please respond yes or no to the following statements about the Retail strategy or Plan: - *It is being effectively implemented*

Response	Count	Percent
Yes	0	0%
No	1	50%
Don't Know	1	50%
	2	100%

RB3b. If Yes, please respond yes or no to the following statements about the Retail strategy or Plan: - *It is a comprehensive and integrated plan i.e., addressing heritage, cultural aspects, social and economic etc.*

Response	Count	Percent
Yes	0	0%
No	1	50%
Don't Know	1	50%
	2	100%

RB3b. If Yes, please respond yes or no to the following statements about the Retail strategy or Plan: - *The plan is primarily focused on retail marketing and promotion*

Response	Count	Percent
Yes	2	100%
No	0	0%
Don't Know	0	0%
	2	100%

RB4. Is there an organization or group that represents the interests of your commercial district?

Response	Count	Percent
Business Improvement Area Association	2	50%
Development Corporation or Board of Management	0	0%
Chamber of Commerce	4	100%
Committee of Council	0	0%
Ratepayers Association	0	0%
Other (Specify):	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 4 companies responded to this question in the Cavan-Monaghan 2007 project.

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - *Street furniture (lights, benches, waste containers)*

Response	Count	Percent
Excellent	1	20%
Good	2	40%
Fair	1	20%
Needs Improving	1	20%
	5	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Public amenities (parks, fountains, washrooms)

Response	Count	Percent
Excellent	0	0%
Good	2	33%
Fair	2	33%
Needs Improving	2	33%
	6	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Plantings, trees, flower boxes

Response	Count	Percent
Excellent	1	17%
Good	2	33%
Fair	3	50%
Needs Improving	0	0%
	6	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Graffiti and litter

Response	Count	Percent
Excellent	2	33%
Good	2	33%
Fair	2	33%
Needs Improving	0	0%
	6	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Sidewalks, pedestrian environment

Response	Count	Percent
Excellent	0	0%
Good	4	80%
Fair	1	20%
Needs Improving	0	0%
	5	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Traffic flow on streets in the area

Response	Count	Percent
Excellent	1	17%
Good	4	67%
Fair	1	17%
Needs Improving	0	0%
	6	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Adequacy of public transit

Response	Count	Percent
Excellent	0	0%
Good	1	25%
Fair	1	25%
Needs Improving	2	50%
	4	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Accessibility for people with disabilities

Response	Count	Percent
Excellent	0	0%
Good	2	40%
Fair	2	40%
Needs Improving	1	20%
	5	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - # of parking spots/facilities

Response	Count	Percent
Excellent	2	33%
Good	2	33%
Fair	0	0%
Needs Improving	2	33%
	6	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Parking signage

Response	Count	Percent
Excellent	0	0%
Good	3	75%
Fair	0	0%
Needs Improving	1	25%
	4	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - *Fees, enforcement*

Response	Count	Percent
Excellent	0	0%
Good	2	50%
Fair	1	25%
Needs Improving	1	25%
	4	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - *Highway signage/tourism directional signs*

Response	Count	Percent
Excellent	0	0%
Good	3	60%
Fair	0	0%
Needs Improving	2	40%
	5	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - *Roadside advertising*

Response	Count	Percent
Excellent	0	0%
Good	4	67%
Fair	0	0%
Needs Improving	2	33%
	6	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Visual identity of the area - unifying banners

Response	Count	Percent
Excellent	0	0%
Good	3	50%
Fair	2	33%
Needs Improving	1	17%
	6	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Exterior appearance of facades

Response	Count	Percent
Excellent	0	0%
Good	3	60%
Fair	1	20%
Needs Improving	1	20%
	5	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Window displays

Response	Count	Percent
Excellent	0	0%
Good	2	50%
Fair	1	25%
Needs Improving	1	25%
	4	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Signage

Response	Count	Percent
Excellent	0	0%
Good	3	60%
Fair	1	20%
Needs Improving	1	20%
	5	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Vagrancy/homelessness/panhandling

Response	Count	Percent
Excellent	3	60%
Good	2	40%
Fair	0	0%
Needs Improving	0	0%
	5	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Vandalism

Response	Count	Percent
Excellent	1	20%
Good	1	20%
Fair	2	40%
Needs Improving	1	20%
	5	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Public safety services - e.g. lighting, security, police presence, etc.

Response	Count	Percent
Excellent	0	0%
Good	1	17%
Fair	3	50%
Needs Improving	2	33%
	6	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Conditions of the housing stock

Response	Count	Percent
Excellent	1	17%
Good	4	67%
Fair	1	17%
Needs Improving	0	0%
	6	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Appropriate mix of businesses

Response	Count	Percent
Excellent	0	0%
Good	2	50%
Fair	1	25%
Needs Improving	1	25%
	4	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Appropriate range of quality/price for target markets

Response	Count	Percent
Excellent	0	0%
Good	1	33%
Fair	1	33%
Needs Improving	1	33%
	3	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Number of vacancies/turnover

Response	Count	Percent
Excellent	0	0%
Good	3	75%
Fair	1	25%
Needs Improving	0	0%
	4	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Organization of special events

Response	Count	Percent
Excellent	1	20%
Good	4	80%
Fair	0	0%
Needs Improving	0	0%
	5	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Uniform hours of operation

Response	Count	Percent
Excellent	0	0%
Good	2	40%
Fair	1	20%
Needs Improving	2	40%
	5	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Customer service programs

Response	Count	Percent
Excellent	0	0%
Good	1	25%
Fair	2	50%
Needs Improving	1	25%
	4	100%

RB5. Using the scale provided, please rate the condition of your commercial district for each factor. - Advertising campaigns

Response	Count	Percent
Excellent	0	0%
Good	2	50%
Fair	1	25%
Needs Improving	1	25%
	4	100%

RB6. Would your business benefit from any of the following programs or services? - *Store design and layout assistance*

Response	Count	Percent
Yes	0	0%
No	6	100%
	6	100%

RB6. Would your business benefit from any of the following programs or services? - *Networking events*

Response	Count	Percent
Yes	4	67%
No	2	33%
	6	100%

RB6. Would your business benefit from any of the following programs or services? - *Cooperative advertising/joint marketing*

Response	Count	Percent
Yes	3	50%
No	3	50%
	6	100%

RB6. Would your business benefit from any of the following programs or services? - *Building improvement loan/grant programs*

Response	Count	Percent
Yes	2	33%
No	4	67%
	6	100%

RB6. Would your business benefit from any of the following programs or services? - *Sign improvement loan/grant programs*

Response	Count	Percent
Yes	2	33%
No	4	67%
	6	100%

RB6. Would your business benefit from any of the following programs or services? - *Physical improvements in public areas (benches, lighting, etc.)*

Response	Count	Percent
Yes	1	17%
No	5	83%
	6	100%

RB6. Would your business benefit from any of the following programs or services? - *Business directories, brochures, maps*

Response	Count	Percent
Yes	5	83%
No	1	17%
	6	100%

RB6. Would your business benefit from any of the following programs or services? - *Mentorship programs - business to business counseling*

Response	Count	Percent
Yes	3	50%
No	3	50%
	6	100%

RB6. Would your business benefit from any of the following programs or services? - *Analysis and reporting on the downtown market/economy*

Response	Count	Percent
Yes	1	17%
No	5	83%
	6	100%

RB6. Would your business benefit from any of the following programs or services? - *Retail and special event coordination*

Response	Count	Percent
Yes	2	33%
No	4	67%
	6	100%

RB6. Would your business benefit from any of the following programs or services? - *Customer service training*

Response	Count	Percent
Yes	2	33%
No	4	67%
	6	100%

RB6. Would your business benefit from any of the following programs or services? - *Marketing on the web*

Response	Count	Percent
Yes	3	50%
No	3	50%
	6	100%

RB6. Would your business benefit from any of the following programs or services? - Training in financial management & product pricing

Response	Count	Percent
Yes	0	0%
No	6	100%
	6	100%

RB6. Would your business benefit from any of the following programs or services? - Succession planning

Response	Count	Percent
Yes	0	0%
No	6	100%
	6	100%

RB6. Would your business benefit from any of the following programs or services? - Improved telecommunications infrastructure (internet access, debit machines, etc.)

Response	Count	Percent
Yes	0	0%
No	6	100%
	6	100%

RB6. Would your business benefit from any of the following programs or services? - Other (Specify)

Response	Count	Percent
Yes	0	0%
No	0	0%
	0	100%

RB7. What are your top 3 suggestions for improving the retail business environment?

Response	Count	Percent
Repair or remove "eyesore" buildings	1	17%
More and better festivals and events	0	0%
More niche market specialty shops	2	33%
More restaurants and entertainment facilities	3	50%
More hotels/accommodations	0	0%
More and better signage	4	67%
Improved streetscape	0	0%
Uniform store hours	0	0%
Extended store hours	2	33%
Improved parking	1	17%
Focused downtown revitalization strategy	1	17%
Financial support to improve store front facades	1	17%
Retail gap analysis and recruitment program	1	17%
Other (Specify):	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 6 companies responded to this question in the Cavan-Monaghan 2007 project.

RB10. What four community assets would you most like to see developed in your community?

Response	Count	Percent
Walking & bike trails	1	17%
Public parking	2	33%
Parks and/or green space	2	33%
Public cultural facilities - libraries, museums, entertainment centres	1	17%
Sports or recreation facilities	1	17%
Farmer's market	2	33%
Waterfront access marinas, boat landings	1	17%
Public washrooms conveniently located in the downtown	3	50%
Directional signs	3	50%
Other (Specify):	1	17%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 6 companies responded to this question in the Cavan-Monaghan 2007 project.

Company Information

C1. What is the legal form of this business?

Response	Count	Percent
Corporation	2	33%
Sole Proprietorship	3	50%
Non-Profit Corporation	0	0%
Branch Plant	0	0%
Partnership	1	17%
Cooperative	0	0%
Other (Specify):	0	0%
	6	100%

C2. Is this business a franchise?

Response	Count	Percent
Yes	0	0%
No	6	100%
	6	100%

C3. What primary activity is conducted by your business?

Response	Count	Percent
11 - Agriculture, Forestry, Fishing and Hunting	0	0%
21 - Mining, Quarrying, and Oil and Gas Extraction	0	0%
22 - Utilities	0	0%
23 - Construction	0	0%
31 - Manufacturing, (food, beverage, etc.)	0	0%
32 - Manufacturing, (wood, paper, etc.)	0	0%
33 - Manufacturing, (primary and fabricated metal, etc.)	0	0%
42 - Wholesale Trade	0	0%
44 - Retail Trade, (motor vehicle, furniture, etc.)	4	67%
45 - Retail Trade, (sporting goods, book, music, etc.)	0	0%
48 - Transportation and Warehousing, (air, rail, truck, etc.)	0	0%
49 - Transportation and Warehousing, (postal service, couriers, etc.)	0	0%
51 - Information	0	0%
52 - Finance and Insurance	0	0%
53 - Real Estate and Rental and Leasing	0	0%
54 - Professional, Scientific, and Technical Services	0	0%
55 - Management of Companies and Enterprises	0	0%
56 - Administrative and Support and Waste Management and Remediation Services	0	0%
61 - Educational Services	0	0%
62 - Health Care and Social Assistance	0	0%
71 - Arts, Entertainment, and Recreation	0	0%
72 - Accommodation and Food Services	0	0%
81 - Other Services (except Public Administration)	2	33%
92 - Public Administration	0	0%
No NAICS Code	0	0%
	6	100%

C5. Is the owner (or at least one of the owners) involved in the day-to-day operation of the business?

Response	Count	Percent
Yes	6	100%
No	0	0%
	6	100%

C6. Is the owner (or at least one of the owners) of the business a resident of the community?

Response	Count	Percent
Yes	4	67%
No	2	33%
	6	100%

C7. Where is the headquarters for the business?

Response	Count	Percent
Municipality	0	0%
Elsewhere in Ontario	0	0%
Outside of Ontario	0	0%
Outside of Canada	0	0%
	0	100%

C8. How many years has this business been in operation in this community?

Response	Count	Percent
Less than 1 year	0	0%
1 to 3 years	0	0%
4 to 10 years	2	33%
11 to 25 years	2	33%
26 to 35 years	0	0%
Over 35 years	2	33%
	6	100%

C9. Is this a family-owned business?

Response	Count	Percent
Yes	6	100%
No	0	0%
	6	100%

C10. Does the business have a succession plan?

Response	Count	Percent
Yes	2	33%
No	4	67%
	6	100%

C11. Does your business have a business plan?

Response	Count	Percent
Yes	3	50%
No	3	50%
	6	100%

C12. Does your business have a marketing plan?

Response	Count	Percent
Yes	3	50%
No	3	50%
	6	100%

C13. How many employees work at this location?

Response	Count	Percent
Owner(s)	2	33%
1 - 4	2	33%
5 - 9	0	0%
10 - 14	0	0%
15 - 19	0	0%
20 - 29	1	17%
30 - 49	0	0%
50 - 99	1	17%
100 - 299	0	0%
300 or more	0	0%
	6	100%

C14. How many of these employees are... - Permanent Full Time

Response	Count	Percent
11 - Agriculture, Forestry, Fishing and Hunting	0	0%
21 - Mining, Quarrying, and Oil and Gas Extraction	0	0%
22 - Utilities	0	0%
23 - Construction	0	0%
31 - Manufacturing, (food, beverage, etc.)	0	0%
32 - Manufacturing, (wood, paper, etc.)	0	0%
33 - Manufacturing, (primary and fabricated metal, etc.)	0	0%
42 - Wholesale Trade	0	0%
44 - Retail Trade, (motor vehicle, furniture, etc.)	18	23%
45 - Retail Trade, (sporting goods, book, music, etc.)	0	0%
48 - Transportation and Warehousing, (air, rail, truck, etc.)	0	0%
49 - Transportation and Warehousing, (postal service, couriers, etc.)	0	0%
51 - Information	0	0%
52 - Finance and Insurance	0	0%
53 - Real Estate and Rental and Leasing	0	0%
54 - Professional, Scientific, and Technical Services	0	0%
55 - Management of Companies and Enterprises	0	0%
56 - Administrative and Support and Waste Management and Remediation Services	0	0%
61 - Educational Services	0	0%
62 - Health Care and Social Assistance	0	0%
71 - Arts, Entertainment, and Recreation	0	0%
72 - Accommodation and Food Services	0	0%
81 - Other Services (except Public Administration)	59	77%
92 - Public Administration	0	0%
No NA ICS Code	0	0%
	77	100%

C14. How many of these employees are... - Permanent Part Time

Response	Count	Percent
11 - Agriculture, Forestry, Fishing and Hunting	0	0%
21 - Mining, Quarrying, and Oil and Gas Extraction	0	0%
22 - Utilities	0	0%
23 - Construction	0	0%
31 - Manufacturing, (food, beverage, etc.)	0	0%
32 - Manufacturing, (wood, paper, etc.)	0	0%
33 - Manufacturing, (primary and fabricated metal, etc.)	0	0%
42 - Wholesale Trade	0	0%
44 - Retail Trade, (motor vehicle, furniture, etc.)	7	70%
45 - Retail Trade, (sporting goods, book, music, etc.)	0	0%
48 - Transportation and Warehousing, (air, rail, truck, etc.)	0	0%
49 - Transportation and Warehousing, (postal service, couriers, etc.)	0	0%
51 - Information	0	0%
52 - Finance and Insurance	0	0%
53 - Real Estate and Rental and Leasing	0	0%
54 - Professional, Scientific, and Technical Services	0	0%
55 - Management of Companies and Enterprises	0	0%
56 - Administrative and Support and Waste Management and Remediation Services	0	0%
61 - Educational Services	0	0%
62 - Health Care and Social Assistance	0	0%
71 - Arts, Entertainment, and Recreation	0	0%
72 - Accommodation and Food Services	0	0%
81 - Other Services (except Public Administration)	3	30%
92 - Public Administration	0	0%
No NAICS Code	0	0%
	10	100%

C14. How many of these employees are... - Seasonal/temporary

Response	Count	Percent
11 - Agriculture, Forestry, Fishing and Hunting	0	0%
21 - Mining, Quarrying, and Oil and Gas Extraction	0	0%
22 - Utilities	0	0%
23 - Construction	0	0%
31 - Manufacturing, (food, beverage, etc.)	0	0%
32 - Manufacturing, (wood, paper, etc.)	0	0%
33 - Manufacturing, (primary and fabricated metal, etc.)	0	0%
42 - Wholesale Trade	0	0%
44 - Retail Trade, (motor vehicle, furniture, etc.)	1	100%
45 - Retail Trade, (sporting goods, book, music, etc.)	0	0%
48 - Transportation and Warehousing, (air, rail, truck, etc.)	0	0%
49 - Transportation and Warehousing, (postal service, couriers, etc.)	0	0%
51 - Information	0	0%
52 - Finance and Insurance	0	0%
53 - Real Estate and Rental and Leasing	0	0%
54 - Professional, Scientific, and Technical Services	0	0%
55 - Management of Companies and Enterprises	0	0%
56 - Administrative and Support and Waste Management and Remediation Services	0	0%
61 - Educational Services	0	0%
62 - Health Care and Social Assistance	0	0%
71 - Arts, Entertainment, and Recreation	0	0%
72 - Accommodation and Food Services	0	0%
81 - Other Services (except Public Administration)	0	0%
92 - Public Administration	0	0%
No NAICS Code	0	0%
	1	100%

C14. How many of these employees are... - *Spring*

Response	Count	Percent
11 - Agriculture, Forestry, Fishing and Hunting	0	0%
21 - Mining, Quarrying, and Oil and Gas Extraction	0	0%
22 - Utilities	0	0%
23 - Construction	0	0%
31 - Manufacturing, (food, beverage, etc.)	0	0%
32 - Manufacturing, (wood, paper, etc.)	0	0%
33 - Manufacturing, (primary and fabricated metal, etc.)	0	0%
42 - Wholesale Trade	0	0%
44 - Retail Trade, (motor vehicle, furniture, etc.)	0	0%
45 - Retail Trade, (sporting goods, book, music, etc.)	0	0%
48 - Transportation and Warehousing, (air, rail, truck, etc.)	0	0%
49 - Transportation and Warehousing, (postal service, couriers, etc.)	0	0%
51 - Information	0	0%
52 - Finance and Insurance	0	0%
53 - Real Estate and Rental and Leasing	0	0%
54 - Professional, Scientific, and Technical Services	0	0%
55 - Management of Companies and Enterprises	0	0%
56 - Administrative and Support and Waste Management and Remediation Services	0	0%
61 - Educational Services	0	0%
62 - Health Care and Social Assistance	0	0%
71 - Arts, Entertainment, and Recreation	0	0%
72 - Accommodation and Food Services	0	0%
81 - Other Services (except Public Administration)	0	0%
92 - Public Administration	0	0%
No NAICS Code	0	0%
	0	100%

C14. How many of these employees are... - Summer

Response	Count	Percent
11 - Agriculture, Forestry, Fishing and Hunting	0	0%
21 - Mining, Quarrying, and Oil and Gas Extraction	0	0%
22 - Utilities	0	0%
23 - Construction	0	0%
31 - Manufacturing, (food, beverage, etc.)	0	0%
32 - Manufacturing, (wood, paper, etc.)	0	0%
33 - Manufacturing, (primary and fabricated metal, etc.)	0	0%
42 - Wholesale Trade	0	0%
44 - Retail Trade, (motor vehicle, furniture, etc.)	0	0%
45 - Retail Trade, (sporting goods, book, music, etc.)	0	0%
48 - Transportation and Warehousing, (air, rail, truck, etc.)	0	0%
49 - Transportation and Warehousing, (postal service, couriers, etc.)	0	0%
51 - Information	0	0%
52 - Finance and Insurance	0	0%
53 - Real Estate and Rental and Leasing	0	0%
54 - Professional, Scientific, and Technical Services	0	0%
55 - Management of Companies and Enterprises	0	0%
56 - Administrative and Support and Waste Management and Remediation Services	0	0%
61 - Educational Services	0	0%
62 - Health Care and Social Assistance	0	0%
71 - Arts, Entertainment, and Recreation	0	0%
72 - Accommodation and Food Services	0	0%
81 - Other Services (except Public Administration)	0	0%
92 - Public Administration	0	0%
No NAICS Code	0	0%
	0	100%

C14. How many of these employees are... - *Fall*

Response	Count	Percent
11 - Agriculture, Forestry, Fishing and Hunting	0	0%
21 - Mining, Quarrying, and Oil and Gas Extraction	0	0%
22 - Utilities	0	0%
23 - Construction	0	0%
31 - Manufacturing, (food, beverage, etc.)	0	0%
32 - Manufacturing, (wood, paper, etc.)	0	0%
33 - Manufacturing, (primary and fabricated metal, etc.)	0	0%
42 - Wholesale Trade	0	0%
44 - Retail Trade, (motor vehicle, furniture, etc.)	0	0%
45 - Retail Trade, (sporting goods, book, music, etc.)	0	0%
48 - Transportation and Warehousing, (air, rail, truck, etc.)	0	0%
49 - Transportation and Warehousing, (postal service, couriers, etc.)	0	0%
51 - Information	0	0%
52 - Finance and Insurance	0	0%
53 - Real Estate and Rental and Leasing	0	0%
54 - Professional, Scientific, and Technical Services	0	0%
55 - Management of Companies and Enterprises	0	0%
56 - Administrative and Support and Waste Management and Remediation Services	0	0%
61 - Educational Services	0	0%
62 - Health Care and Social Assistance	0	0%
71 - Arts, Entertainment, and Recreation	0	0%
72 - Accommodation and Food Services	0	0%
81 - Other Services (except Public Administration)	0	0%
92 - Public Administration	0	0%
No NAICS Code	0	0%
	0	100%

C14. How many of these employees are... - Winter

Response	Count	Percent
11 - Agriculture, Forestry, Fishing and Hunting	0	0%
21 - Mining, Quarrying, and Oil and Gas Extraction	0	0%
22 - Utilities	0	0%
23 - Construction	0	0%
31 - Manufacturing, (food, beverage, etc.)	0	0%
32 - Manufacturing, (wood, paper, etc.)	0	0%
33 - Manufacturing, (primary and fabricated metal, etc.)	0	0%
42 - Wholesale Trade	0	0%
44 - Retail Trade, (motor vehicle, furniture, etc.)	0	0%
45 - Retail Trade, (sporting goods, book, music, etc.)	0	0%
48 - Transportation and Warehousing, (air, rail, truck, etc.)	0	0%
49 - Transportation and Warehousing, (postal service, couriers, etc.)	0	0%
51 - Information	0	0%
52 - Finance and Insurance	0	0%
53 - Real Estate and Rental and Leasing	0	0%
54 - Professional, Scientific, and Technical Services	0	0%
55 - Management of Companies and Enterprises	0	0%
56 - Administrative and Support and Waste Management and Remediation Services	0	0%
61 - Educational Services	0	0%
62 - Health Care and Social Assistance	0	0%
71 - Arts, Entertainment, and Recreation	0	0%
72 - Accommodation and Food Services	0	0%
81 - Other Services (except Public Administration)	0	0%
92 - Public Administration	0	0%
No NAICS Code	0	0%
	0	100%

C14. How many of these employees are... - Contract employees

Response	Count	Percent
11 - Agriculture, Forestry, Fishing and Hunting	0	0%
21 - Mining, Quarrying, and Oil and Gas Extraction	0	0%
22 - Utilities	0	0%
23 - Construction	0	0%
31 - Manufacturing, (food, beverage, etc.)	0	0%
32 - Manufacturing, (wood, paper, etc.)	0	0%
33 - Manufacturing, (primary and fabricated metal, etc.)	0	0%
42 - Wholesale Trade	0	0%
44 - Retail Trade, (motor vehicle, furniture, etc.)	0	0%
45 - Retail Trade, (sporting goods, book, music, etc.)	0	0%
48 - Transportation and Warehousing, (air, rail, truck, etc.)	0	0%
49 - Transportation and Warehousing, (postal service, couriers, etc.)	0	0%
51 - Information	0	0%
52 - Finance and Insurance	0	0%
53 - Real Estate and Rental and Leasing	0	0%
54 - Professional, Scientific, and Technical Services	0	0%
55 - Management of Companies and Enterprises	0	0%
56 - Administrative and Support and Waste Management and Remediation Services	0	0%
61 - Educational Services	0	0%
62 - Health Care and Social Assistance	0	0%
71 - Arts, Entertainment, and Recreation	0	0%
72 - Accommodation and Food Services	0	0%
81 - Other Services (except Public Administration)	0	0%
92 - Public Administration	0	0%
No NAICS Code	0	0%
	0	100%

Local Community

LC1a. Do you know of a business that would have an interest in locating in this community?

Response	Count	Percent
Yes	1	17%
No	5	83%
	6	100%

LC1b. Do you know of a business that would have an interest in locating in this community? - Would you be willing to provide the contact information for the business?

Response	Count	Percent
Yes	0	0%
No	1	100%
	1	100%

LC1d. Do you know of a business that would have an interest in locating in this community? - Would you be willing to contact this company on behalf of our community?

Response	Count	Percent
Yes	0	0%
No	1	100%
	1	100%

LC2. Would you be interested in participating in a Business Ambassador program for this community?

Response	Count	Percent
Yes	2	33%
No	4	67%
	6	100%

LC4a. As far as you know, does the local community have an economic development plan?

Response	Count	Percent
Yes	4	67%
No	1	17%
Don't know	1	17%
	6	100%

LC4b. As far as you know, does the local community have an economic development plan? - As far as you are concerned, is this plan being effectively implemented?

Response	Count	Percent
Yes	1	25%
No	2	50%
Don't know	1	25%
	4	100%

LC5a. In your opinion, does the local municipality take an adequate role in business and economic development in this community?

Response	Count	Percent
Yes	2	33%
No	3	50%
Unaware of what is being done	1	17%
	6	100%

LC10. Please describe how local business associations and/or economic development offices could assist your business sector. - Marketing seminars

Response	Count	Percent
Marketing seminars	2	33%
Access to capital seminars	1	17%
Trade shows	3	50%
Business networking sessions	2	33%
Export development programs and services	0	0%
Joint advertising and marketing	4	67%
Attraction of related supply & services businesses	2	33%
Workforce planning, employee training and attraction	0	0%
Identification of opportunities for shared use of buildings, infrastructure etc.	2	33%
Productivity improvement workshops	0	0%
Website development	0	0%
E-marketing	1	17%
Other	2	33%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.
- * 6 companies responded to this question in the Cavan-Monaghan 2007 project.

CAVAN-MONAGHAN – Additional Comments

BUSINESS CLIMATE – Cavan-Monaghan

BC2c. In the past 3 years has your attitude about doing business in this community changed? Explain your positive change in attitude.

No responses

BC2d. In the past 3 years has your attitude about doing business in this community changed? Explain your negative change in attitude.

No responses

BC3b. What is your general impression of the Province of Ontario as a place in which to do business? Please Explain:

No responses

BC6. What are your specific recommendations to improve to the local business climate?

By-laws need to be changed pertaining to home based business. (I pay taxes as a business, why is it considered a hobby according to the by-laws?)

The municipality is concentrating on developing additional Commercial and Residential opportunities in Fraiserville. Any support for Millbrook would be appreciated.

Make it easier for businesses to expand ie. building permits, etc.

BC8. What issue, if resolved, would have the greatest impact on the growth of your business?

We have outgrown our space, but no larger space is currently available in Millbrook. We need to encourage the re-development of former retail space and/or the construction of new space.

FUTURE PLANS – Cavan-Monaghan

FP1b. Within the next 3 years, which of the following do you plan to undertake at this site?

Comments:

We have outgrown our space. We can split the business into two separate stores (ie. Sears/Gifts and Bethany Hills Interiors/Home Decor/Garden, but we would lose the synergy and the ability to staff the business economically.

Renovating and possibly more buildings

FP2b. Will the downsizing result in a reduced workforce? What assistance could be provided to prevent the downsizing of your business?

No responses

FP3b. Do you plan to relocate this business within the next 3 years? If yes, when?

Unknown

FP5. Why are you planning to relocate the business? Do not read list. Select all that apply. 'Other' Name:

to be able to do boarding

FP7. What assistance, if any, could help to prevent the relocation of this business? Do not read list. Select all that apply. 'Other' Name:

re-development of former space

FP11. Will your expansion lead to...Read list. Select all that apply. 'Other' Name:

Renovating and possibly more buildings

Growing number of employees

FP14. How will this expansion be financed? Will it be...Read list. Select all that apply. 'Other' Name:

No responses

FP16b. What are the reasons for closing this business? Do not read list. Select all that apply. Explain any of the above:

No responses

BUSINESS DEVELOPMENT – Cavan-Monaghan

BD3. Where are the other locations for this business? Select all that apply. This municipality (Specify):

all in Millbrook

BD5. Why are you not completely satisfied with this site? Select all that apply. 'Other' Name:

Visibility to our market

BD8b. Do you anticipate any problems in renewing the lease? Explain:

No responses

BD17. What products or services would you like to purchase locally that are now being purchased outside of the area?

No responses

LOCAL COMMUNITY – Cavan-Millbrook-North-Monaghan

LC1c. Do you know of a business that would have an interest in locating in this community?

Comments:

No responses

LC3. Which new suppliers of products or services would you like to see added to this community?

Recreational Centre

Restaurant

Another antique shop

LC5b. In your opinion, does the local municipality take an adequate role in business and economic development in this community? Elaborate:

They need to change the house by-law for home-based business.

The township of Cavan-Millbrook-North-Monaghan is very active; trying to develop Fraiserville Secondary plan, trying to maintain employment, wanting to expand and provide services for local businesses eg. water, sewer, etc.

We've never been contacted by the Millbrook chamber or the townships.

I think it's a waste of time to recruit businesses that aren't necessarily staying.

Chamber and BIA events, highway signage, artwork local community sponsorships and donations

LC6. List 3 of the community advantages as a place to do business.

Active BIA

People are friendly

Located on the highway

Location

central location

Active Chamber of Commerce

Slower pace

Easy to locate

Accessibility

in our serving territory

Active Arts Community

Customer loyalty

Cross section of consumers.

Small town - big exposure

LC7. List 3 of the community disadvantages as a place to do business.

Too much of a clique attitude, people in the community need to be open to outsiders

Crumbling Buildings

No local businesses within the Cavan community

Proximity to Toronto

lack of visibility in other serving territories

Not a welcoming community to outsiders

Flood plain makes expansion difficult

Travel time

If you're chasing people away, how are you going to do good business?

Lack of interest from Municipal Government

Suppliers not local

LC8. What other comments about this community as a place in which to do business would you like to raise?

Seeing home-based by-laws changed, can't hire employees outside the home and can't retail products related to the business without opening a store front. Can only sell wholesale, unfair to business.

The business community needs to be more aggressive in their approach to communicating with the Tourists visiting the area. Millbrook could be a mini Port Perry or Port Hope with some coordinated effort.

Great area to live and work in

Make a list of things to do for expansion: Government should not tell us to do some things, then we do it and then they say you have to do more things. City cannot pick and choose which stores come to Peterborough ie. White Rose, grocery store.

RETAIL / SERVICE BUSINESS – Cavan-Millbrook-North-Monaghan

RB3c. If Yes, please respond yes or no to the following statements about the Retail strategy or Plan: Elaborate upon any barriers you see to the successful implementation of the plan.

The BIA has historically not been very active and had a VERY small Levy (under \$3500). Now that it has been activated, it is very difficult to raise the Levy to where it should be. Last year more money was raised through donations, sponsorships and draws than through the Levy.

Unorganized group of members

RB4. Is there an organization or group that represents the interests of your commercial district? 'Other' Name:

No responses

RB6. Would your business benefit from any of the following programs or services? 'Other' Name:

No responses

RB7. What are your top 3 suggestions for improving the retail business environment? 'Other' Name:

No responses

RB8. Are any of the following costs of operation a serious concern to the success of your business? Select one answer for each 'Other' Name:

By-laws

Parking

Cost of expansion

RB9. What four community assets would you most like to see developed in your community? 'Other' Name:

Heritage District

DOWNTOWN REVITALIZATION – Cavan-Monaghan

Retail Profile (RP) represented the following questions in the completed survey and as a result of ongoing changes and updates to the Provincial BR+E database, RP was later identified as Downtown Revitalization (DR).

DR5d. Do you participate in and/or support community events and festivals that take place in the downtown/commercial district? Please specify which events you participate in:

Fair, car show, millfest, christmas shopping events, etc.

Maplefest, Fabulous 50's Car and Truck Show, LAdies Night, Harvest Moon, Olde Tyme Christmas

DR5d. Do you participate in and/or support community events and festivals that take place in the downtown/commercial district? Please specify which events you support:

Four Lion Theatre, anything the Lions Club puts on, Community Care, Community Policing.

4th line theatre, King St. arts council

DR5e. Do community events/festivals increase sales in your business? Please specify which events.

Maplefest, Fabulous 50's Car and Truck Show, LAdies Night, Harvest Moon, Olde Tyme Christmas

DR6g. Outside this community, name the top five communities where your customers come from:

Cavan

Peterborough

Toronto

Peterborough

Bethany

Toronto

Cottage Country

Bridgenorth

Pontypool

Ottawa

Lakefield

Baillieborough

Millbrook

Lindsay

Garden Hill

Lindsay

Keene

DR8a. Please list six products and/or services that separate your business from your competition.

Short stay time
Interior Design/Decorating
Quality of Parts
The only shop with antiques and stamps in the area
Products have depth far greater than competition
Customer service
One-on-one attention
Sears Catalogue
Reliability for honest repair
Customer service
All natural products
Art
Speed of Service
Customer service
no heat drying
Home Decor
Extended warranties
Customer service
Gift Wrapping
Customer service
Collectables
Customer service

DR8f. What is the main competitive edge of this business versus the competitors listed above? Select top two. 'Other' Name:

No responses

DR8f. What three existing downtown businesses/services complement this business the most? (Specify up to THREE businesses by name)

IGA
Quilts n' Critters
Millbrook Times
Millbrook Pharmacy
Kent Books
Nexicom
Bear Essentials

DR8g. With this business in mind, what three additional businesses/services would you most like to see available downtown? (Specify up to THREE by name)

Pet Supplies Store
Restaurant
Better restaurants
Antique Shop

Sharpening Business (knives, etc.)
Antiques
Restaurant
Gifts

DR8h. Do you think the downtown can or should build on the current business mix and develop a cluster of stores/services offering related products to a similar market segment? If Yes, please specify:

None
We need more stores for Tourists/Daytrippers
The area needs more variety to attract shoppers - Millbrook area

DR9. Where do customers to this business typically park? Select one. 'Other' Name:

No responses

DR9. Where do you and employees of this business typically park? Select one. 'Other' Name:

no car
Mason Hall/Legion
Driveway

DR11. Is your establishment experiencing any of these particular issues? Select all that apply. 'Other' Name:

No responses

CAVAN-MONAGHAN – 2007 Community Questions

QUALITATIVE ANSWERS

CQ1a. What is the most common, positive comment you receive from your clients regarding the community?

They like to be able to buy locally. They like the small-town environment. They like the historic buildings

People enjoy the rural setting, we have most of the services we need

Enjoy rural setting

Cottage country

What a pleasant, attractive little town! Everyone is so friendly.

CQ1b. What is the most common, negative comment you receive from your clients regarding the community?

When changes happen: community name change.

Need a good Restaurant. Village needs to be "spruced up" a bit.

Local government and their lack of wanting to listen

The changing of highway sign numbers.

There are not enough stores/restaurants - we need to go to Peterborough for purchases and meals.

CQ2. If your operation is not currently *four-season*, what is the biggest challenge or obstacles that prevent you from expanding your business to operate all year long?

No traffic in winter months

CQ3a. What type of business or event do you feel would benefit the existing businesses in your community?

Currently, there are enough Events locally. (Some even feel too many, as the volunteers are spread too far) We need to gradually get the secondary businesses off of the main street and replace them with businesses catering to Tourists and Daytrippers. The Village has all of the main attractions (Medical Centre, Dentists, Grocery, Hardware, Bank, LCBO, Gas Station, Drug Store etc etc.) It now needs the frills.

Restaurant, Millbrook needs a quality restaurant.

CQ3b. Is there an event or festival that has a positive effect on your business? Please explain:

No, because business is based on day to day, not events.

Maplefest, Fabulous '50's Car and Truck Show, Ladies Night and Olde Tyme Christmas.

4th line theatre, well marketed - people can identify Millbrook when we say that is where we are located.

CQ3c. Is there an event or festival that has a negative effect on your business? Please explain:

No, because business is based on day to day, not events.

Millbrook Fair. The Fairgrounds are at the far west end of the Village. Visitors tend to go to the Fair and then go straight home. (or leave long after local businesses are closed) There used to be a Parade, but due to Insurance concerns, it was discontinued.

CQ5b. How do you feel you are benefiting from these organizations?

The BIA has been very active over the past 2 years. They are limited by the amount of money they can raise to run successful events and take on other projects. (ie a sign announcing Millbrook on Hwy #115) The Chamber's website (millbrook.ca) and Business Showcase, plus the networking opportunities are the main benefit

Reasonable amount of support from Chamber members as customers.

We don't get any benefits

You don't, this is why we don't belong anymore

Networking, visibility, news/business updates

CQ6. If yes, which ones?

Unsure of names - Training programs.

CQ6. If no, why not?

just never needed it.

Probably due to a lack of information. The BIA applied for some money last year from Community Futures (didn't receive any) but only because a Member read about it in the Newspaper. To the best of my knowledge, neither the BIA nor the Chamber ever receives information on any programs. I would think that the Economic Development part of our Municipal Government would be mandated to squeeze as much money as possible from senior levels of Government, but none has trickled down to the Village to the best of my knowledge

Haven't needed it.

Not involved in anything like that.

Too much bureaucracy

QUANTITATIVE ANSWERS

Q4. Would you like to see consistency of store hours in your community?

Response	Cavan-Monaghan 2007	
Yes	3	50%
No	3	50%
	6	100%

Q4. If yes, which days and/or times of day? - Monday

Response	Cavan-Monaghan 2007	
Before 8:00 am	0	0%
8:00 am to 11:00 am	2	67%
11:00 am to 1:00 pm	0	0%
1:00 pm to 5:00 pm	0	0%
After 5:00 pm	1	33%
Varies	0	0%
Closed	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.

Q4. If yes, which days and/or times of day? - Tuesday

Response	Cavan-Monaghan 2007	
Before 8:00 am	0	0%
8:00 am to 11:00 am	2	67%
11:00 am to 1:00 pm	0	0%
1:00 pm to 5:00 pm	0	0%
After 5:00 pm	1	33%
Varies	0	0%
Closed	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.

CQ4. If yes, which days and/or times of day? - Wednesday

Response	Cavan-Monaghan 2007	
Before 8:00 am	0	0%
8:00 am to 11:00 am	2	67%
11:00 am to 1:00 pm	0	0%
1:00 pm to 5:00 pm	0	0%
After 5:00 pm	1	33%
Varies	0	0%
Closed	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.

CQ4. If yes, which days and/or times of day? - Thursday

Response	Cavan-Monaghan 2007	
Before 8:00 am	0	0%
8:00 am to 11:00 am	2	67%
11:00 am to 1:00 pm	0	0%
1:00 pm to 5:00 pm	0	0%
After 5:00 pm	1	33%
Varies	0	0%
Closed	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.

CQ4. If yes, which days and/or times of day? - Friday

Response	Cavan-Monaghan 2007	
Before 8:00 am	0	0%
8:00 am to 11:00 am	2	67%
11:00 am to 1:00 pm	0	0%
1:00 pm to 5:00 pm	0	0%
After 5:00 pm	1	33%
Varies	0	0%
Closed	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.

CQ4. If yes, which days and/or times of day? - Saturday

Response	Cavan-Monaghan 2007	
Before 8:00 am	0	0%
8:00 am to 11:00 am	2	67%
11:00 am to 1:00 pm	0	0%
1:00 pm to 5:00 pm	0	0%
After 5:00 pm	1	33%
Varies	0	0%
Closed	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.

CQ4. If yes, which days and/or times of day? - Sunday

Response	Cavan-Monaghan 2007	
Before 8:00 am	0	0%
8:00 am to 11:00 am	1	50%
11:00 am to 1:00 pm	1	50%
1:00 pm to 5:00 pm	0	0%
After 5:00 pm	0	0%
Varies	0	0%
Closed	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.

CQ5a. Are you a member of a BIA, Chamber of Commerce and/or Business Association?

Response	Cavan-Monaghan 2007	
Yes	3	50%
No	3	50%
	6	100%

CQ5a. If yes, which one(s)?

Response	Cavan-Monaghan 2007	
BIA	2	67%
Chamber of Commerce	1	33%
Business Association	0	0%
Other	0	0%

Please Note:

- * More than one response can be selected for this question.
- * Percentages are based on the number of companies and may not total 100%.

CQ6. Has your business ever used government programs to assist its operations?

Response	Cavan-Monaghan 2007	
Yes	1	17%
No	5	83%
	6	100%