

## Town of Hinton Triage BR&E Report

December 2022

# Overview



## Background

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- The Town of Hinton 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

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- A random sample telephone survey was conducted with 77 businesses. The total response rate for the phone surveys was 28.1%, which is very high in the market research industry. The average phone interview length was 12.1 minutes.
- This scientific approach ensures that the results have a high level of accuracy (with an 11.2% margin of error at a 95% confidence level) and statistically represents the business community in the region.



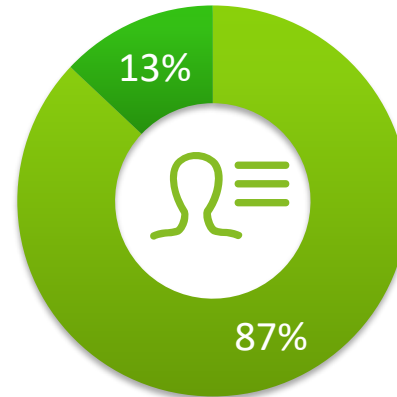
# Business Community Firmographics

# Firmographics



## Ownership (N=77)

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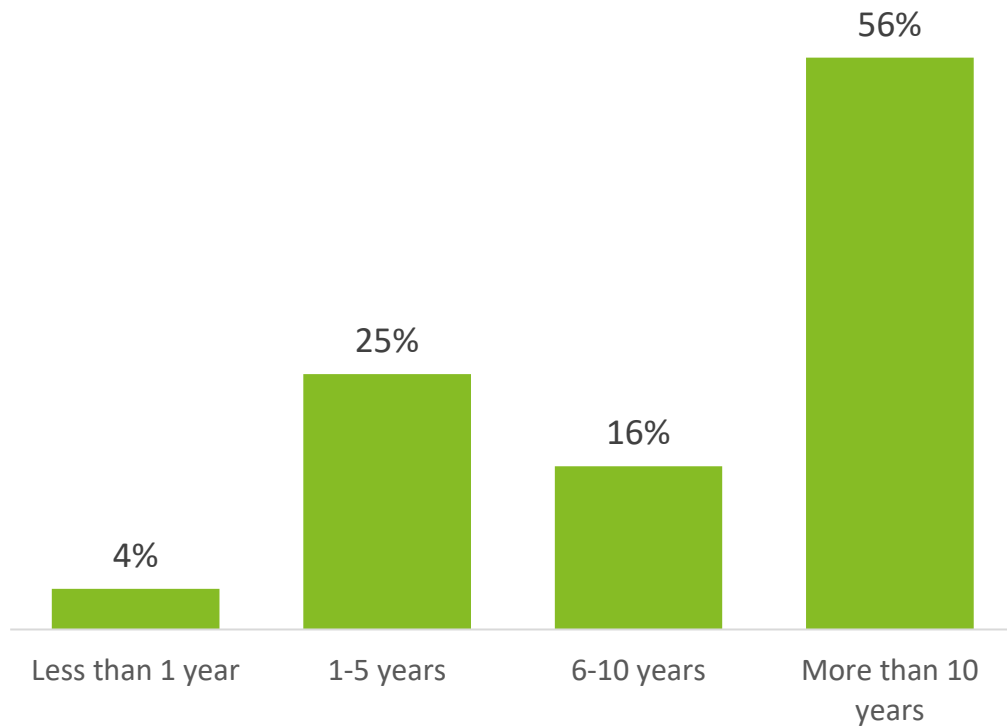


■ Locally Owned and Operated ■ Externally Owned and Operated

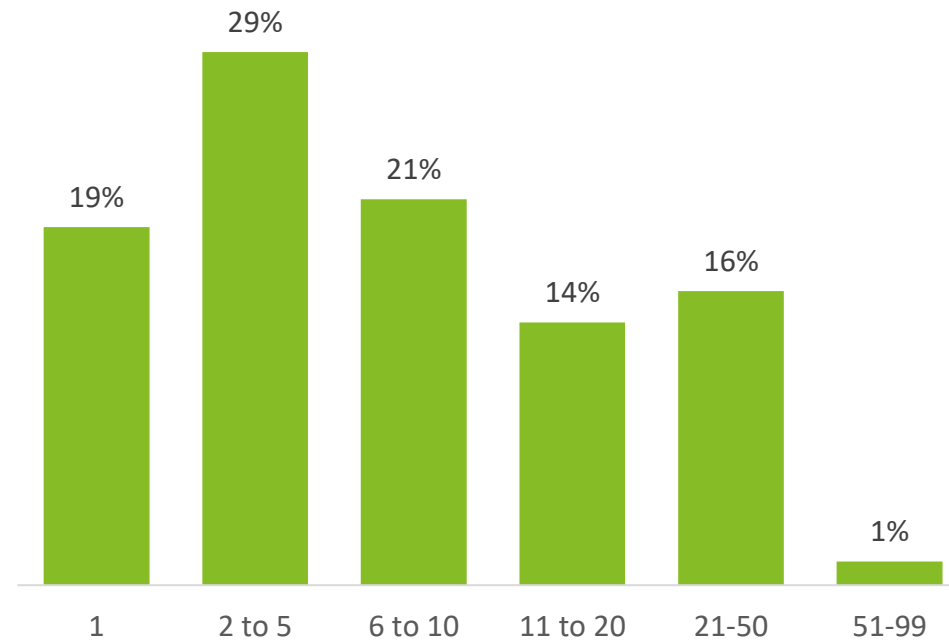
# Firmographics



## Years Operating in Hinton (N=77)



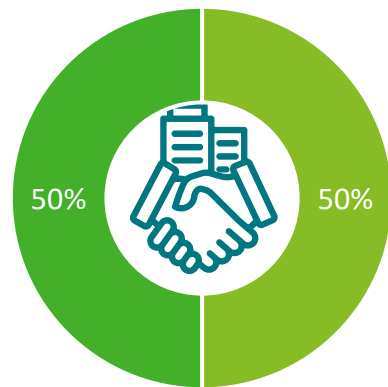
## Full-Time Employees (N=77)



# Firmographics



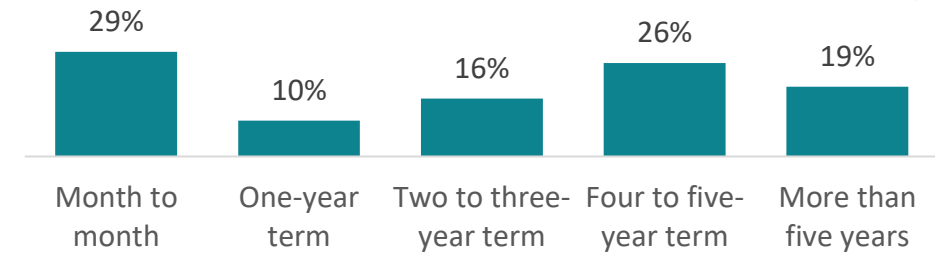
## Own or Rent Business Property? (N=76)



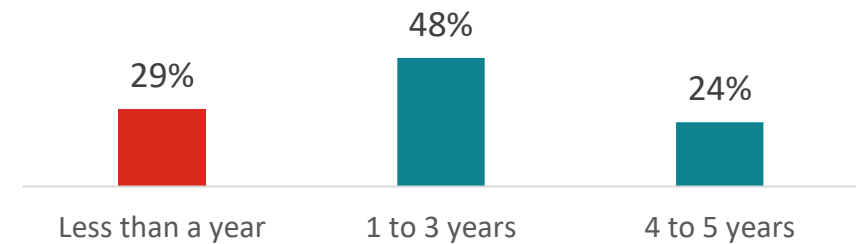
■ Rent / lease ■ Own



### Term of Lease (n=31):



### Lease expires (n=21):

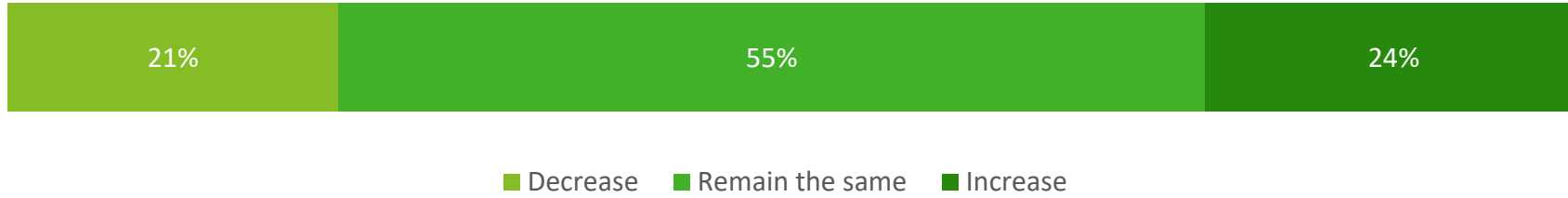




# Business Performance



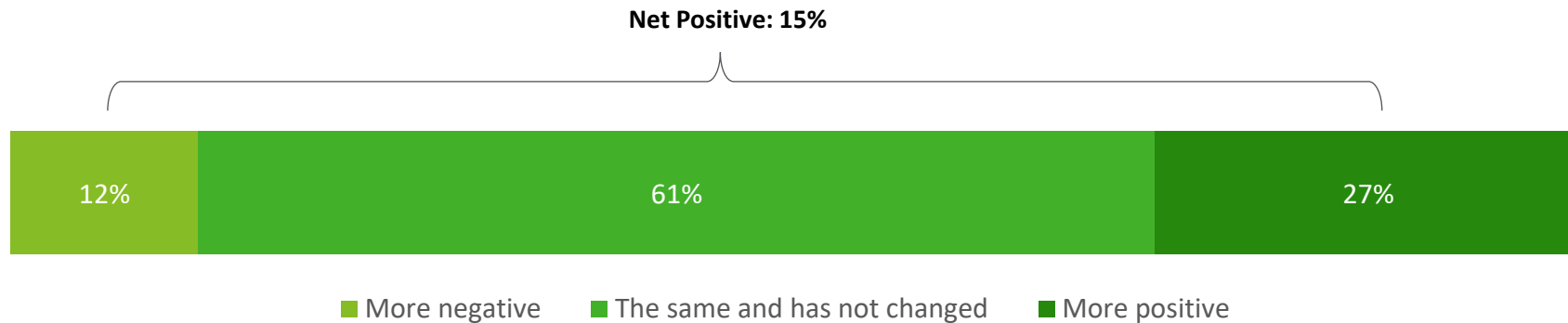
# Business Performance



Over the past 12 months did the total number of employees in your company: (N=76)

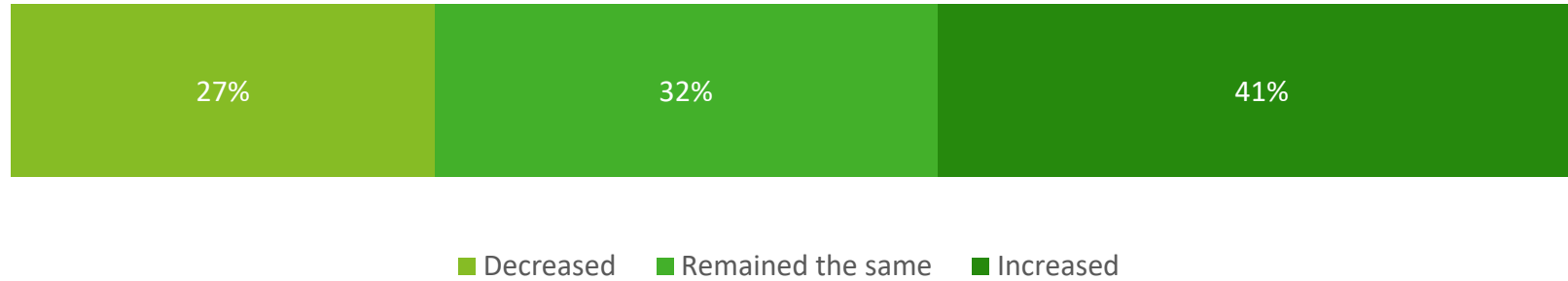


Thinking about the next 12 months, do you expect the total number of employees in your company to: (N=75)

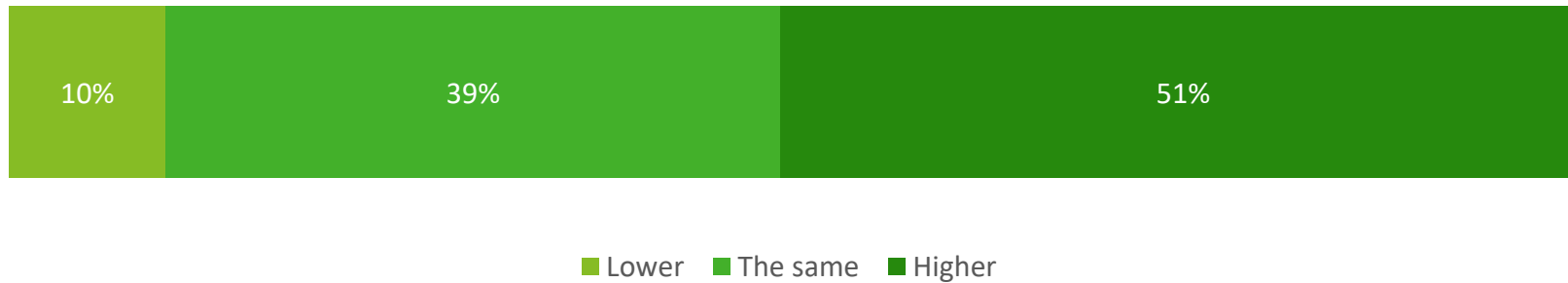


Over the past 12 months would you say your attitude about doing business in the Municipality is... (N=77)

# Business Performance

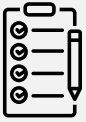


Over the past 12 months have your revenues at your businesses ... (N=75)

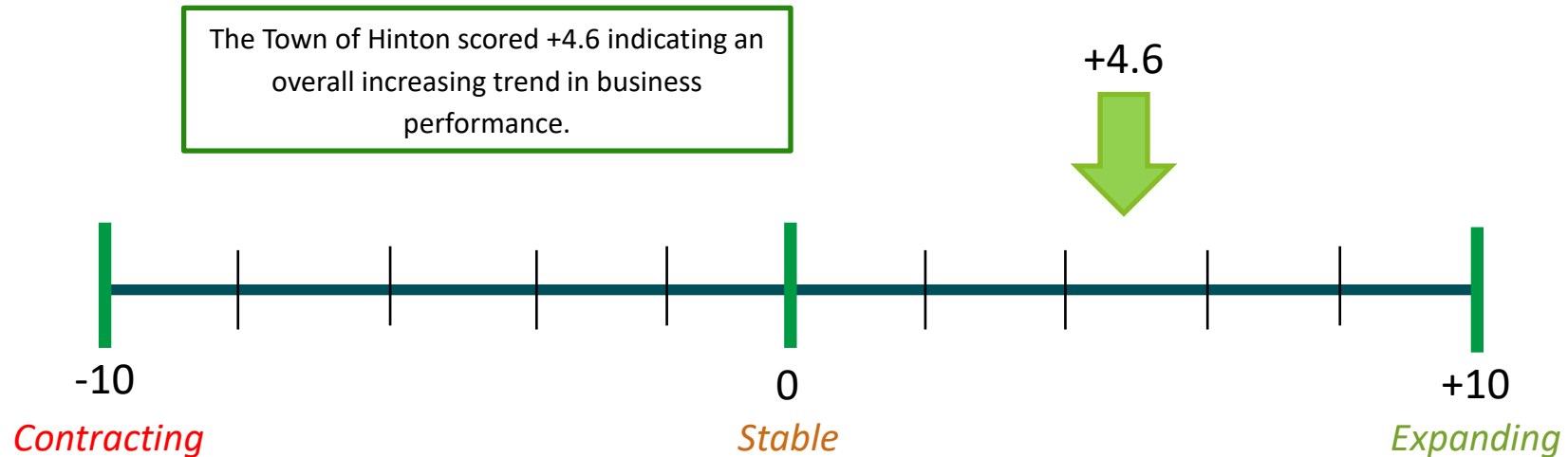


And what are your expectations for the next 12 months in total revenues compared to last 12 months? (N=74)

## 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.



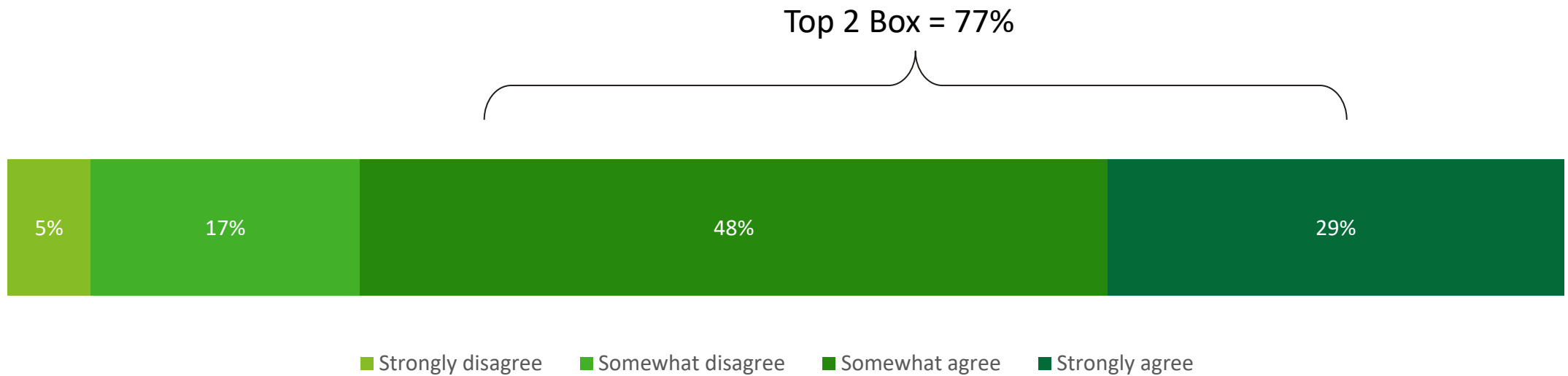


# Net Promoter Score

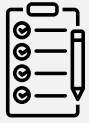
# Community Recommendation



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=75)

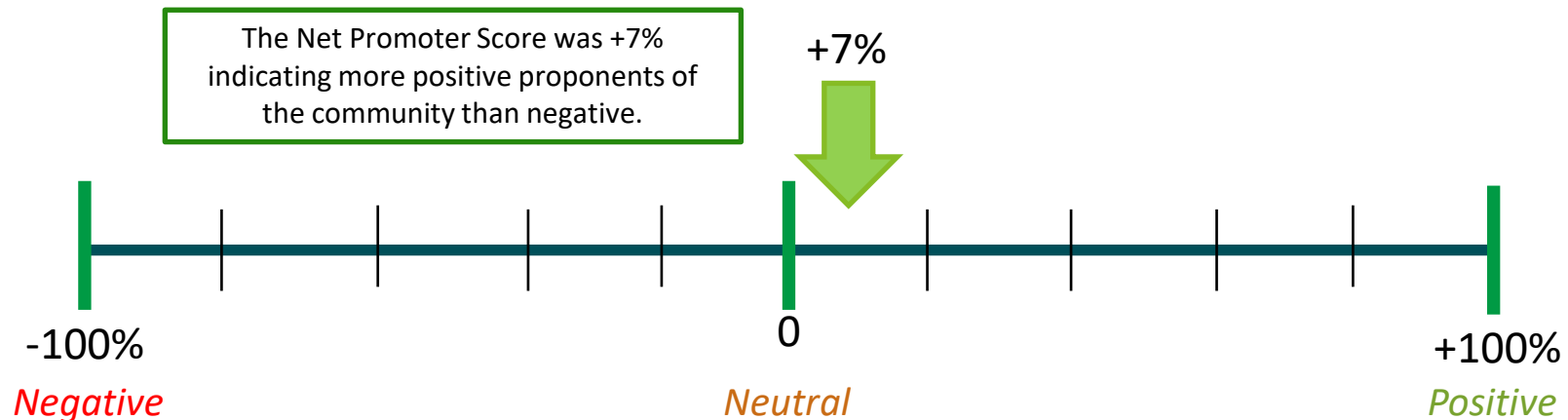


# Net Promoter Score



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

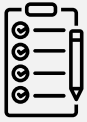
Group	Definition	Response to question	Percentage
Promoters	Active proponents of the community	Strongly Agree	29%
Passives	Neutral businesses	Somewhat Agree	48%
Detractors	Businesses with a negative opinion that may harm branding efforts	Somewhat Disagree or Strongly Disagree	22%





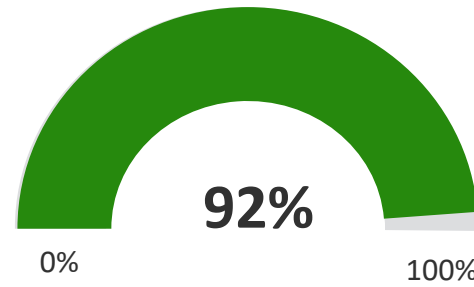
# Key Performance Indicator (KPI)

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Overall, how satisfied are you with the Town of Hinton as a place to own and operate a business? (N=77)

**KPI:**



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



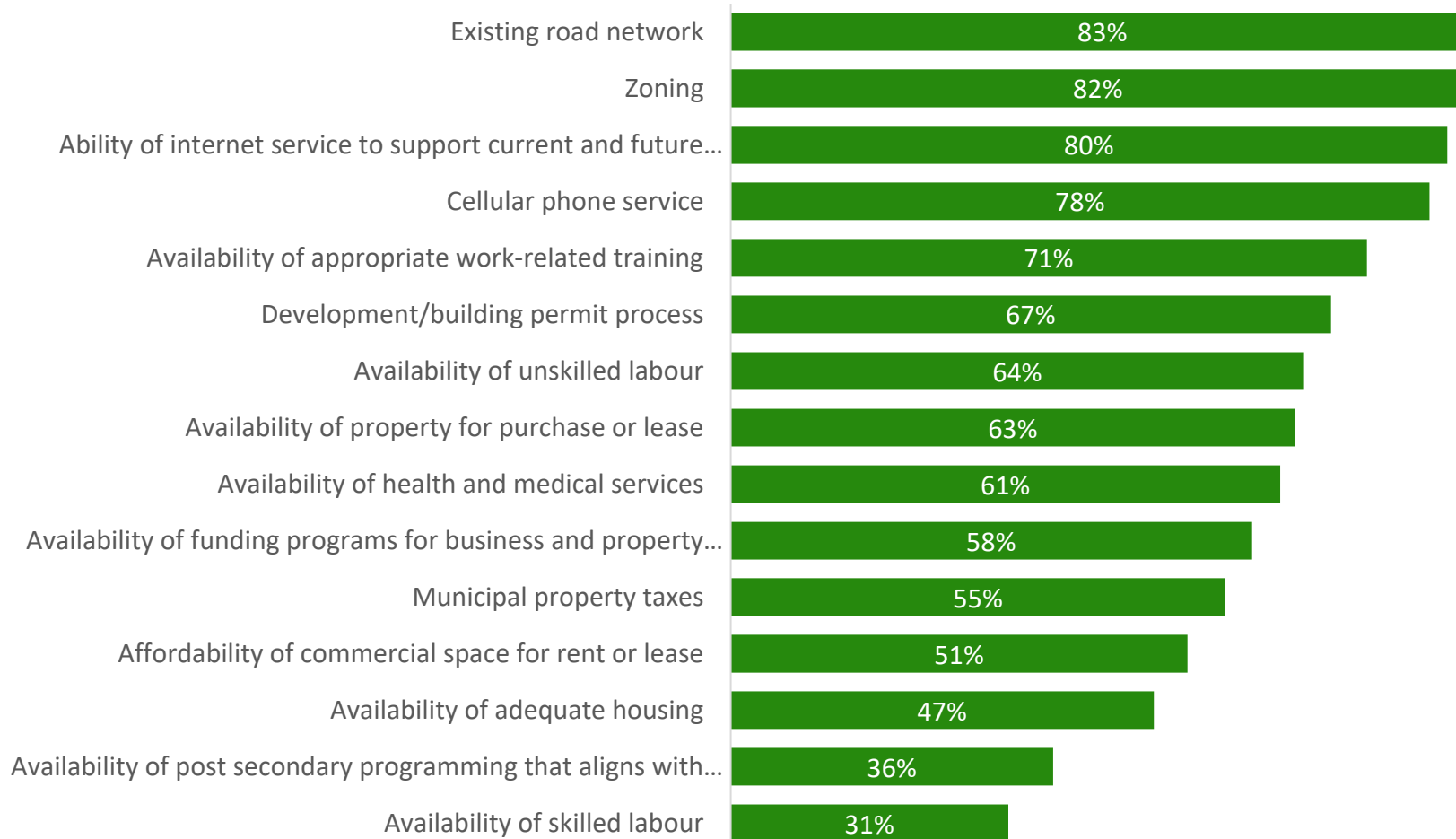


# Satisfaction Levels

# Satisfaction Levels



How satisfied you are with each of the following factors of doing business in the Community? (N=67)



**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 post secondary programming that aligns with business needs	36%	6.7	1
Availability of skilled labour	31%	6.2	2
Municipal property taxes	55%	8.0	3
Availability of adequate housing	47%	6.5	4
Affordability of commercial space for rent or lease	51%	5.9	5
Availability of funding programs for business and property improvement	58%	6.7	6
Development/building permit process	67%	7.7	7
Availability of property for purchase or lease	63%	6.7	8
Availability of health and medical services	61%	5.4	9
Availability of appropriate work-related training	71%	6.2	10
Zoning	82%	9.0	11
Ability of internet service to support current and future business needs	80%	8.0	12
Availability of unskilled labour	64%	4.4	13
Cellular phone service	78%	6.2	14
Existing road network	83%	7.2	15



Higher Priority

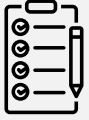


Lower Priority



# 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:*

**Overall Satisfaction**

**Workforce Attraction and Retention**

**Change in Attitudes**

**Future Plans**

**Business Policies, Supports and Incentives**

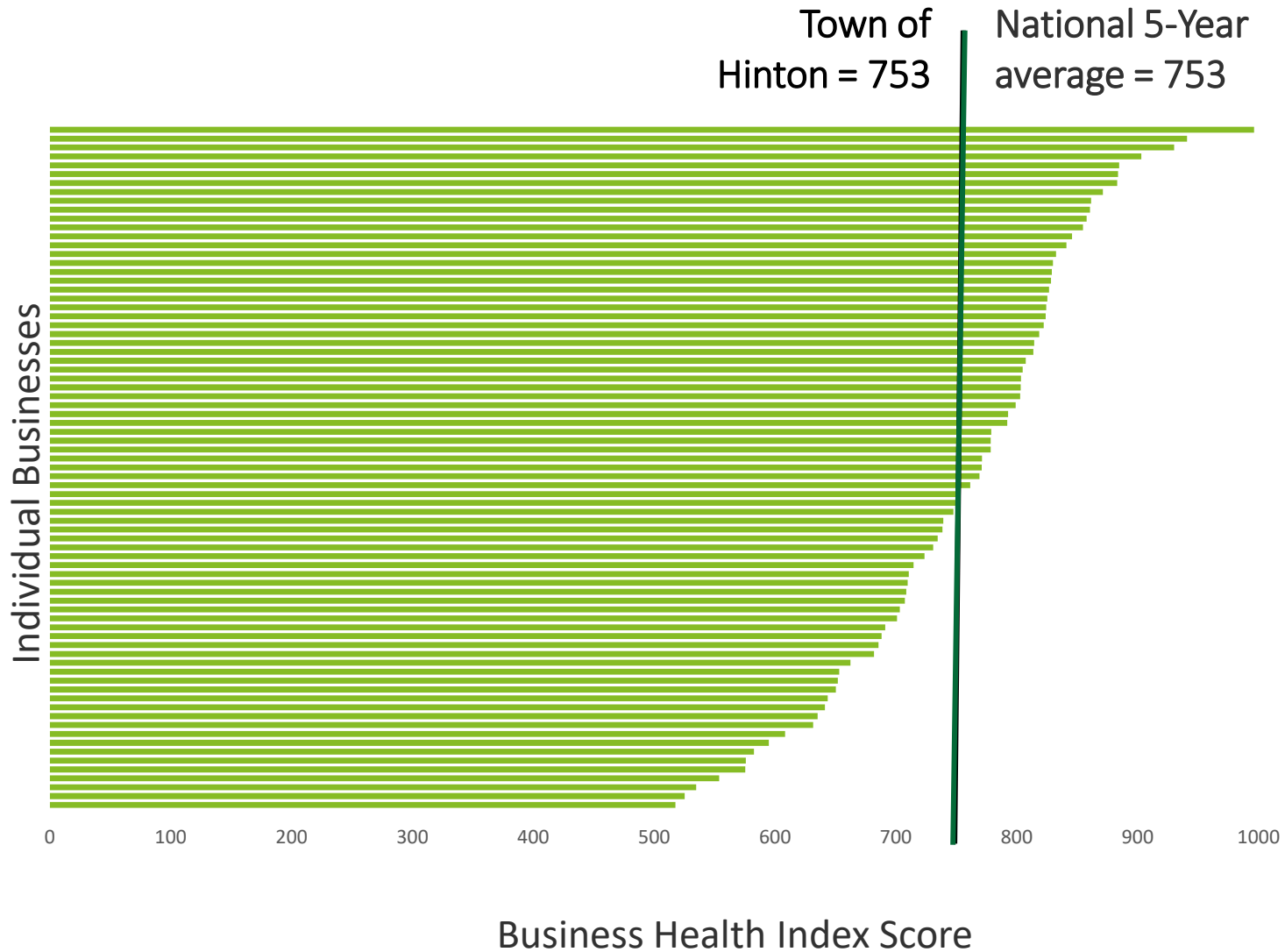
**Change in Revenue**

**Community Recommendation**

**Infrastructure and Amenities**

**Revenue Outlook**

# Community Business Health Index



The Town of Hinton scored well on the Community Business Health Index. This index is based on several factors:

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



## Future Plans – Next 24 months



### Businesses with plans to expand:

- **15** businesses total
- **4** within next 6 months
- **11** in more than 6 months

### Plans to downsize:

- **1** businesses total
- **1** in more than 6 months

### Plans to relocate:

- **2** business total
- **2** in more than 6 months

### Plans to close:

- **2** business total
- **2** within next 6 months

### Plans to sell:

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

## Triage Flag Results

Throughout the survey process Triage cases that represented green or red flags were tracked. Out of the 77 businesses surveyed, 26 businesses presented an opportunity for intervention.



= Businesses considering expanding in the next 2 years.

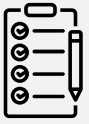
= 15 businesses.



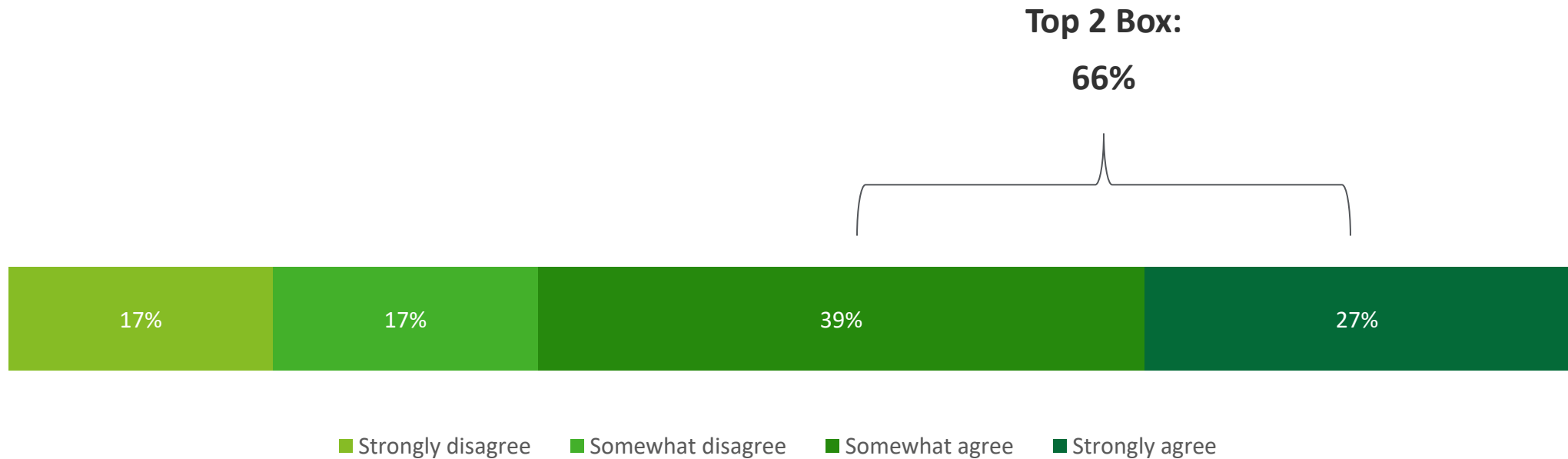
= Businesses considering relocating, downsizing, selling, or closing, businesses whose lease expires in less than a year.

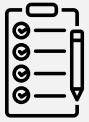
= 11 businesses





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=77).





Please indicate the level to which you agree or disagree with each of the following statements related to labour force access (N=69).

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



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



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



**Top two box:**  
*Very Satisfied & Somewhat Satisfied combined.*



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