Business Retention & Expansion Project 2007

Retail / Service Sector

Made in Peterborough

GREATER PETERBOROUGH AREA
ECONOMIC DEVELOPMENT CORPORATION

Greater Peterborough Area Economic Development Corporation

Ontario

BR+E
BUSINESS RETENTION AND EXPANSION

Executive Summary

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Background:

In late 2005 the GPA EDC set out to conduct a Business Retention and Expansion (BR+E) Program to study three specific sectors of our regional economy. The first sector to be surveyed was the tourism sector. This was to be followed by the retail sector and then thirdly the mining sector.

A leadership team comprised of representatives from the County and City of Peterborough was formed to act as the steering committee for the entire program. A meeting was held with various organizations and municipal offices such as planning departments, the CFDC and Chamber of Commerce to communicate that we would be undertaking the sector surveys and that they could be called upon to help deal with any red flag issues that would arise from the surveys. Once this Business Resource Network was in place, volunteers were recruited and the survey process began.

The tourism sector was completed by September 2006 with the release of the survey results and follow-up action plans at a public launch. Invited guests included the survey respondents and local municipal politicians. Media notices were used to invite the general public to the launch. 126 surveys were completed which resulted in nine action items being created by the leadership team.

When studying the tourism sector the GPA EDC had followed the complete Provincial BR+E survey that totaled more than sixty pages. The average time to complete the survey ranged from 1 hour to 4.5 hours. The data collected was then input into the provincial database system that enabled us to generate reports and analysis of the survey results, compiling the information into logical sections.

These reports were then presented at a leadership team retreat. From them the leadership team was able to formulate action plans to address issues and needs identified in the tourism sector.

The actual surveying of the businesses took place prior to May before the majority of the seasonal tourist business began their "busy season". Therefore, the timing of the survey also made it possible for the owner/operators to complete the surveys.

When it was time to begin the retail sector survey it was noted that most retailers would not have the average 2.5 hours to spend with us filling out the survey as these businesses are not typically seasonal. The retail store environment itself is also not conducive to completing surveys because of the necessary interruptions of operating a business.

For these reasons and the opinion that some of the questions in the complete provincial survey were "duplicates" or erroneous for our regional purposes, a shortened survey was devised that focused on only key questions from each section would be used for the retail sector. This allowed the 60+ page survey to be shortened to 23 pages of questions.

The leadership team also approved the use of an alternate method of survey delivery to allow the business owner to complete the survey on their own time rather than a flat refusal to participate because of being too busy. An on-line method of surveying was developed in order to accommodate the business owner's schedule and availability. In addition, because this was a less labour intensive method, volunteers would not need to be recruited. The BR+E Coordinator sent out email invitations and hand delivered invitation cards to businesses that provided the address link to the survey on line. Of the 141 surveys completed, 34 were acquired using the on-line survey delivery method. While this was a good response to the first attempt for using this type of delivery method in the end we did revert back to the traditional survey delivery of in- person interviews to achieve the sample size.

The region's retail sector size was determined to be approximately 1,636 retail businesses. In order to achieve a 10% margin of error considered to be an acceptable sample size by the Provincial BR+E program; 91 businesses had to be interviewed to achieve the 10% margin of error. In actuality, we were able to obtain a survey sample size of 141 businesses surveyed. This gives us a margin of error of 7.89%, which is considered to be a precise and accurate representation of the region.

The modified survey maintained the existing skeleton of the full provincial survey so that the provincial reporting infrastructure could still be accessed to generate the reports.

The survey consisted of 10 sections:

Contact Information (name, address, etc. and rules of the process)

Confidentiality agreement (signed between interviewer and business)

Company Information (legal structure, activity)

Business Development

Local Community

Retail/Service Business

Retail Profile (Changed to Downtown Revitalization)

Future Plans

Business Climate

Retail Sector Community Questions

Reporting:

The reports are divided into three components:

i) Notes and additional comment sections in the survey outside the prescribed questions

ii) Responses to the customized community questions from each community

iii) Regional analysis containing preset categories under which to analyze the survey results. This is the largest compilation of information and is based on the reporting program selecting responses from various sections and highlighting responses to specific questions and grouping the responses together.

Regional Analysis Categories:

Risk of Closure, Downsizing or Relocation

Request for Assistance/Information

Business Climate and Community Assessment

Site Satisfaction

Business Expansion and Sales Trends

Barriers/Difficulties to Business Development

Downtown Revitalization

Retail Service Business

Company Information

Local Community

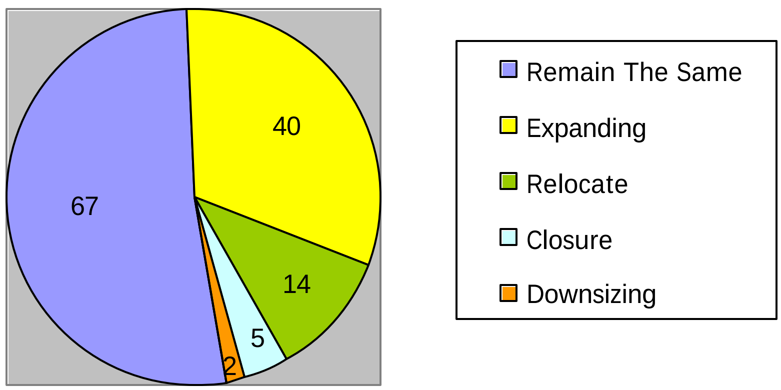
Key Highlights

Section One: Risk of Closure, Downsizing or Relocation

1. Future Plans over the next three years:

   Overall, the region's retail businesses are stable with 52% or 67 of the 141 businesses indicating that they will remain the same over the next three years. The positive news is that 31% or 40 of the 141 businesses surveyed have plans to expand their businesses in the next three years. 5 will be closing and 2 will be downsizing.

Risk of Closure, Downsizing or Relocation



2. Of the fourteen businesses that were planning to relocate, 10 divulged where they were planning to move. Eight were staying within the same community they were currently in, one moving elsewhere in Ontario and one moving elsewhere in Canada. The most common reason cited for the relocation was expansion limitations at the current site. The individual who was leaving Ontario was going to another province to complete their post-secondary education. Better, larger locations to offer clients more products and receive higher customer traffic were the most common reasons cited for the need for expansion. Financial Assistance was requested for help with the expansions.

3. Of the 141 businesses surveyed, five were going to be closing their operations within the next three years. Four businesses responded to why their businesses were going to close and cited individual reasons for the closures. They are:

   - Loss or change of customers/clients
   - Unable to find purchaser
   - Retirement
   - Dissatisfaction on many levels: government taxes are a problem at federal, provincial, municipal levels; cost of insurance, fuel, too many

social programs allowing people to be on welfare, food banks and other people with their hand out resulting in small workforce.

Section Two: Information/Assistance

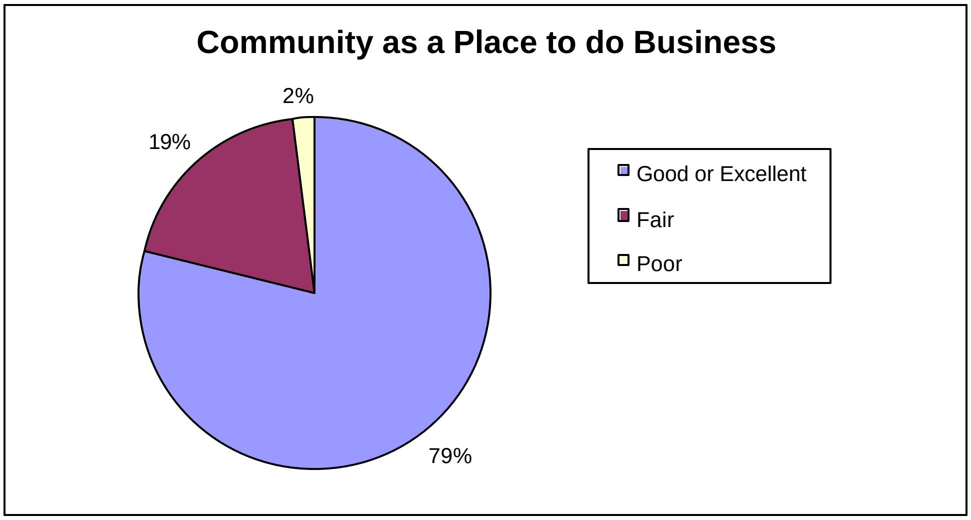
1. Of the businesses surveyed, more than half - 63%- had no succession plan in place. 40% of businesses said that they had a business plan and 40% had a marketing plan but it was not confirmed in what format or degree of detail these plans were in and therefore an education opportunity such as a seminar or workshop could be provided to the business owners.

2. When asked how local business associations and/or economic development organizations could assist their business sector, of those who responded, a number of activities were requested:

    - 60% joint advertising and marketing
    - 45% trade shows
    - 42% business networking opportunities
    - 39% marketing Seminars
    - 35% website development
    - 33% Attraction of related supply and service businesses
    - 31% E-marketing
    - 28% Workforce planning, employee training and attraction
    - 24% Access to capital seminars/ID of opportunities for shared use of buildings, infrastructure etc.
    - 20% Productivity improvement workshops
    - 13% Export Development programs and services

Section Three: Business Climate and Community Assessment

1. 79% of the businesses surveyed rated their community as a good or an excellent place to do business. 19% rated it as a fair place to do business while 2% rated it as a poor place to do business.



2. 70% of the respondents had said that their attitude towards doing business in the community had not changed over the past three years. Of the remaining 30% whose attitude towards doing business in the community had changed they were able to select a positive change or a negative change.

   <u>Reasons for positive changes in attitude include</u>: (42% of changed attitudes)

   -A newly formed business association or existing BIA would be or was offering support.
   -A beautification organization was restoring pride in location
   -New and diverse stores were keeping customers in region rather than out-shopping
   -Personal attitude: more aggressive, outgoing, networking
   -Business ownership turnover-younger more progressive “changing of old guard”
   -more residential development in community to attract new customers into market

Reasons for negative changes in attitude include: (58% of those with changed attitudes)

-Competition and decline in sales from big box stores such as Walmart, Costco, Home Sense, Michaels
-no vision in this community laissez faire attitude
-municipal support is lacking in terms of planning, zoning and in some cases direct competitors to family owned business.
-not enough traffic, not enough people coming downtown
-nature of business has changed due to social climate
-Costs too much to operate a business, costs are too high compared to what you can charge.
-the city does not want to attract high paying jobs.
-vagrancy on the street that keeps shoppers from the downtown.
-finding cost of living higher than what was first thought
-business is dropping off in the area, businesses closing to accommodate residential
-lack of apprenticeship, high taxes insurance and social programs (welfare)

3. Businesses were asked to rate their level of satisfaction with **services provided by local government**. The choices rated level of satisfaction:

- Very Satisfied
- Somewhat satisfied
- Somewhat dissatisfied
- Very dissatisfied
- No contact

Overall respondents were somewhat satisfied or very satisfied with the services provided. While no one service provider received "a perfect score" of 100% very satisfied, fire and prevention services received the highest rating of 87% very satisfied/satisfied while only 9% were somewhat or very dissatisfied. 4% had no contact.

Of the participants who responded there were **three key areas** where the most participants expressed **dissatisfaction.**

57% or more than half the respondents were very dissatisfied/dissatisfied with **Street repair**...42% very satisfied/somewhat satisfied, 1% no contact

45% were dissatisfied or very dissatisfied with **Planning, engineering, zoning and building permits**. 29% were satisfied or very satisfied and 24% had no contact.

42% were dissatisfied/very dissatisfied with **Public transit**, 28% satisfied and 31% no contact

Typically other services such as the health department, policing, public utilities snow removal, garbage removal each had more respondents satisfied/very satisfied than those that were not.

What additional services would you like to see provided by the municipality?

-See extensive list page 2 of Notes report). Of those that responded, public transit (12 responses) and more of a police presence (8 responses) on foot patrol, at intersections and on bikes were the next two sought after services.

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

-see extensive list on page 4 of the notes report. The most common responses were petty or minor crimes: vandalism/graffiti/theft/shoplifting and panhandling.

Factors in Doing Business within the Community (Ratings of Poor-Fair-Good-Excellent)

-Quality of Life received the highest level of satisfaction (98%) in doing business in the community. 42% Excellent, 50% good, 7% fair. Only 2 businesses or 2% felt that we had a poor quality of life in the region.

-61% rated municipal taxes fair to excellent, 39% felt they were poor.

-66% rated water and sewer capacity fair to excellent,34% felt it was poor.

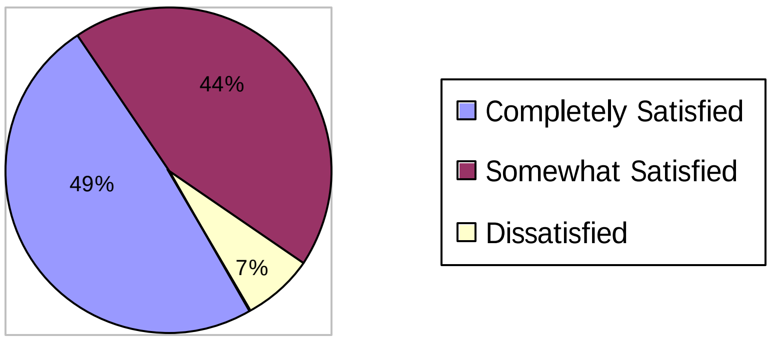
-Availability of transportation, availability of appropriately zoned land, cost of leasing space, local permit process, municipal by-laws, telecommunications infrastructure e.g. fibre optics and internet access, access to research development and access to training facilities all received ratings of 70% or higher.

-Availability of skilled labour, transportation costs, cost of construction, land costs, size of local market, development charges, support from local business, access to suppliers all received ratings of 80% or higher.

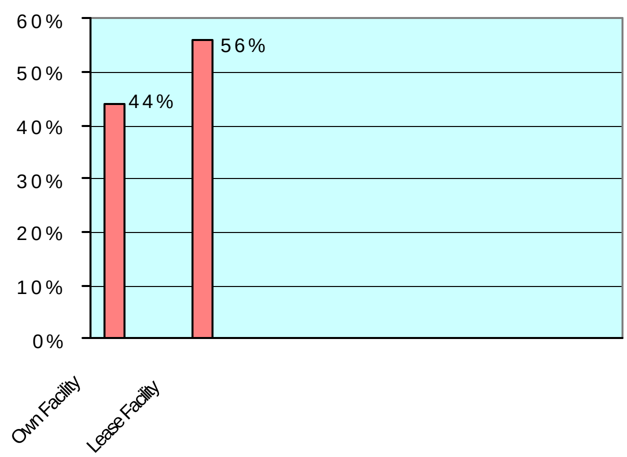
-Labour costs, availability of utilities, access to markets/customers/clients, support from local residents all received ratings of 90% or higher.

Section Four: Site Satisfaction

1. 93% of business-49% of the businesses surveyed were completely satisfied with the current site of their business, 44% were somewhat satisfied. Seven percent were somewhat or very dissatisfied. The number one issue cited for site dissatisfaction in the region was “the site is too small”. This was followed by “no opportunity for expansion”. The “location inconvenient for customers” rounded out the top three reasons of why they were dissatisfied with their current site.



2. When asked if the retail business was operated as a home based business 31 businesses responded yes, 106 responded no it was not. 44% of the business owners owned the facility where the business is operated out of, 56% lease the location. Of the business owners that lease their facility, 32% operate on a month to month lease basis. The next highest percentage is those who operate on a lease greater than 3 years at 21%.

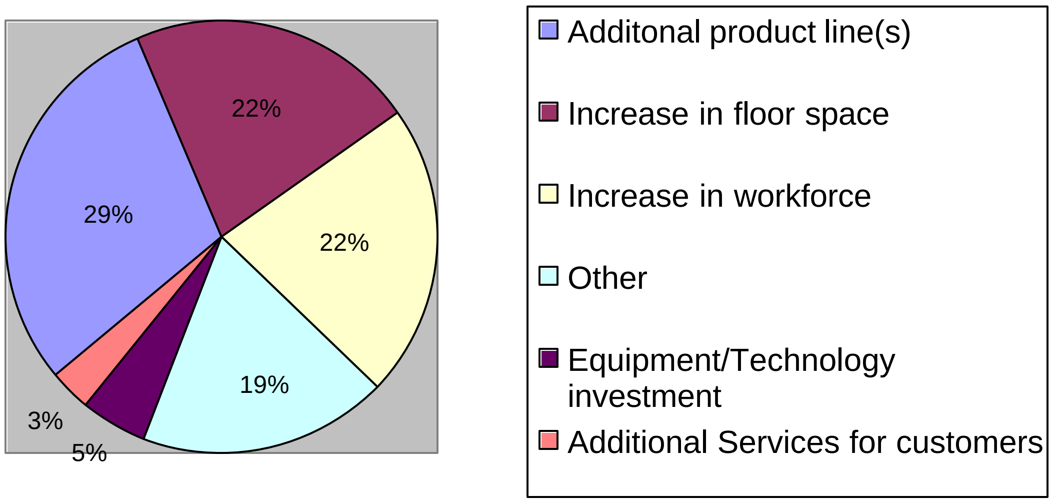


3. For 89% of the business owners, there was only one location for the business.

Section Five: Business Expansion and Sales Trends

Of the businesses that are planning to expand within the next three years, 6 of the 7 businesses that responded were going to invest in new equipment, 2 of 4 said their business plan was based on an innovation.

Of the businesses that were expanding, the expansions were going to lead to:



Section Six: Barriers/Difficulties to Business Development

- Within the next 3 years, 40 businesses or 31% of businesses surveyed plan to expand. Of those 40, 5 are experiencing difficulties with the expansion. Financing was noted by 4 of the 5 businesses as the cause of difficulty with their expansion. Highway and roadway signs were also noted.

Are any of the costs of operation a serious concern to the success of your business?

- Business and Property Tax Structure: 65 said yes
  57 said no

- Rent and Lease Costs of Buildings: 35 said yes
  81 said no

- Costs and availability of full time employees: 46 said yes
  72 said no

- Costs and availability of Part time employees: 36 said yes
  79 said no
- Insurance: 76 said yes
  44 said no

- Cost of Utilities: 78 said yes
  45 said no

- Other: 28 said yes
  7 said no

Section Seven: Downtown Revitalization

The majority of business owners have been in the business for “11-20 years”; followed by “more than 20 years”; with the third range being 1-5 years in business.

The average square footage devoted to sales space is 2,793.08’, maximum being 36,000 square feet. The average square footage devoted to office space is 349.33, maximum being 5,000’ square feet.

The average annual total sales are represented like this:

Total Annual Sales	# of Businesses	% of Businesses
Over 1,000,000	20	20%
500,000-1,000,000	8	8%
250,000-500,000	16	16%
100,000-250,000	18	18%
50,000-100,000	20	20%
0-50,000	17	17%

In determining how customer traffic was received, businesses were asked to assign a percentage of to the following activities:

	Average %
Foot Traffic:	53.6
Telephone Based:	33%
Internet Based:	5.5%
Other:	7.9%

The majority of businesses, 62%, had foot traffic on average of less than 100 people per week, 19% had between 100-500. On the higher end of the scale 5% said they averaged between 500-1000 customers per week while 4 or 4% said they had over 1,000 customers per week.   10% said they had no customers on average per week.

When asked what was the busiest day for the businesses more than half responded that it varies, with the next busiest day being Saturday. Then Monday received the next highest % followed by Thursday.

When selecting the busiest times of day 8:00 am to 11:00 am ranked highest followed by 11:00 am to 1:00 PM.

The three busiest months of the year are June, May and July in that order.

The businesses were almost evenly spilt in a yes/no answer to the question do they plan major sales/specials for the business: yes: 49% 51% no. For those that did plan these events, The majority took place in January (28%), May, and then February and April equally.

70% said that they participate in and/or support community events and festivals that take place in the downtown commercial district.

Of those that participate, the events that they participate in are:

Festival of Lights
Festival of trees
February Beat the Blues Fest
Car shows
Sidewalk Sale.

The events that are supported are:

Service Club events: Legion, Lioness and Lion's club events
Sponsor of Festival of Lights
Sponsor of Festival of Trees
DBIA events, Blues Fest
Arts, Jazz and Literary Festival

However 59% said community events do not increase their sales, 41% stated that they did. Respondents were then asked what events, if any, increased sales in their business. They were then able to list the events that applied.

The top six listed were:

Havelock Jamboree
Peterborough Exhibition
Festival of Lights
Buckhorn Wildlife Arts Festival
Farmers Market
Sidewalk Sale

When determining what their customer profile was, businesses were asked what gender their client was i.e. they were asked to describe the most typical customer to the business.

Female: 51%
Male: 36%
No distinction: 13%

More than half of the business owners 58% said that they had no specific target market.

Of the 42% that responded yes, they did have a specific target market they were asked to break the client down into certain demographic categories:

Market Share by Age Group

Young Families
Baby Boomers
Retirees and Seniors 60+
No specific group

Market Share by Type of Customer

People who work in the downtown
Local residents
Visitors/Tourists
Seasonal Residents/Cottagers
No specific group

When asked if the businesses track where their customers come from 56% said that they did. 22% used postal code, 19% telephone numbers while 59% used another method.

Outside of their own community, businesses were asked where their clients come from. Because we are dealing on a regional basis, many had clients coming from each other's communities. The most common answers were inter-regional (Peterborough, Lakefield, Norwood etc., followed by Toronto area, Lindsay, Port Hope, Ottawa and Kingston.

Businesses were then asked to estimate the percentage of customers that live within the following different radiuses of their businesses.

Within Walking Distance-less than 10%
Within a Five minute Drive-10-25%
Within a 15 minute drive-25%-50%
Within a 15-30 minute drive-25%-50%
More than 30 minutes-10-25%

Businesses were asked to list six products or services that separate their business from their competition. The top six were quality, customer service, service, reliability, one-on-one attention, product knowledge. From their individual reasons were given but fall into these categories.

When asked to select the two main competitive edges of their business, owners selected "Service-42%" and "Location-23%" was next. Price, then selection, were third and fourth most selected.

The majority of retailers target the 42% "average to mid-point" price point, all price points 38% and then high-end at 14%. Only 6% saw themselves at the low-end price point.

The toughest competition for the business was located “in another community”, followed by “in the community” and then “the downtown”. The toughest competitors were defined as national franchises, local independents or other. National franchises were considered the toughest, then local independents then “other”.

Three existing businesses were then to be selected as “compliments” to the survey respondent:

Grocery Store
Liquor store
Hardware store
Specialty Food Store
Floral Store
Craft Store

When asked what three businesses they would like to see available in the downtown business owners stated: Restaurant, specifically Tim Hortons, or accommodations (hotel).

When asked if the downtown can or should build on the current mix and develop a cluster of stores/services offering related products to a similar market segment 64% said no.

Parking:

64% of survey respondents said customers park in a customer parking lot that the business owner owns or rent, 31% said they park on the street closest to the store and 3% said they park in a municipally owned parking lot. The owner and employees typically park in the lot they own or rent (76%), 15% park in the driveway or alternate location and 5% park in a municipal lot or on the street closest to the store.

The average number of parking spaces for customers is 18.3 while the average number of parking spaces for employees is 10.4 spaces.

Financial Assistance:

When asked if the businesses knew if the community offers any financial assistance programs to it’s businesses 60% said that they did not know. 30% said no they did not, 11 % said that yes their community did.

Of the 11 that said yes they did, 3 believed that there development charge exemptions and 1 believed their was a grant or loan for design assistance.

Of the types of incentives listed, most have not used them or felt that they would not apply for the incentive. One respondent has used the grants and loans for design assistance, one has used assistance with a residential conversion, and one has used assistance for a building rehabilitation.

Issues:

The survey asks if business owners are facing any particular issues: (more than one answer can be selected)

36% had no issues
12% said vandalism, graffiti and litter
12% said storefront appearance, window displays, signage
10% had accessibility issues
8% said number of parking spaces
4% said availability of parking spaces
4% said parking enforcement
3% said other-lack of customers, litter, smoking in front of business, drugs, theft, no sidewalks.
2% said shoplifting
2% said public safety services (lighting, security, policing presence)
>1% said loitering

Statements were asked about the businesses owner's habits or belief's regarding the downtown and their own businesses.

I always try to buy products and services locally. 96% agree or strongly agree

I always direct customers to other downtowns. 94% agree or strongly agree

The existing downtown business mix helps their business. 70% agree or strongly agree

There is plenty of convenient parking downtown. 50% agree, 50% do not.

The downtown is an excellent place to have a business. 88% agree or strongly agree.

There are plenty of good workers available for hire. 67% agree or strongly agree.

I would support a new retail promotions event. 86% agree or strongly agree.

The look and feel of this downtown helps this business. 52% disagree.

My building façade draws customers into this business. 65% agree.

My window and door displays help this business. 70% agree or strongly agree.

This business is open when customers want to shop. 91% agree or strongly agree.

Employees of this business show great customer service. 98% agree or strongly agree

I feel safe in the downtown, even at night. 69% agree or strongly agree.

Section Eight: Retail/Service Business Profile

73% of businesses are located in an identifiable commercial district. 44% were located in the downtown, 19% in a highway or commercial strip plaza followed by 15% in neighbourhood commercial. 8% were located in a tourist area/destination.

45% of the businesses said that they did not know if their was a plan for promoting and managing their commercial district. 32% said no there was not. 23% said yes.

Of the 23% that said yes, they were then asked the following:

Does the retail strategy identify issues important to the future of their business? 61% said yes.

Does the retail strategy propose actions to address those issues: 61% said yes.

It is being effectively implemented? 43% said no and 21% said don't know.

It is a comprehensive plan and integrated plan that addresses heritage, cultural aspects social and economic etc.? 44% said yes

The plan is primarily being focused on retail marketing and promotion. 46% said yes, 36% said don't know.

Financial and community support was seen as a barrier to the successful implementation of the plan. Funding for public improvements and resistance from some business owners. Un-organization and/or decrease in service by representing groups were also a factor.

Is there an organization or group that represents the interests of the commercial district. 43% said Chambers of Commerce, 30% said Business Improvement Area and 21% said other.

Respondents were then asked to rate the condition of their commercial district using a scale of excellent, good fair and needs improving.

The majority rated the following items as "needs improving":

Street furniture (lights, benches etc.), public amenities (parks, fountains, washrooms), graffiti and litter, adequacy of public transit, highway signage/tourism directional signs, roadside advertising, visual identity of area-unifying banners, public safety services (lighting, security, police) advertising campaigns.

Plantings, trees, flower boxes 33% said good, 34% said needs improving. 8% said Excellent and 25% said fair. Parking signage was evenly split 35% good, 35% needs improvement.

The majority rated the following items as “good”:

Sidewalks/pedestrian environment, traffic flow on streets in the area, accessibility for people with disabilities, # of parking spots/facilities, fees/enforcement, exterior appearance of facades, window displays, signage, vagrancy/homelessness/panhandling, vandalism, condition of housing stock, appropriate mix of businesses, appropriate mix of quality/price for target markets, number of vacancies/turnover and the organization of special events, uniform hours of operations.

The majority rated the following items as “fair”: Customer service programs.

The majority rated none of the items as “excellent.”

Businesses were then asked if they could benefit from a prescribed list of programs such as store design layout networking events etc.

The majority said they would benefit from networking events, cooperative advertising/joint marketing, building improvement loan/grant programs, sign improvement loan/grant programs, physical improvements in public areas, business directories, brochures/maps.

The majority felt they would not benefit from store/design layout, mentorship programs, analysis and reporting on downtown economy, customer service training, financial management training, succession planning, improved telecommunications infrastructure.

The top three suggestions for improving the retail environment were:

1. Repair or remove eyesore buildings
2. More and better festivals and events
3. Improved Streetscape

The four community assets that they would like to see developed were:

1. Walking and bike trails
2. Public parking
3. Public cultural facilities-libraries, museums, entertainment centres

Section Nine: Company Information

-51% are operated as sole proprietorships
-39% are incorporated companies at
-8% are operated as partnerships, 3% as not for profits.

16 of the 140 businesses or 11% are franchises.

Using the NAICS Codes or North American Classification System, the primary activities of the businesses is:

-Retail trade 63% sale of goods such as furniture, sporting goods, books music, motor vehicles etc
-Other Services (except Public Administration) made up the next largest grouping at 21% and Health Care Social Assistance and Agriculture Forestry Fishing were third highest at 2%.

-97% of the owners are involved in the day-to-day operation of the business and in 85% of the cases the owner is a resident of the community.

The majority of the retail businesses are “seasoned” or mature businesses. That is most have been in business for 11 to 25 years. The next largest group is those who have been in business for 4-10 years followed by over 35 years in business. The greatest percentage of businesses is family owned and yet more than two thirds do not have a succession plan.

The largest grouping for average number of employees is the 1-4, category followed by “owner only-operated” and then 5-9 employees respectively.

Section Ten: Local Community

Survey participants were asked if they knew of a business that was interested in locating in the community. 118 businesses said no they were not aware at this time. Of the 15 who indicated they were aware of a business only six would be willing to share the contact information.

An immediate follow up should be done with the 15 businesses who may have a potential new business for the community. 4 of the businesses said they would be willing to contact the business on behalf of he community.

When asked if the businesses would be interested in participating in a business ambassador program: 59% said no while 41% said yes.

Work needs to be done in promoting the municipality's role (and the region's economic development corporation GPA EDC) in business and economic development. Note the responses to the following questions:

1. As far as you know, does the local community have an economic development plan? 64% said yes, 30% did not know and 6% said no.

2. As far as you are concerned, is this plan being effectively implemented? 60% did not know, 25% said yes, 15% said no.

3. In your opinion, does the local municipality take an adequate role in business and economic development in this community? 37% were unaware of what is being done, 36% said no and only 27% said yes.

   Elaborate: (please see extensive list on page 8 of the notes section)

Respondents were asked to list three **community advantages** as a place to do business. The most selected answers were:

- Small town atmosphere
- Good location
- Size
- Friendly People
- Proximity to GTA

Respondents were then asked to list three **community disadvantage**s as a place to do business: The most selected answers were:

- Small Population
- High taxes/business taxes
- City Hall causes stumbling blocks with red tape
- Distance to main market GTA
- Weak promotion measures to attract people to Peterborough

What other comments would you like to raise about the community as a place to do business? Please see extensive list in the notes section on Page 18. The most selected additional answer was the taxes are too high.

Community Questions (separate report)

Along with the BR+E survey questions developed by OMAFRA, the leadership team developed a set of questions specific to the Greater Peterborough Area community.

The community questions are:

1a. What is the most common positive comment you receive from your clients regarding the community?

1b. What is the most common negative comment you receive from your clients regarding the community?

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

3a. What type of business or event do you feel would benefit the existing businesses in your community?

3b. Is there an event or festival that would has a positive effect on your business? Please explain.

3c. Is there an event or festival that has a negative effect on your business? Please explain.

4. Would you like to see consistency of store hours in your community? If so, which days or times of days?

5a. Are you a member of a BIA, chamber of commerce and/or business association? If yes which ones?

5b. How do you feel you are benefiting from these associations?

6. Has your business ever used government programs to assist its operations? If so, which ones? If not, why not?

BR&E RETAIL SECTOR ACTION ITEMS

1. Strategy: COMMUNICATION & EDUCATION – REMOVE BARRIERS TO ASSIST ENTREPRENEURS

Steps/Actions to be taken (How?)	Responsibility (Who?)	Resources (With What?)	Time (When?)	Evaluation
Conduct formal public or training sessions Specific Topics identified: • Succession Planning • Marketing Plans • Business Plans-Start-up and Expansion related • Energy Cost Reduction Programs-Hydro One/Peterborough Utilities • How to determine target markets and how to promote to them.	GPA EDC, Municipalities, Hydro One & Peterborough Utilities	-Business Professionals, -Province -BAC Seminars -EDO's -Business Assoc.'s Peterborough Greenup and similar programs	On-going basis	Track # of attendants @ training sessions Cost-savings registered by businesses Provide resource tool kits on-line and track # of "hits" to the site Record number of entrepreneurs assisted (already done by BAC) specific reference to program.

Utilize info sheets/newsletters to distribute information to retail business owners. Specific Topics requested: • Financing options available to support business • Insurance Cost efficiencies (sprinklers, cameras etc.) • Ministry of Transportation and County Road restrictions	GPA EDC, Chambers	Municipalities, Province, other resources, GPA EDC	BAC Resource Library Email Distribution BAC web page	Future key editorials in existing newsletters Increased readership
Create a resource tool kit outlining “how- to’s”, hints & contacts to assist with various processes Note: Service Ontario creating BizPal model with complete listing of required processes and permits	GPA EDC, Municipal staff	BAC, CFDC, Chambers, Business Associations, etc. Look at BizPal model	Annually	Number of hits online Number of copies distributed Successful applications passed by Township/City staff
Provide professional business/marketing plan help through consultation	GPA EDC	Business Professionals, BAC Rural consultations	On-going	Number of attendees

2. Strategy: REGIONAL MARKETING CAMPAIGN

Steps/Actions to be taken (How?)	Responsibility (Who?)	Resources (With What?)	Time (When?)	Evaluation
Develop a regional retail marketing campaign to promote the region as a destination similar to other regional sector marketing efforts already started such as the 'Kawartha Choice" local food producer and "Made in Peterborough" Manufacturing Campaigns. Suggest similar methods similar to driving tour and Kawartha choice map. Multi-media campaign (only restricted by budget). Prepare "information/goodie bag" or brochure with local retailer information to distribute at special events and attractions for visitors to discover what else is in the area. Shopping guide for the region. Build on "Buy local Campaigns-Buy regional campaign." 50% of clients are within a 30-minute drive.	GPA EDC, BIA's, Associations, Chambers Interested Businesses	Budget required from Various sources: Eastern Ontario Development Fund Provincial Eastern Ontario Fund Business Contributions to leverage regional marketing	Commence 2008 On-going	Note # of companies who join together for this initiative Develop data base to track #'s of participants Bi-annual packaging meetings facilitated, number of participating businesses, client response. Number of packages created Increase in customer activity, sales

Identify & communicate with various associations to discuss strategy & best practices.	GPA EDC coordinate research	Existing staff		Best practices reviewed
Explore issues of consistent store hours & Sunday shopping, Stat Holidays and stores open when special events are planned.	Municipalities Business Associations Chambers of Commerce	Township EDOs/Staff		Store owners open for business Business Associations advertise consistent hours in shopping districts

3. Strategy: BUSINESS ADVOCATE/ADVOCACY

STEPS/ACTIONS TO BE TAKEN (HOW?)	RESPONSIBILITY (WHO?)	RESOURCES (WITH WHAT?)	TIME (WHEN?)	EVALUATION
Chamber Function to support business Specific issues: Tax parity between commercial and residential for same services	Chambers of Commerce Business Associations	Presentation/ Meeting Chamber policy communication Lobby various councils		Chamber track number of businesses assisted?

4. Strategy: MUNICIPAL/COUNTY

Component A: Beautification

Steps/Actions to be taken (How?)	Responsibility (Who?)	Resources (With What?)	Time (When?)	Evaluation
Identify issues – talk with stakeholders to determine their specific concerns or suggestions for improvements	DBIA's, Associations, Beautification committees, Municipalities	Existing staff, Volunteers, Fees, Donations	On-going	Awards for places that make improvements or for fulfilling maintenance requirements. Follow up with Council members & business operators to obtain their feedback on any changes/improvements made Qualitative evaluation by visually monitoring the area
Ask Business Owners to Clean/Maintain sidewalk fronts	Municipalities – send out notice	-Existing Staff	On-going	
Garbage pick-up/litter Increase bag limit where appropriate (large business)	Municipalities – Provide more waste/recycling bins: *Consider Charlottetown example with recycling and waste containers	-Existing Staff -Business Owners	On-going	Visual inspection, reduction of litter
Plantings/Benches	Communities in Bloom fund, Municipalities	-Local Volunteers	2008 spring/summer	Unified look, Qualitative evaluation
Clean up days	Partner with service clubs, retailers to pick up own litter i.e coffee cups etc.			As above #of groups volunteers participating

Component B: Municipal Office Staff

Steps/Actions to be taken (How?)	Responsibility (Who?)	Resources (With What?)	Time (When?)	Evaluation
Create an information package to provide consistent and complete information (ex. Douro Dummer) re: programs and services available to business Communication re: what community is doing to support business, economic development	Municipality		ASAP	Number of website hits Raise awareness about what is going on in municipality Number of packages picked up Number of new approvals

Component C: Public Transit

Steps/Actions to be taken (How?)	Responsibility (Who?)	Resources (With What?)	Time (When?)	Evaluation
Regional Transit link to Peterborough and/or from City to special events i.e. Plowing match buses well utilized	City/County Municipalities Event organizers		Ongoing	Increase in access and useage, Ridership Increase in attendees

Component D: Regional Signage

Steps/Actions to be taken (How?) **Identify downtown areas as commercial district**	**Responsibility (Who?)**	**Resources (With What?)**	**Time (When?)**	**Evaluation**
Create consistent signage for region (City and County) Reflect visual identifier of where customer is	Municipalities and GPA EDC	-Existing Staff	For 2008	New image and policy consistent across the region Improved way-finding for visitors and locals
Set up a simple application process for getting signage on municipal HWYs.	Municipalities	-Existing Staff	For 2008	Less perceived red tape in process

Component F: Street Repair

Steps/Actions to be taken (How?)	**Responsibility (Who?)**	**Resources (With What?)**	**Time (When?)**	**Evaluation**
Businesses have more input into timing of road repair	County, City, Municipalities Associations Business Owners	Development charges, taxation, GPA EDC budget, funding programs i.e.) EODF	Immediate & On-going	Less disruption to business during “busy season” Consultative process
Build & Create infrastructure (water & sewer, roads)	Townships, City, County	Development charges, taxation, provincial/federal funds	Immediate & On-going	Infrastructure to meet the needs of new development and existing businesses

Component G: Other Infrastructure

Steps/Actions to be taken (How?)	Responsibility (Who?)	Resources (With What?)	Time (When?)	Evaluation
City Waterfront Development	City, GPA EDC	Regional development funds	2008	A report generated that provides a number of options for vision of how best to develop the waterfront.
Greater Police Presence in downtowns-foot patrols, bike patrols Policing	Service providers, municipalities City/County	Increase in budget or reallocation of resources	2008	Less vandalism and petty crimes such as graffiti Increase in perception of overall security and personal safety
Doctor Recruitment	GPA EDC, Municipalities, Medical practitioners	Continued funding support	ongoing	Attraction of physicians to the area to address family doctor shortage
Downtown Revitalization Incentives to develop upper floor residential, improve façade. Costs prohibitive now. Continue to redevelop such as Canada Post building to residential to help draw clients into the downtown	Municipalities, Councils	Existing Staff	Budget process 2008	Increase in building permits for downtown residential Increase in # of residents in downtown Re-use and "beautification" of vacant building, vacant upper floors in the downtown.

Component H: Parking

Steps/Actions To be taken (How?)	Responsibility (Who?)	Resources (With What?)	Time (When?)	Evaluation
Enforcement of parking by-laws (in particular long-term parking should not hold meter hostage-two or three hour limit. Study traffic flow options to make the downtown more of a destination: • Consider free parking in the downtown • Two-way traffic on main arteries • Pedestrian only areas	Existing Municipal and/or parking garage staff Municipalities	Master Plan Updates	On-going	Increase in ease of parking

5. Strategy: DIRECT ASSISTANCE REQUESTED

Steps/Actions To be taken (How?)	Responsibility (Who?)	Resources (With What?)	Time (When?)	Evaluation
The top 4 direct requests for assistance from local business associations and/or economic development offices: (in order) Joint Advertising and Marketing • Trade shows • Business Networking Sessions • Marketing Seminars	Chambers of Commerce Economic Development offices GPA EDC, BAC	Existing Staff, Business Professionals Regional marketing Campaign	On-going 2008	# of events planned # of attendees increase in clientele

Business Resource Network

Al Heritage
Buckhorn and District Tourist Association
Mike Arpin
Rice Lake Tourist Association
Scott Papp
Kawartha Lakes Chamber of Commerce
Stuart Harrison
Greater Peterborough Chamber of Commerce
Mark Doherty
Peterborough DBIA
Gord Evans
Workforce Development Board
Judy Heffernan
Greater Peterborough CFDC
Dawn Hennessey
Business Development Bank
Judy Coward
OMAFRA
Jeff Pinkney
Ministry of Small Business and Entrepreneurship
Bev Cameron
Ministry of Tourism

Brian Weir
County of Peterborough
Christine Wright
Otonabee-South Monaghan
Pat Kemp
Galway-Cavendish-Harvey
Malcolm Hunt
City of Peterborough
Shannon Hunter
North Kawartha
Crystal Weiland
Douro-Dummer
Dave Clifford
Douro-Dummer
Diane Hill
Havelock-Belmont-Methuen
Jodi Chittick-DeNoble
Smith-Ennismore-Lakefield
Marilyn Burns
Trent University
John Williams
Otonabee Region Conservation Authority
Allen Morrison
Tourism Advisory Committee
Ken Hetherington
City of Peterborough

Leadership Team

Barry Davies
Galway Cavendish Harvey
Doris Brick
Smith Ennismore Lakefield
Carolyn Amyotte
North Kawartha
Brian Grattan
Havelock- Belmont-Methuen
Jim Gastle
Douro-Dummer

Diane Moore
Otonabee-South-Monaghan
Doug Lytle
City of Peterborough
Don Anderson
City of Peterborough
Kendra Sedgwick
Asphodel-Norwood

Retail/Service Sector BR+E Co-ordinator:

Paul Teleki
Greater Peterborough Area
Economic Development Corporation

BR+E Project Co-Chairs:

Ann-Marie Kelleher
Director of Rural Development and Tourism
Greater Peterborough Area
Economic Development Corporation

Laura Lauzon
Manager, Business Development
Greater Peterborough Area
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