



**City of Leduc**

**Triage BR&E Report**

January 2024



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# Overview



## Background

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- The City of Leduc completed a business satisfaction survey to understand how to best support local businesses. Business retention and expansion (BR+E) activities are highly important to ensure business community 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 and email survey was conducted with 264 businesses. The total response rate for the phone surveys was 32.4% which is very high in the market research industry. The average phone interview length was 12 minutes.
- This scientific approach ensures that the results have a high level of accuracy (with a margin of error of +/- 6.0% at a 95% confidence level) and statistically represents the business community in the region.

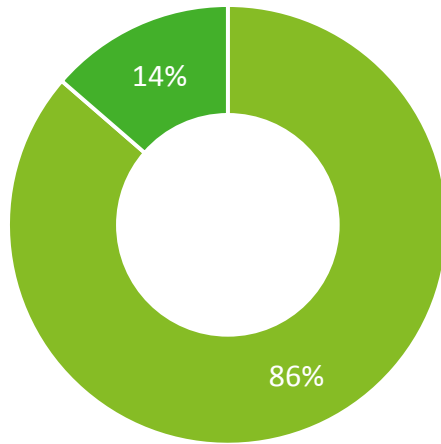


# Business Community Firmographics

# Firmographics



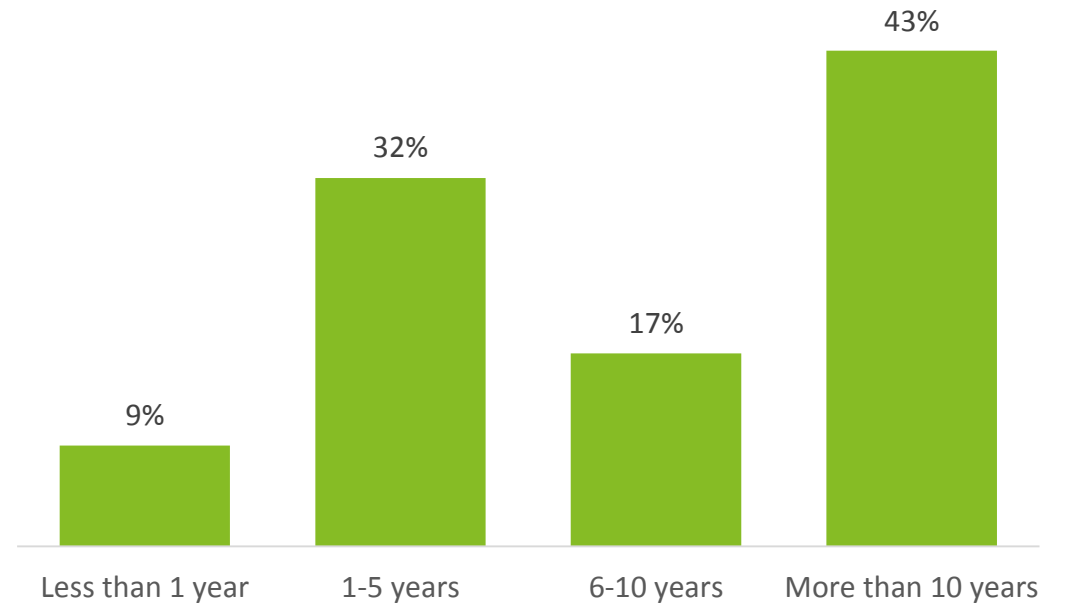
## Business Ownership (n=264)



■ Locally Owned and Operated   ■ Externally Owned and Operated



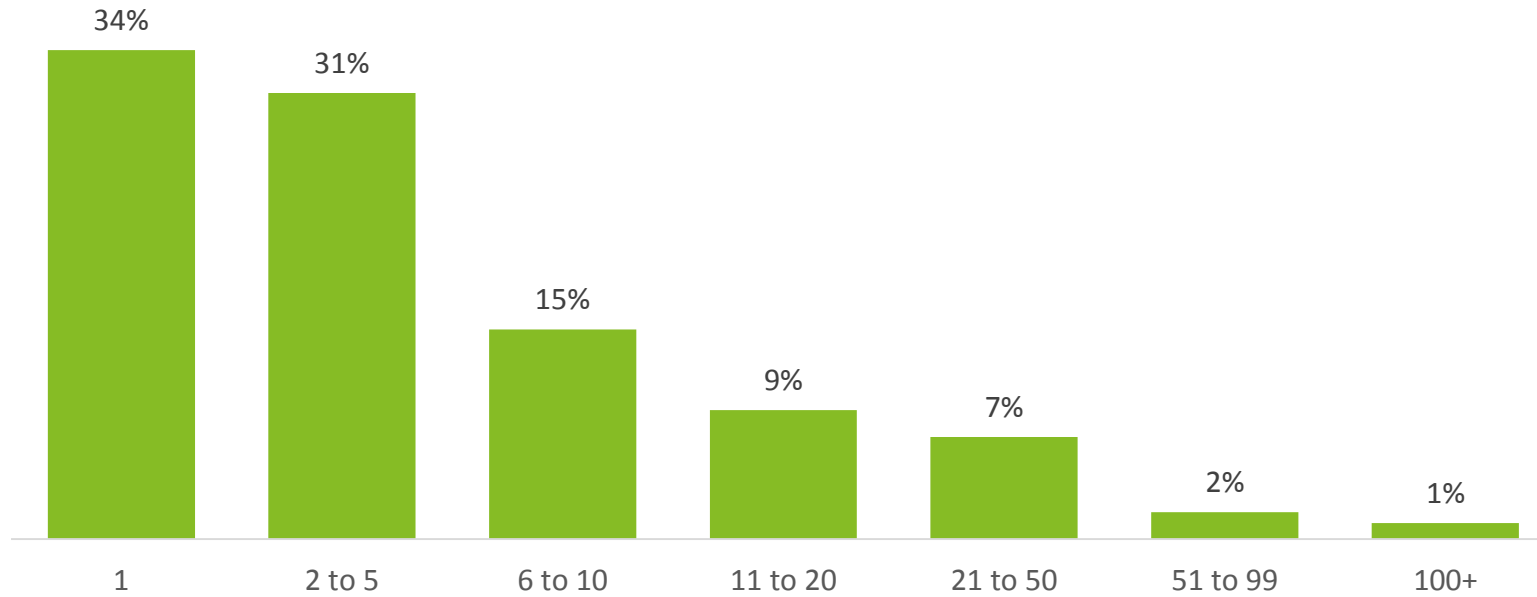
## Years Operating in the Community (n=264)



# Firmographics



## Number of Full-Time Employees (n=264)

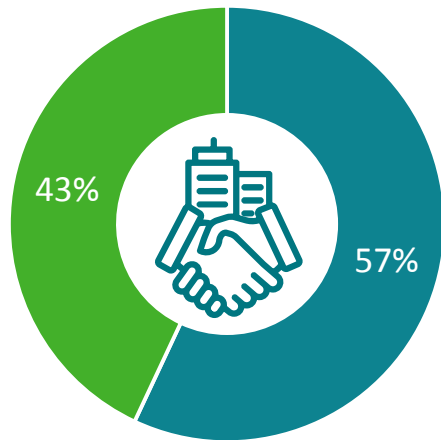




# Firmographics



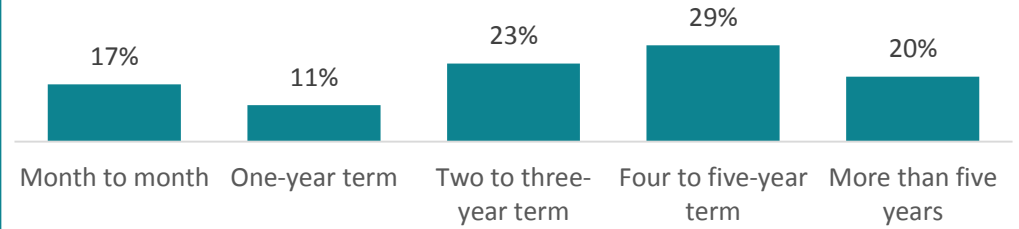
## Own or Rent Business Property? (n=251)



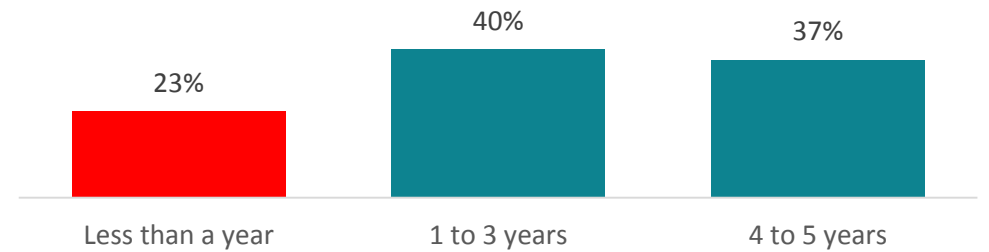
■ Rent ■ Own



### Term of Lease (n= 128)



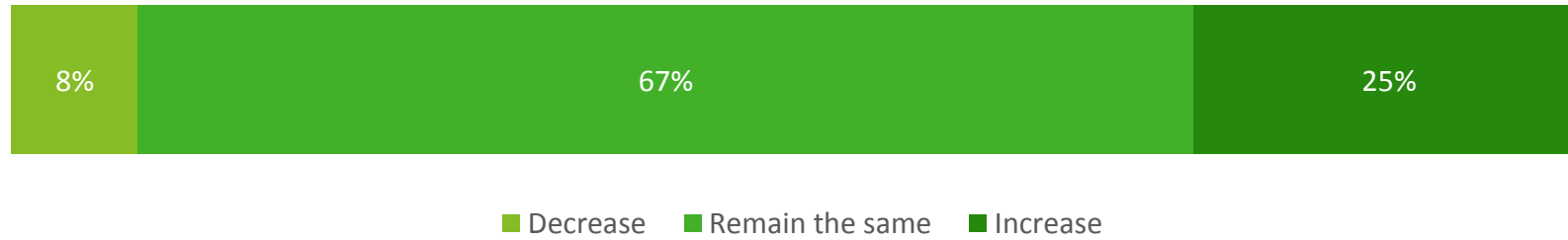
### Lease expires (n=108)





# Business Performance

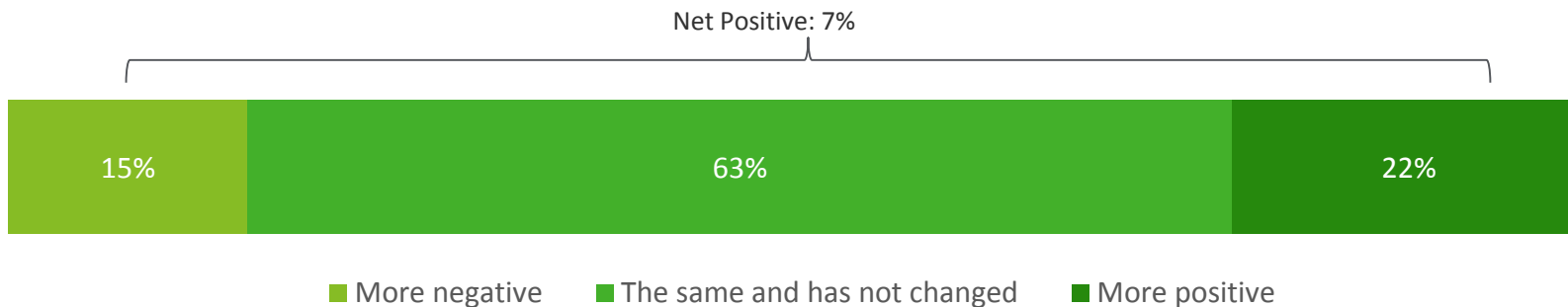
# Business Performance



Over the past 12 months did the total number of employees in your company: (n=261)



Thinking about the next 12 months, do you expect the total number of employees in your company to: (n=246)



Over the past 12 months would you say your attitude about doing business in the City is... (n=264)

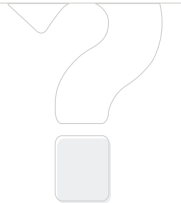


# Business Performance



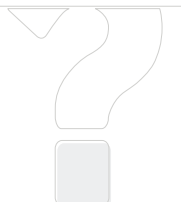
■ Decreased ■ Remained the same ■ Increased

Over the past 12 months have revenues at your business...  
(n=249)



■ Lower ■ The same ■ Higher

And what are your expectations for the next 12 months in total revenues compared to last 12 months?  
(n=170)

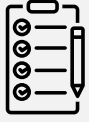






# Net Promoter Score

# Community Recommendation



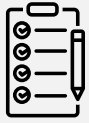
Please rate the level to which you agree or disagree with the following statement: I would recommend the City of Leduc to another business looking to expand or relocate. (n=237)

**Top 2 Box: 86%**



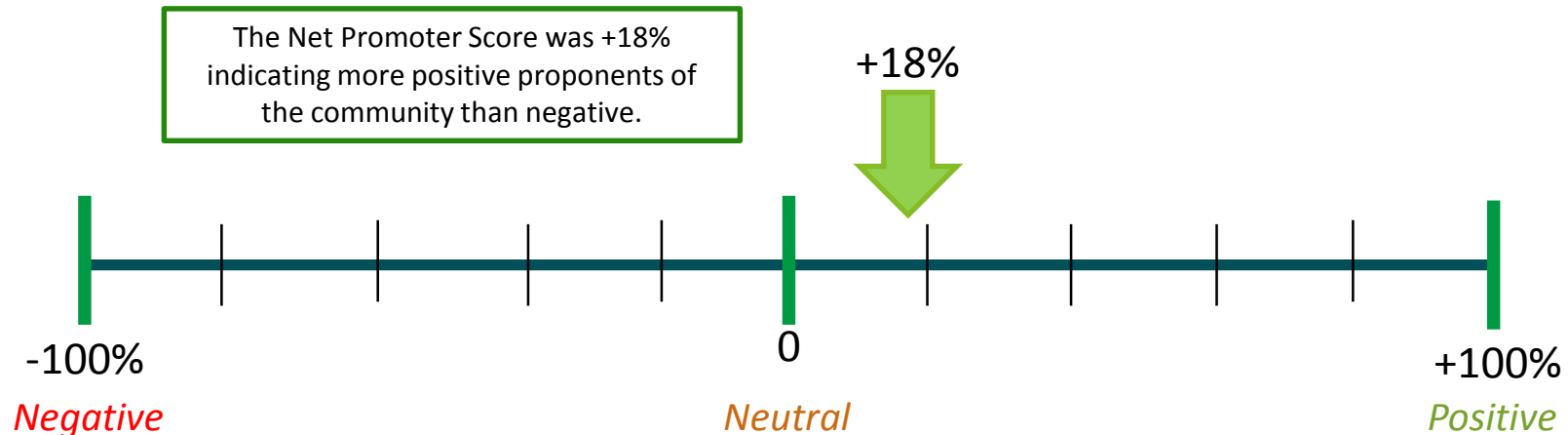
■ Strongly disagree   ■ Somewhat disagree   ■ Somewhat agree   ■ Strongly agree

# Net Promoter Score



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

Group	Definition	Response to question	Percentage
Promoters	Active proponents of the community	Strongly Agree	32%
Passives	Neutral businesses	Somewhat Agree	54%
Detractors	Businesses with a negative opinion that may harm branding efforts	Somewhat Disagree or Strongly Disagree	14%

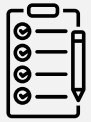






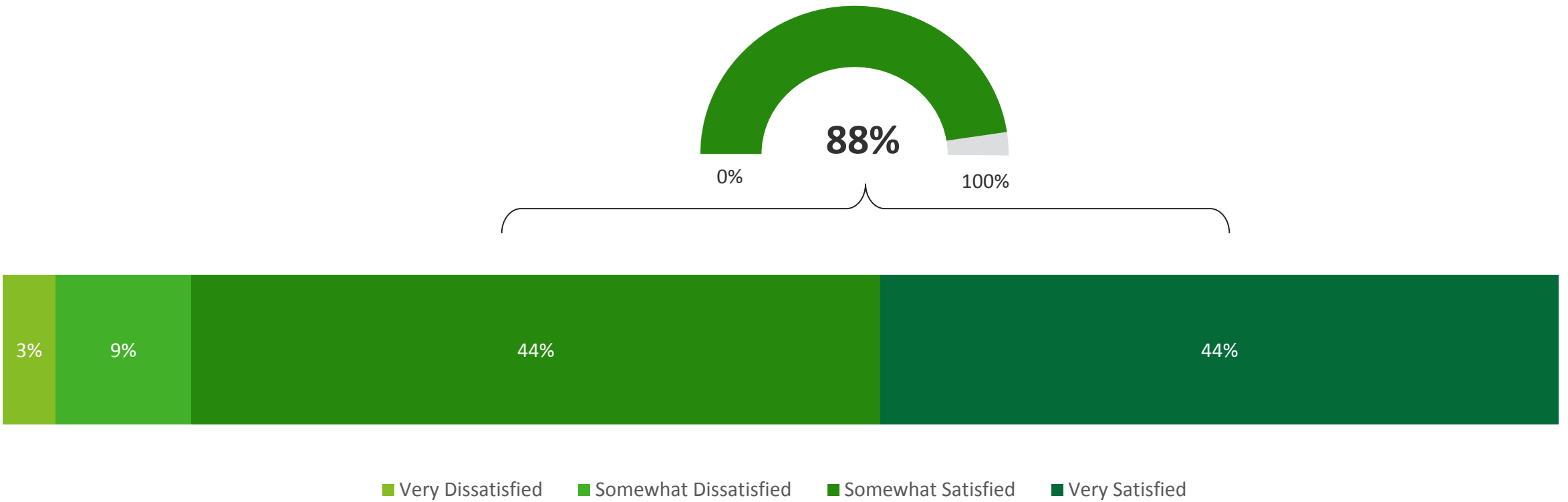
# Key Performance Indicator (KPI)

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Overall, how satisfied are you with the City of Leduc as a place to own and operate a business? (n=264)

## KPI:



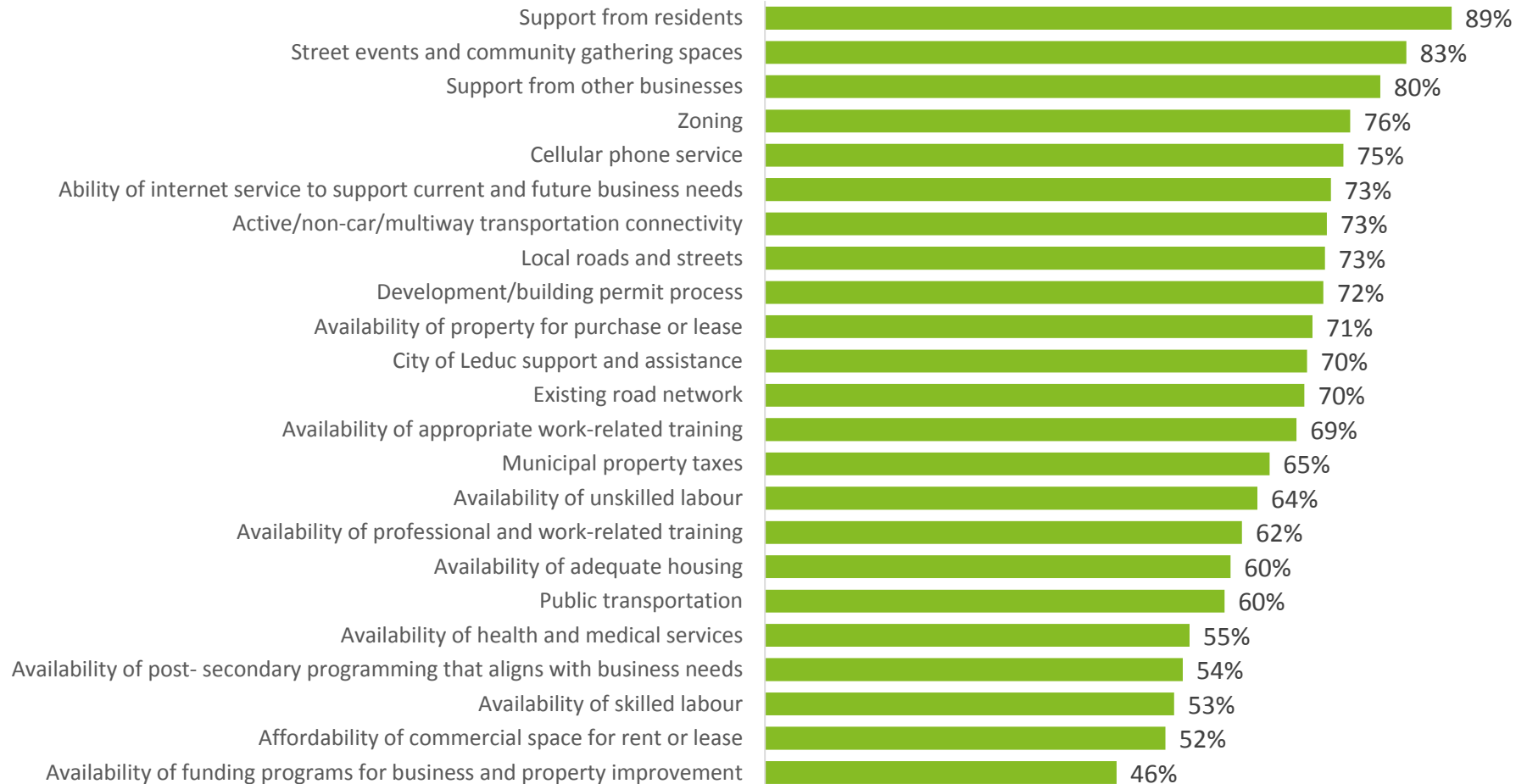


# Satisfaction Levels

# Satisfaction Levels



How satisfied you are with each of the following factors of doing business in the City of Leduc (N=264):



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





# Derived Importance & Priority Matrix

# Derived Importance & Priority Matrix

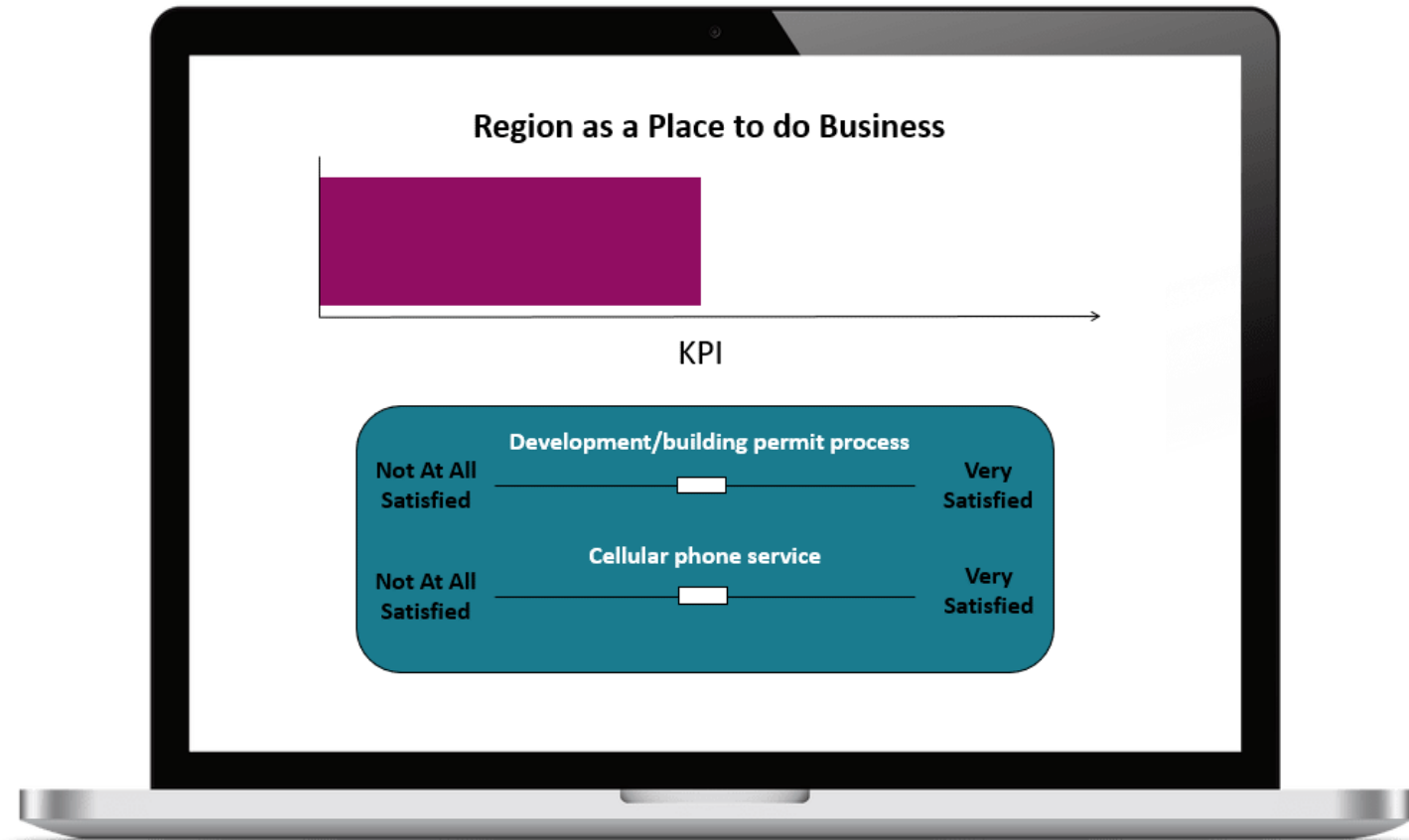
## Derived Importance

- 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

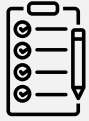
Factor	Performance	Importance	Priority Rank	
Availability of funding programs for business and property improvement	46%	6.0	1	 <p>Higher Priority</p>
Affordability of commercial space for rent or lease	52%	6.2	2	
Availability of health and medical services	55%	6.0	3	
Availability of post- secondary programming that aligns with business needs	54%	5.8	4	
Availability of skilled labour	53%	5.5	5	
Development/building permit process	72%	9.4	6	
City of Leduc support and assistance	70%	7.8	7	
Availability of adequate housing	60%	5.8	8	
Municipal property taxes	65%	6.4	9	
Public transportation	60%	5.3	10	
Availability of professional and work-related training	62%	5.3	11	 <p>Lower Priority</p>
Existing road network	70%	6.7	12	
Availability of unskilled labour	64%	5.3	13	
Zoning	76%	7.1	14	
Availability of appropriate work-related training	69%	5.3	15	
Active/non-car/multiway transportation connectivity	73%	6.0	16	
Availability of property for purchase or lease	71%	5.5	17	
Ability of internet service to support current and future business needs	73%	5.8	18	
Cellular phone service	75%	6.0	19	
Local roads and streets	73%	5.3	20	
Support from other businesses	80%	5.8	21	
Street events and community gathering spaces	83%	5.8	22	
Support from residents	89%	6.7	23	



# Business Community Health Index



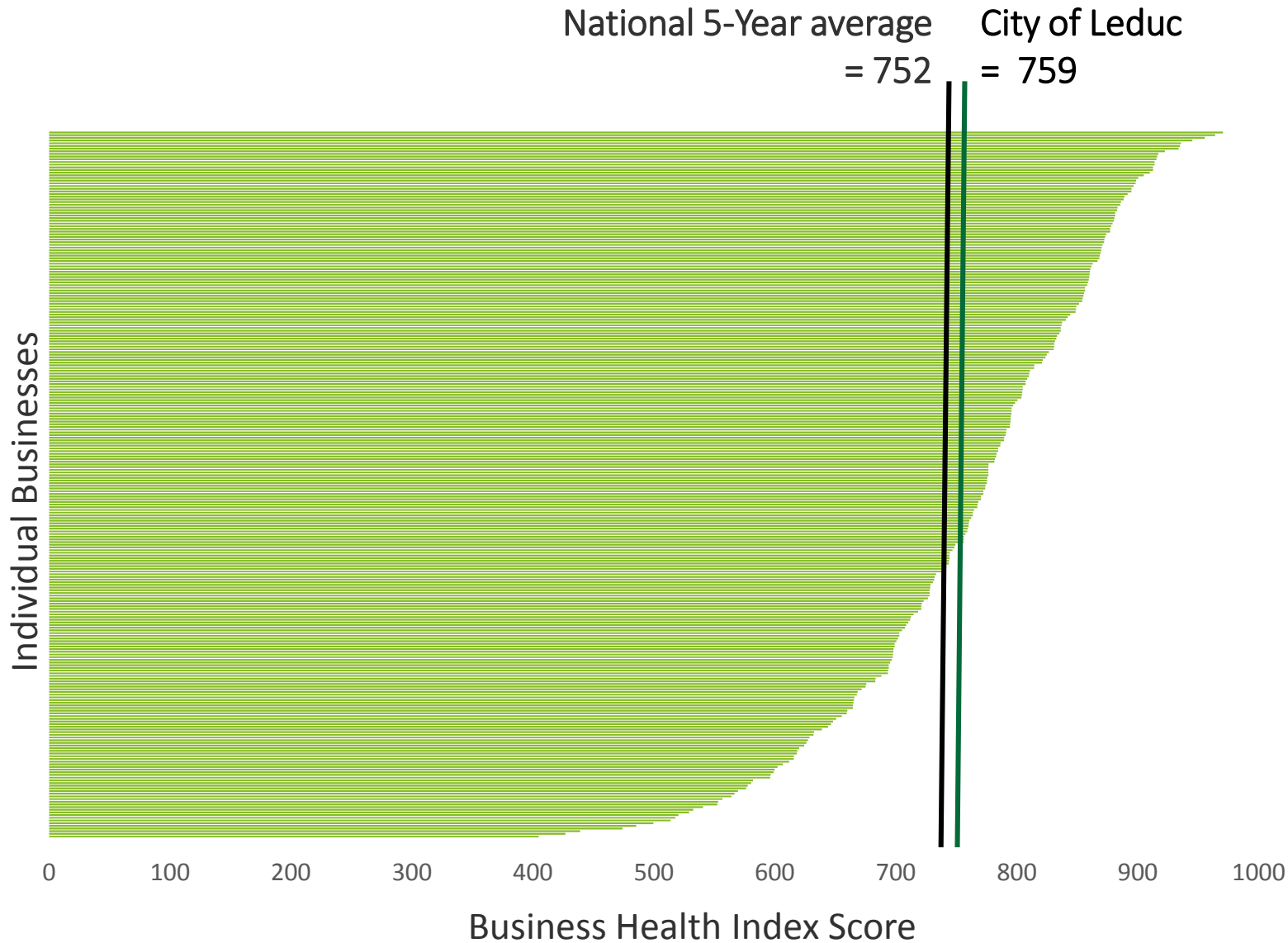
# Community Business Health Index



*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



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

- The City outperformed the national average with regards to businesses' historical and expected future revenues, and on factors related to Business Supports, Policies & Incentives.
- The City scored relatively lower than the national average on the sub-scores related to: businesses' two-year outlooks and Workforce Attraction and Retention measures.



# Future Plans

## Future Plans – Next 24 months



### Businesses with plans to expand:

- **45** businesses total
- **12** within the next 6 months
- **33** in more than 6 months

### Plans to downsize:

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

### Plans to relocate:

- **13** businesses total
- **4** within the next 6 months
- **9** in more than 6 months

### Plans to close:

- **10** businesses total
- **6** within the next 6 months
- **4** in more than 6 months

### Plans to sell:

- **7** businesses total
- **2** within the next 6 months
- **5** 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 264 businesses surveyed, 91 businesses presented an opportunity for intervention.



= Businesses considering expanding in the next 2 years.

= 45 businesses.



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

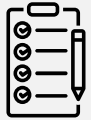
= 46 businesses



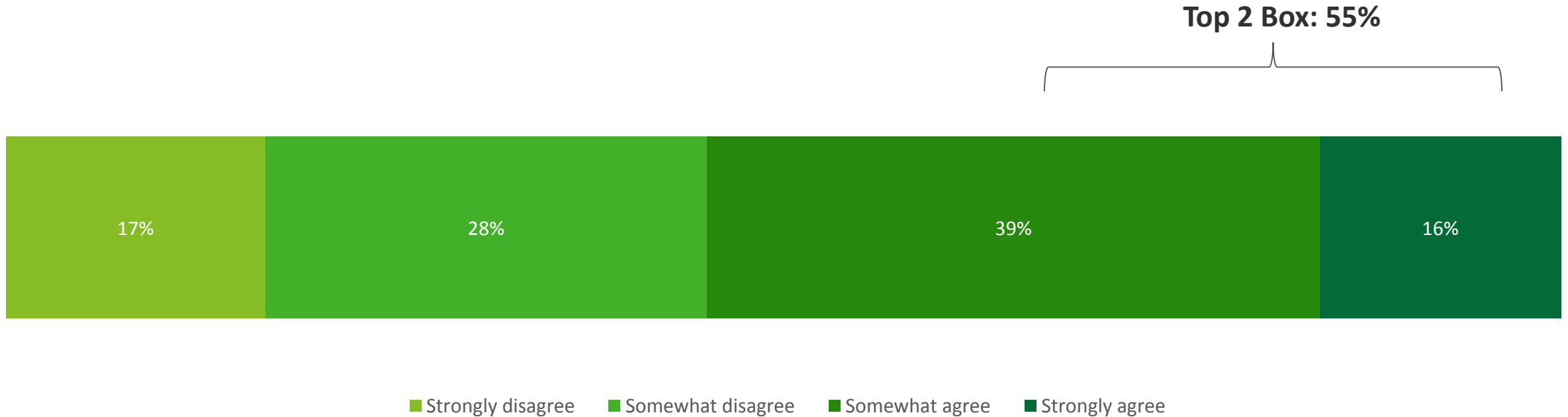


# Communications

# 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 City if I have a problem with my business or a business concern I’d like to share”. (n=264)





# Conclusions



## Conclusions

**Highly Satisfied Business Community:** Businesses operating within the City of Leduc are highly content with the area as a place to conduct their operations, with an 88% satisfaction rate. Businesses were especially satisfied with support from residents (89%), street events and community gathering spaces (83%), and the support from other businesses (80%). High scores in these metrics have a strong impact on the overall satisfaction scores of the local business community and are excellent indicators of a healthy community economy.

**Top Business Priorities in the City:** 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, the affordability of commercial space for rent or lease, and the availability of health and medical services.

**At the business community-level,** Deloitte recommends that the City examine the top items in the Priority Matrix and assesses where improvements can be made. If the City is able to make improvements in these areas for the business community, this would be expected to improve overall satisfaction looking forward.

**At the individual business-level,** Deloitte recommends following up with the businesses who have opted to share their individual responses, to connect and offer any supports available that may benefit them. Some items that are well-suited to prioritize which businesses to follow-up with include:

- Green or red triage flags
- High or low Community Business Health Index scores
- Businesses who are unsure who to reach out to with business concerns in the City

## Triage Flag Follow-ups



 +  = 35 businesses

## What we heard

- General satisfaction with Leduc
- Appreciation for engagement
- Excellent customer service
- Concerns over unhoused individuals
- Arts Foundry
- Sales up, but profits down
- Lack of affordable meeting and event spaces
- Lack of available skilled labour, especially for daycares

# Next steps...

## Contact

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# Deloitte.



# Questions?



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