

## Kneehill County Triage BR&E Report

October 2023



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# Overview



## Background

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- Kneehill County 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 mixed-methodology survey was conducted via phone and email using Kneehill County's business directory. A total of 77 businesses were reached.
- This scientific approach ensures that the results have a high level of accuracy (with a  $\pm 9.9\%$  margin of error at a 95% confidence level) and statistically represents the business community in the region.

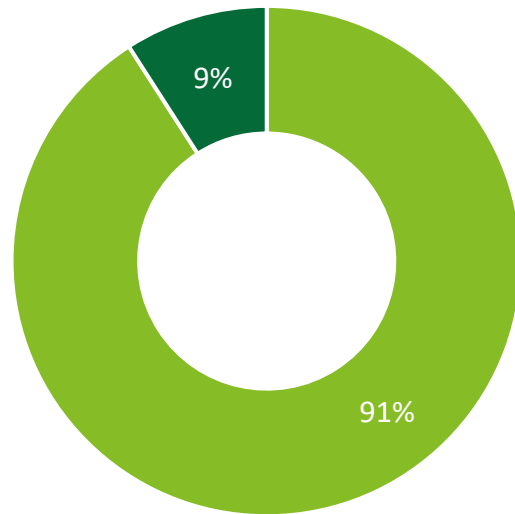


# Business Community Firmographics

# Firmographics



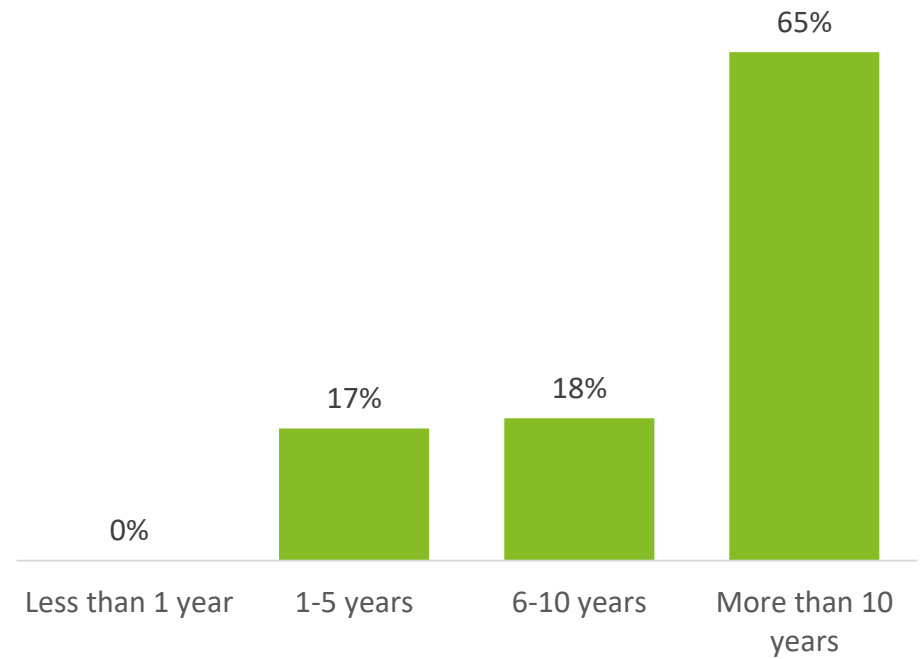
## Business Type (n=77)



- Locally Owned and Operated
- Externally Owned and Operated



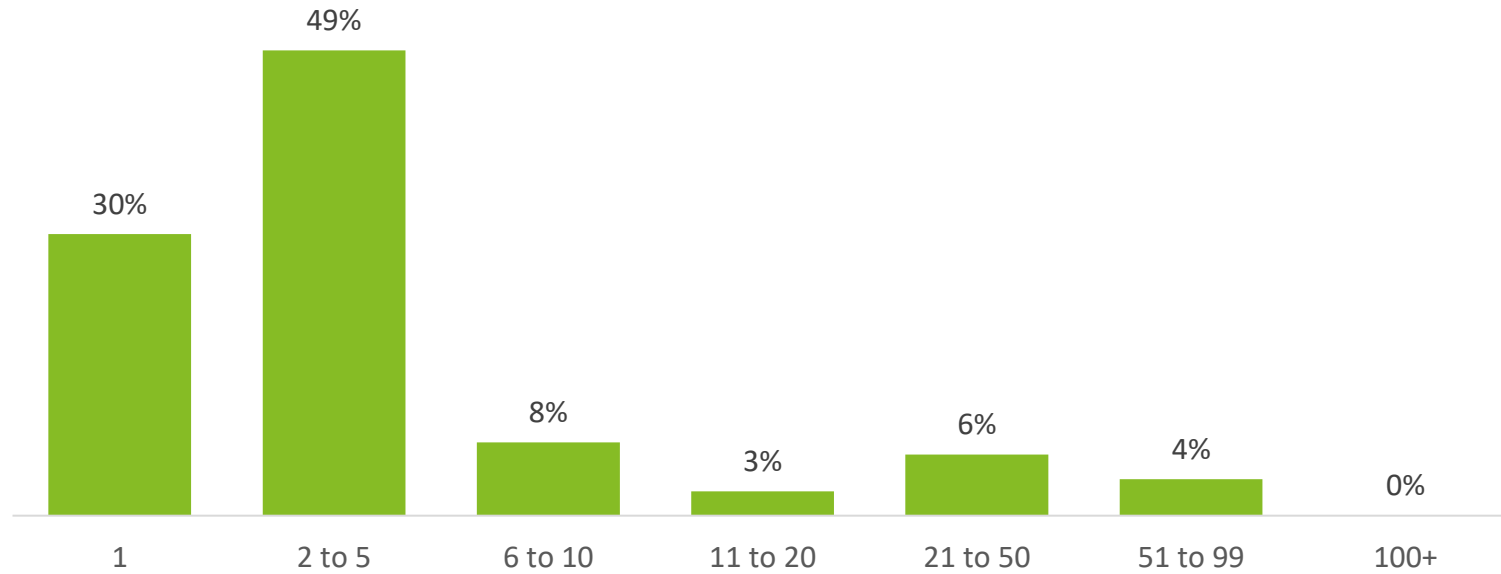
## Years Operating in the Community (n=77)



# Firmographics



## Number of Full-Time Employees (n=77)

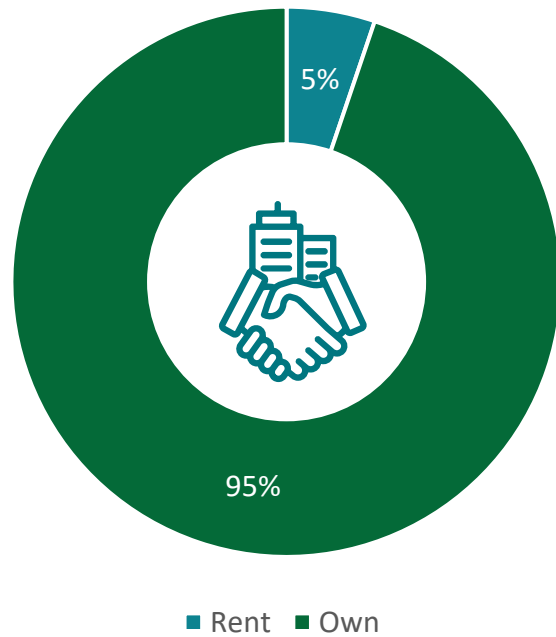




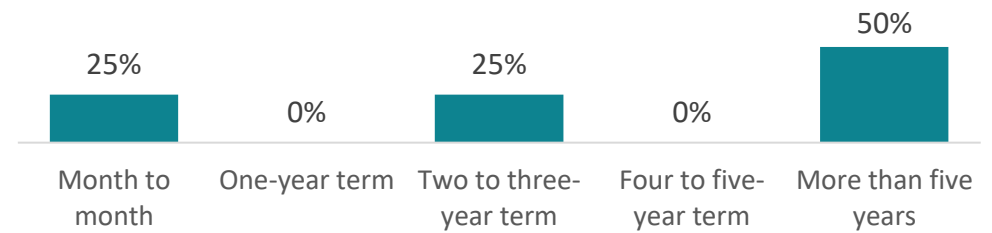
# Firmographics



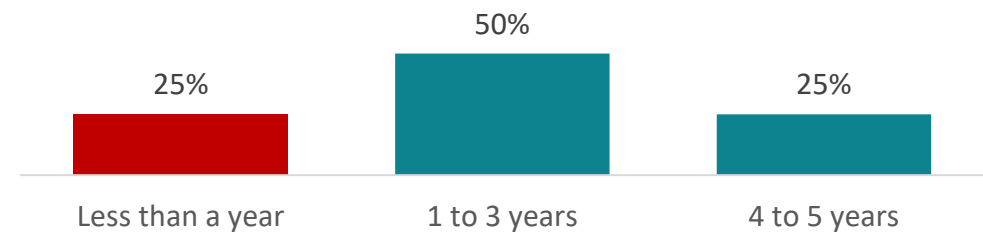
## Own or Rent Business Property? (n=77)



### Term of Lease (n=4)



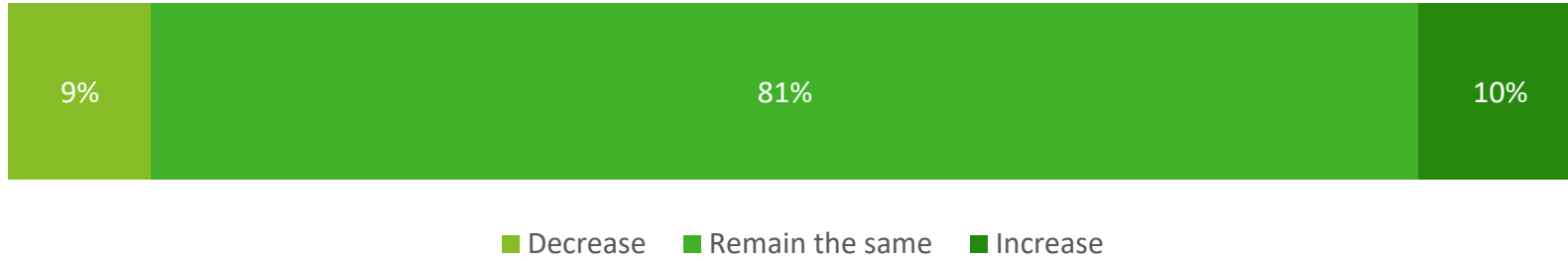
### Lease expires (n=4)



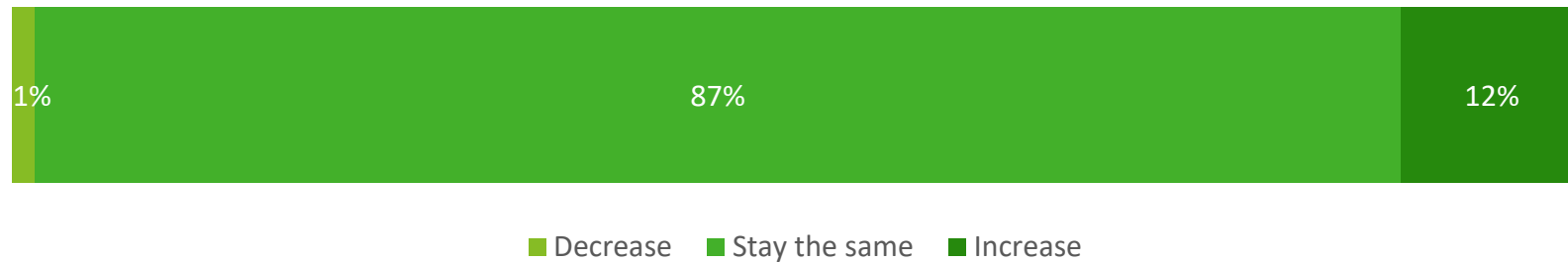


# Business Performance

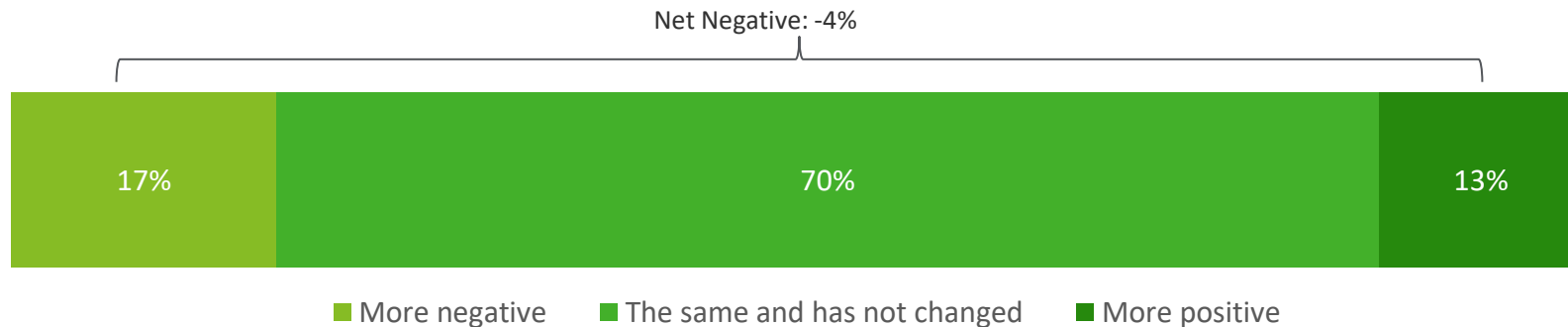
# Business Performance



Over the past 12 months did the total number of employees in your company:  
(n=77)



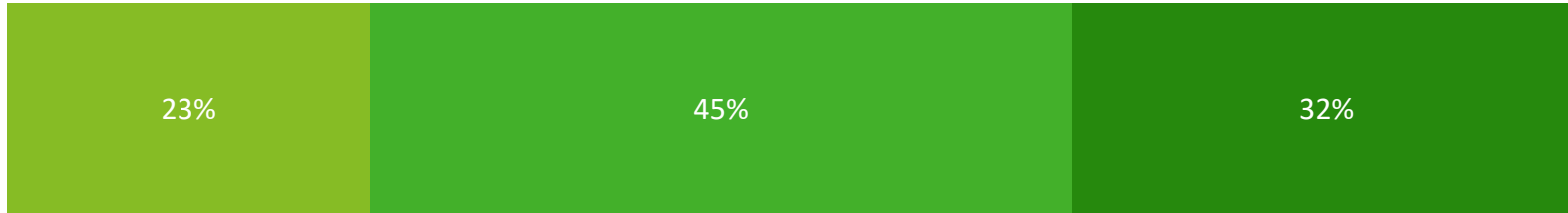
Thinking about the next 12 months, do you expect the total number of employees in your company to:  
(n=69)



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

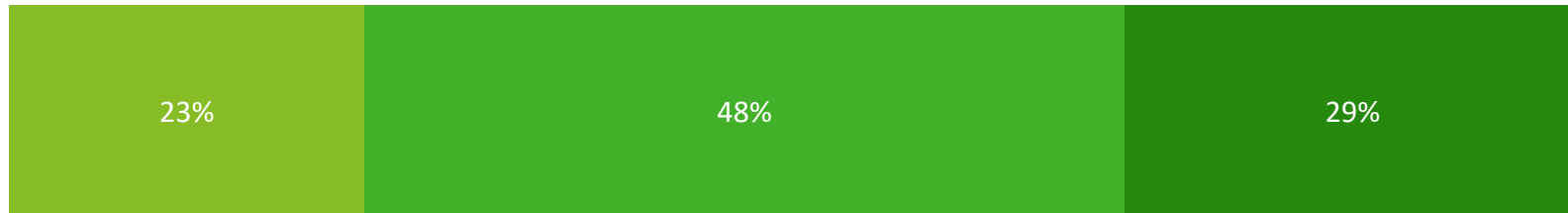


# Business Performance



■ Decreased ■ Remained the same ■ Increased

Compared to the past 12 months, have the revenues at your business this fiscal year... (n=65)



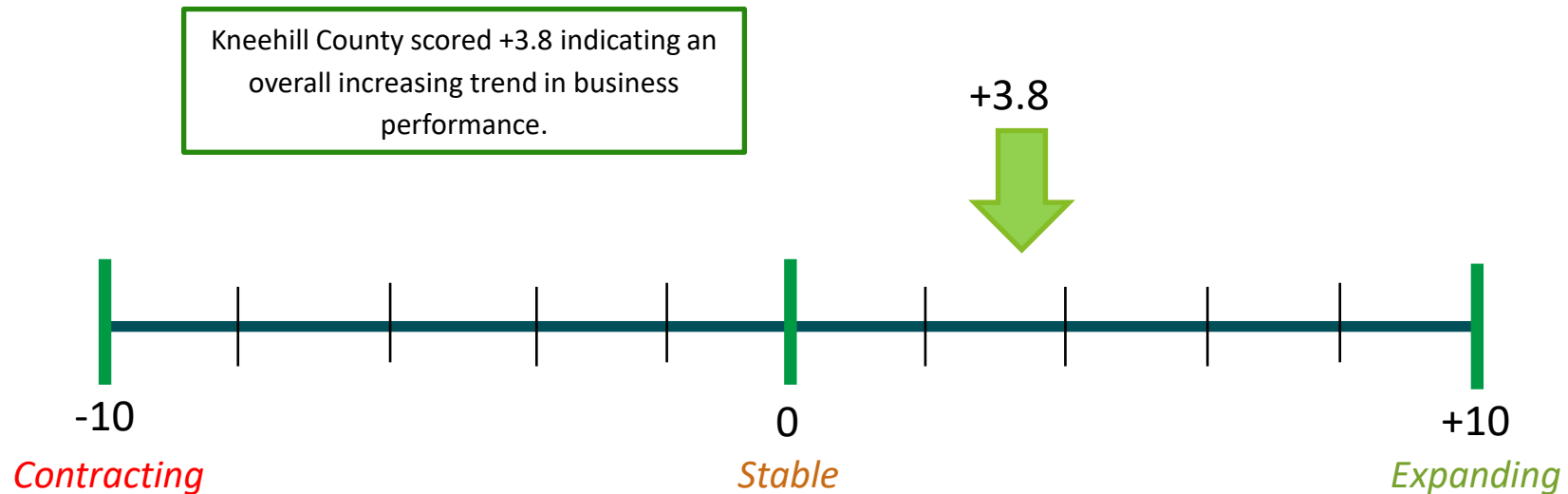
■ Lower ■ The same ■ Higher

And what are your expectations for the next 12 months in total revenues compared to last 12 months? (n=62)

## Business Performance



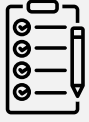
The Business Performance Forecast is a metric created by combining the five business performance questions. It considers the changes in staff, revenue and attitudes among businesses in the region for an overall directional picture of the business climate in the area.



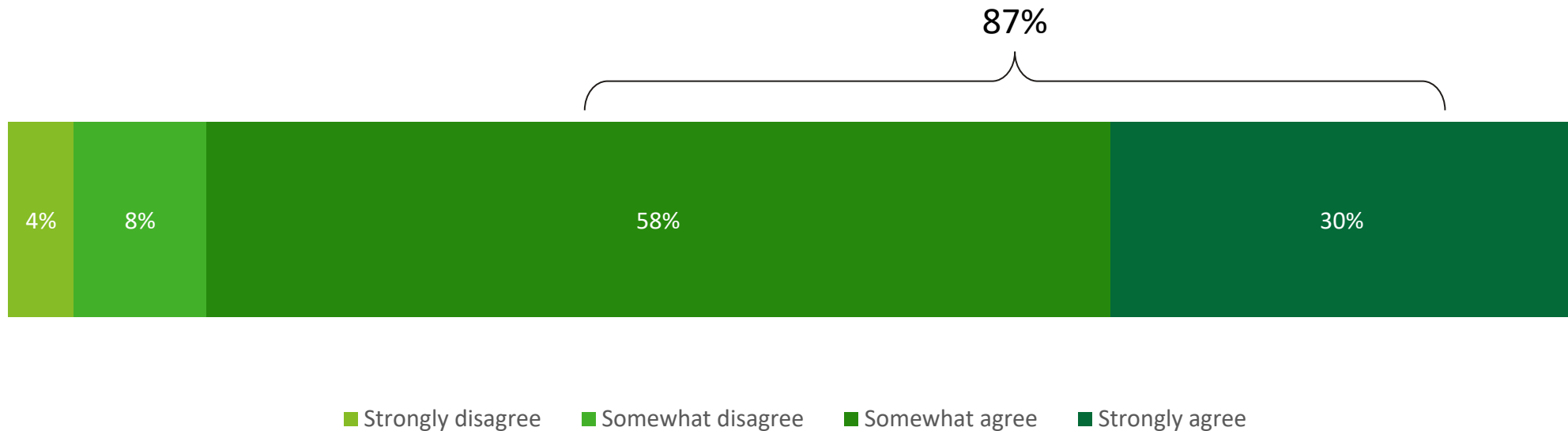


# Net Promoter Score

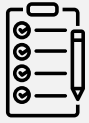
# Community Recommendation



Please rate the level to which you agree or disagree with the following statement: I would recommend this County to another business looking to expand or relocate. (n=71)

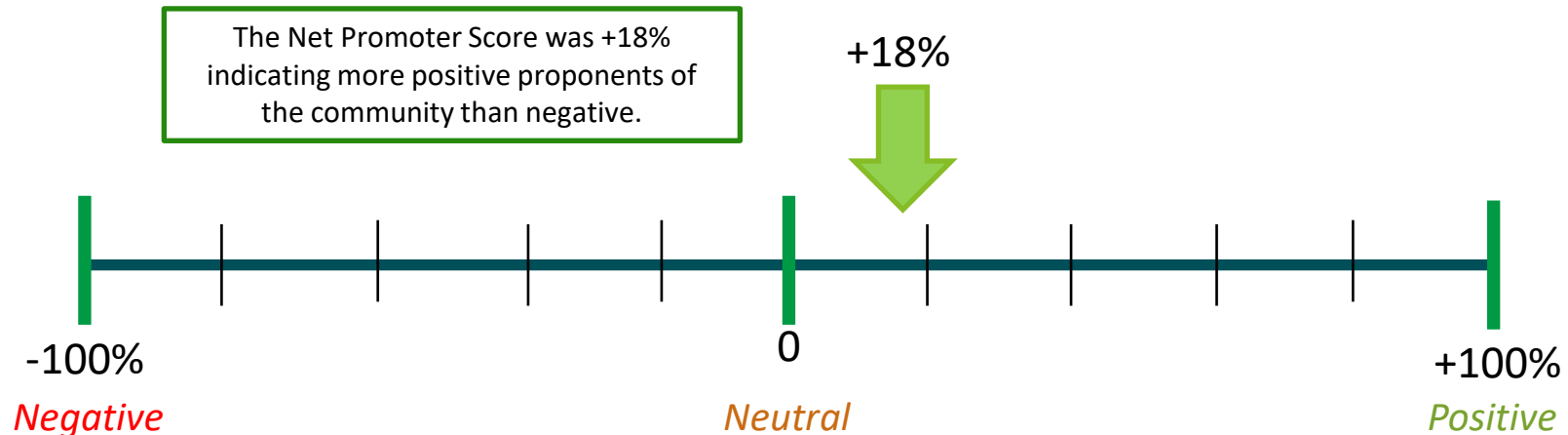


# Net Promoter Score



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

Group	Definition	Response to question	Percentage
Promoters	Active proponents of the community	Strongly Agree	30%
Passives	Neutral businesses	Somewhat Agree	58%
Detractors	Businesses with a negative opinion that may harm branding efforts	Somewhat Disagree or Strongly Disagree	12%

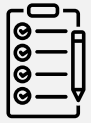






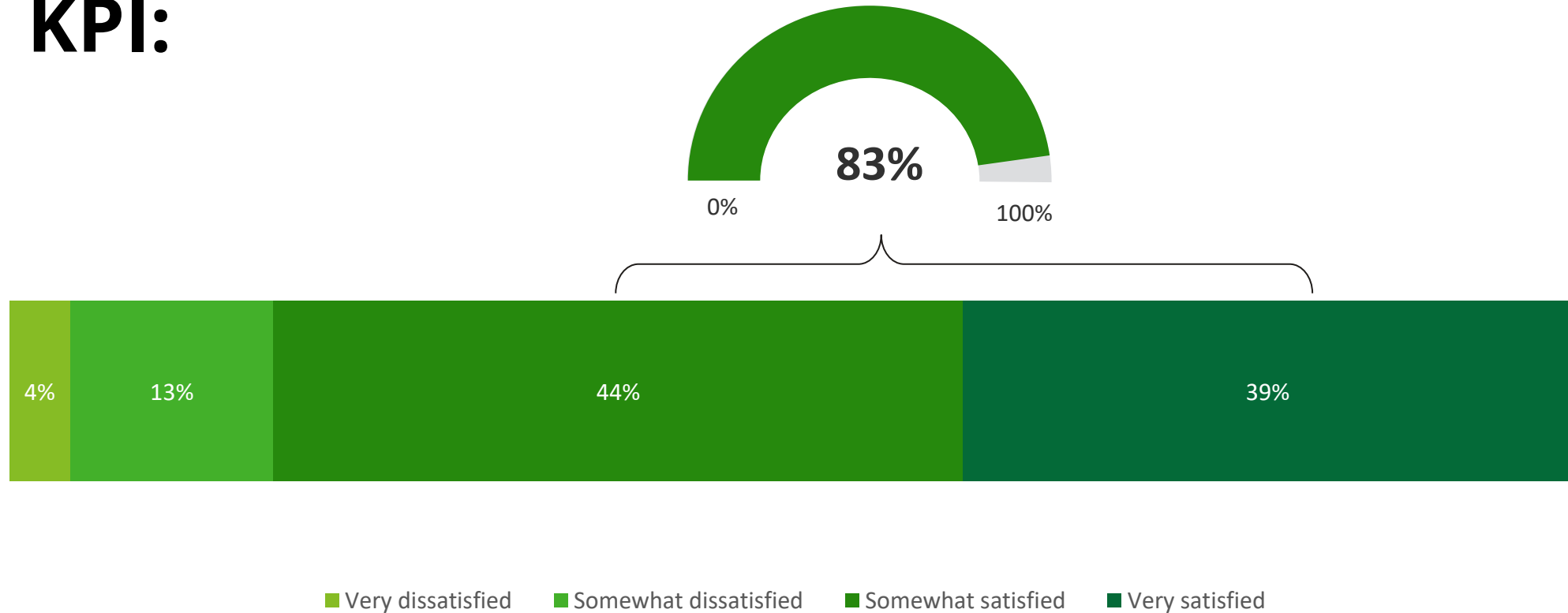
# Key Performance Indicator (KPI)

# Key Performance Indicator (KPI)



Overall, how satisfied are you with Kneehill County as a place to own and operate a business? (n=77)

## KPI:



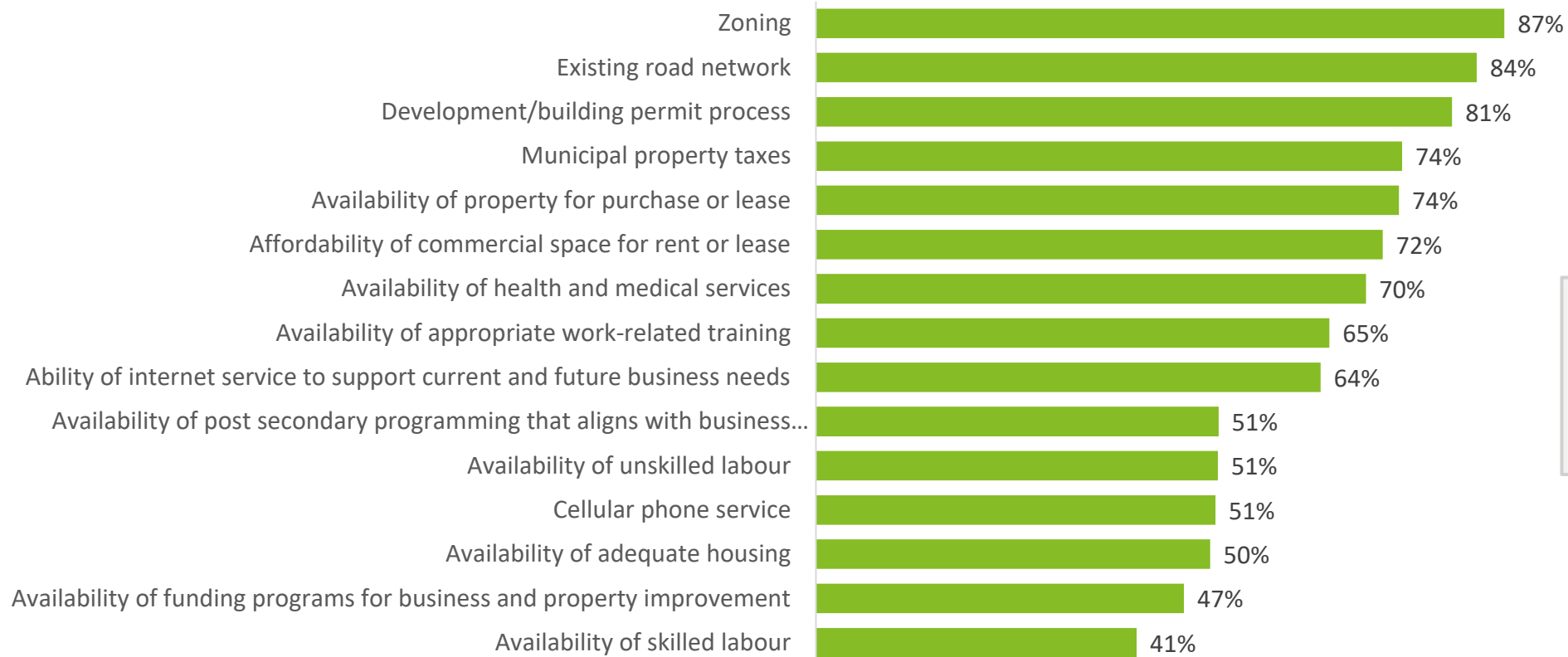


# Satisfaction Levels

# Satisfaction Levels



How satisfied you are with each of the following factors of doing business in Kneehill County (n=77)



**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 funding programs for business and property improvement	47%	9.4	1
Availability of post secondary programming that aligns with business needs	51%	7.8	2
Availability of adequate housing	50%	7.6	3
Availability of skilled labour	41%	6.4	4
Cellular phone service	51%	6.6	5
Availability of unskilled labour	51%	6.6	6
Ability of internet service to support current and future business needs	64%	7.4	7
Availability of appropriate work-related training	65%	6.8	8
Availability of health and medical services	70%	6.4	9
Affordability of commercial space for rent or lease	72%	6.2	10
Municipal property taxes	74%	6.6	11
Availability of property for purchase or lease	74%	5.8	12
Existing road network	84%	7.0	13
Development/building permit process	81%	5.8	14
Zoning	87%	6.0	15



**Higher  
Priority**



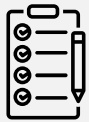
**Lower  
Priority**



# Covid-19 Impacts



# Satisfaction Levels



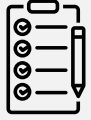
Please indicate the level to which you agree or disagree with the following statements related to the COVID-19 pandemic:  
(n=75)





# Business Community Health Index

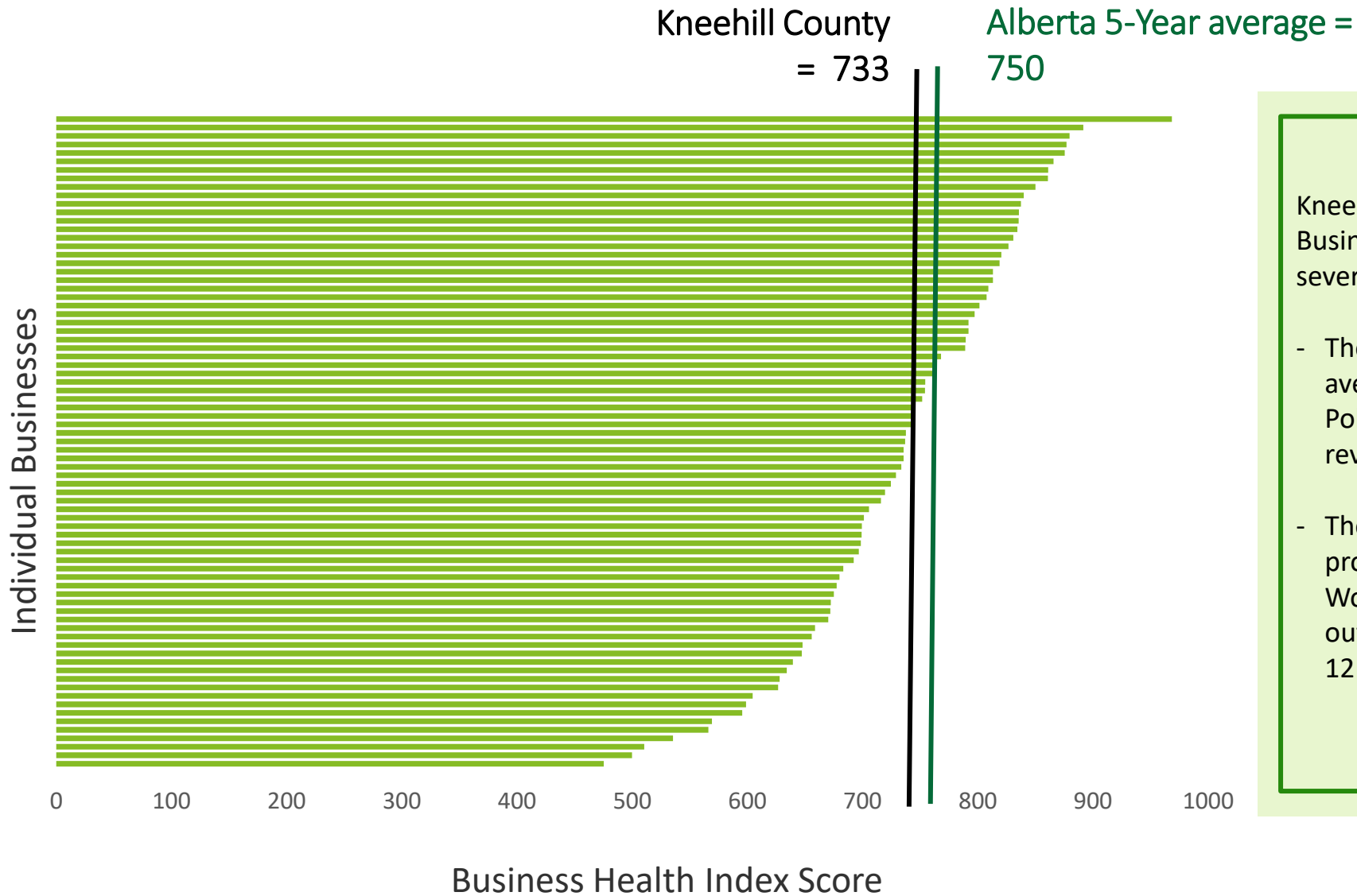
# Community Business Health Index



*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



Kneehill County scored well on the Community Business Health Index. This index is based on several factors:

- The County outperformed the provincial average on businesses' ratings of Business Policies, Supports and Incentives and historical revenue changes.
- The County scored relatively lower than the provincial average on the sub-scores related to: Workforce Attraction and Retention, revenue outlooks and changes in attitudes over the past 12 months.



# Future Plans

## Future Plans – Next 24 months



### Businesses with plans to expand:

- **11** businesses total
- **3** within the next 6 months
- **8** in more than 6 months

### Plans to downsize:

- **5** businesses total
- **2** within the next 6 months
- **3** in more than 6 months

### Plans to relocate:

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

### Plans to close:

- **2** businesses total
- **1** within the next 6 months
- **1** in more than 6 months

### Plans to sell:

- **2** businesses total
- **2** within the next 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, 22 businesses presented an opportunity for intervention.



= Businesses considering expanding in the next 2 years. = 11 businesses



= Businesses considering relocating, downsizing, selling, or closing. Also, businesses whose lease expires in less than a year. = 11 businesses

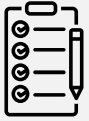




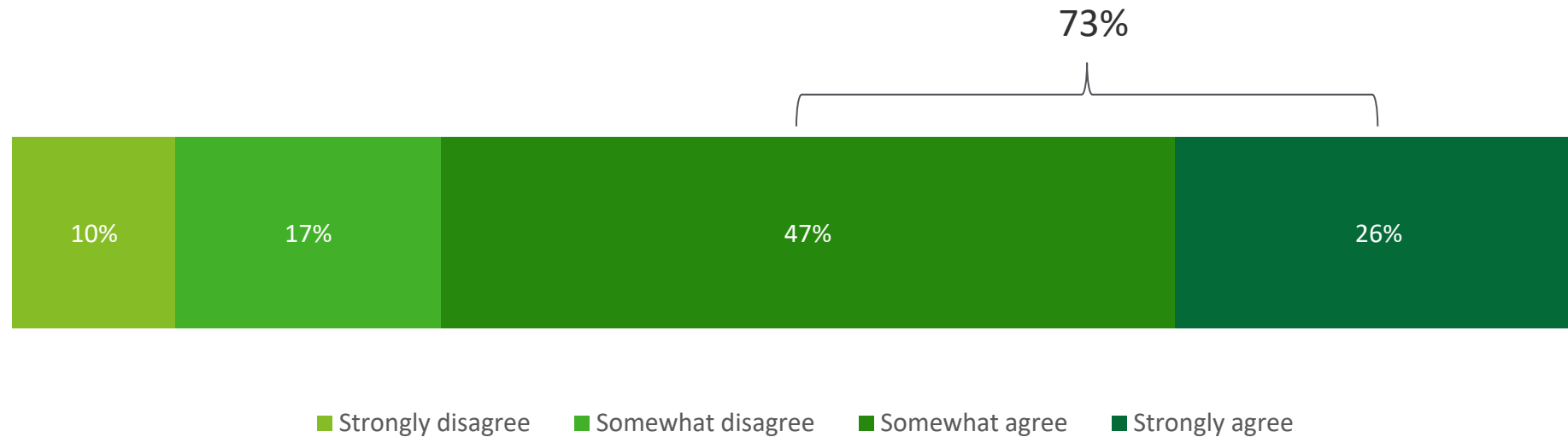
# Communications



## Communications



Please indicate the level to which you agree or disagree with the following statement: “I know who I need to talk to at the County if I have a problem with my business or a business concern I’d like to share”. (n=77)





# Conclusions

## Conclusions

Businesses operating within Kneehill County are generally content with the area as a place to conduct their operations, with an 83% satisfaction rate. Businesses were most satisfied with zoning (87%), existing road network (84%), and the development/building permit process (73%). The County received a Net Promoter Score (NPS) of +18%, indicating that there are more positive proponents of the community than negative. The majority of businesses (73%) also agreed that they know who to talk to at the County if they have a problem with their business or a business concern.

Using Deloitte's proprietary derived importance methodology, it was found that the top priority factors for the business community include the availability of funding programs for business and property improvement, post secondary programming that aligns with business needs, the availability of adequate housing, and the availability of skilled labour.

These key factors have statistically significant impacts on businesses' overall satisfaction with owning and operating their business in the County. Kneehill County should focus on these areas when making improvements for the business community, to best meet the needs of local businesses.

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