



**Hamlet of Grande Cache and Surrounding
Cooperatives**
Triage BR&E Report
December 2022

Overview



Background

- The Hamlet of Grande Cache completed a business satisfaction survey to understand how to best support local businesses. Business retention and expansion (BR+E) activities can be employed to ensure business needs are monitored and addressed; however, engagement can be time consuming and complex.
- A Triage BR&E Survey was commissioned to engage the broader business community, while also allowing for the identification of potential expansion or retention opportunities for follow-up on a business-by-business basis.

Overview



Methodology

- A random sample telephone survey was conducted with 26 businesses. The total response rate for the phone surveys was 25.7%, which is very high in the market research industry. The average phone interview length was 13.4 minutes.
- This scientific approach ensures that the results have a good level of accuracy (with an 19.2% margin of error at a 95% confidence level) and statistically represents the business community in the region.

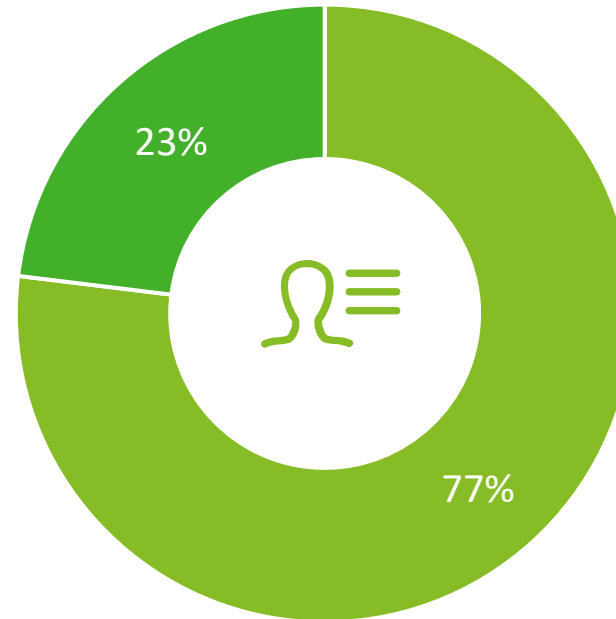


Business Community Firmographics

Firmographics



Ownership (N=26)

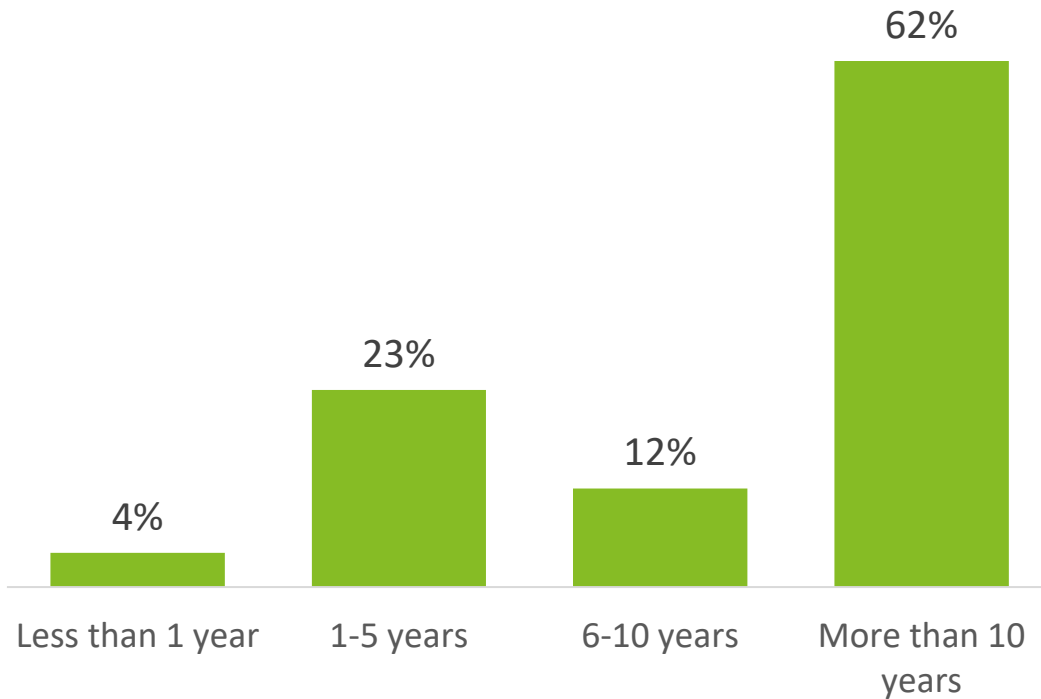


■ Locally Owned and Operated ■ Externally Owned and Operated

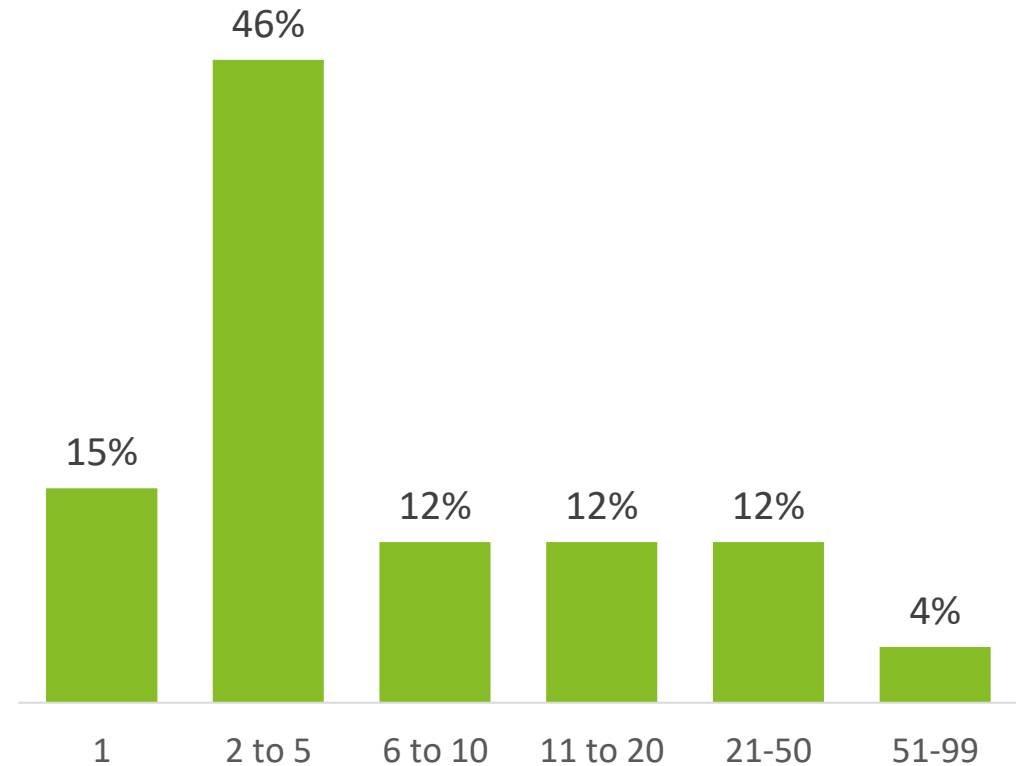
Firmographics



Years Operating in Grande Cache (N=26)



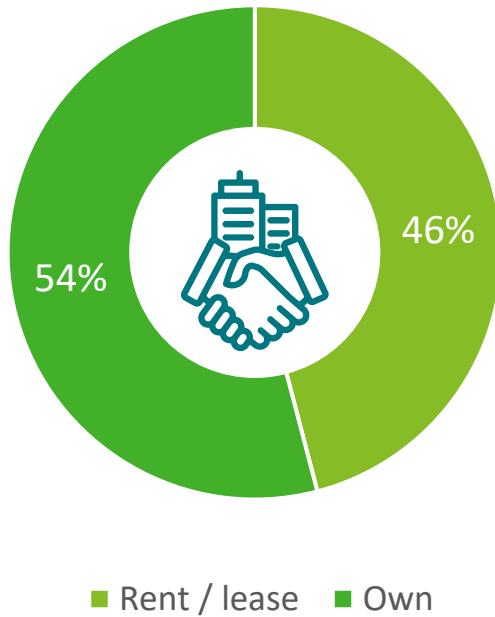
Full-Time Employees (N=26)



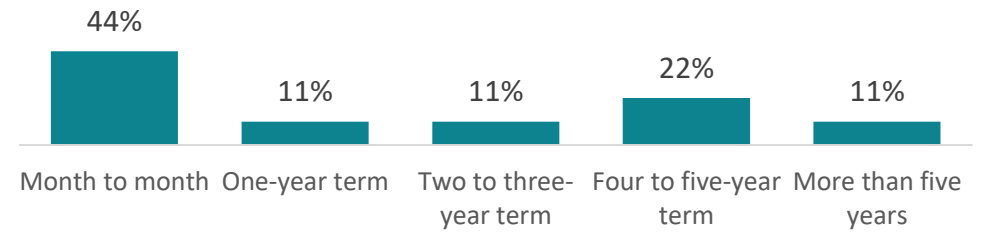
Firmographics



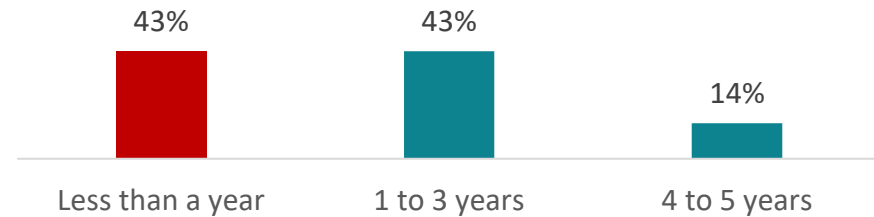
Own or Rent/Lease Business Property? (N=26)



Term of Lease (n=17):



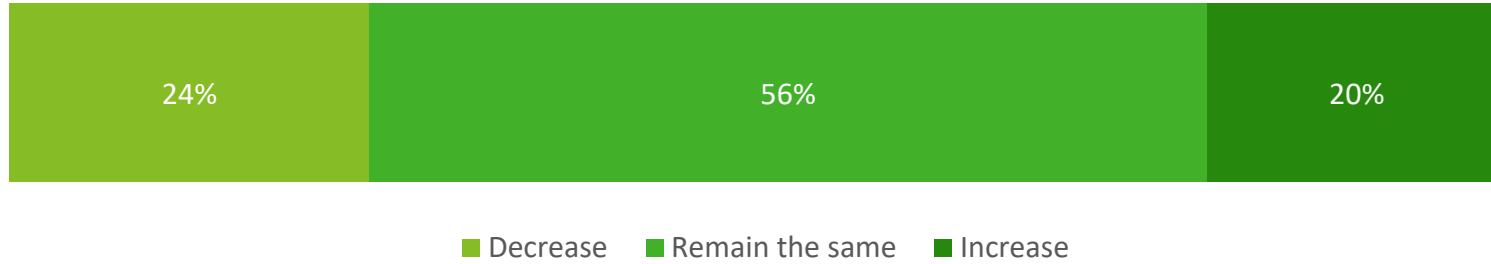
Lease expires (n=19):





Business Performance

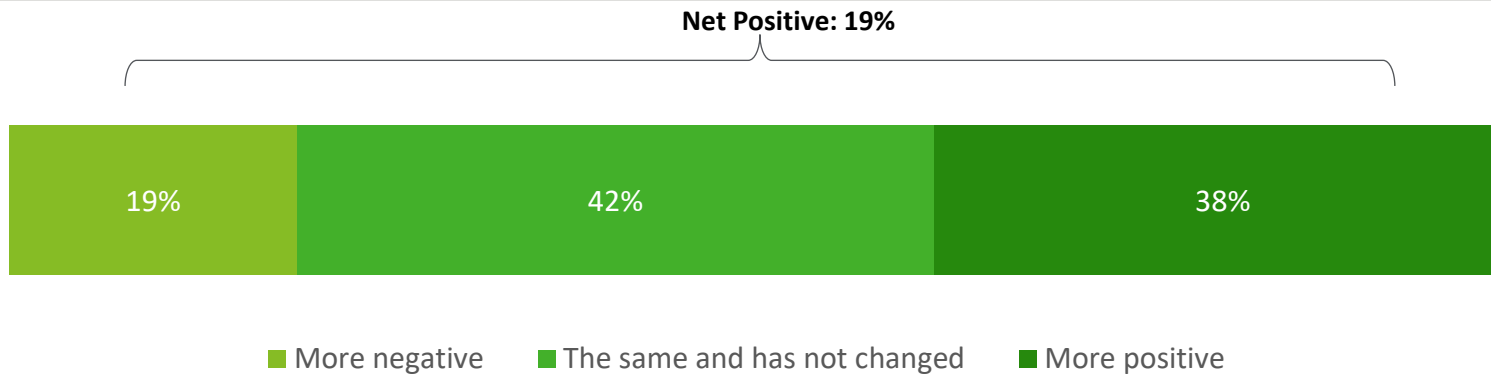
Business Performance



Over the past 12 months did the total number of employees in your company: (N=25)



Thinking about the next 12 months, do you expect the total number of employees in your company to: (N=23)



Over the past 12 months would you say your attitude about doing business in the Municipality is... (N=26)

Business Performance



■ Decreased ■ Remained the same ■ Increased

Over the past 12 months have your revenues at your businesses ...
(N=24)

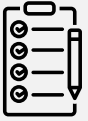


■ Lower ■ The same ■ Higher

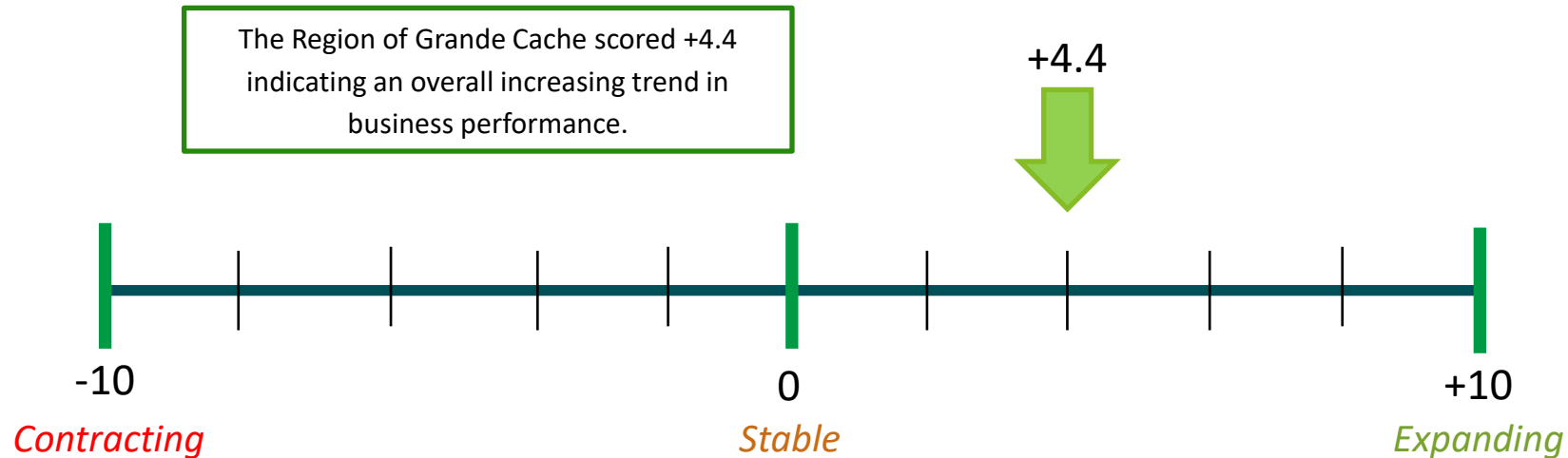
And what are your expectations for the next 12 months in total revenues compared to last 12 months?
(N=21)



Business Performance



The Business Performance Forecast is a metric created by combining the five business performance questions. It considers the changes in staff, revenue and attitudes among businesses in the region for an overall directional picture of the business climate in the area.



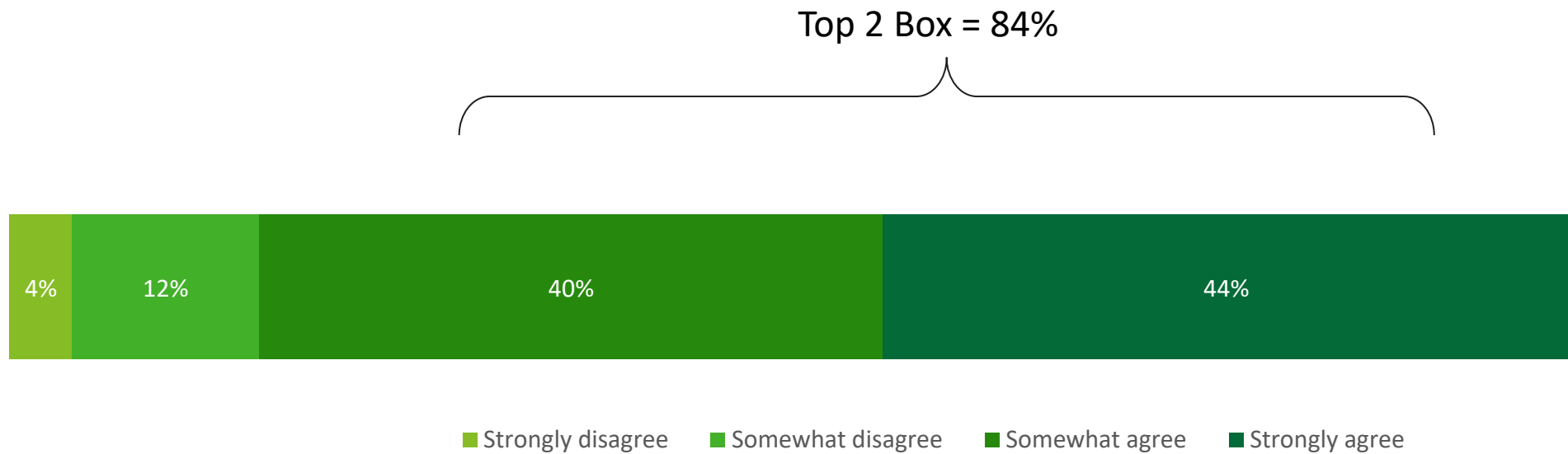


Net Promoter Score

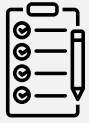
Community Recommendation



Please rate the level to which you agree or disagree with the following statement: I would recommend this Municipality to another business looking to expand or relocate. (N=25)

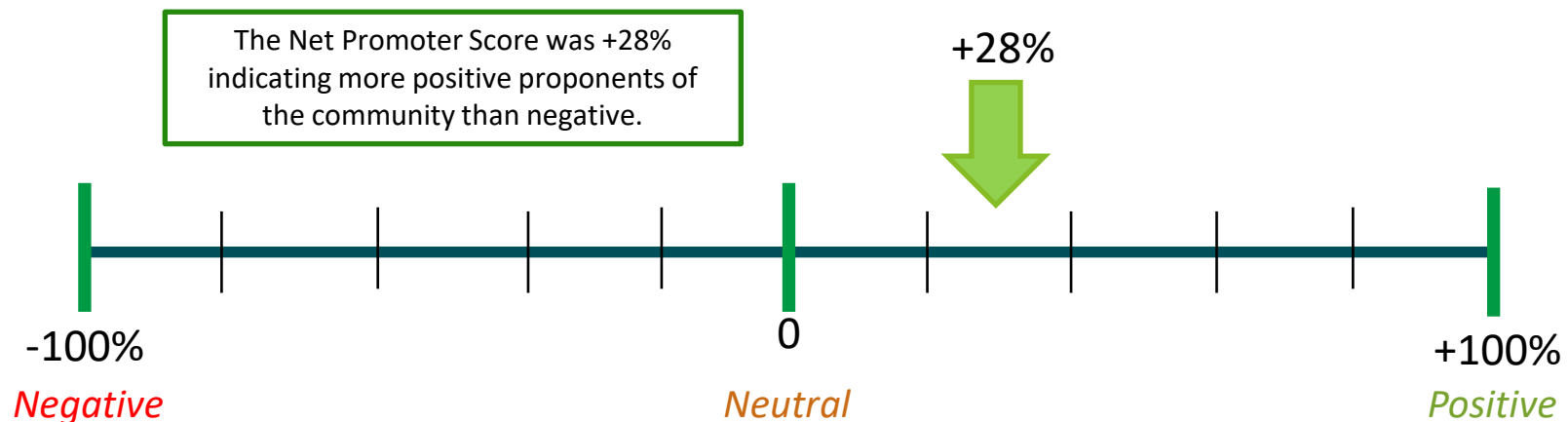


Net Promoter Score



Net Promoter Score: Based on response to the following statement – “I would recommend this region to another business looking to expand or relocate.”

Group	Definition	Response to question	Percentage
Promoters	Active proponents of the community	Strongly Agree	44%
Passives	Neutral businesses	Somewhat Agree	40%
Detractors	Businesses with a negative opinion that may harm branding efforts	Somewhat Disagree or Strongly Disagree	16%





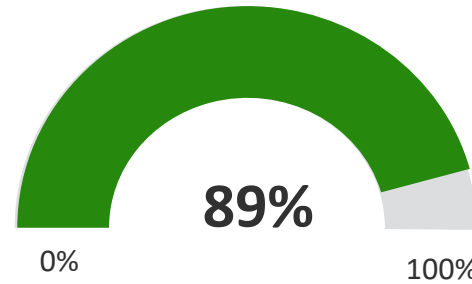
Key Performance Indicator (KPI)

Key Performance Indicator (KPI)



Overall, how satisfied are you with Grande Cache as a place to own and operate a business? (N=26)

KPI:



■ Somewhat Dissatisfied ■ Somewhat Satisfied ■ Very Satisfied

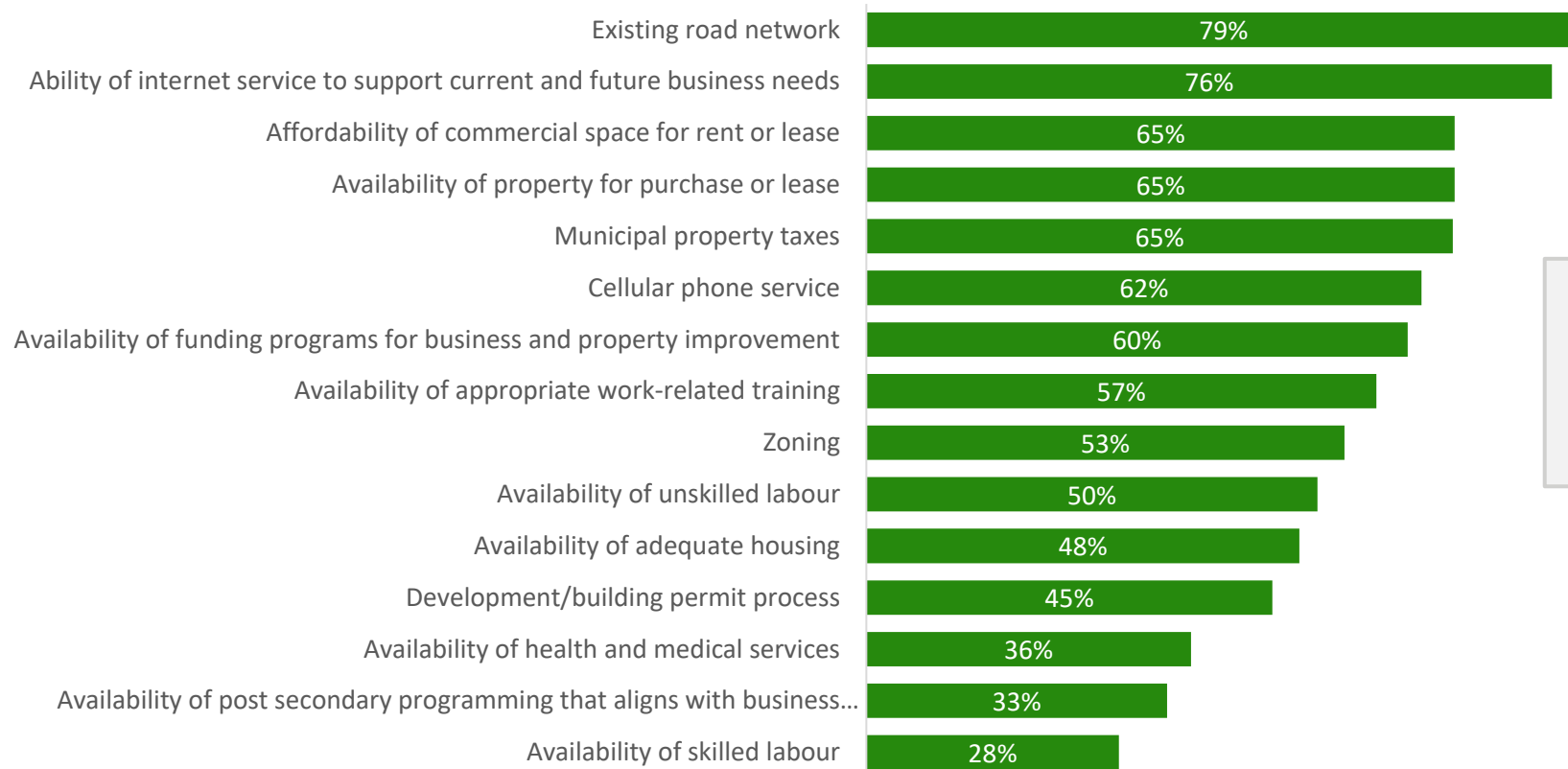


Satisfaction Levels

Satisfaction Levels



How satisfied you are with each of the following factors of doing business in the Community? (N=20)



Top two box:
Very Satisfied & Somewhat Satisfied combined.





Derived Importance & Priority Matrix

Derived Importance & Priority Matrix

Derived Importance

- A statistical calculation of importance
- Far more accurate relative to asking importance
- Calculates the correlation coefficient of business factors with the KPI
- Factors with a high derived importance will have the greatest impact on the KPI

Priority Matrix

- A list of business factors to focus efforts
- Each priority is calculated using the level of satisfaction and the importance of each item (Derived Importance)
- Factors with lower satisfaction scores and higher importance become the top priorities
- Making improvements to the top priorities will have the greatest impact on improving the overall KPI

Example:



Priority Matrix

Factor	Performance	Importance	Priority Rank
Availability of health and medical services	36%	7.7	1
Availability of post secondary programming that aligns with business needs	33%	6.7	2
Availability of appropriate work-related training	57%	9.0	3
Development/building permit process	45%	7.0	4
Availability of skilled labour	28%	5.0	5
Availability of adequate housing	48%	6.7	6
Affordability of commercial space for rent or lease	65%	8.7	7
Zoning	53%	6.0	8
Availability of property for purchase or lease	65%	8.0	9
Availability of funding programs for business and property improvement	60%	6.7	10
Cellular phone service	62%	6.3	11
Existing road network	79%	8.3	12
Availability of unskilled labour	50%	3.0	13
Municipal property taxes	65%	4.0	14
Ability of internet service to support current and future business needs	76%	5.3	15



Higher Priority

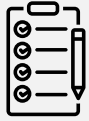


Lower Priority



Business Community Health Index

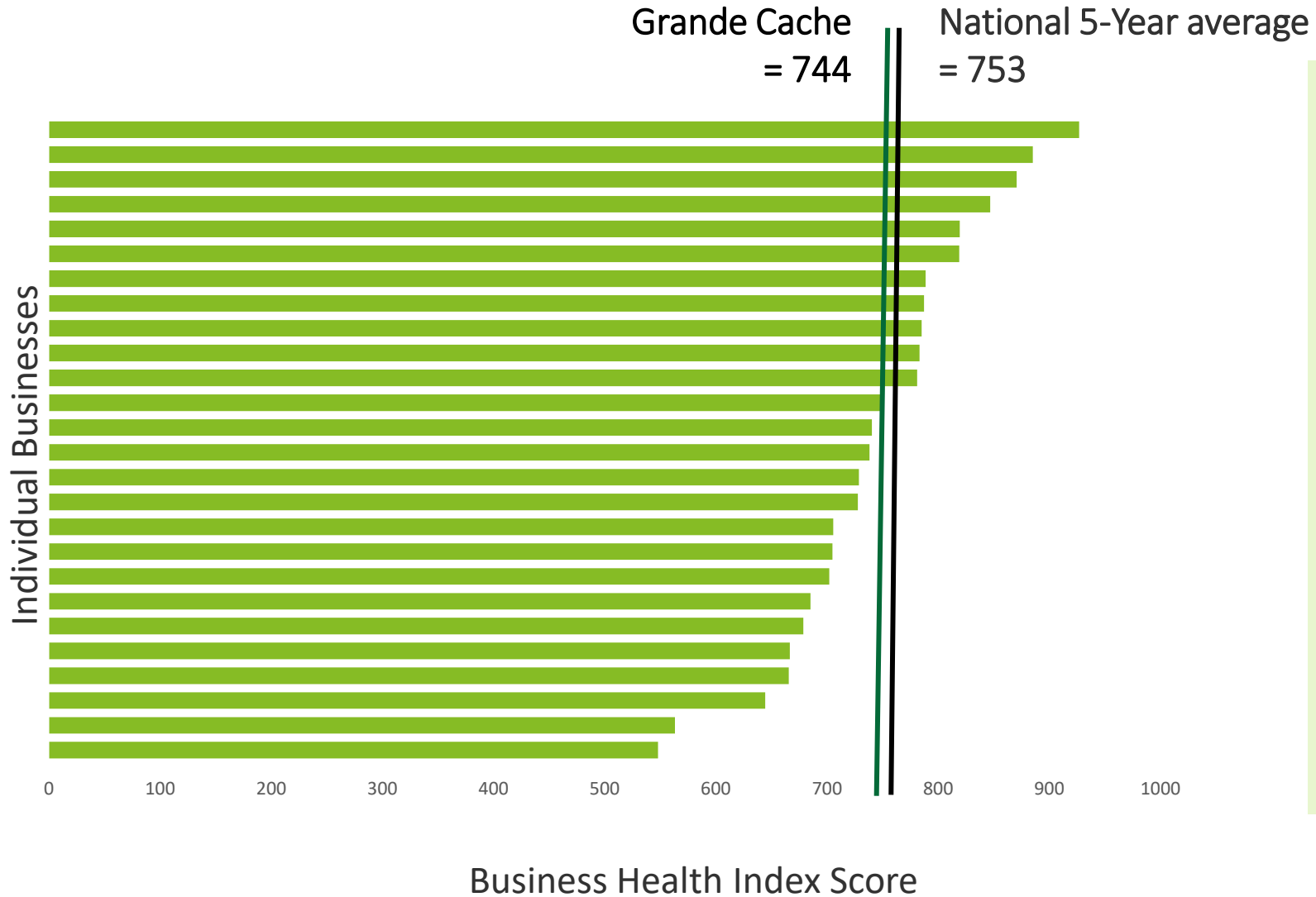
Community Business Health Index



Using the results of this business survey, Deloitte combines the questions into a proprietary Community Business Health Index which is the combination of the following nine sub-scores:



Community Business Health Index



The Region of Grande Cache scored well on the Community Business Health Index. This index is based on several factors:

- The Municipality outperformed the national average on the Community Business Health Index sub-scores relating to changing business attitudes, revenue outlooks and community recommendation.
- Some indicators that were rated relatively lower in the Region of Grande Cache compared to the national average included Workforce Attraction and Retention measures, and Business Policies, Supports and Incentives.

Future Plans – Next 24 months



Businesses with plans to expand:

- 6 businesses total
- 1 within next 6 months
- 5 in more than 6 months

Plans to downsize:

- 0 businesses had plans for downsizing

Plans to relocate:

- 0 businesses had plans for relocating

Plans to close:

- 0 businesses had plans for closing

Plans to sell:

- 1 business total
- 1 within next 6 months

Triage Flag Results

Throughout the survey process Triage cases that represented green or red flags were tracked. Out of the 26 businesses surveyed, 9 businesses presented an opportunity for intervention.



= Businesses considering expanding in the next 2 years.

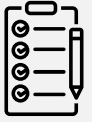
= 6 businesses.



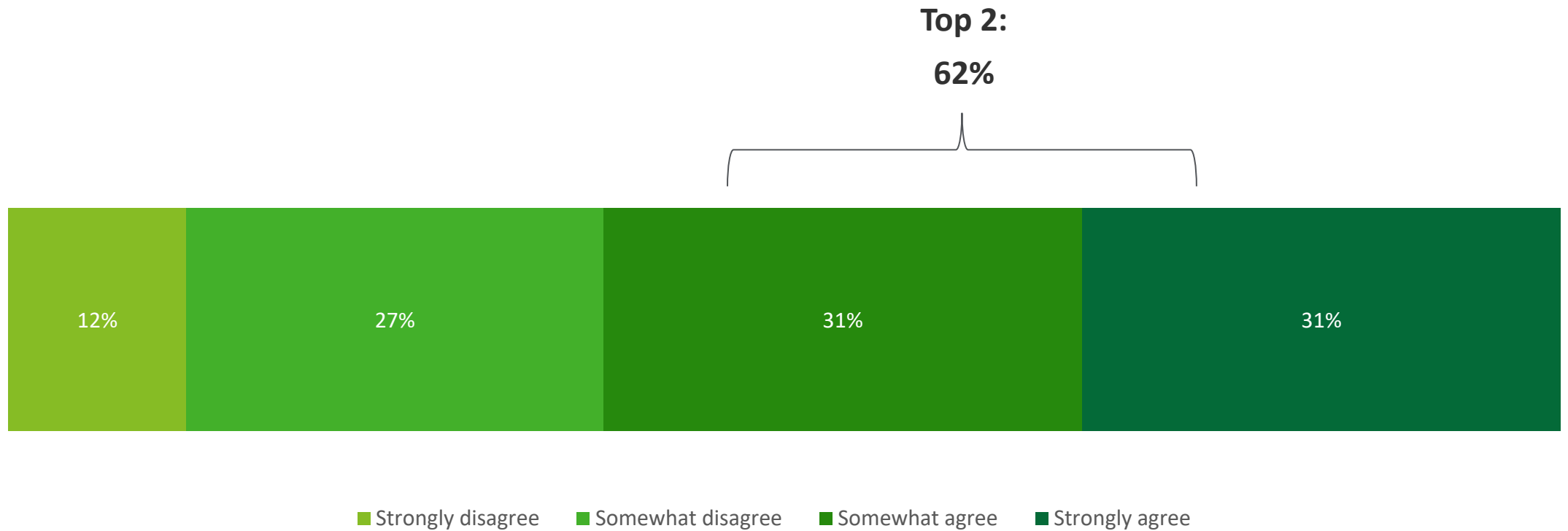
= Businesses considering relocating, downsizing, selling, or closing, businesses whose lease expires in less than a year.

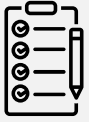
= 3 businesses



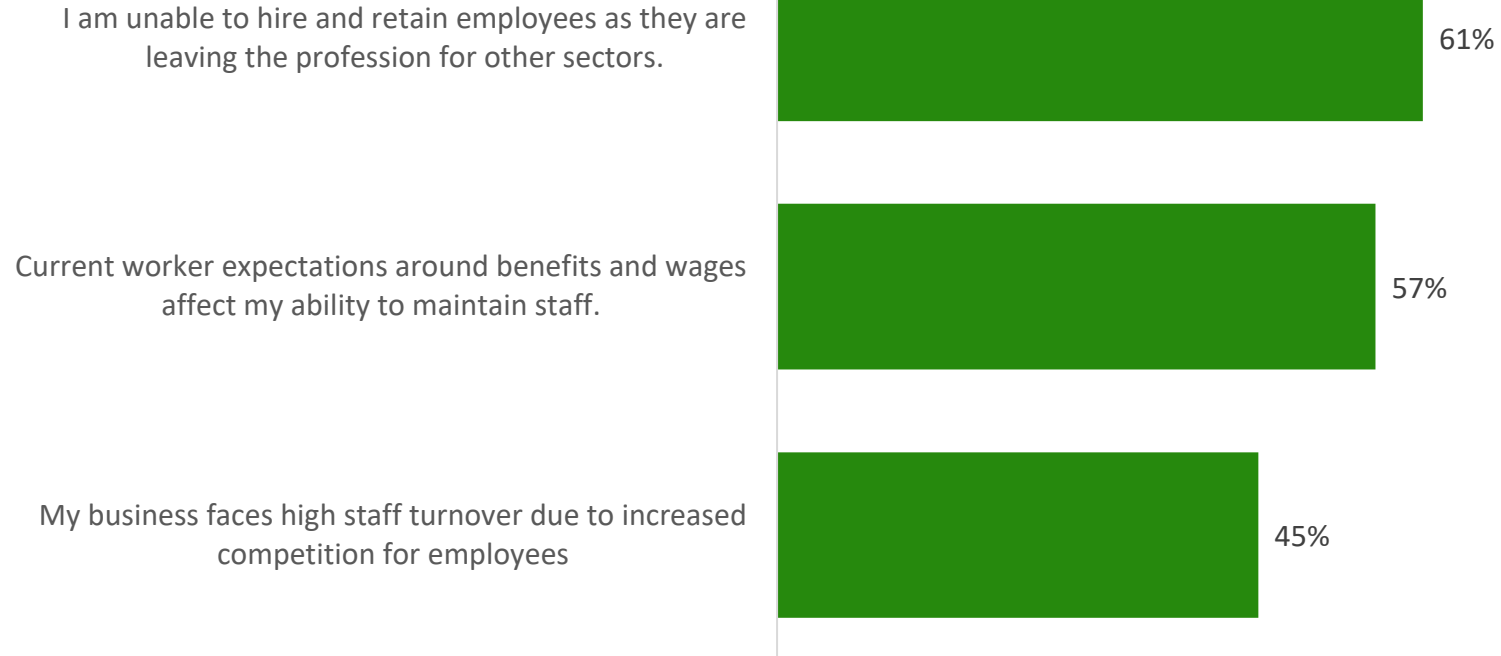


Please indicate the level to which you agree or disagree with the following statement: I know who I need to talk to at the **region** if I have a problem with my business or a business concern I'd like to share (N= 26).





Please indicate the level to which you agree or disagree with each of the following statements related to labour force access (N= 22).



Top two box:
Very Satisfied & Somewhat Satisfied combined.



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