

Municipality of Jasper Triage BR&E Report

December 2022



Overview



Background

- The Municipality of Jasper 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 62 businesses. The total response rate for the phone surveys was 21.2%, which is very high in the market research industry. The average phone interview length was 12.7 minutes.
- This scientific approach ensures that the results have a high level of accuracy (with an +/-12.4% margin of error at a 95% confidence level) and statistically represents the business community in the region.

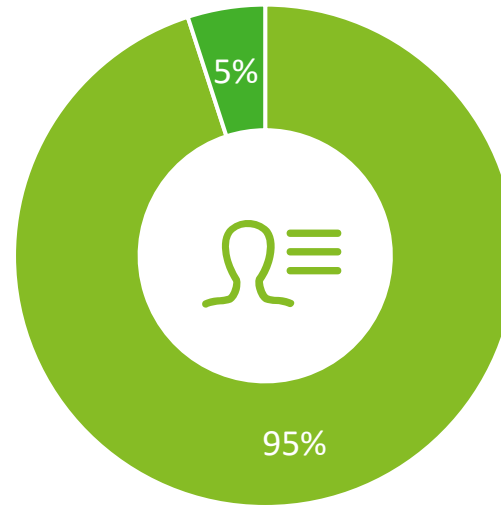


Business Community Firmographics

Firmographics



Ownership (N=62)

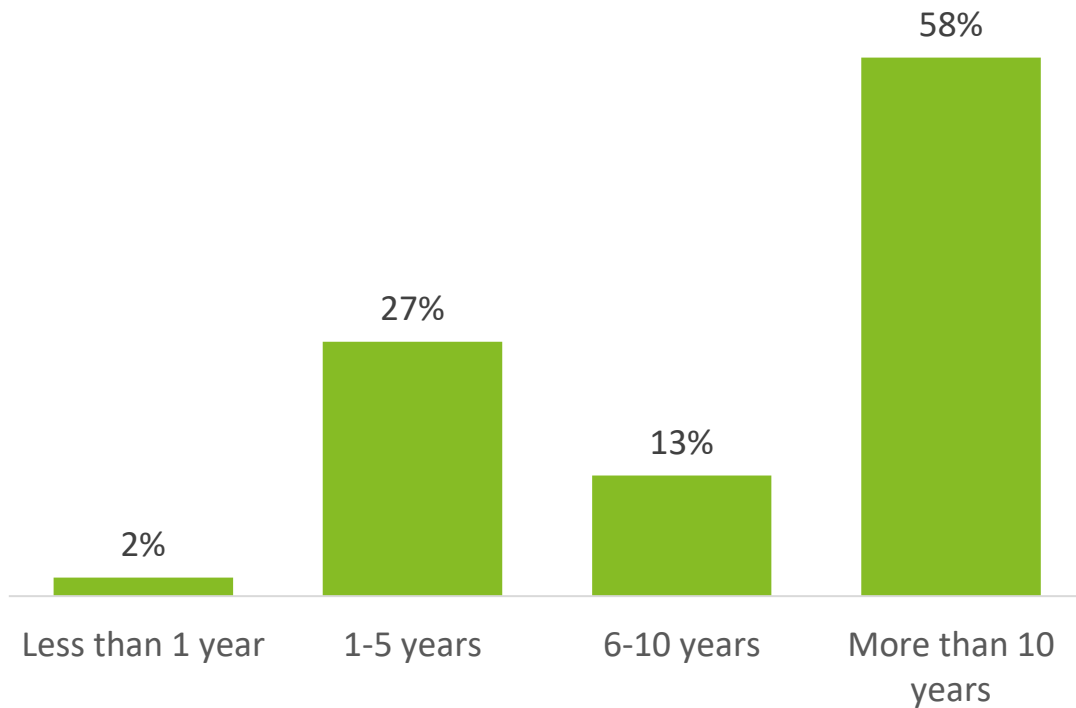


■ Locally Owned and Operated ■ Externally Owned and Operated

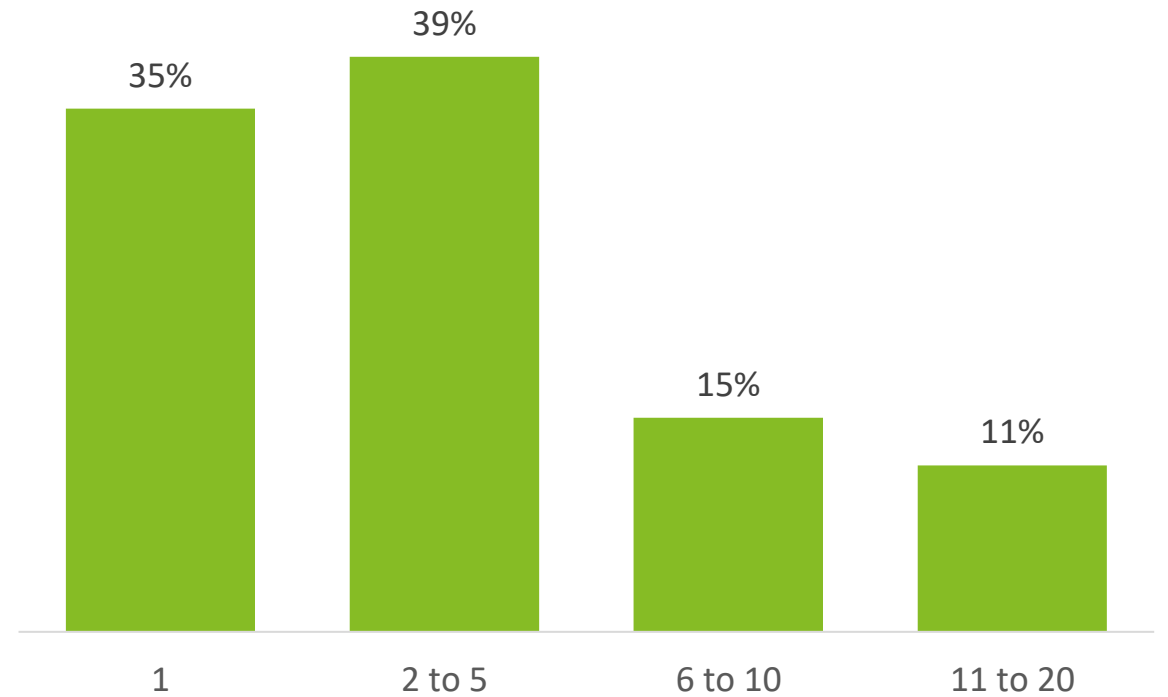
Firmographics



Years Operating in Jasper (N=62)



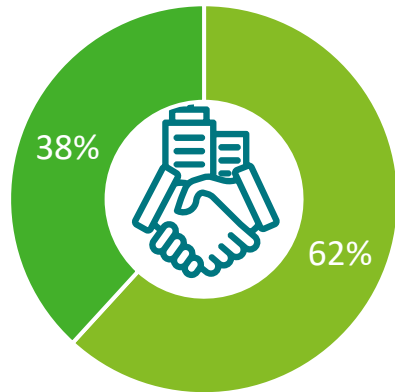
Full-Time Employees (N=62)



Firmographics



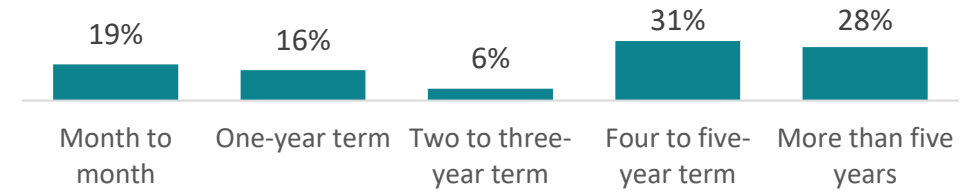
Own or Rent Business Property? (N=60)



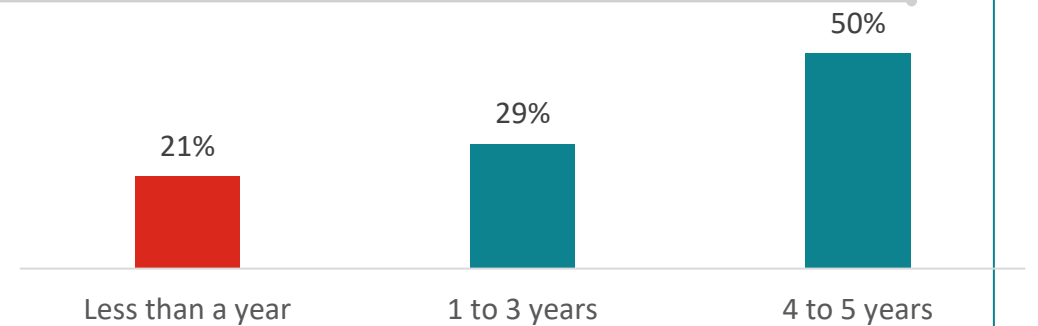
■ Rent / lease ■ Own



Term of Lease (n=32):



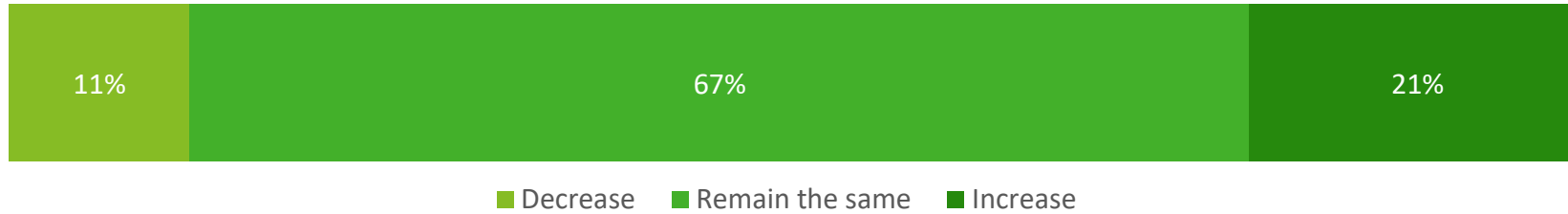
Lease expires (n=28):





Business Performance

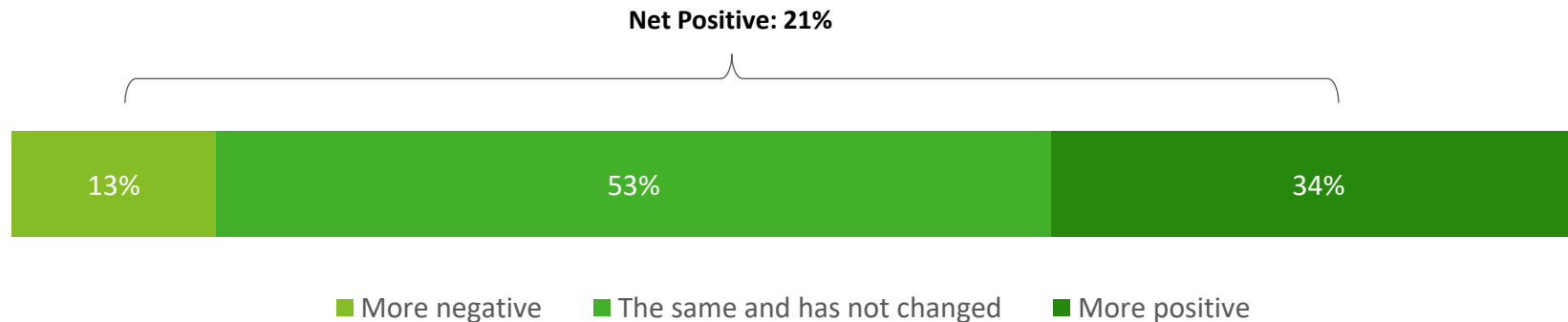
Business Performance



Over the past 12 months did the total number of employees in your company: (N=61)



Thinking about the next 12 months, do you expect the total number of employees in your company to: (N=61)

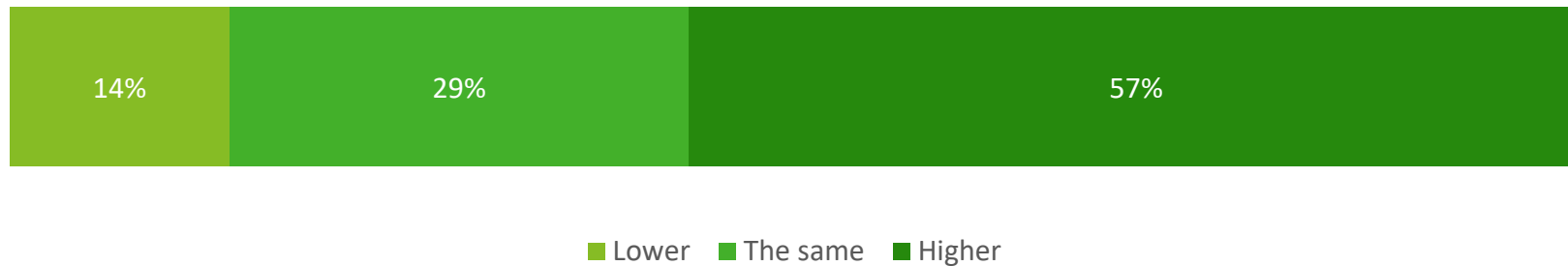
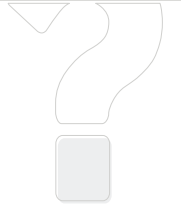


Over the past 12 months would you say your attitude about doing business in the Municipality is... (N=62)

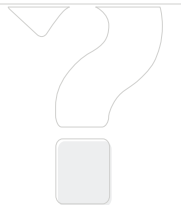
Business Performance



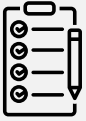
Over the past 12 months have your revenues at your businesses ...
(N=59)



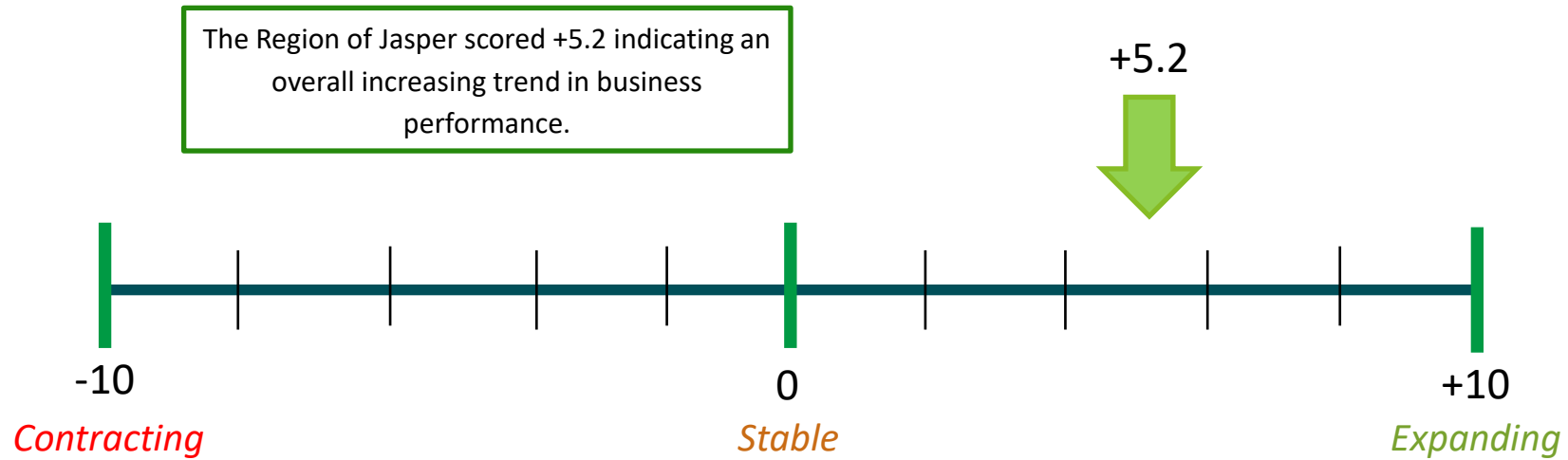
And what are your expectations for the next 12 months in total revenues compared to last 12 months?
(N=58)



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.



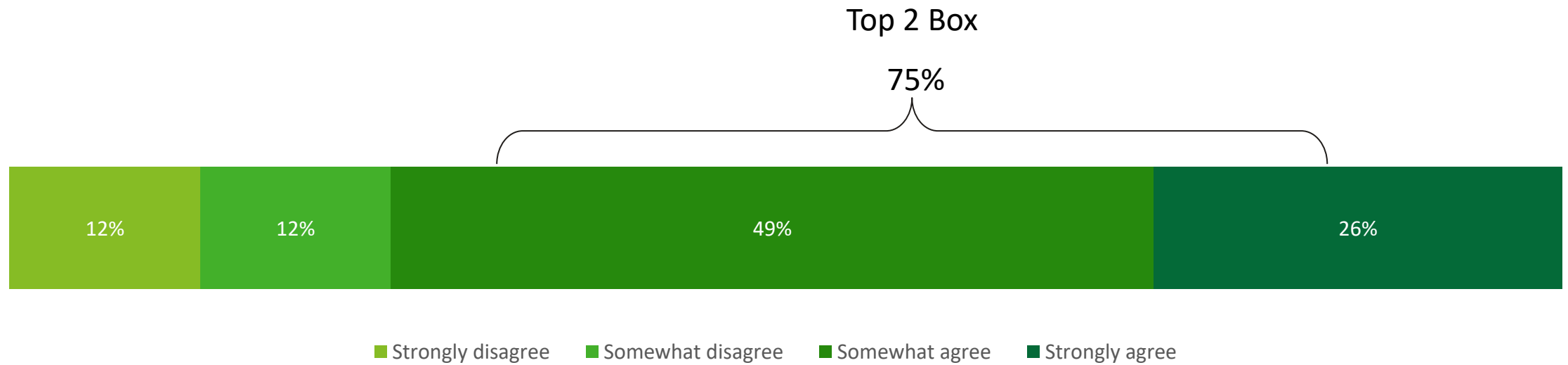


Net Promoter Score

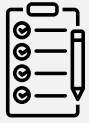
Community Recommendation



Please rate the level to which you agree or disagree with the following statement: I would recommend this Region to another business looking to expand or relocate. (N=57)

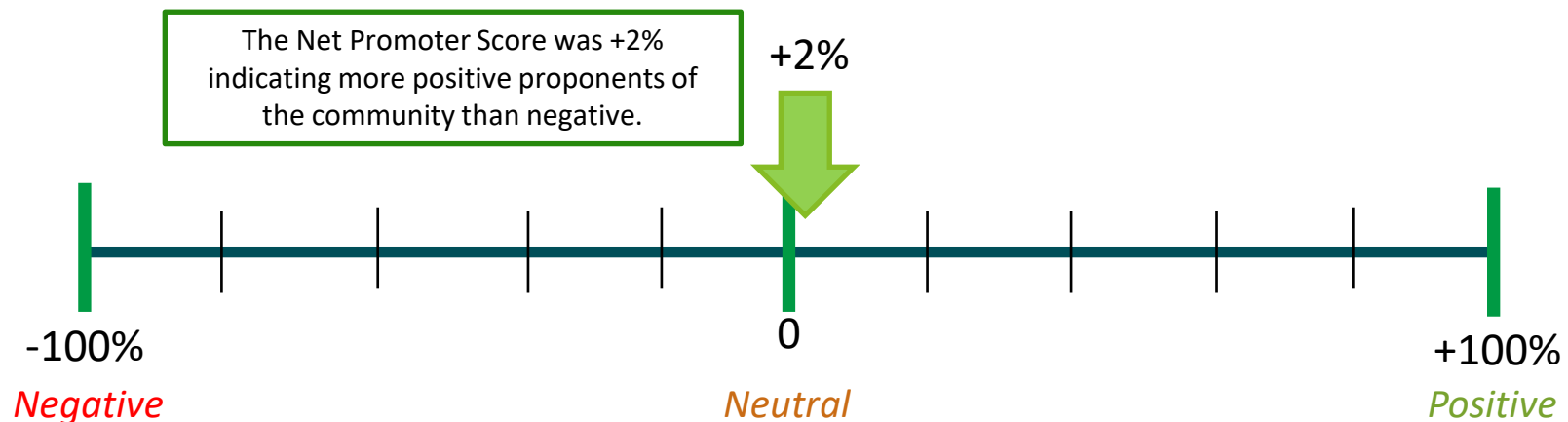


Net Promoter Score



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

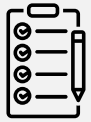
Group	Definition	Response to question	Percentage
Promoters	Active proponents of the community	Strongly Agree	26%
Passives	Neutral businesses	Somewhat Agree	49%
Detractors	Businesses with a negative opinion that may harm branding efforts	Somewhat Disagree or Strongly Disagree	24%





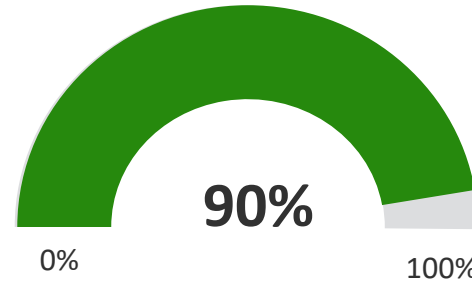
Key Performance Indicator (KPI)

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Overall, how satisfied are you with the Municipality of Jasper as a place to own and operate a business? (N=62)

KPI:

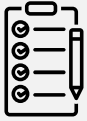


■ Very Dissatisfied ■ Somewhat Dissatisfied ■ Somewhat Satisfied ■ Very Satisfied

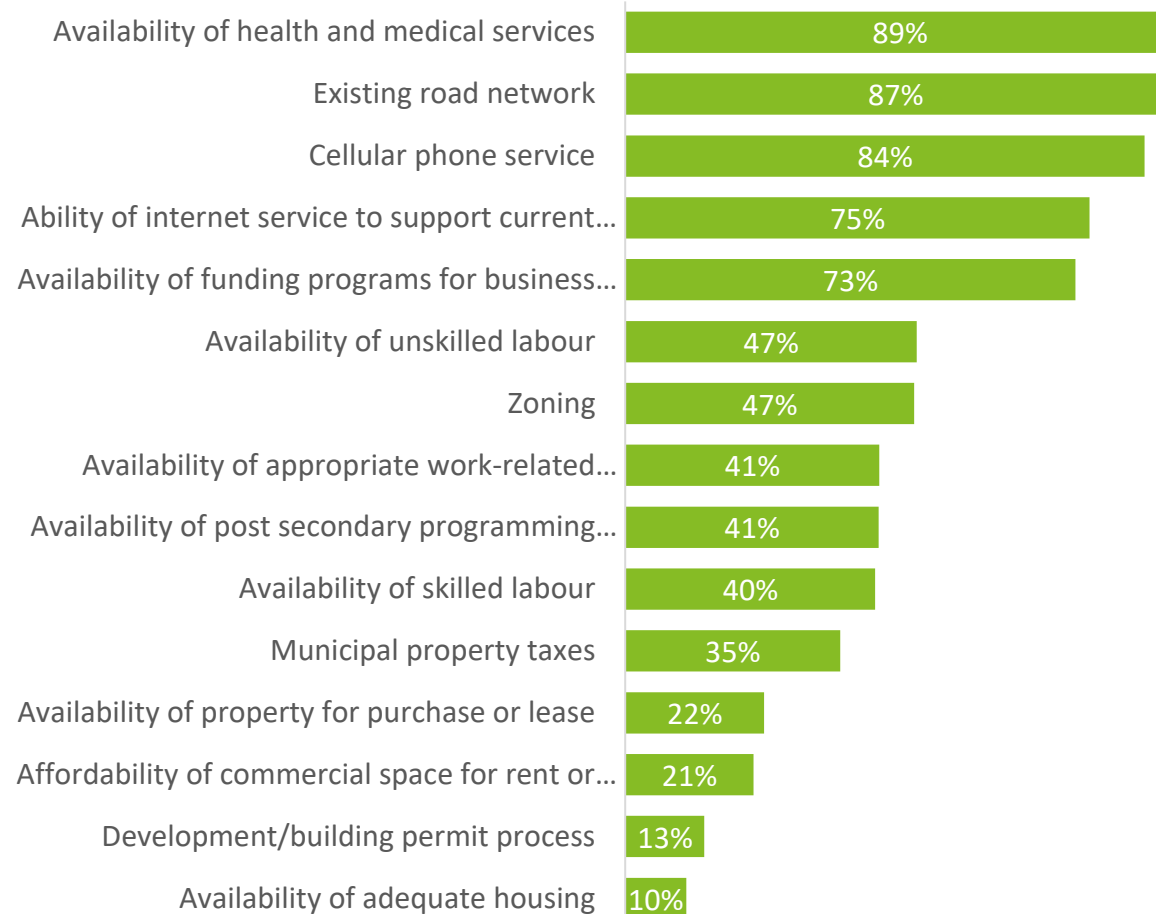


Satisfaction Levels

Satisfaction Levels



How satisfied you are with each of the following factors of doing business in the Community? (N=49)



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	Importance	Performance	Priority Rank
Availability of adequate housing	7.0	10%	1
Development/building permit process	7.3	13%	2
Municipal property taxes	8.9	35%	3
Affordability of commercial space for rent or lease	7.3	21%	4
Availability of skilled labour	8.4	40%	5
Availability of property for purchase or lease	6.4	22%	6
Availability of post secondary programming that aligns with business needs	6.6	41%	7
Availability of unskilled labour	7.0	47%	8
Zoning	6.8	47%	9
Availability of funding programs for business and property improvement	8.4	73%	10
Availability of appropriate work-related training	7.3	70%	11
Ability of internet service to support current and future business needs	5.5	75%	12
Cellular phone service	7.0	84%	13
Existing road network	6.6	87%	14
Availability of health and medical services	4.8	89%	15



Higher Priority

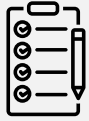


Lower Priority



Business Community Health Index

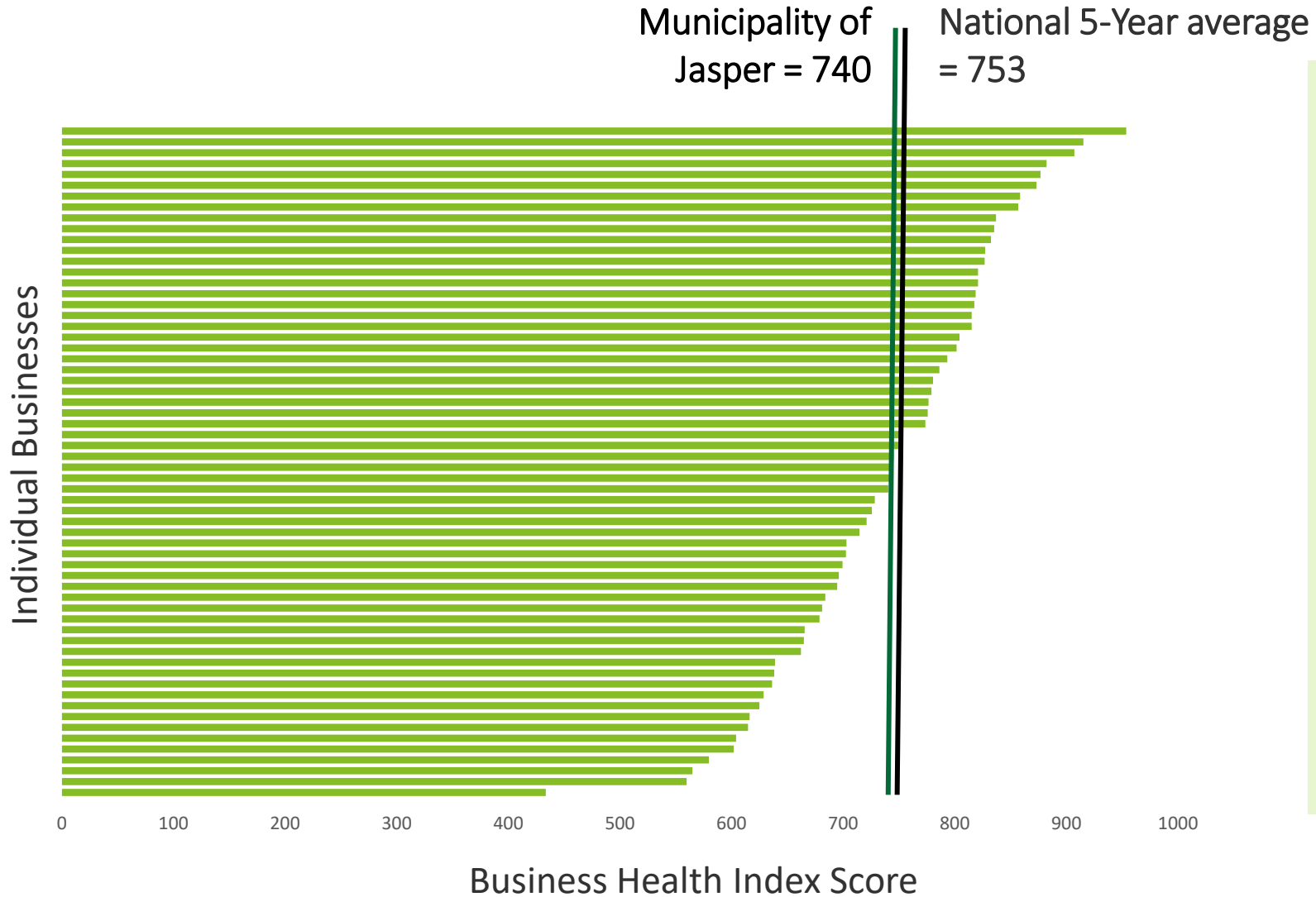
Community Business Health Index



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 Municipality of Jasper 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 revenues and business attitudes.
- Some indicators that were rated relatively lower in the Municipality compared to the national average included Business Policies, Supports and Incentives , and Infrastructure & Amenities.

Future Plans – Next 24 months



Businesses with plans to expand:

- 4 businesses total
- 1 within next 6 months
- 3 in more than 6 months

Plans to downsize:

- 1 business in total
- 1 in more than 6 months

Plans to relocate:

- 0 Businesses had plans to relocate

Plans to close:

- 2 business total
- 1 within next 6 months
- 1 in more than 6 months

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 62 businesses surveyed, 12 businesses presented an opportunity for intervention.



= Businesses considering expanding in the next 2 years.

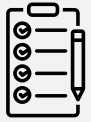
= 4 businesses.



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

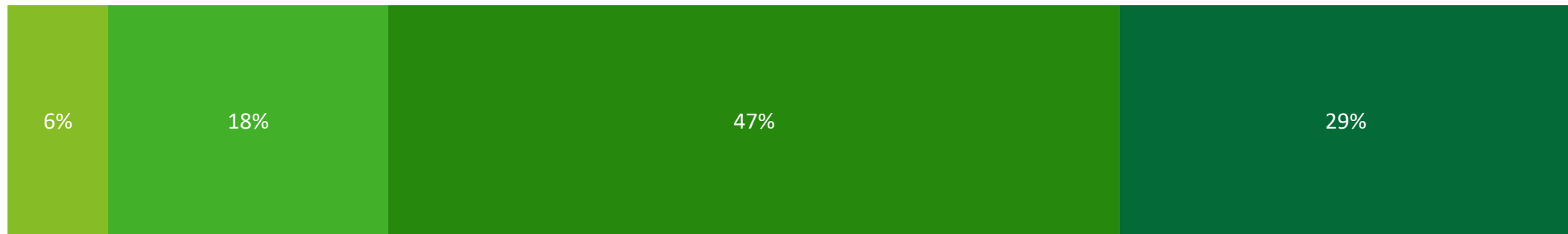
= 8 businesses



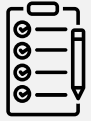


Please indicate the level to which you agree or disagree with the following statement: I know who I need to talk to at the **region** if I have a problem with my business or a business concern I'd like to share. (N=62)

Top 2 Box:
76%



■ Strongly disagree ■ Somewhat disagree ■ Somewhat agree ■ Strongly agree



Please indicate the level to which you agree or disagree with each of the following statements related to labour force access (N=52).

I am unable to hire and retain employees as they are leaving the profession for other sectors.



Current worker expectations around benefits and wages affect my ability to maintain staff.



Top two box:
Very Satisfied & Somewhat Satisfied combined.

My business faces high staff turnover due to increased competition for employees



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