

## BUSINESS VISITATION SURVEY

BUSINESS NAME: _____	BUSINESS ID: _____
ADDRESS: _____	
TOWN/CITY: _____	POSTAL CODE: _____
TELEPHONE NUMBER: _____	FAX NUMBER: _____
E:MAIL ADDRESS: _____	
NAME OF PERSON INTERVIEWED: _____	
BUSINESS TITLE: _____	INTERVIEW DATE: _____

What are the Program's Objectives?

- Demonstrate to local businesses that the community appreciates their contribution to the local economy.
- Help existing businesses solve problems
- Assist local businesses in using programs aimed at helping them become more competitive
- Develop strategic plans for long-range business retention and expansion
- Build community capacity to sustain their growth and development

Thank you for helping with this Business Retention and Expansion survey. This process is a key step in building an effective partnership between local businesses and the community. There are two rules we have for this survey:

1. The "Skip It Rule" – If there is a question that you can't or don't want to answer, we can skip it. There is no need to explain your reasons; just let us know.
2. Confidentiality – All information you provide is confidential. All Volunteer Visitors are committed to this principle. All the responses from businesses will be summarized as percentages or averages in the community report.
3. Copy of Final Report – After the survey results are compiled, we will develop strategic action plans to respond to business needs, concerns and opportunities. Copies of the report will be provided to all businesses participating in the survey.

Please do not hesitate to ask any questions during the survey process.

### CONFIDENTIALITY AGREEMENT BETWEEN VOLUNTEER VISITORS AND RESPONDENT:

The following Volunteer Visitors agree that all information will be kept strictly confidential and used only in the Business Retention and Expansion project. The person being interviewed is a witness to this commitment.

VOLUNTEER VISITORS:	(1)	_____ Signature	_____ Print Name
	(2)	_____ Signature	_____ Print Name
PERSON INTERVIEWED	(1)	_____ Signature	_____ Print Name

\_\_\_\_\_  
Date

**GENERAL BUSINESS AND MANUFACTURING**

Top 10 Business Categories

1. Industry (32)
2. Box Stores (8)
3. Retailers (6)
4. Service Retailers (36)
5. Financial /CU & Banks (3)
6. Education/Medical (7)
7. Recreation (1)
8. Seniors (0)
9. Legal & Audit (5)
10. Organizations (2)

**BOLD PRINT IS FOR INTERVIEWER TO READ**

GB1: What is the legal form of this business? (**READ LIST IF NEEDED – “X” ONE BOX ONLY**)

- A. Corporation .....\_\_1
- B. Sole Proprietorship .....\_\_2
- C. Non-Profit Corporation .....\_\_3
- D. Branch Plant .....\_\_4
- E. Partnership .....\_\_5
- F. Cooperative .....\_\_6
- G. Other (**SPECIFY**) .....\_\_7

GB2: Is this business a franchise? (**“X” ONE BOX ONLY**)

- Yes .....\_\_1
- No .....\_\_2

GB3: What **primary** business activity is conducted by this company (**IF NEEDED ADD:**) By primary we mean the portion of the business that is responsible for the largest share of the revenue (**“X” ONE BOX ONLY**)

- A. Farming – crop and animal protection .....\_\_1
- B. Utilities .....\_\_2
- C. Construction .....\_\_3
- D. Manufacturing – Food and Beverage .....\_\_4
- E. Manufacturing – Textile, Clothing, Leather .....\_\_5
- F. Manufacturing – Wood, Paper, Petroleum, Chemical. Mineral .....\_\_6
- G. Manufacturing – Primary, Fabricated Metals .....\_\_7
- H. Manufacturing – Machinery, Equipment, Electronics .....\_\_8
- I. Manufacturing – Furniture and Related Products .....\_\_9
- J. Wholesale Trade .....\_\_10
- K. Retail Trade .....\_\_11
- L. Transportation, Warehousing and Storage .....\_\_12
- M. Information and Cultural Industries .....\_\_13
- N. Finance and Insurance, Real Estate and Rental Services .....\_\_14
- O. Professional, Scientific and Technical Services .....\_\_15
- P. Management of businesses, Administrative and Support Services .....\_\_16
- Q. Education Services .....\_\_17
- R. Health care, Social Assistance .....\_\_18
- S. Arts, Entertainment and Recreation .....\_\_19
- T. Accommodation and Food Services .....\_\_20
- U. Other (**Specify**) .....\_\_21

GB4: What are the main products or services provided at this location? **(WRITE IN)**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

GB5a: How many employees work at this location? **(“X” ONE BOX ONLY)**

- A. 1- 9 .....\_\_1
- B. 10 - 19.....\_\_2
- C. 20 - 49.....\_\_3
- D. 50 - 99 .....\_\_4
- E. 100 - 299.....\_\_5
- F. 300 or more.....\_\_6

GB5b: And how many of those are ... **(READ EACH)**

- A. Full time **(WRITE NUMBER)** .....\_\_\_\_\_
- B. Part time **(WRITE NUMBER)** .....\_\_\_\_\_
- C. Seasonal or temporary **(WRITE NUMBER)** .....\_\_\_\_\_

GB6: How satisfied are you with the current site of this business in this community? Would you say you are ... **(READ LIST – “X” ONE BOX)**

- A. Completely satisfied .....\_\_1
- B. Somewhat satisfied .....\_\_2
- C. Not very satisfied .....\_\_3
- Not at all satisfied .....\_\_4

GB7: What improvements would you like to see at this location?  
**(DO NOT READ LIST – “X” AS MANY AS MENTIONED)**

- A. Site is too small.....\_\_1
- B. Site is too large.....\_\_2
- C. Inadequate utilities/energy, that is the  
type, level or quantity available .....\_\_3
- D. Location is inconvenient for customers .....\_\_4
- E. Lack of access to research and  
development facilities in the area.....\_\_5
- F. Difficulty getting labour or employees .....\_\_6
- G. Building is in a poor state of repair .....\_\_7
- H. Transportation .....\_\_8
- I. High property taxes on site .....\_\_9
- J. Poor community business support.....\_\_10
- K. Age of building .....\_\_11
- L. General appearance of site .....\_\_12
- M. Location is inconvenient for employees.....\_\_13
- N. Employee skill level available locally.....\_\_14
- O. Distance from transportation routes .....\_\_15
- P. Policing/security .....\_\_16
- Q. Other **(SPECIFY)**  
.....\_\_17

GB8: How many years has this business been located in this community?  
**(DO NOT READ LIST - "X" ONE BOX ONLY)**

- A. Less than 1-year .....\_\_1
- B. 1 to 3 years .....\_\_2
- C. Over 3 years to 10 years .....\_\_3
- D. Over 10 years to 25 years .....\_\_4
- E. Over 25 years to 35 years .....\_\_5
- F. Over 35 years .....\_\_6

GB9: Was the business started in this community? **("X" ONE BOX)**

- Yes .....\_\_1
- No .....\_\_2

GB10: Which of the following energy sources does this business use?  
**(READ LIST - "X" ALL BOXES THAT APPLY)**

	<u>Use</u>	<u>Main</u>	<u>Prefer</u>
A. Electricity/hydro.....	__1	__1	__1
B. Natural gas.....	__2	__2	__2
C. Fuel Oil.....	__3	__3	__3
D. Propane.....	__4	__4	__4
<u>Or</u> E. Other (alternative energy <b>(WRITE IN)</b> )			
_____.....	__5	__5	__5
_____.....	__6	__6	__6
_____.....	__7	__7	__7

GB10a Do you have any questions or concerns with respect to energy supply and/or energy management and efficiency? **("X" ONE BOX)**

- Yes .....\_\_1
- No .....\_\_2

GB10b Would your business benefit from engineering or technical support with respect to your energy plant or process equipment? **("X" ONE BOX)**

- Yes .....\_\_1
- No .....\_\_2

GB11. Listed in this next question are a number of factors that may or may not play a role in operating this business. For each one, please indicate how important it is to this business. If it doesn't apply at all, please tell me. First ...

(READ AND "X" ONE BOX FOR EACH) Is that ... (READ SCALE)

DO NOT READ)

	<u>Very Important</u>	<u>Somewhat important</u>	<u>Not Very important</u>	<u>Not at all important</u>	<u>Not applicable</u>
<b>Computer capabilities</b>					
A. Computerized record keeping .....	___4	___3	___2	___1	___0
B. Computer training for staff .....	___4	___3	___2	___1	___0
C. Specialized computer applications that are Unique to your business.....	___4	___3	___2	___1	___0
<b>Telecommunications</b>					
D. Digital telephone service (touch tone) ..	___4	___3	___2	___1	___0
E. Electronic Commerce, that is conducting Business over the internet.....	___4	___3	___2	___1	___0
F. Access to internet .....	___4	___3	___2	___1	___0
G. Intranet (within your company) .....	___4	___3	___2	___1	___0
<b>Other Technologies and applications</b>					
H. Energy management efficiency.....	___4	___3	___2	___1	___0
I. Waste management efficiency.....	___4	___3	___2	___1	___0
J. Geographic Information System (GIS) ..	___4	___3	___2	___1	___0
-GIS is a collection of computer hardware, software and geographic data for capturing, managing, analyzing and displaying all forms of geographically referenced information					
K. Production management skills .....	___4	___3	___2	___1	___0
L. Biotechnology knowledge .....	___4	___3	___2	___1	___0
- applied biological science					
M. Global Positioning System (GPS) .....	___4	___3	___2	___1	___0
<b>Business/Organizational Planning</b>					
N. Business management skills .....	___4	___3	___2	___1	___0
O. Business planning .....	___4	___3	___2	___1	___0
P. Management standards – ISO (International Standards Organization) HACCP (Hazard Analysis Critical Control Point) WHMIS (Workplace Hazardous Material Information System)					
.....	___4	___3	___2	___1	___0
Q. Other Standards (SPECIFY) .....	___4	___3	___2	___1	___0
R. Other (SPECIFY) .....	___4	___3	___2	___1	___0

GB11a. Using a scale from 1 to 5, where "5" means "Very" and "1" means "Not at all", rate the accessibility of good support for computer hardware and software in your area. ("X" ONE BOX)

<u>Very Accessible</u>				<u>Not at all accessible</u>
___5	___4	___3	___2	___1

GB11b. And using the same five-point scale, rate the affordability of technical support for computer hardware and software in your area ("X" ONE BOX)

<u>Very Affordable</u>				<u>Not at all affordable</u>
___5	___4	___3	___2	___1

GB12. Listed here are a number of types of telecommunication technologies.

- a) Please review the list and in the first column “X” the boxes to indicate which of these you have in place in this business. **(READ LIST – “X” AS MANY AS APPLY)**
- b) Then, in the second column, “X” the boxes to show which other ones you have looked into. **(READ LIST – “X” AS MANY AS APPLY)**
- c) And finally, in the third column “X” the boxes to show which of those you plan to get in the next year. **(READ LIST – “X” AS MANY AS APPLY)**

	<u>Have</u>	<u>Looked into</u>	<u>Plan to get</u>
A. Internet access .....	__1	__1	__1
B. Web page.....	__2	__2	__2
C. Pager (s) .....	__3	__3	__3
D. Cellular telephones.....	__4	__4	__4
E. Electronic commerce .....	__5	__5	__5
F. High-speed broadband network access .....	__6	__6	__6
G. Fibre optics.....	__7	__7	__7
H. Digital telephones (touch tone) .....	__8	__8	__8
I. Others ( <b>SPECIFY</b> ) _____ .....	__9	__9	__9
_____ .....	__10	__10	__10
J. None of these/no plans for any .....	__11	__11	__11

GB13. What, if anything, is keeping your from implementing any of these new telecommunication technologies?  
**(DO NOT READ LIST – “X” AS MANY AS MENTIONED)**

- Lack of telecommunication infrastructure
- A. In community .....
  - B. Too costly .....
  - C. Lack of experience with telecommunications
  - D. Applications within the business.....
  - E. Lack of telecommunication information to
  - F. The business.....
  - G. Lack of local training opportunities for staff.....
  - H. Effectiveness of usefulness of the technology
  - I. Is uncertain .....
  - J. Too busy .....
  - K. Other (**SPECIFY**).....
  - L. No reasons, have what is needed .....

**FUTURE PLANS**

FP1. Do you have any plans to relocate this business within the next two years? (“X” ONE BOX)

Yes.....\_\_1  
No .....\_\_2 → **GO TO FP6**

FP2. Where do you plan to relocate this business? (“X” ONE BOX)

A. In this community .....\_\_1 → **GO TO FP6**  
 B. Elsewhere in Manitoba  
 (SPECIFY) .....\_\_2  
 C. In another province of Canada  
 (SPECIFY) .....\_\_3  
 D. In the U.S.A.  
 (SPECIFY) .....\_\_4  
 E. Outside Canada and the U.S.A.  
 (SPECIFY) .....\_\_5

FP3. Why are you planning to relocate the business outside this community?  
 (DO NOT READ LIST – “X” AS MANY AS MENTIONED)

A. Head office decision .....\_\_1 → **GO TO FP4**  
 B. Inadequate facilities in terms of space .....\_\_2  
 C. Has been a change in markets .....\_\_3  
 D. Distance to markets and suppliers.....\_\_4  
 E. Lack of appropriate labour (skills) .....\_\_5  
 F. Expansion limitations .....\_\_6  
 G. Utility infrastructure is inadequate.....\_\_7  
 H. Local regulations too restrictive.....\_\_8  
 I. Profits too low .....\_\_9  
 J. Other (SPECIFY) .....\_\_10

FP4. Has a business case been made to head office to justify your company remaining at this site?

Yes .....\_\_1  
No .....\_\_2

FP5. What assistance, is any, could help to prevent the relocation of this business?  
 (DO NOT READ – “X” AS MANY AS MENTIONED)

A. Nothing, decision is made .....\_\_1  
 B. Finding another appropriate site location .....\_\_2  
 C. Financing.....\_\_3  
 D. Assistance with the approval process.....\_\_4  
 E. Finding and securing adequate labour .....\_\_5  
 F. Securing training services for staff .....\_\_6  
 G. Accessing appropriate research and development.....\_\_7  
 H. Infrastructure upgrades (roads, telecommunication,  
 Fibre optics, energy supply, energy type) .....\_\_8  
 I. Other (SPECIFY) .....\_\_9

**IF ANSWERED “YES” AT FP1, SKIP TO FP7**

FP6. Within the next two years, do you plan to undertake major renovations at this site?

Yes.....\_\_1  
No.....\_\_2

FP7. Within the next two years, are you planning to expand your operations in this community?

Yes.....\_\_1  
No.....\_\_2 → **GO TO FP12**

FP8. Will your expansion lead to ... **(READ LIST – “X” ALL BOXES THAT APPLY)**

- A. An increase in work force .....\_\_1
- B. Additional product line (s).....\_\_2
- C. Additional services for customers .....\_\_3
- D. Additional investment in equipment and technology .....\_\_4
- E. Importing goods or services to Canada.....\_\_5
- F. Increase in export of goods or services .....\_\_6
- G. Other **(SPECIFY)** \_\_\_\_\_ .....\_\_7

FP9 IS the business experiencing any difficulties with its expansion plans?

Yes.....\_\_1  
No.....\_\_2 → **GO TO FP11**

FP10. What difficulties is the business experiencing with its expansion plans?  
**(DO NOT READ – “X” AS MANY AS MENTIONED)**

- A. Financing .....\_\_1
- B. Local By-Laws .....\_\_2
- C. Labour availability .....\_\_3
- D. Land availability .....\_\_4
- E. Labour force training.....\_\_5
- F. Availability of buildings.....\_\_6
- G. Importing of goods and services .....\_\_7
- H. Exporting of goods and services .....\_\_8
- I. General investment services .....\_\_9
- J. Utilities/infrastructure .....\_\_10
- K. Finding/developing strategic alliances .....\_\_11
- L. Marketing .....\_\_12
- M. Other **(SPECIFY)** \_\_\_\_\_ .\_\_13

FP11. For which of the following areas, if any, would you like information to help with your expansion plans?  
**(READ LIST – “X” ALL BOXES THAT APPLY)**

- A. Financing .....\_\_1
- B. Local By-Laws .....\_\_2
- C. Labour availability .....\_\_3
- D. Land availability .....\_\_4
- E. Labour force training.....\_\_5
- F. Availability of buildings.....\_\_6
- G. Transportation services .....\_\_7
- H. Exporting/Importing of goods and services .....\_\_8
- I. General investment services .....\_\_9
- J. Utilities/infrastructure .....\_\_10
- K. Finding/developing strategic alliances.....\_\_11
- L. Marketing to current customers.....\_\_12
- M. Finding new markets .....\_\_13
- N. Warehouse services.....\_\_14
- O. Other (**SPECIFY**)  
 \_\_\_\_\_.....\_\_15
- P. None .....\_\_16

FP12. Are there any reasons that you are closing this business in the near future?  
**(DO NOT READ – “X” AS MANY AS MENTIONED)**

- A. Head office decision .....\_\_1
- B. Inadequate facilities, e.g. buildings too  
 Small, too old, etc. ....\_\_2
- C. Loss or change of customer/clients .....\_\_3
- D. Distance to markets and inputs .....\_\_4
- E. Labour issues.....\_\_5
- F. Inadequate local infrastructure .....\_\_6
- G. Expansion limitations.....\_\_7
- H. Lack of profitability .....\_\_8
- I. Health/environmental regulations.....\_\_9
- J. Unable to find purchaser .....\_\_10
- K. Retirement.....\_\_11
- L. Lack of access to R&D.....\_\_13
- M. Other (**SPECIFY**)  
 \_\_\_\_\_.....\_\_14
- N. No .....\_\_15

FP13. What assistance, if any, could help to prevent the closure of the business?  
**(DO NOT READ – “X” AS MANY AS MENTIONED)**

- A. Nothing, decision is made.....\_\_1
- B. Finding new site .....\_\_2
- C. Financing.....\_\_3
- D. Approval process .....\_\_4
- E. Succession planning .....\_\_5
- F. Employee purchase.....\_\_6
- G. Improvement to local infrastructure.....\_\_7
- H. Identifying prospective purchaser .....\_\_8
- I. Other (**SPECIFY**)  
 \_\_\_\_\_.....\_\_9

FP 14. There are advantages and disadvantages to doing business in any area. We would like you to consider each of the following issues and tell us whether you would consider the current situation to be an advantage or a disadvantage in doing business in this area compared to other areas.  
**(READ LIST AND “X” APPROPRIATE BOX FOR EACH ISSUE)**

	<u>Advantage</u>	<u>Disadvantage</u>	<u>No difference</u>	<u>Not applicable</u>
A. Availability of skilled labour.....	___1	___2	___3	___4
B. Labour costs.....	___1	___2	___3	___4
C. Transportation costs.....	___1	___2	___3	___4
D. Availability of transportation.....	___1	___2	___3	___4
E. Availability of appropriately zoned land .....	___1	___2	___3	___4
F. Land costs .....	___1	___2	___3	___4
G. Cost of construction.....	___1	___2	___3	___4
H. Cost of leasing space .....	___1	___2	___3	___4
I. Local permit process .....	___1	___2	___3	___4
J. Utilities available .....	___1	___2	___3	___4
K. Access to markets/customers/ Clients .....	___1	___2	___3	___4
L. Access to supplies required.....	___1	___2	___3	___4
M. Municipal taxes.....	___1	___2	___3	___4
N. Quality of life .....	___1	___2	___3	___4
O. Water and sewer capacity .....	___1	___2	___3	___4
P. Development changes .....	___1	___2	___3	___4
Q. Support from municipality .....	___1	___2	___3	___4
R. Support from local business.....	___1	___2	___3	___4
S. Support from local residents .....	___1	___2	___3	___4
T. Municipal by-laws .....	___1	___2	___3	___4
U. Telecommunication infrastructure Capacity, e.g. fibre optics and Internet access .....	___1	___2	___3	___4
V. Size of local market .....	___1	___2	___3	___4
W. Access to research and development.....	___1	___2	___3	___4
X. Access to training facilities.....	___1	___2	___3	___4

<b>MARKETS</b>
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MA1. To which countries do you export most of your products and services? If more than three, please tell me the top three. If USA only, indicate the specific states **(WRITE IN)**

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

MA2. Does the business import products or services directly (**"X" ONE BOX**)

Yes..... 1  
No ..... 2

MA3. From which countries do you import these products or services? **(WRITE IN)**

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

MA4. What products or services do you purchase from these countries? **(WRITE IN)**

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

MA5. Looking forward to the next five years, please tell us how important each of these factors will be in ensuring that this business will remain competitive. Please consider each factor on the list below and tell me how important each issue is. **(READ EACH STATEMENT AND SCALE – “X” ONE BOX FOR EACH)**

	Very <u>Important</u>	Somewhat <u>important</u>	Not Very <u>important</u>	Not at all <u>important</u>	<b>DO NOT READ)</b> Not <u>applicable</u>
A. New product research and development.....	___4	___3	___2	___1	___0
B. New market development:					
- locally .....	___4	___3	___2	___1	___0
- outside local area .....	___4	___3	___2	___1	___0
C. Access to exporting and international markets .....	___4	___3	___2	___1	___0
D. Add or change in businesses, products Or services .....	___4	___3	___2	___1	___0
E. Strategic alliances (joining with other Business to provide products/services) .....	___4	___3	___2	___1	___0
F. Improving worker productivity .....	___4	___3	___2	___1	___0
ISO9000/14000(International Organization for Standardization) or HACCP (Hazard Analysis and Critical Control Point) Management Standards.....	___4	___3	___2	___1	___0
G. Other management standards (SPECIFY) .....	___4	___3	___2	___1	___0
H. Expansion of company workforce (employees) .....	___4	___3	___2	___1	___0
I. Workplace health and safety .....	___4	___3	___2	___1	___0
J. Workplace skill development.....	___4	___3	___2	___1	___0
K. Energy costs.....	___4	___3	___2	___1	___0
L. Water/sewer availability.....	___4	___3	___2	___1	___0
M. Water/sewer costs .....	___4	___3	___2	___1	___0
N. Improvement of customer services .....	___4	___3	___2	___1	___0
O. Availability of telecommunication services .....	___4	___3	___2	___1	___0
P. Low exchange rate for Canadian dollar.....	___4	___3	___2	___1	___0
Q. Accessing capital .....	___4	___3	___2	___1	___0
R. Improved business management .....	___4	___3	___2	___1	___0
S. Other (SPECIFY) .....	___4	___3	___2	___1	___0

MA6. During the past two years, would you say that your total dollar sales at this location have increased or decreased? **(“X” ONE BOX ONLY)**

- A. Increased..... \_\_\_1
- B. Decreased..... \_\_\_2
- C. Uneven sales pattern .....
- D. Same/no significant change .....

- MA7. How do you identify your customers' needs?  
**(DO NOT READ - "X" AS MANY AS MENTIONED)**
- A. Customer surveys..... \_\_1
  - B. Customer comment cards..... \_\_2
  - C. Informal customer contact..... \_\_3
  - D. Customer complaints ..... \_\_4
  - E. Customer database management ..... \_\_5
  - F. Sales calls ..... \_\_6
  - G. Trade or industry publications ..... \_\_7
  - H. Marketing publications ..... \_\_8
  - I. Electronic communications (Internet,  
 Web page)..... \_\_9
  - J. Trade Shows..... \_\_10
  - K. Referrals..... \_\_11
  - L. Follow Ups ..... \_\_12
  - M. Other ways **(WRITE IN)** \_\_\_\_\_ \_\_13
- 
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MA8. Please describe how local business associations and/or economic development offices help promote your business sector in your area. **(WRITE IN)**

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MA9. What more could they do to reflect your business needs? **(WRITE IN)**

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MA 10. Which of the following best describes where you purchase your products?  
**(READ LIST - "X" ONE BOX ONLY)**

- A. Majority purchased within the community ..... \_\_1
- B. Majority purchased outside the community ..... \_\_2
- C. Mixed, some within, some outside of the community. \_\_3

MA11. Which of the following best describes where you purchase your services?  
**(READ LIST - "X" ONE BOX ONLY)**

- A. Majority purchased within the community ..... \_\_1
- B. Majority purchased outside the community ..... \_\_2
- C. Mixed, some within, some outside of the community. \_\_3

MA12. What products or services, if any, are you purchasing from outside the community for which you would like to have a local supplier? **(WRITE IN)**

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MA13. What should be made available locally?

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MA14. Why are products or services **NOT** being purchased from within the community?  
**DO NOT READ – “X” AS MANY AS MENTIONED)**

- A. Product not available here .....\_\_1
  - B. Unaware of local vendors.....\_\_2
  - C. Higher costs locally.....\_\_3
  - D. No control, head office decision .....\_\_4
  - E. Quality of available products .....\_\_5
  - F. Long term contract with outside supplier .....\_\_6
  - G. Loyalty to current supplier.....\_\_7
  - H. Other (**SPECIFY**) .....\_\_8
-

**INFORMATION/ASSISTANCE REQUIREMENTS**

IA1. Listed below are a number of organizations and government agencies. For each of these, please indicate the level of service you have had in dealing with them. If you have never had contact with them please indicate this.

**(READ AND "X" THE APPROPRIATE RESPONSE FOR EACH)**  
**(READ SCALE)**

	Excellent	Good	Fair	Poor	Unable to assist	Not applicable contact
A. Local municipal government offices .....	5	4	3	2	1	0
B. Provincial Government .....	5	4	3	2	1	0
C. Federal Government .....	5	4	3	2	1	0
D. Chamber of Commerce/Board of Trade .....	5	4	3	2	1	0
E. BIA (Business Improvement Area).....	5	4	3	2	1	0
F. Business or Economic Development Corporation.....	5	4	3	2	1	0
G. Community Futures Development Corporation.....	5	4	3	2	1	0
H. Business Self-Help Centre .....	5	4	3	2	1	0
I. Other (SPECIFY) .....	5	4	3	2	1	0
J. Other (SPECIFY) .....	5	4	3	2	1	0
K. Other (SPECIFY) .....	5	4	3	2	1	0

IA2. Please tell me if you would like information concerning any of the following topics.  
**(READ LIST – “X” ALL THAT ARE APPLICABLE)**

A. Occupational health and safety .....	___1
B. Job training assistance.....	___2
C. Financial support for training.....	___3
D. Financial support for hiring students	
Or youth.....	___4
E. Worker’s compensation.....	___5
F. Environmental regulations.....	___6
G. Air pollution.....	___7
H. Water pollution .....	___8
I. Solid waste .....	___9
J. Oil and hazardous waste.....	___10
K. Research grants .....	___11
L. Energy management and efficiency .....	___12
M. Financial management.....	___13
N. Business licensing .....	___14
O. Public Utilities Commission .....	___15
P. Export/foreign markets .....	___16
Q. Financing/sources of capital.....	___17
R. Finding a new location .....	___18
S. Local zoning/regulations .....	___19
T. Selling to government .....	___20
U. Management and strategic planning .....	___21
V. Product development .....	___22
W. Agri-Food biotechnology .....	___23
X. Business alliances/networking .....	___24
Y. Marketing/promotions.....	___25
Z. Workforce management .....	___26
AA. Production management.....	___27
BB. Other ( <b>SPECIFY</b> ) .....	___28

**HUMAN RESOURCES**

HR1. Over the next two years, do you think the number of employees in this business will increase, decrease or stay the same? (“X” ONE BOX). If you anticipate an increase or decrease, please write in the number you will lose or gain

- A. Increase..... \_\_1 \_\_\_\_\_
- B. Decrease..... \_\_2 \_\_\_\_\_
- C. Remain the same..... \_\_3 \_\_\_\_\_
- D. Don't know..... \_\_4 \_\_\_\_\_

HR2. Have you conducted a formal training needs analysis in your organization where you assessed the future training requirements for each position?

- Yes..... \_\_1 \_\_\_\_\_
- No..... \_\_2 \_\_\_\_\_

HR3. On average, about how many hours of training does each employee at this location receive per year? (DO NOT READ LIST – “X” ONE BOX)

- A. 0..... \_\_1 → GO TO HR7
- B. 1 to 10..... \_\_2 \_\_\_\_\_
- C. 11 to 20..... \_\_3 \_\_\_\_\_
- D. 21 to 30..... \_\_4 \_\_\_\_\_
- E. 31 +..... \_\_5 \_\_\_\_\_

HR4. Do you feel that most of the training provided to your employees has achieved its goals? (“X” ONE BOX)

- Yes..... \_\_1 \_\_\_\_\_
- No..... \_\_2 \_\_\_\_\_

HR5. Does your company have problems recruiting employees in the following categories? (Circle one per line)

	<u>No</u>	<u>Yes</u>	<u>Don't Know</u>	<u>Not Applicable</u>
A. Management/Professional .....	1	2	3	4
B. Skilled Labor .....	1	2	3	4
C. Unskilled Labor .....	1	2	3	4
D. Full-time .....	1	2	3	4
E. Part-time .....	1	2	3	4

HR6. How much of a problem does your company have in **recruiting** employees for the following reasons? **(Circle one per line.)**

	<u>No Problem</u>	<u>Slight Problem</u>	<u>Moderate Problem</u>	<u>Major Problem</u>	<u>Extreme Problem</u>
A. Available labor has little/ Low skills..... 1		2	3	4	5
B. High Competition for skilled Employees..... 1		2	3	4	5
C. Unwilling to live in area ..... 1		2	3	4	5
D. Unwilling to commute to area .... 1		2	3	4	5
E. Basic job interviewing skills ..... 1		2	3	4	5
F. Lack of High School diploma/ GED..... 1		2	3	4	5
G. Basic literacy (reading And writing)..... 1		2	3	4	5
H. Basic Math Skill..... 1		2	3	4	5
I. Poor Work Habits ..... 1		2	3	4	5
J. Availability of training ..... 1		2	3	4	5
K. English speaking skills ..... 1		2	3	4	5
L. Citizenship/work permit status .. 1		2	3	4	5
M. Housing Costs and availability . 1		2	3	4	5
N. Pay scale..... 1		2	3	4	5
O. Lack of fringe benefits ..... 1		2	3	4	5

HR7. What resources are you currently using to locate new employees? **(Circle all that apply)**

1. Advertisement in papers
2. Placement office of vocational school, two to four-year college
3. Private search firms
4. Referrals from existing employees
5. Professional associations
6. One-Stop Center (Job Service)
7. Temporary agency
8. Promote from within
9. Hire people who were initially temporary employees
10. Local Job Fair
11. Internet/World Wide Web
12. Other \_\_\_\_\_

HR8. Does your company have problems **retaining** employees in the following categories? **(Circle one per line).**

	<u>No</u>	<u>Yes</u>	<u>Don't Know</u>	<u>Not Applicable</u>
A. Management/Professional ..... 1		2	3	4
B. Skilled Labor ..... 1		2	3	4
C. Unskilled Labor ..... 1		2	3	4
D. Full-time ..... 1		2	3	4
E. Part-time ..... 1		2	3	4

HR9. How much of a problem does your company have in **retaining** employees for the following reasons? (**Circle one per line**).

	No <u>Problem</u>	Slight <u>Problem</u>	Moderate <u>Problem</u>	Major <u>Problem</u>	Extreme <u>Problem</u>
A. Available labor has little/ Low skills..... 1		2	3	4	5
B. High Competition for skilled Employees..... 1		2	3	4	5
C. Unwilling to live in area ..... 1		2	3	4	5
D. Unwilling to commute to area ... 1		2	3	4	5
E. Basic literacy (reading/writing)... 1		2	3	4	5
F. Citizenship/work permit status.. 1		2	3	4	5
G. Basic job skills ..... 1		2	3	4	5
H. Basic Math Skill ..... 1		2	3	4	5
I. Availability of training ..... 1		2	3	4	5
J. English speaking skills ..... 1		2	3	4	5
K. Housing Costs and availability.. 1		2	3	4	5
L. Pay scale ..... 1		2	3	4	5
M. Lack of fringe benefits..... 1		2	3	4	5

HR. 10 What government services have you used?

- A. Summer student ..... \_\_\_1
- B. Cdn Employment office..... \_\_\_2
- C. Apprenticeship program..... \_\_\_3
- D. Job Bank ..... \_\_\_4
- E. Immigration Canada..... \_\_\_5
- F. Government website..... \_\_\_6
- G. Wage subsidy..... \_\_\_7
- H. Advanced Education and Training \_\_\_\_\_8
- I. Health and Safety ..... \_\_\_9
- J. Other ..... \_\_\_10
- K. Unsure..... \_\_\_11

**FINANCIAL STRUCTURE**

FI1. Where is the main financial institution (e.g. bank, trust company, credit union) for this business located?  
**(“X” ONE BOX)**

- In the community..... \_\_1
- Outside of the community ..... \_\_2

FI2. Are you able to secure sufficient capital through your financial institution whenever you need it...?  
**READ LIST – “X” ONE BOX)**

- A. Always..... \_\_1
- B. Often ..... \_\_2
- C. Sometimes..... \_\_3
- D. Never ..... \_\_4
- E. Not applicable/needed..... \_\_5

FI13 Have you investigated alternative sources of funding for the business? This could be through private investors, business development corporation, venture capitalists, etc. **(“X” ONE BOX)**

- Yes..... \_\_1
- No..... \_\_2

**BUSINESS CLIMATE**

RB1. We would like your opinion on the local shopping area. Using the scale provided please indicate how well you think your shopping community does for each factor.

**READ EACH STATEMENT AND SCALE – “X” ONE FOR EACH)**

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<b>(DO NOT READ) Not applicable</b>
A. Exterior appearance of the downtown area.....	4	3	2	1	0
B. Exterior appearance of other retail areas in the Community .....	4	3	2	1	0
C. Roadside signs for advertising .....	4	3	2	1	0
D. Traffic flow on streets in the area .....	4	3	2	1	0
E. Parking facilities.....	4	3	2	-1	0
F. Parking signage .....	4	3	2	1	0
G. Public safety support – e.g. lighting, security, police Presence, etc. ....	4	3	2	1	0
H. Mix of businesses to attract variety of customers .....	4	3	2	1	0
I. Special events or promotions held in the shopping area.....	4	3	2	1	0
J. Display/presentation of products and services .....	4	3	2	1	0
K. Competitive prices .....	4	3	2	1	0
L. Competitive advertising .....	4	3	2	1	0
M. Strategic plan that addresses promotion/marketing for Retailers .....	4	3	2	1	0
N. Uniform hours of operation .....	4	3	2	1	0
O. Customer service .....	4	3	2	1	0
P. Quality of merchandise available .....	4	3	2	1	0
Q. Accessibility for people with disabilities .....	4	3	2	1	0
R. Local business improvement association .....	4	3	2	1	0
S. Chamber of Commerce/Board of Trade .....	4	3	2	1	0
T. Other retail association.....	4	3	2	1	0
U. Overall shopping environment.....	4	3	2	1	0
V. Other ( <b>SPECIFY</b> ) .....	4	3	2	1	0

**OTHER**

O1. Which of the following best describes the tourism industry in your area? Is it ...  
**(READ LIST – “X” ONE ANSWER ONLY)**

- A. Year round tourism/visitor traffic..... \_\_\_1
- B. Summer only tourism/visitor traffic .. \_\_\_2
- C. Winter only tourism/visitor traffic..... \_\_\_3
- D. Mostly summer but some off-season  
 Traffic ..... \_\_\_4

O2. Do you feel that the economic importance of tourism is understood by the business community to be a vital part of the economy of this community? (**“X” ONE ANSWER ONLY**)

- Yes ..... \_\_\_1
- No..... \_\_\_2

O3a. Have you ever worked with other businesses or sponsors to develop “packages” to attract visitors? (**“X” ONE ANSWER ONLY**)

- Yes ..... \_\_\_1
- No..... \_\_\_2

O3b. Would you like information about developing packages to attract visitors?  
**(“X” ONE ANSWER ONLY)**

- Yes ..... \_\_\_1
- No..... \_\_\_2

O4. What sort of marketing activities are you currently engaged in to promote this business?  
**(READ LIST – “X” AS MANY AS APPLY)**

- A. Print Ads ..... \_\_\_1
- B. Radio ..... \_\_\_2
- C. Television ..... \_\_\_3
- D. Internet Services ..... \_\_\_4
- E. Travel, sports and trade shows ..... \_\_\_5
- F. Newsletters ..... \_\_\_6
- G. Direct mail/database marketing ..... \_\_\_7
- H. Travel links ..... \_\_\_8
- I. Co-op marketing locally ..... \_\_\_9
- J. Co-op with provincial marketing  
 initiatives ..... \_\_\_10
- K. Co-op with marketing regionally ..... \_\_\_11
- L. Word of mouth ..... \_\_\_12
- M. Trade Shows..... \_\_\_13
- N. Other (**SPECIFY**) ..... \_\_\_14

**LOCAL COMMUNITY**

LC1. Which new suppliers of products or services would benefit the business community?  
**(WRITE IN)**

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 2. \_\_\_\_\_

LC2. What new business (es) or services would you like to see added to this community?  
**(WRITE IN)**

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

LC3. In your opinion, which of the following factors are barriers to new businesses coming to this community?  
**(READ LIST – “X” ALL THAT APPLY)**

- A. Lack of water/sewage capacity..... \_\_1
- B. Lack of serviced land ..... \_\_2
- C. Resistance from local business ..... \_\_3
- D. Lack of proactive new business recruitment ..... \_\_4
- E. Availability of properly zoned and  
designated land..... \_\_5
- F. Slow approval processes ..... \_\_6
- G. Availability and variety of different sized parcels  
Of land ..... \_\_7
- H. Development charges ..... \_\_8
- I. High taxes ..... \_\_9
- J. Inadequate labour supply ..... \_\_10
- K. Inadequate transportation ..... \_\_11
- L. Inadequate water supply ..... \_\_12
- M. Information technology capacity ..... \_\_13
- N. Inadequate security/policing ..... \_\_14
- O. Availability of natural gas ..... \_\_15
- P. Availability of space for rent or lease ..... \_\_16
- Q. Other (**SPECIFY**)  
..... \_\_17

LC4. As far as you know, does the local community have a strategic economic development plan? (**“X” ONE BOX**)

- Yes ..... \_\_1
- No ..... \_\_2
- Don't know ..... \_\_3

LC4a. In your opinion, does the City of Winkler take an adequate role in business and economic development in this community? (“X” ONE BOX)

Yes ..... \_\_\_1  
 No..... \_\_\_2  
 Don't know \_\_\_3

LC5. What suggestions do you have for ways in which the business community could help with economic development? (WRITE IN)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

LC6. Listed here are a variety of services provided for the community. For each of these, please tell me your level of satisfaction with the service provided.

(READ AND “X” THE APPROPRIATE BOX FOR EACH)  
 (READ SCALE)

	<u>Very satisfied</u>	<u>Somewhat satisfied</u>	<u>Somewhat dis- satisfied</u>	<u>Very dis- satisfied</u>	<b>DO NOT READ) Not applicable</b>
A. Planning, zoning, and building permit..	___4	___3	___2	___1	___0
B. Health department inspections .....	___4	___3	___2	___1	___0
C. Policing .....	___4	___3	___2	___1	___0
D. Fire prevention and services .....	___4	___3	___2	___1	___0
E. Medical health services for the Community .....	___4	___3	___2	___1	___0
F. Public utilities .....	___4	___3	___2	___1	___0
G. Street repair.....	___4	___3	___2	___1	___0
H. Snow removal .....	___4	___3	___2	___1	___0
I. Garbage removal .....	___4	___3	___2	___1	___0
J. Public transit .....	___4	___3	___2	___1	___0
K. Local community college.....	___4	___3	___2	___1	___0
L. Industrial training .....	___4	___3	___2	___1	___0
M. Schools.....	___4	___3	___2	___1	___0
N. Child care services .....	___4	___3	___2	___1	___0
O. Cultural/Art facilities .....	___4	___3	___2	___1	___0
P. Recreational facilities .....	___4	___3	___2	___1	___0
Q. Entertainment.....	___4	___3	___2	___1	___0
R. Highway 32.....	___4	___3	___2	___1	___0

LC7. Do you feel that the P.W. Enns Centennial concert Hall is a suitable size for our region?

\_\_\_Yes  
 \_\_\_No

LC8. What entertainment/events/attractions would you like to see at the P.W. Enns Concert Hall or in the City of Winkler & District?

DANCE

- A. Royal Winnipeg Ballet \_\_\_\_\_
- B. Jazz \_\_\_\_\_
- C. Other (**SPECIFY**)  
\_\_\_\_\_ \_\_\_\_\_

MUSIC CONCERTS

- D. Classical \_\_\_\_\_
- E. Blues \_\_\_\_\_
- F. Country \_\_\_\_\_
- G. Winnipeg Symphony \_\_\_\_\_
- H. Other (**SPECIFY**)  
\_\_\_\_\_ \_\_\_\_\_

PLAYS & THEATRES

- I. Broadway Shows \_\_\_\_\_
- J. Comedy \_\_\_\_\_
- K. Speaking \_\_\_\_\_
- L. Touring Musicals \_\_\_\_\_
- M. Big Screen Events \_\_\_\_\_
- N. Other (**SPECIFY**)  
\_\_\_\_\_ \_\_\_\_\_

LC9. Is there a need for a Convention (Events) Centre in the City of Winkler & District?

- \_\_\_ Yes
- \_\_\_ No

LC10. Please list three of the community's strengths as a place to do business (**WRITE IN**)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

LC11. Please list three of the community's weaknesses as a place to do business (**WRITE IN**)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

LC12. What barriers to the growth of any business, if any, would you say exist in this community? (**WRITE IN**)

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

LC13. What other comments or concerns about the local business environment would you like to raise?  
(PLEASE EXPLAIN IN FULL)

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**THANK YOU FOR YOUR PARTICIPATION IN THIS BUSINESS SURVEY.  
THE BUSINESS RETENTION AND EXPANSION LEADERSHIP TEAM  
VALUES YOUR PARTICIPATION AND INPUT. WE ENDEAVOUR TO  
RESPOND TO YOUR ISSUES AND NEEDS IN ORDER THAT YOUR  
BUSINESS AND THE LOCAL ECONOMY CAN BE IMPROVED.**