



MAIN STREET
REVITALIZATION INITIATIVE
Tweed Madoc Marmora Stirling

APPENDIX D

Business Survey
Executive Summary and Full Report

October, 2005
Madoc Results



Executive Summary

Method and Response Rate

- *Madoc & District Main Street Management Team wanted to revitalize the main streets with business needs in mind*
- *Business Survey created with support from the Ontario Government (Business Retention & Expansion program) and some questions adopted from Wisconsin main street survey*
- *Project Coordinator (Andrew Redden) tasked by Committee to visit main street/downtown businesses and introduce survey and setup interviews*
- *Study area: See Map A*
- *29 Madoc businesses invited to participate, 23 were completed – 79% response rate*

Impression of community

- *29% say Madoc is an “Excellent” place in which to do business followed by 52% who said “Good” while 19% only said “Fair”.*
- *Many businesses are family owned and operated. Very few franchises*
- *70% are completely satisfied with the current site of their business in the community*
- *Only 52% are willing to act as Business Ambassadors to the community*
- *When asked to list the advantages of having a business in Madoc, such things as location and small town benefits were mentioned.*
- *Disadvantages listed frequently were lack of competition in the community and that everyone is going to the city (e.g. Belleville) to do their shopping*

Company Information

- *Only 50% have a Succession Plan, likewise only 50% are operating with a Business Plan and just 59% say they have a Marketing Plan*
- *52% have 1-4 employees. 26% have 5-9 employees*
- *88% of employees (amongst business interviewed) live within the Municipality*
- *87% of business owners are a resident of the community*

Economic Development

- *46% said that as far as they know, the local community has an Economic Development Plan. 48% said they “Don’t Know”*
- *Amongst those who said the community has an Economic Development Plan, 48% said that it is not being effectively implemented, another 36% “Don’t Know” if it is*
- *Only 48% indicated the Municipality takes an adequate role in Business and Economic Development. 22% are Unaware of what’s being done*

What businesses want

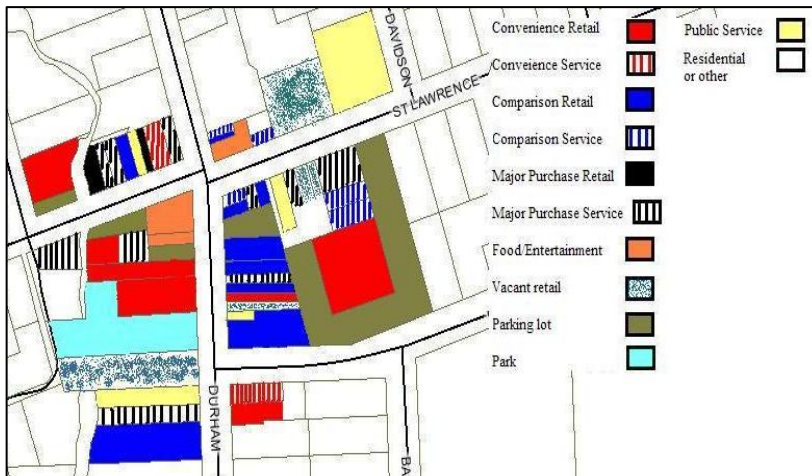
- *An overwhelming number of businesses would like assistance with joint advertising and marketing followed by business networking sessions and marketing seminars*
- *Parking signage needs improvement as well as highway signage/tourism directional signs, roadside advertising, visual identify of the area, the mix of businesses, customer service programs and uniform hours of operation*
- *Businesses say they would benefit from Business Directories, Public Area Physical Improvements, Sign Improvement Grant Programs, Retail and Special Event Coordination and Analysis and Reporting on the Downtown Market Economy*

- *Several businesses would attend workshops on Window Displays/Interior Store Design and Advertising/Marketing*

Improving the retail business environment

- *The top 3 suggestions for improving Madoc's downtown are More and better festivals and events, More niche market specialty shops and there was a tie amongst More restaurants & entertainment facilities, More & better signage and Uniform store hours*
- *The four community assets that they would like to see developed are Walking & bike trails, Public washrooms in the downtown, Directional signs and Public cultural facilities*
- *Several businesses would like to see a clothing store added to the downtown business mix*
- *Many businesses agree that there is NOT enough parking downtown*
- *Not all businesses agree that the look and feel of downtown helps their business*

Map A



Introduction

In the summer of 2005, the Main Street Revitalization committees in Centre Hastings, Marmora & Lake, Stirling-Rawdon and Tweed committed to researching the issues and concerns of the businesses located in the downtown/main street area. More specifically, the committees wanted to:

- Identify the needs, concerns and opportunities of existing local businesses, in order that, where appropriate, local action can be taken to respond to the businesses' needs or development opportunities
- Learn how businesses view their main street, what improvements they want and where assistance can be provided
- Demonstrate the community's pro-business attitude and develop an effective means of communication with local businesses
- Have the community actively involved in economic development

The underlying goal of the business survey was to be responsive to business needs. The information and input that each business contributed has been extremely valuable as the Main Street Revitalization committees form both short and long term strategic plans for each town.

Method

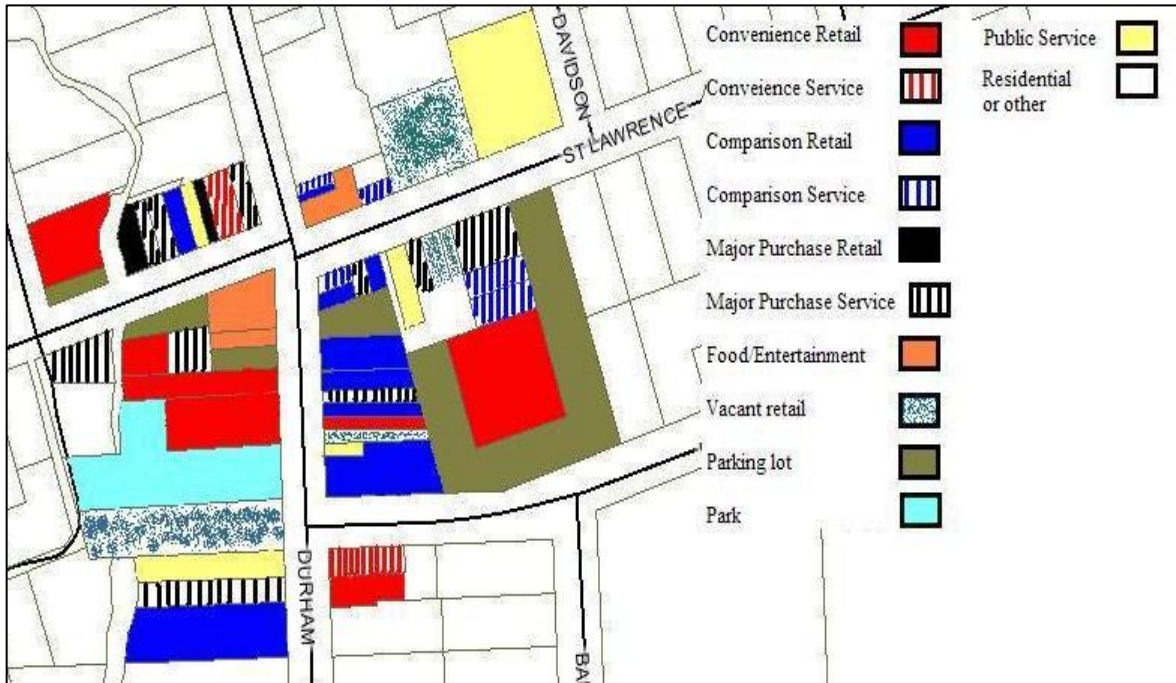
The survey was prepared using guidelines provided by the *Rues Principales* and the *Main Street* programs. Survey questions were adopted from the Province of Ontario's Business Retention & Expansion (BR&E) program. The Province's online BR&E database was also utilized to input and store the data and to analyze the results. A number of questions were also adopted from the State of Wisconsin's Main Street program.

The survey was distributed to businesses in person by the Project Coordinator in the early months of Summer, 2005 as per the decision of all four of the Main Street Committees. The Coordinator made a brief visit to each business, introducing himself and provided a copy of the survey and an introductory letter from the Head of Municipal Council (a copy of the letter is provided at the end of this report). The Coordinator recorded the name and contact information of the key business contact and/or owner and promised to contact them again to setup a time to complete the survey.

The surveys were completed throughout the summer up to the end of September, 2005. The survey was confidential and the names of respondents are not provided in this report or any others. The average length of interviews was 1.5 hours.

Area targeted

The businesses targeted in Madoc were those located in the “downtown” or “main street” area. The map below shows the businesses that were visited on Durham, St. Lawrence and Elgin Streets.



Survey Response Rate

Twenty-nine businesses in Madoc were invited to participate in the business survey. A total of 23 surveys were completed providing a 79% response rate.

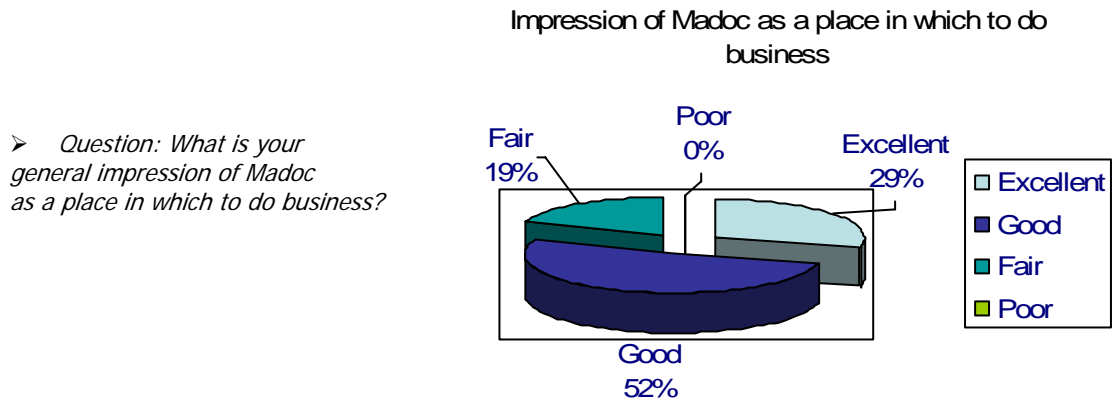
Analysis

The results from Madoc were analyzed separately from the other three communities. The Province's online BR&E program was used to enter and tabulate the results.

Business Survey Results & Analysis: Madoc

Business Climate

Businesses in Madoc have a good impression of their community as a place in which to do business. 81% rated Madoc as "Excellent" or "Good".



When asked if their attitude has changed in the past 3 years, 75% said "No" while 25% said "Yes" it has. Amongst those who said "Yes", 75% said that their attitude is now more negative.

Comment from those who said their attitude about doing business in Madoc is now more negative
"Consumers feel that they are being overcharged when shopping locally. Consumers are frustrated that local stores do not have space/capital to stock all the merchandise that the "big box" stores do."
"Nature of retail is changing, I'm getting tired of reinventing my business to meet the changes."
"Bank hours are terrible. Because of this, people are going to Belleville."

Company Information

Most businesses interviewed said that they are either a Sole Proprietorship (10 responses), a Corporation (9) or a Partnership (4). It is interesting to note that 57% of the businesses interviewed are family owned. Only 5 businesses indicated that they are a franchise while 61% of owners are involved in the day to day operation and 87% of business owners are a resident of the community.

Madoc is the headquarters for 70% of the businesses interviewed and the remainder have their headquarters elsewhere in Ontario. 52% have been in operation in Madoc more than 10 Years.

The primary activity and main products and services of businesses interviewed are:

NAICS - Primary activity conducted by business:	Main products/services at or from location:
4539 - Other Miscellaneous Store Retailers	Convenience Store
4539 - Other Miscellaneous Store Retailers	Grocery, food store
4431 - Electronics and Appliance Stores	Electronics, parts and misc.
4529 - Other General Merchandise Stores	Giftware, unique items, one of a kind items, home decor
4539 - Other Miscellaneous Store Retailers	Department store, no food, household, greeting cards, crafts.
4422 - Home Furnishings Stores	Retail gifts, home decor, paint, wall coverings, custom framing.
5241 - Insurance Carriers	Insurance policy
5241 - Insurance Carriers	Selling insurance, claims
4531 - Florists	Arrangement and delivery of flowers, gifts and Sears Catalogue Centre
4452 - Specialty Food Stores	Butcher shop
4529 - Other General Merchandise Stores	Florist, flowers
4533 - Used Merchandise Stores	Antiques and used furniture and nostalgia.
4539 - Other Miscellaneous Store Retailers	Ministry of Transportation Licensing Office, Vehicle, gold repair
7221 - Full-Service Restaurants	Restaurant, Pizza, salads, fries, burgers
4533 - Used Merchandise Stores	Antique sales, tea room
4441 - Building Material and Supplies Dealers	Hardware and housewares, paint
5312 - Offices of Real Estate Agents and Brokers	Sell homes and real estate
4453 - Beer, Wine, and Liquor Stores	Wine (4 week kits and 6 week kits)
4461 - Health and Personal Care Stores	Cosmotology and barbering
4461 - Health and Personal Care Stores	Pete grooming services
52 - Finance and insurance	Banking
4461 - Health and Personal Care Stores	Exercise/fitness/nutrition
4421 - Furniture Stores	Furniture, appliances and flooring

Businesses were asked if they have a Succession, Business and/or a Marketing Plan. 50% said they have a Succession Plan and coincidentally 50% said they have a Business Plan while 59% said they have a Marketing Plan.

Most businesses (52%) have 1 – 4 employees and the second most responses (26%) were 5-9 employees. The average number of permanent full-time employees is 2 and the average number of permanent part time employees is 3.5 (It should be noted that the preceding averages might be skewed by one business having significantly more employees than another). When asked how many of the employees live within the Municipality, 88% of businesses said that their employees live locally.

Business Development

Amongst 70% of businesses interviewed, their current location is their only location. Only 35% own their facility while the remainder rent, however, none of the businesses foresee any problems renewing their lease.

When asked how satisfied they are with their current site in the community, 70% said they are "Completely Satisfied" while 26% said "Somewhat Satisfied". 4% are actually "Very Dissatisfied". When asked why they are not "Completely Satisfied", the responses were:

Why businesses are not Completely Satisfied with their current site in Madoc	
Response	Frequency
Location is inconvenient for customers	3
Not enough parking for customers	3
No opportunity for expansion	2
Business Taxes	2
Site is too small	1
Utilities/energy, that is the type, level or quantity available	1
Availability of skilled labour	1
Policy/security/fire protection	1
Not enough foot traffic	1

Local Community

Just 13% of businesses interviewed know of another business that is willing to locate in Madoc and only one business is willing to provide the contact information for this business. But they are not willing to contact this business on behalf of the community.

When asked if they would be willing to participate in a Business Ambassador Program, just 52% of businesses interviewed said that they would.

Businesses were also asked which new suppliers of products or services they would like to see added to Madoc. The following is a list of the varied responses received:

Products or services that Businesses would like to see added to Madoc		
Clothing stores (stop flow of customers to Belleville)	Shoe stores	Clothing store
Specialty food store	Movie theatre	Bulk Food Store
Clothing store	Clothing Store	Grocery store
Clothing store	Shoe Store	Pharmacy
Retail clothing	Restaurant/lounge	Shoe store
Clothing	Footwear	Canadian Tire

Clothing store chain	Another grocery store	Movie Theatre
Clothing store	Specialized boutiques	Grocery Store
Grocery store	Bank	Small manufacturing
Decent clothing store	Decent shoe store	Drug Store
Another bank	Clothing store	Canadian Tire
Another grocery store	Shoe store	Home Depot
Ladies dress store	Clothing Store	Another bank
Clothing	Footwear	Another grocery store

Just 48% said "Yes" as far as they know the local community has an Economic Development Plan while 48% said they "Don't Know" if the community has one. Amongst those who said "Yes", 45% said that it is "Not" being effectively implemented and another 36% said they "Don't Know". Just 48% indicated the Municipality takes an adequate role in Business and Economic Development, 22% said they are Unaware of what's being done. Some additional comments received are outlined in the chart below:

Comments received regarding local economic development efforts
"Proximity to Bancroft can be good"
"Working on a development strategy - Main Street Revitalization"
"The town has to be beautified. With the amount of traffic, we need to make people stop, not drive through."
"The Reeve sounds positive and progressive."
"We've been on a standstill for too many years."
"I don't see any involvement"
"Steps are being taken."
"There could be improvement. We need to get more traffic in this town."
"They could improve"
"Need to be open minded, cooperative and better informed"

Businesses were given the opportunity to list the advantages of Madoc as a place in which to do business. While they appear varied, there were many similar responses relating to Madoc's location and overall size of the community:

Advantages of Madoc as a place in which to do business		
Good tourist base (3)	Customer Loyalty	Availability of employees
Has everything people need	Newer residents seem eager to shop locally	High school helps drive winter sales
Location	Amount of local people who shop within the community	Small town comfort
Easy access to all businesses.	Logistics	Nice friendly town
Location - central to County	Compact downtown business core	Where we live

Get to know everyone (small town)	Cottagers	Excellent vacation (summer) and cottage/lake atmosphere
Central to bigger cities (Toronto, Ottawa)	Cottage country bring in many tourists	Centre Hastings is the hub of the County
Location	Population is growing	Central Location
Small town feeling	Know your neighbours	Location
People accept you if you treat them like people	Small town benefits	Friendly small town atmosphere
Small town, everyone knows each other	People work together	Location, traffic
New people moving in	Nice atmosphere, improving	It's going to develop into a retirement community
Atmosphere	Near main highways	Quality of life
Skatepark	Farmers market	Close to Belleville, Toronto and Ottawa
Know everybody	Look and feel of the downtown	Inexpensive to operate here
Cost of land		

Their responses to the disadvantages of Madoc as a place in which to do business were:

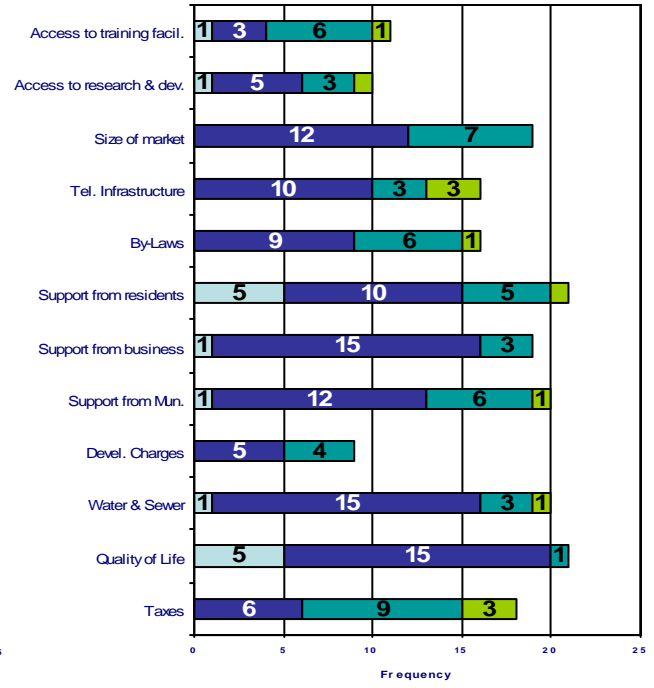
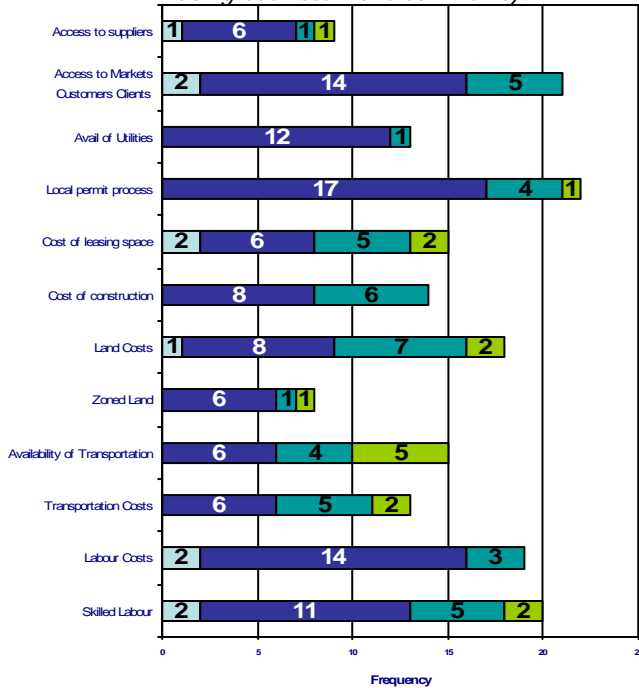
Disadvantages of Madoc as a place in which to do business		
Not enough of a variety of retail	Price perception versus reality (food discount stores) not quality	Only one pharmacy
People far too eager to shop in Belleville - Belleville is too close	Parking isn't good	Population is too spread out
Labour force	Can't compete with pricing of larger businesses	Narrow minded
Not enough parking	Not enough of a variety of stories	Too many kids hanging around.
Location	Counting on people to come here and spend	Only 1 grocery store
Not enough parking	Lack of number of businesses	The consumer base is seasonal
Things change very slowly	Only one grocery store	Only one bank
Not enough people on the streets	Everyone is going to the city	Very seasonal
Too close to Belleville	Low income due to lack of employment	Have to drive to Belleville for most things (i.e. banking on Saturday, clothing)
Nothing here to draw people		

Other comments about Madoc as a place in which to do business were:

Other comments about Madoc as a place in which to do business
"People are friendly, not afraid to ask for specialty needs as compared to cities, and people are loyal."
"Madoc is great!"
"There are problems with door to door solicitors selling same things at lower prices."
"I have nothing negative to say about this town."
"Wish some older businesses wouldn't be just so concerned about themselves. We need to work for everybody."
"Need a good bar, or a cafe, something to do on a Friday night."
"Right off Highway #7, just a few minutes off the highway, we have a highschool, public school, lots of housing."
"Right now, village water is terrible and inspite of my complaints, no help or response."
"Hours of businesses not suited to commuters (residents) and seasonal hours should be more aggressive"
"Put a dome over the downtown and make it like a mall. Increase the interpretive signage around the area. Highspeed is needed outside the urban area."
"They should put more garbage cans out. Pretty up the town a bit. Tidy it up. First impressions matter."

Using a scale of Excellent, Good, Fair and Poor, businesses were asked to take a list of factors and rate them in terms of doing business in Madoc. As shown in the following bar graphs, many businesses rate the Local Permit Process, Access to Markets/Customers/Clients, Labour Costs, Skilled Labour, Support from residents and business and Quality of Life as "Excellent" or "Good". Not to many received "Poor" ratings but certainly Availability of Transportation was not given high rankings as a factor factors in doing business.

➤ Question: Using a scale of excellent, good, fair and poor, how would you rate the following factors in doing business in this community?

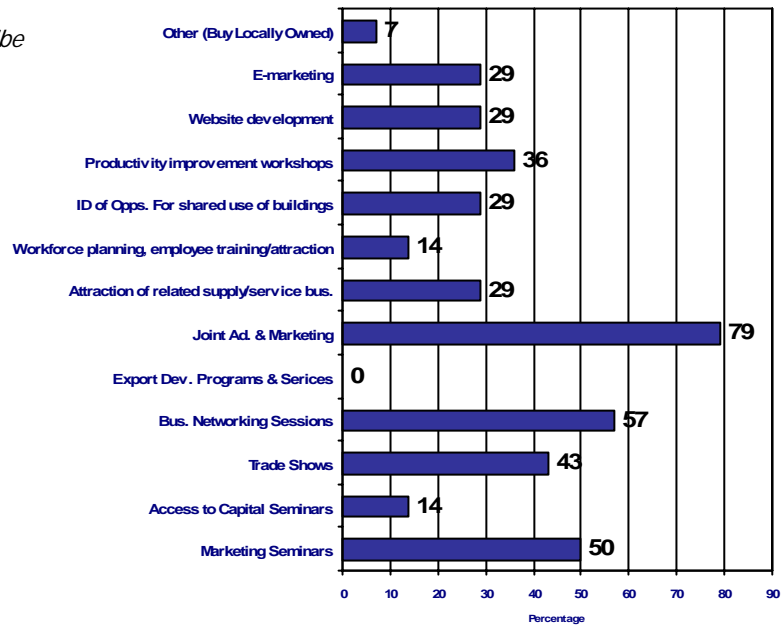


Legend: Excellent (light blue), Good (dark blue), Fair (teal), Poor (yellow)

Legend: Excellent (light blue), Good (dark blue), Fair (teal), Poor (yellow)

Businesses were asked how a local business association and/or an economic development office could assist their business sector. As shown in the following bar graph, many businesses said they would like assistance with Joint advertising and marketing, Business networking sessions, Marketing seminars and Trade shows.

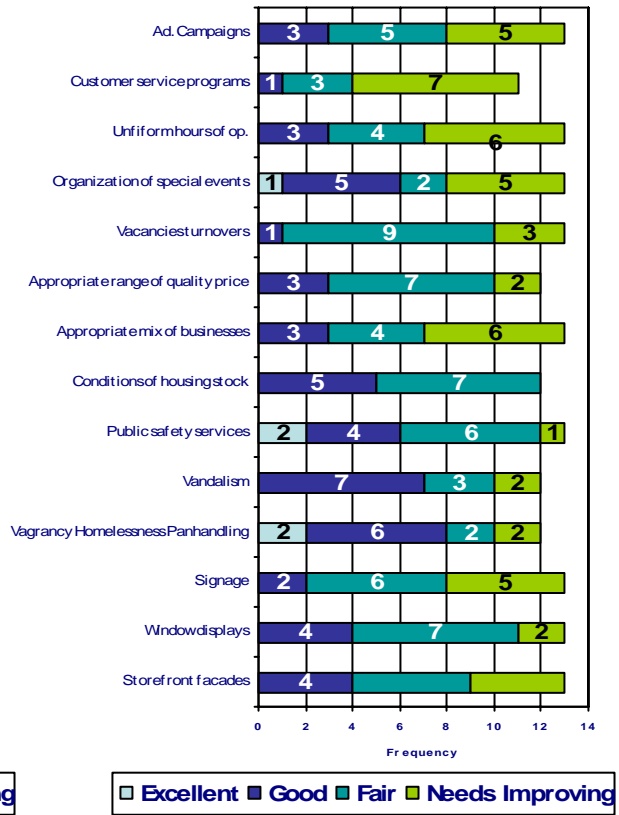
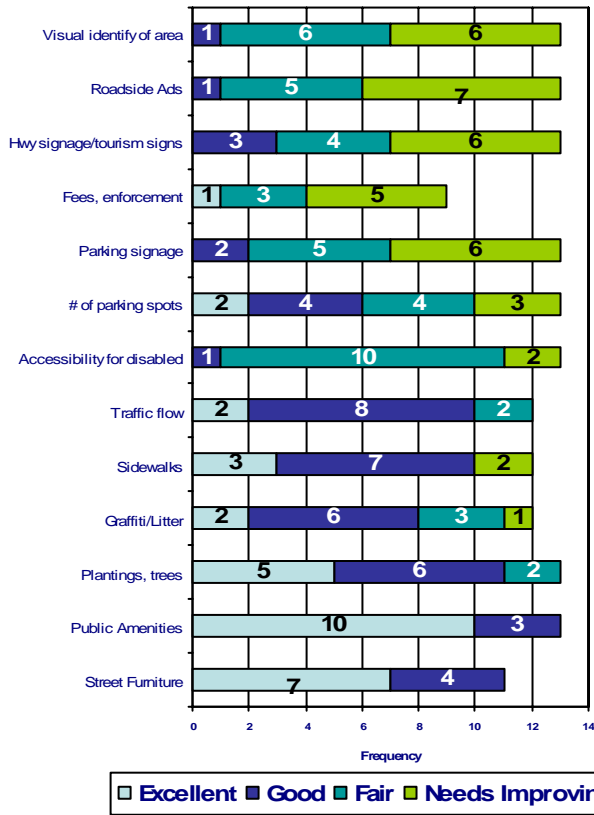
➤ *Question: Please describe how local business association and/or economic development offices **could assist** your business sector*



Retail/Service Business Questions

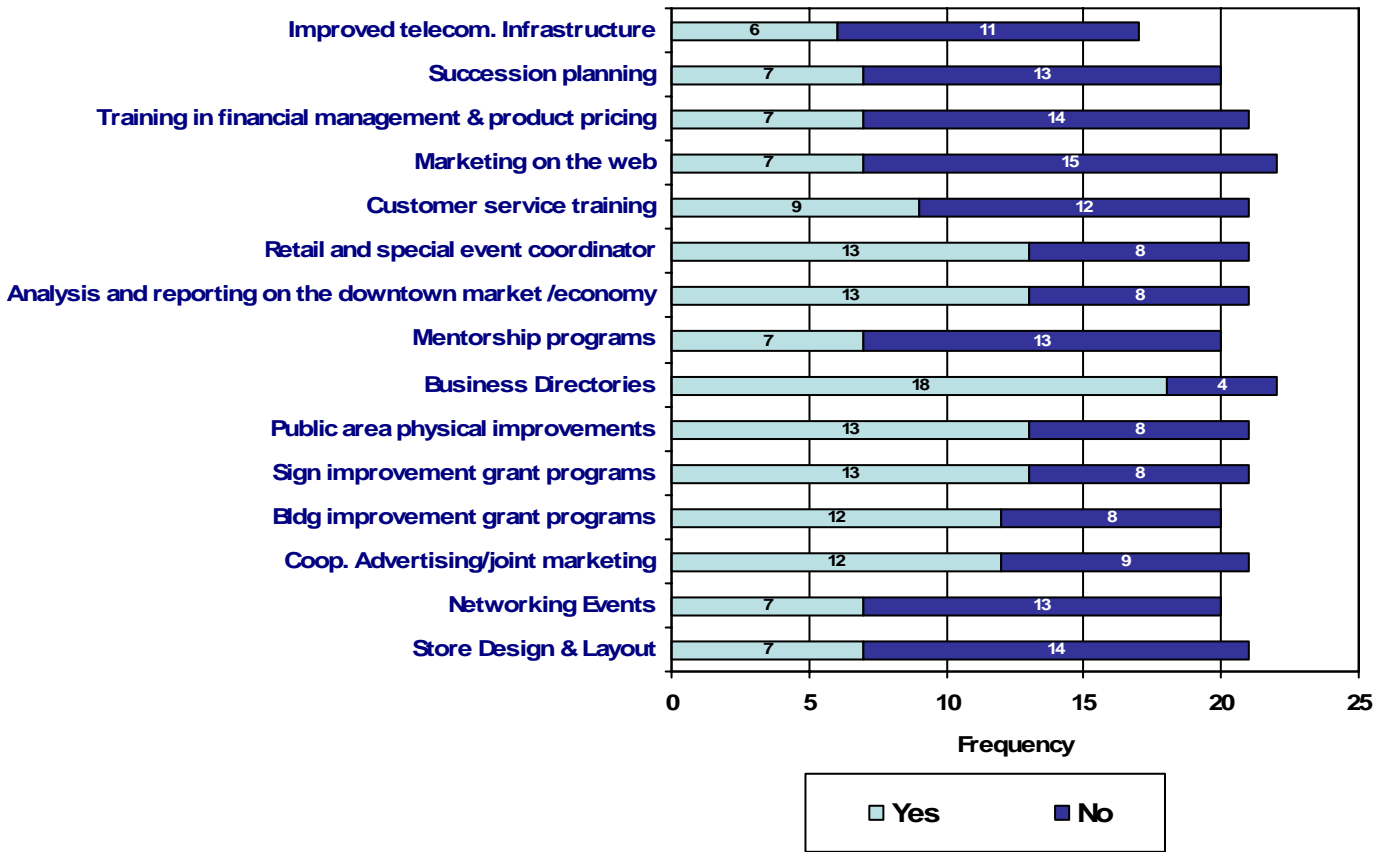
Businesses were given the opportunity to rate the condition of their commercial district. As can be observed in the following two charts, a number of businesses gave an “Excellent” rating to the condition of Public amenities, Street furniture, Plantings and trees as well as Sidewalks. Those that received several ratings as “Fair” or “Needs Improving” included: Customer service programs, Roadside advertising, Visual identity of the area, Highway signage/tourism directional signs, Parking signage and Uniform hours of operation.

➤ Question: Using the scale provided, please rate the **condition** of your **commercial district** for each factor.



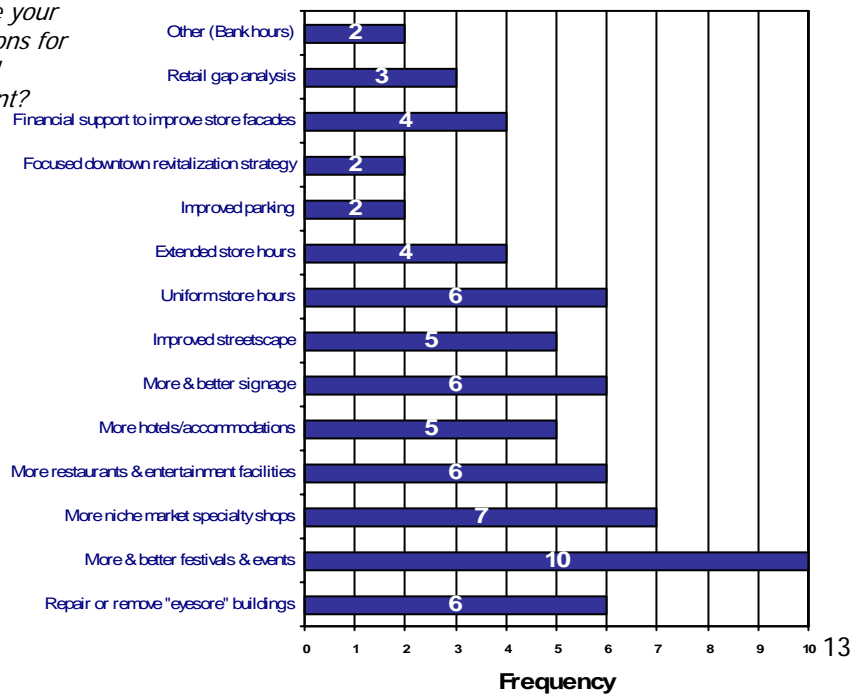
Businesses were also given a list of programs and services and asked to select which ones that would benefit them the most. Clearly, as displayed in the graph below, businesses would benefit from help with Business directories, Retail and special event coordination, Analysis and reporting on the downtown market/economy, Public area physical improvements, Sign improvement and Building improvement grant programs as well as Cooperative Advertising/Joint marketing.

➤ Question: Would your business benefit from the following programs and services?



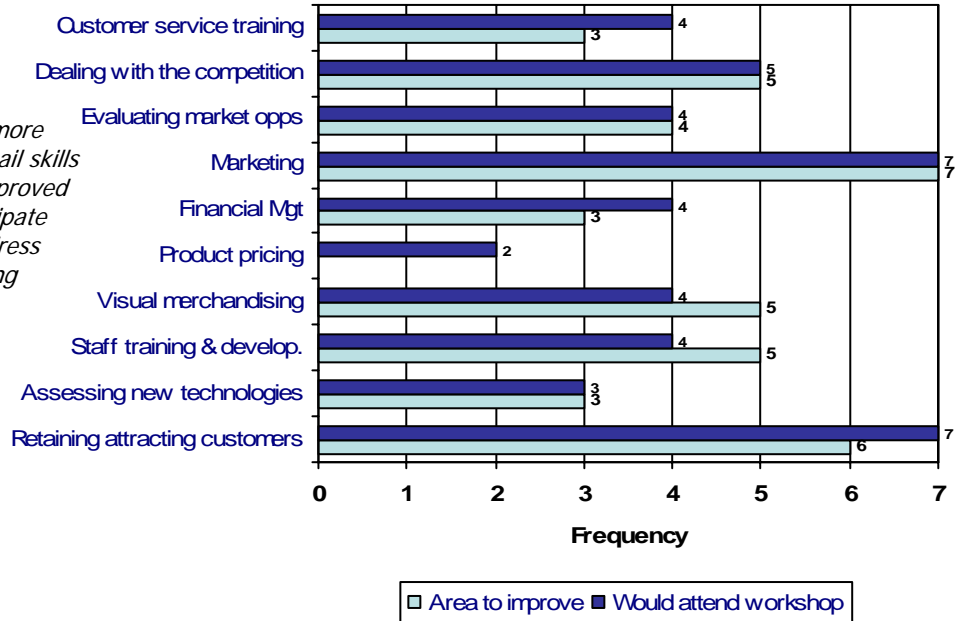
The top three suggestions for improving Stirling's retail business environment are: More & better festivals and events, More niche market specialty shops, and there is a tie between: Uniform store hours, More & better signage, More restaurants & entertainment facilities and Repair or remove "eyesore" buildings.

➤ Question: What are your top three suggestions for improving the retail business environment?



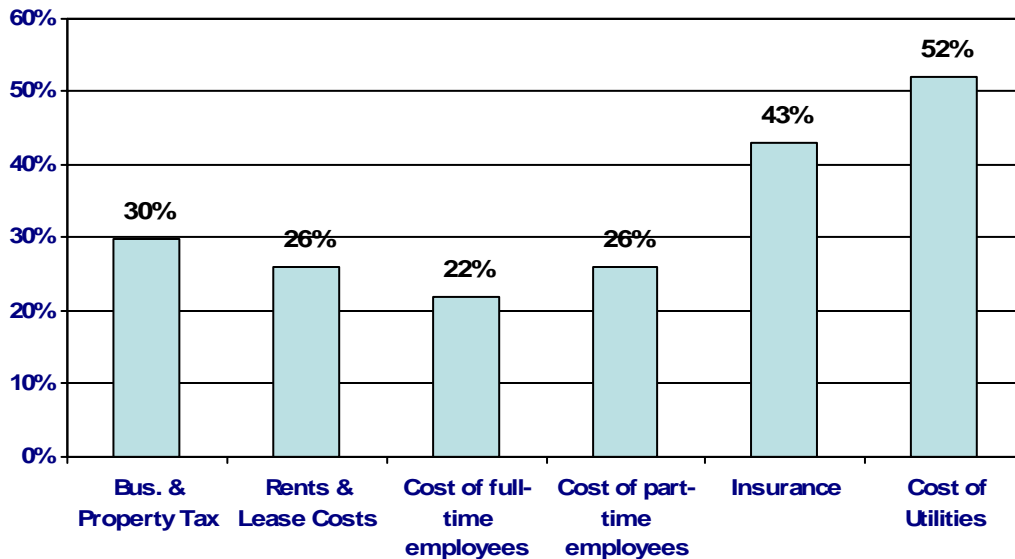
Businesses were asked what retail skills they would like to see improved and would they participate in workshops to improve those skills. From the graph below, most would like to improve their Marketing skills, Retaining/attracting customers, Dealing with the competition, as well as Visual merchandising and Staff training and development skills. They would attend workshops on Marketing, Retaining/attracting customers and Dealing with the competition.

➤ Question: In order for your business to be more competitive, A) What retail skills would you like to see improved and B) Would you participate in any workshops to address any of the of the following issues?



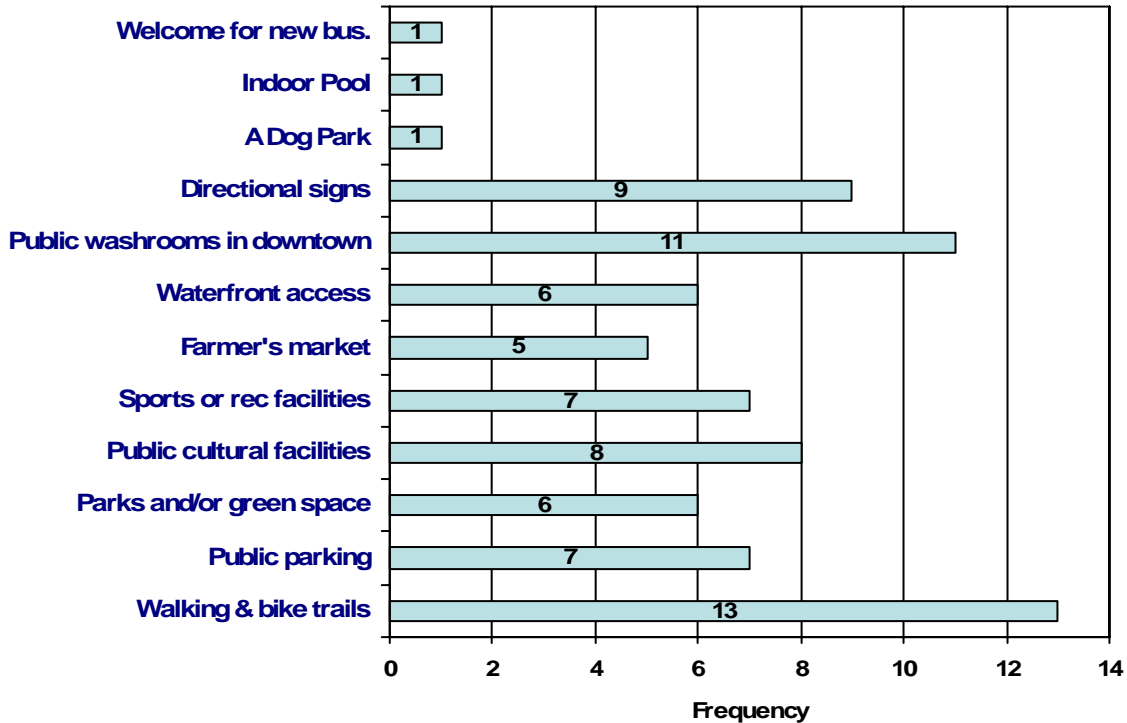
Costs of operation that are a serious concern to the success of Madoc businesses are Cost of utilities, Insurance costs, and Business and Property Tax.

➤ Question: Are any of the following a serious concern to the success of your business?



The four community assets that businesses would like to see developed in Madoc are Walking and bike trails, Public washrooms, Directional signs and Public cultural facilities.

➤ Question: What four community assets would you like to see developed in your community?



Downtown Revitalization Questions

Businesses were asked if they know the date that their business was established. Not enough businesses knew the date since several were not the original owner. Businesses were also asked to list the square footage of their business. Several did not know, and as a result, the information provided by those who did is not included in this report considering that an aggregate square footage cannot be sufficiently calculated. Similarly, the same scenario takes place for annual total sales for each of the businesses as many did not want to reveal this data.

Businesses were asked to list the hours of operation for their business. The chart below provides the most frequent response to get a sense of when most businesses on average (amongst those interviewed) open and close their business.

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Most frequent response	Closed	Open by 9:00am – Closed by 5:30pm	Open by 9:00am – Closed by 5:30pm	Open by 9:00am – Closed by 5:30pm	Open by 9:00am – Closed by 5:30pm	Open by 9:00am – Closed by 5:30pm	Open by 9:00am – Closed by 5:00pm

When businesses were asked for their weekly foot traffic, the most frequent responses (10) were allocated to 100-500 while six said less than 100 and five said over 500-1000. The busiest days of the week on average are Friday and Saturday while the busiest times of day are, firstly, the afternoon (1pm – 5pm) and in the morning (8:00am to noon). The busiest months of the year are June, July and August.

52% of businesses interviewed said that they typically plan major sales/specials and when asked for what months, businesses said for most months of the year. When asked what events increased foot traffic or sales volume for their business, most responses were allocated to Canada Day festivities, the Agricultural Fair and Market Day at the Village Square.

52% said that Female customers are the most typical customers while 35% said both genders. 61% said that the most typical age is 25-44 45-54. Most businesses are unsure of what the annual household income of their customers would be. Most (52%) track their customers. Amongst those that do, they said that their customers are from Madoc (13 responses), Marmora (7), Tweed (7), Belleville (5).

When businesses were asked to list the six products and/or services that best differentiate their business from the competition, responses varied considerably and it appears from the list below that businesses provided answers that were too personal in nature and not taking into consideration the objective of the question:

Products and/or service that differentiate businesses interviewed from their competition					
Product	Price is good	Treat customers well	Seating for customers	Hand tools	Housewares
Pricing	Location	Service	Good customer service	Customer service	Referrals
Middle to high end commodity	Custom options	Interior designs services	Free delivery and setup	Tea Room, home made products	Antiques
Website	Offer air miles to customers	Deli	Unique items	Location	Clothing
Meat	Variety	Produce	Competitive Pricing	Customer service	Pricing
Flexibility	Free nutrition class	Overall Variet	Lawn & Garden	Customer Service	Attention to detail
Area rugs	Individuality	Price point	Range of items	Automotive	Paint
Catalogue Orders	Gift Selection	Flower arrangements	Delivery	Accessible store	Delivery
Quality	Selection	Niche Market	Geared towards gardeners	Very old bakeshop	Personal service
Milk	Camping Supplies	Products	Paint	More product line	Best greeting cards
Availability	Advice	Well lit store	Automotive	Paint	

Businesses were asked to list the toughest competition for their business. The answers varied considerably. However, it can be noted that Out-of-Town competitors were mentioned 20 times while In-Town competitors had just 8 mentions. The main competitive edge, versus the competitors listed, is Service. The majority (78%) have an average price point that they target.

Businesses were given the opportunity to list downtown businesses that complement their business the most. They could specify up to three by name. The responses were:

Downtown businesses that complement respondents the most		
Poppadops	Schools	Laundromat
Pets are special	Home Hardware	IGA
South of Seven	Kelly's Flowers	Home Hardware
Bank	Restaurant	Schools, Highschool
Home Hardware	V&S	Super Dollar Store
Antique shops	Johnston's	Wilsons
Funeral Home	Dollar Daze	Hardware Store
IGA	Pick N Save	TimBRMart
Trinkets and Treasures	IGA	

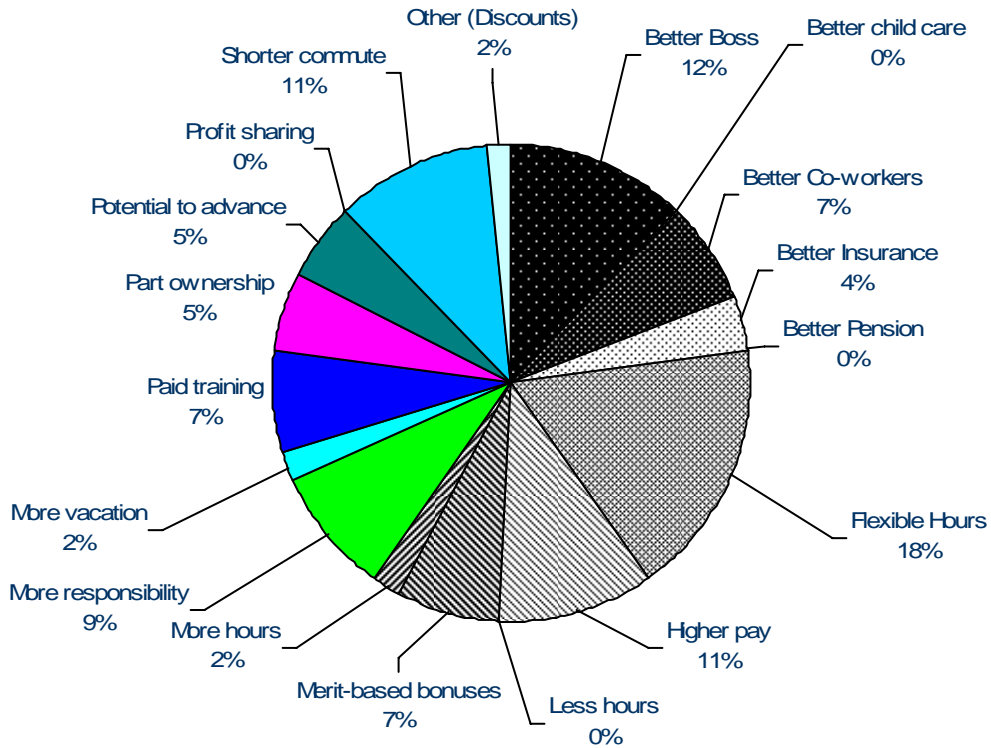
With their business in mind, respondents were asked to indicate up to four businesses that they would most like to see available downtown. Businesses said:

Businesses that respondents would most like to see available downtown			
Shoe store	Grocery store	Clothing store	Pharmacy
Clothing (quality)	All ages clothing store	Clothing store	Another restaurant
Mortgage arranger	Another bank	Lawyer	Another grocery store
Clothing store	Office Supplies	Canadian Tire	Good arcade
Clothing shop	No Frills	Clothing store	More tanning/spa/foot care
Wedding photographer	High-end cafe	Shoe store	Proper pet store
Marks Work Warehouse	Shoppers Drug Mart	Payless Shoe Store	Clothing store
Clothing store	Grocery store	Another bank, to keep people here	Another grocery store
Bakery	Produce store		

Businesses were asked about parking downtown. Most businesses said that their customers typically park either on the street within 1 block of the business, on the street right in front of the business or in a customer parking lot that they own or rent. Employees typically park in an employee parking lot.

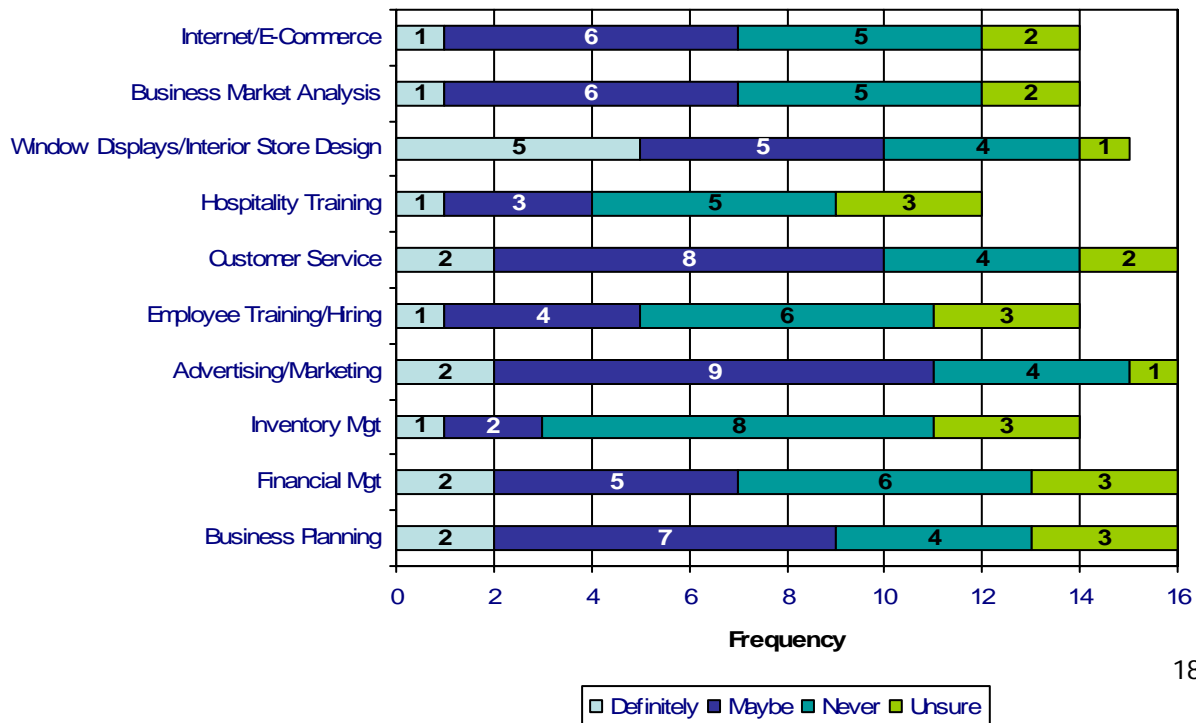
Businesses were asked to select, from a list, the employee benefits that their business offers compared to competitors. They could mark more than one, and as shown in the chart below, the benefits noted the most were Flexible hours, Better boss, Higher pay, Shorter commute and More responsibility.

➤ Question: Which employee benefits does this business offer compared to its competitors?



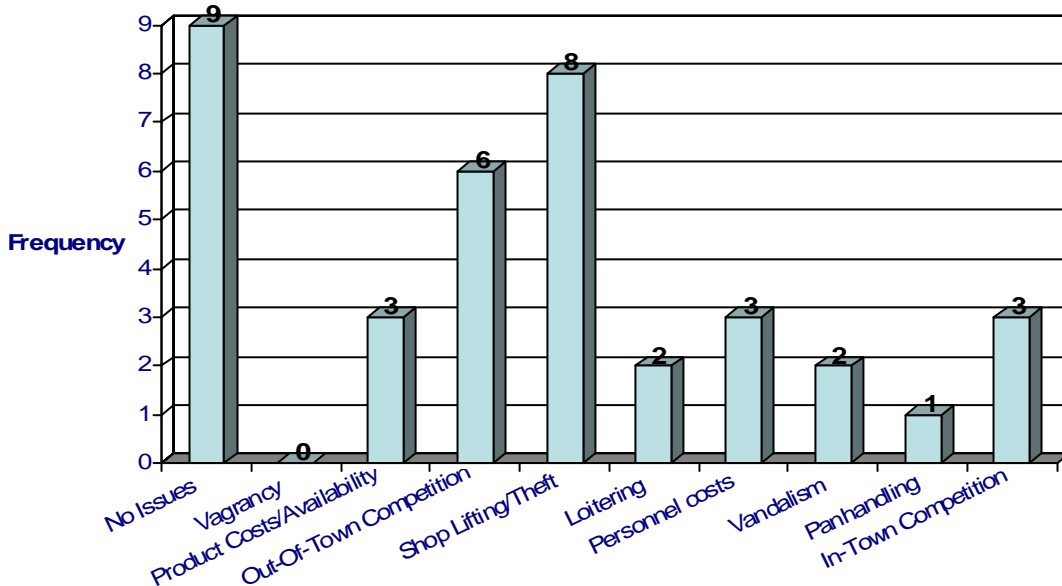
Business owners were asked if they or an employee would attend business training workshops if held locally at an affordable cost. They were given a list to select from and asked to select all that apply. From the graph below, it is observed that Window Displays/Interior Store Design, Advertising/Marketing, Customer Service and Business Planning are all popular workshops.

➤ Question: How likely will you or an employee attend the following business training workshops if held locally at an affordable cost?



Businesses were asked if they are experiencing any issues. From the graph below, a number of businesses appear to be experiencing either No issues, or if they are, it is Shop lifting/theft or Out-of-town competition.

➤ Question: Is your establishment experiencing any of these particular issues?



Businesses were given a set of statements and asked to select whether they Strongly Agree, Somewhat Agree, Somewhat Disagree or Strongly Disagree. As observed in the chart below, which provides the frequency of responses for each, it is observed (based on responses) that there could be improvements to building/storefront facades, improvements made to the look and feel of downtown Madoc, more convenient parking downtown and more improvements to the current business mix.

➤ Question: How strongly do you agree or disagree with the following statements?

Statement	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
I always try to buy products and services locally	12	11	0	0
I always direct customers to other downtown businesses	16	6	0	0
The existing downtown business mix helps this business	4	16	1	1
There is plenty of convenient parking downtown	4	12	6	2
Downtown is an excellent place to have a business	8	10	3	1
There are plenty of good workers available here	8	10	3	1
I would support a new retail promotions event	13	6	0	0
The look & feel of downtown helps this business	3	13	5	2

My building façade draws customers into this business	6	8	8	0
My window and store displays help this business	9	5	6	0
This business is open when customers want to shop	9	10	2	0
Employees of this business show great customer service	17	4	0	0
I feel safe downtown, even at night	15	7	1	0

Strengths

Following a review of the preceding findings, there are positives worth mentioning. Firstly, Madoc appears to be a great place in which to do business and most businesses are satisfied with the current site of their business in the community. Businesses view Madoc's small town atmosphere and location (i.e. halfway between Ottawa and Toronto) as advantages. Businesses also provided a high ranking to the condition of public amenities such as street furniture.

Many of the businesses are family owned and operated. Very few are franchises as many are locally owned businesses. Further, most employees of these businesses are local residents.

With respect to opportunities, many businesses expressed a desire to see a clothing store added to Madoc's business mix. A shoe store and another grocery store also received mentions.

To improve the capacity of current businesses to perform, they would like to see workshops and seminars on marketing and create more opportunities for business networking.

Weaknesses

Just half of the businesses interviewed have a succession and/or a marketing plan. More could be done to help improve this percentage. Not enough of these businesses are willing to participate in a Business Ambassador Program for Madoc. This should be explored further to learn what would encourage businesses to become Ambassadors.

There appears to be a gap between businesses and information on economic development efforts. More communication is needed. Just 48% think that the Municipality takes an adequate role in business and economic development.

The following, according to businesses interviewed, requires improvement: visual identify of the area, roadside advertising, parking fees/enforcement, parking signage, customer service programs and uniform hours of operation.

The facades of storefronts/buildings are not given a high ranking so it may imply that incentives are needed to help businesses/building owners improve the look and feel of their building.

Madoc needs: more and better festivals and events, more niche/market specialty shops, public washrooms downtown (open), walking and bike trails and directional signs.

July, 2005

Dear Downtown Business Owner:

I am pleased to introduce Mr. Andrew Redden as the new Project Coordinator for the recently launched Main Street Revitalization Initiative in our community. You may have heard about this initiative already. The "main street" approach is an integrated approach – it produces short and long-term actions in 4 key streams of activities:

- organizational/community engagement elements;
- physical design component;
- an economic development component and,
- a marketing/promotion/communications component.

The Main Street Initiative is supported by a management committee in Madoc consisting of key players – citizens, elected representatives, business people and community agencies. They are working hard together to identify the issues confronting them and to learn as much as possible about the local economic and social situation. Once armed with this knowledge, they will be in a position to make informed choices, bring into focus an overall vision of the community's future development and pinpoint common objectives directed at achieving workable and lasting results. Furthermore, they will be in a position to revitalize the main street.

Most certainly the committee wants to hear from you and to identify the needs of our existing businesses. That is why we are launching a formal and confidential Business Survey. Specifically, the objectives of the project are to:

1. Identify the needs, concerns and opportunities of existing local businesses in order that, where appropriate, local action can be taken to respond to the businesses' needs or development opportunities.
2. Learn of the future plans of the area's local businesses with respect to expansion, relocation, and/or retention and assess where assistance can be provided.
3. Demonstrate the community's pro-business attitude and develop an effective means of communication with local businesses.
4. Have the community actively involved in economic development.

The Business Survey will indicate **the future plans / needs of local businesses and how businesses view the community as a place to do business.** In turn, this survey information will be used to formulate a main street revitalization strategy with everyone's needs in mind.

.../2

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The only person who will see your responses is Andrew Redden and he will be the person who interviews you. He will also sign a confidentiality contract. A summary of the survey results and recommendations for future development efforts will be shared with the volunteer management committee, however, **no businesses will be identified**. We will just share the aggregate data.

I respectfully invite you to participate in the Business Survey. Your input will be a valued addition to the initiative, and your responses to the survey questions will be kept confidential.

Enclosed is a copy of the survey that will be used. Andrew will be in contact with you again in the near future to schedule a time for your survey to be completed. The interview should take approximately 1 – 1 ¼ hours. The surveys are being completed in July and August.

I would greatly appreciate your cooperation with this community effort.

Sincerely,

Tom Deline
Reeve

Encl.