



PENTICTON BUSINESS CLIMATE SURVEY RESULTS

February 2018



ACKNOWLEDGMENTS

We would like to thank all those who gave their time to assist us in completing this report, the Economic Development & Prosperity Taskforce, key stakeholder groups, and the employers who took the time to be interviewed or to fill out our survey. The City of Penticton is focused on working with the community to gain a better understanding of their needs. Our goal is to bring about the positive changes that will help ensure success and satisfaction in the business community.

CITY OF PENTICTON - BUSINESS CLIMATE SURVEY | 2018

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SECTION ONE | EXECUTIVE SUMMARY

■ BACKGROUND

The City of Penticton and industry groups partnered in the early part of 2017 to launch a Business Climate Survey, an impressive economic development initiative in the City of Penticton. The goal of this ambitious project was to capture the feedback from a cross-section of 100 businesses representing the various economic sectors and business sizes that reflect the makeup of the city.

Less than a year later, 90 online surveys and 100 in-person surveys were completed by local businesses. This was possible through gracious help from the

project partners: the Chamber of Commerce, the Downtown Penticton Association, Travel Penticton, and the Penticton Industrial District Association (PIDA). Guidance and support was also provided via the Economic Development & Prosperity Taskforce. From this data key trends have been identified, which are outlined in this report. These findings will not only give the 'pulse' of the local economy, but also help to assist the Economic Development Department with future operational plans and initiatives.



The Business Climate Survey

The Business Climate Survey - commonly known as a Business Retention and Expansion Survey (BR&E Survey) - is a fundamental tool used by economic development professionals to reach out and connect with the local business community. The overarching goal of this process is to improve relationships with local businesses and identify key initiatives for the economic development office to focus on to best address business needs. This is crucial to the sustained viability of a city's economy, as businesses that stay competitive are more likely to remain and expand in their community.

BUSINESS RETENTION & EXPANSION

Business Retention & Expansion (BR&E) is an economic development approach that focuses on the economic importance of existing businesses in the community. Existing businesses are often overlooked when the general public thinks of economic development, yet they account for the vast majority of new job creation in a region.¹ The goal of this program is to identify key actions and deliverables that will enable local business to prosper, thus keeping existing jobs as well as creating new ones.

¹ Birch, David G.W., The Job Generation Process (1979). MIT Program on Neighborhood and Regional Change, Vol. , 302 pp 1979. Available at SSRN: <http://ssrn.com/abstract=1510007>

THE BUSINESS CLIMATE SURVEY'S PURPOSE:

- › To collect raw data on a cross section of organizations in Penticton for The City of Penticton's database.
- › To identify key issues and trends that will assist the economic development office with yearly operational plans, projects, initiatives and policy development.
- › To get a sense of the economic pulse of the Penticton business marketplace and to report these results to key organizations in the community.
- › To take the time to engage local business leaders in a one to one conversation to help to establish or further enhance a working relationship and make sure they are aware of the service offerings and assistance the economic development office can provide to them.
- › To identify key strengths associated with doing business in Penticton so that the economic development office can take this information and use it to help attract further companies and labour to the area.

This report provides the results of the Penticton Business Retention and Expansion Survey. All of the information gathered for this report was stripped of any identifying information, so as to keep the results anonymous and protect the confidentiality of the participants. It was felt that in providing anonymity, the most truthful and unhindered responses would be represented.

Results from the surveys are provided as aggregate data from all participating businesses. This report includes both the quantitative and qualitative data received from the survey.



Taking Penticton's economic pulse.

The quantitative data can easily be measured and focuses on numbers and frequencies rather than on meaning and experience. Quantitative data provides information from the survey that is easy to analyze statistically and graphically.

Qualitative questions represent a way of collecting data that is not limited to set response options (i.e. option A, B or C) and tends to capture topics that are more "top of mind" for the various business participants. What qualitative data may lose in reliability it gains in terms of validity.

■ FINDINGS & KEY THEMES

While analyzing the data collected during this survey, certain key trends and themes became quite apparent. These recurring responses encompassed both opportunities and challenges facing Penticton, both in the past and into the future. These are outlined in more detail in the following section.

Penticton's economy is very strong and anticipated to continue to grow in the near term.

It appears as though Penticton is currently experiencing a period of very strong growth. Over half of the businesses surveyed have expansion plans in the next 12 months. Only 7% of businesses foresee any downsizing at their Penticton facility in the next 12 months. Ninety six percent (96%) of businesses are anticipating positive to very positive projected change in sales over the next year.

Overall, the City and Development Services were regarded as improving systems and making efforts to foster relationships with businesses.

Certain staff & management at the City who were cited as positive forces in the improvement of the city's relationship with businesses.

Penticton is viewed by existing businesses as a great place to own and operate a business for a variety of reasons.

Highlights of these advantages include: The friendly and supportive people, proximity to major markets, lifestyle, the local booming economy and the low cost of living when compared to the Lower Mainland and Kelowna.

Skilled labour continues to be a key issue facing local business.

The availability of skilled labour particularly around Trades, Sales and Marketing, Hospitality, Management and IT Professionals continues to be a concern for businesses. This situation is expected to only grow worse with an anticipated increase in future job opportunities as the community grows, coupled with an aging workforce. There could be an opportunity for the economic development office to support businesses with HR policies and procedures as nearly half of the businesses surveyed do not have basic practices in place.

There is a lack of affordable housing in Penticton, which is directly impacting the ability of businesses to find labour.

Housing is typically associated with residents, which is not in the City of Penticton's Economic Development scope, which has its focus in business support. In this scenario however, when housing is related to labour supply, there is a direct correlation to business expansion and retention. Labour supply and housing were again mentioned consistently and often together:

“There is no affordable housing for my staff who are largely younger and earn less, so this is a major problem unless they are lucky enough to be able to live with their family”.

Businesses' biggest frustration with the City of Penticton is the permitting and licensing processes at City Hall.

Although businesses felt things were getting better, the number one complaint about the city was specific to these processes with two main themes arising:

Inconsistency and “goalpost-moving” along with “poor upfront communication/information” regarding the process.

“Building Permit & subdivision process needs to be up front & clear. Needs a checklist. Departments need to stick to ‘original goalposts’”

The City of Penticton should take a more active role in supporting entrepreneurship and new businesses.

Two main themes emerged under this finding: the first is a perception of an influx young people trying new ideas, across all industries, which are viewed as a fantastic resource which the community should capitalize on. The other theme related to a general feeling of a lack of support programs and information supplied by the City for new businesses.

There are mixed feelings and perceptions regarding the major economic drivers for Penticton's economy.

There was a diversity of opinion on what the major drivers of the economy are, but there were consistent opinions that people incorrectly assume tourism is driving the economy, when in fact they feel it is likely not the major economic contributor. An economic impact study could prove to be useful information for future economic planning.

There was a consistent feeling that the city needs to do a better job with communication.

Businesses felt that the city has not been doing a very good job educating the public about decisions and generally communicating with businesses. One comment which captured this feeling is:

“Communicating is not working. It is so important & strategic. It is important to remember that it isn't about volume but it IS about effectiveness”.

This was reinforced by the feeling that there needs to be an improvement in the online presence of the City and economic development office.

There is a feeling that negative conversations getting too much airplay in Penticton.

The business community feels that there is a tendency of media to gravitate to negative publicity, which has an overall effect on the general morale of the community. Further, there is a feeling that the city has a responsibility to

“leverage accolades & good news” and play an active part in the communications in Penticton.

Otherwise it was felt that the effect was

“Frustration by the ‘silencing’ that is caused by a mob of strong opinions and how taking an opposition stance could harm business”.

Parking was mentioned as a consistent frustration, mostly in the downtown core.

Comments related to parking include:

“Is parking being factored into future planning? How do we keep downtown accessible during the busier seasons? Is there a bigger vision?”

“(I have) been frustrated enough by downtown parking challenges that I choose not to go downtown whenever possible”

“City Hall parking is so much more complicated for drop in business to occur... removal of the Main St spots due to revite has been problematic.”

It should be mentioned that not all comments in relation to parking were negative and that some business owners felt that parking was often called out as being problematic, but reality it wasn't an issue:

“Parking on Main St is unnecessary and negatively affects the atmosphere of the street front shoppers and café-goers.”

The seasonality of Penticton's economy is viewed as both a current impediment and future opportunity for Penticton.

Businesses are eager to explore possibilities to extend the season or create year-round attractions to diversify and normalize the economy. Some examples of comments include:

“...seasonality of Penticton hugely affects business and employment options”

“Build a 365 day a year destination. So much potential to activate year round excitement. Put a greater focus on off-season”.

Penticton is a city supported by great infrastructure and the business community would like to see the creation of more bike lanes and improved transit.

The people of Penticton are passionate about biking and that was evident through the comments made, such as:

“Bike systems need to have focus on commuting”

“Bikes are great for tourists & residents alike”.

This was coupled by feelings of unrecognized opportunities and the need for improvements in the transit systems:

“South Okanagan Transit System: an effectively efficient transit system in the South OK would address labour and housing issues and would support business and tourism.”

There could be an opportunity for the Economic Development Department to support small businesses with succession planning.

This is a consistent problem with small businesses in BC. Many small businesses in BC are owned by an aging demographic who are now starting to look for exit strategies with their businesses. There are ways in which an economic development office can effectively support small businesses with succession planning and they should be investigated.

Related to the key finding above; the ***business community feels that there is a major opportunity and role for the economic development department with regards to storytelling and pride of place.***

The business owners who participated in this survey are clearly very proud and supportive of Penticton as a whole, but they feel that so much more could be done to tell the rest of the world about what a great place Penticton is as well as educate people internally by celebrating businesses and success stories.

Better support for local businesses, better availability of local business data and a better online presence

These were key themes emerging from the comments as related factors. Some comments included:

- “Would like to know how to find small business resources more efficiently. Should be on demand and readily available.”
- “Technology improvements could reduce panic and empower people to find their own answers, therefore reducing the load on front line city staff”.

Penticton businesses see opportunity in diversifying the local economy through business attraction.

Remote workers were also mentioned as attraction options to diversify the economy. Some related comments:

- “Attract cleantech, knowledge workers, startup.”
- “The local growth of the wine industry will be linked to better use of existing technology and development of new technology and businesses”
- “Encourage more hubs for remote & independent workers such as shared & co-working spaces.”

Downtown safety was mentioned as a concern and a possible factor which is holding back the growth of Penticton.

There were some consistent comments that there was a feeling that the RCMP could be doing a better job having a presence downtown:

- “It can be hard to get RCMP to come late at night when they are needed”
- “It would appear that the working relationship between the City & RCMP is poor. If the City pays for RCMP services, then better oversight is required.”

Penticton attracts young energetic people and it needs to do a better job of engaging, supporting and retaining them.

Young people not only represent labour (which is in demand) but are also the future of the economy. Comments include:

- “Capitalize on momentum of exodus from big cities. Recognize the demographic shift is happening and encourage it.”
- “Lifestyle attracts very qualified talent - can we build on this?”
- “Gain a better understanding of what a young worker/family who are new to the area would need to land and settle successfully. Ensure there are programs and services to meet that demand”.

The last theme which is really linked to attracting young people, labour and diversifying the economy is capitalizing on and ***continuing to grow and maximize the arts, culture, greenspace and natural playground that helps Penticton stand out from other communities.*** An example comment is:

- “Build more into the downtown core: arts & entertainment center. Just as we have attracted the athletic market, there is also a huge opportunity with the arts: culinary, visual, performance”.

SECTION TWO | TECHNICAL REPORT

SECTION 2: TECHNICAL REPORT

■ Results

During the period of January 2017 through to January 2018, Jennifer Vincent, Economic Development Specialist along with support from Hugh McClelland, City of Penticton Economic Development consultant, conducted 100 interviews with a selection of leading businesses in Penticton. The goal in selecting these specific businesses was to get a good representational cross section of all of the sectors in Penticton.

Statistical and Representative Significance of the Sample:

Based on current business license data, there is a total of 2982 businesses in Penticton (excluding Non-Profit & Inter-Municipal licenses). As mentioned, two different major data sets were collected during the Business Climate Survey. The first dataset represented the in person survey which was comprised of 100 survey completions, while the second data set was comprised of 90 online survey completions. Based on an overall population size of 2982, this sample size of 100 different business results in a 95% confidence level and a 9.7% confidence interval, making these results statistically significant and representative of the business community.

The following graphs show a summary of the industries associated with the companies that participated in the survey vs. the target number of businesses based on business license data for both in person interviews and online interviews. The key take away of this graph is that a wide diversity of industries are represented. Although there is some discrepancy between the target profile (Manufacturing and Other for example in the in-person interviews), they do represent a reasonably accurate approximation of the typical business profiles of Penticton.

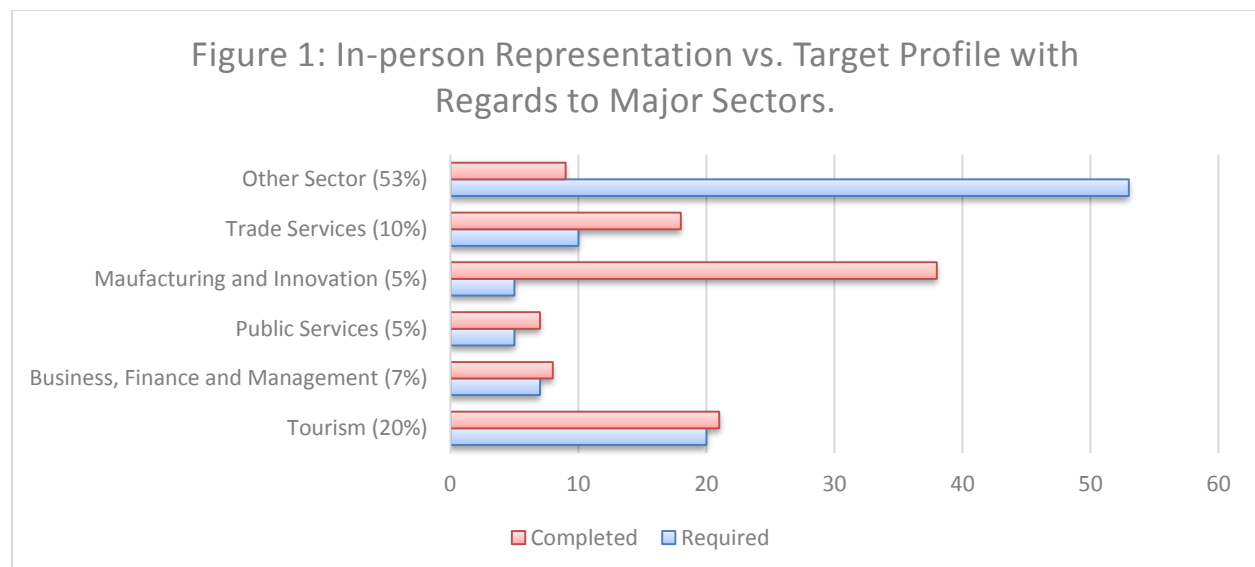
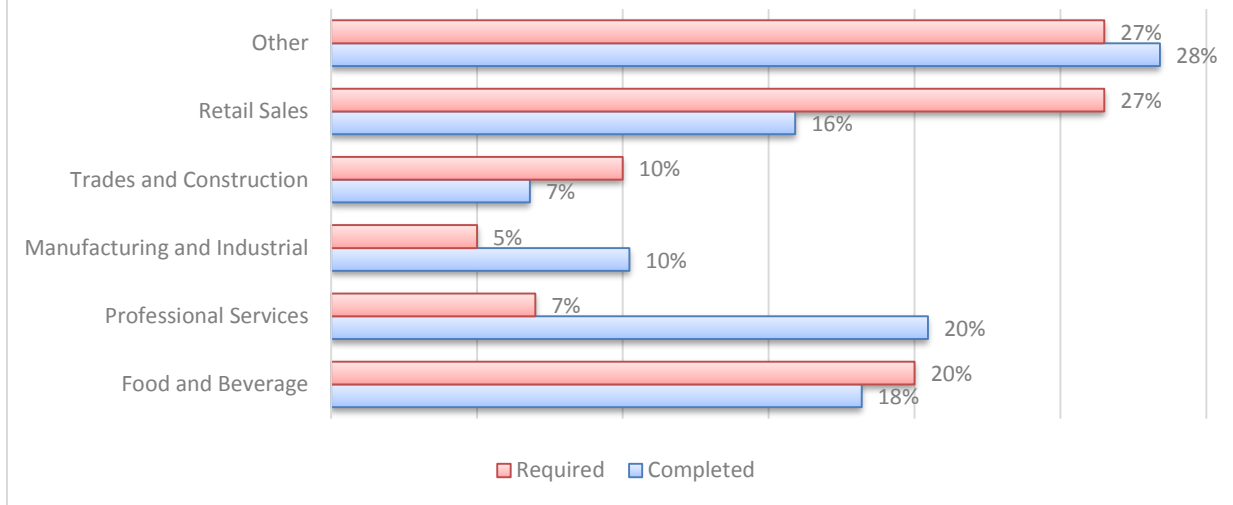
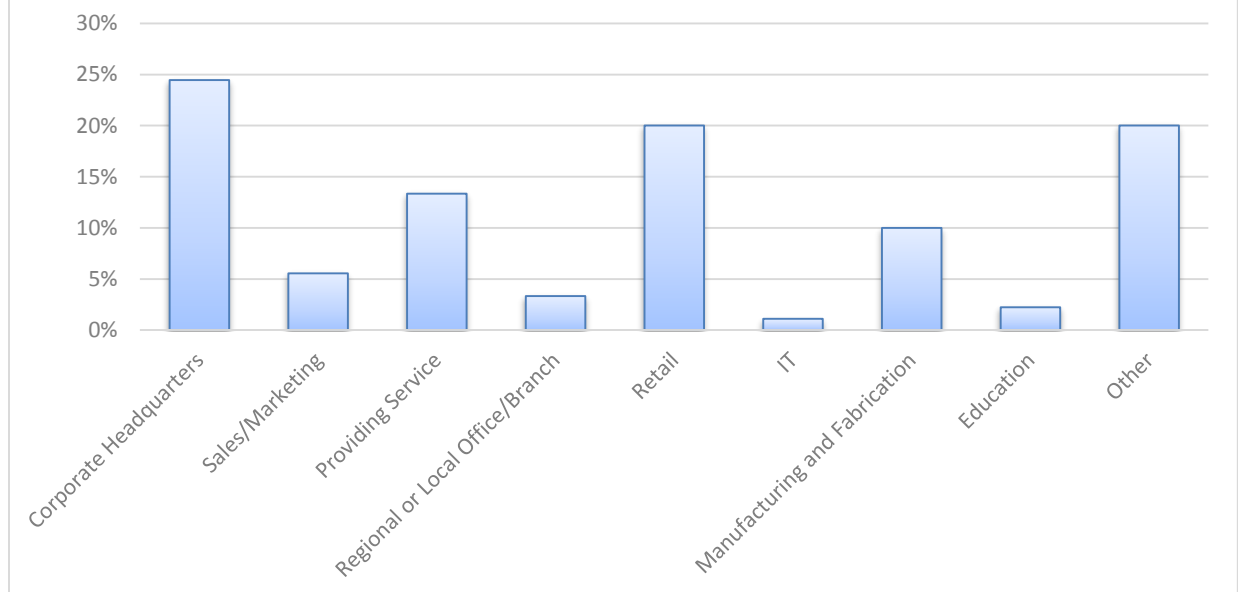


Figure 2: Online Representation vs. Target Profile with Regards to Major Sectors.



Further to the industry group, businesses were asked what the primary functions are in Penticton (figure 3). This additional piece of information helps to shed a little more detail on the activities of the organization. For example, a multinational organization might be best associated with manufacturing as an industry, but the local location might specialize in repair and mechanical services. It should also be noted that the companies that participated in this Business Climate Survey had the ability to select multiple responses, as many businesses operate multiple functions out of a single office. This accounts for select graphs having a sum greater than 100%.

Figure 3: What are the primary functions at this local facility?



Businesses were also asked how many employees they currently have as well as projected numbers. Detailed employment data is outlined further a little later in this report in the *Business Expansion and Attraction* section. For the purpose of this section the results of the reported numbers of full time employees were used to create a Pareto chart (figure 4).

This type of chart contains both bars and a line graph, where individual values are represented in descending order of frequency by the bars, and the cumulative total is represented by the line. The left vertical axis is the frequency of occurrence, while the right vertical axis is the cumulative percentage of the total number of occurrences. For our purposes, we can easily see that the majority of the businesses which participated in the Business Climate Survey (over 90%) have 15 or fewer employees. We do have some businesses all the way up to 120 full-time, year round employees and a mix in between.

It should also be noted that the size of the various participant businesses in the Business Climate Survey very closely matches a standard distribution of business size in communities across Canada (short of very large companies who, not surprisingly, are typically located in major epicenters). This is important as it graphically illustrates that this survey reflects an accurate representation of businesses in Penticton.

This representation is not overly surprising as BC's economy is comprised of 98% small businesses (as defined by 50 employees or less) and approximately 51% of those small businesses are owners without paid help (Figure 5)¹.

¹ BC Stats Small Business Profile 2017 calculated using data supplied by Statistics Canada

Figure 4: How many Full-time employees - year round employees do you have in the city of Penticton?

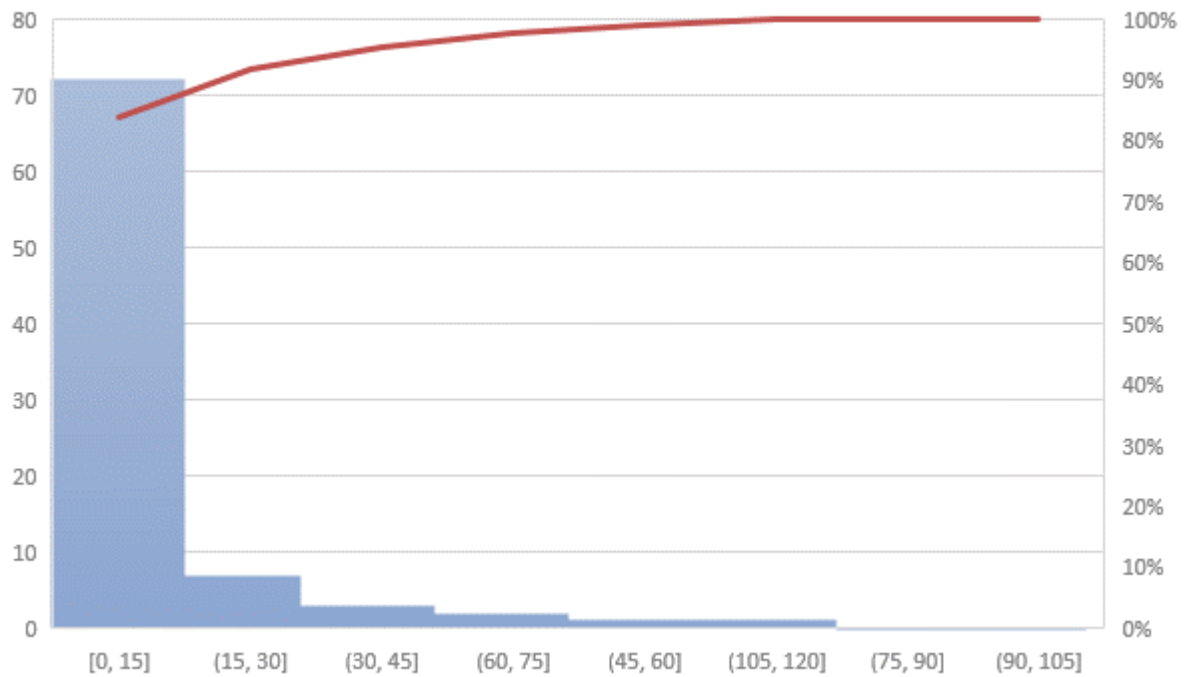
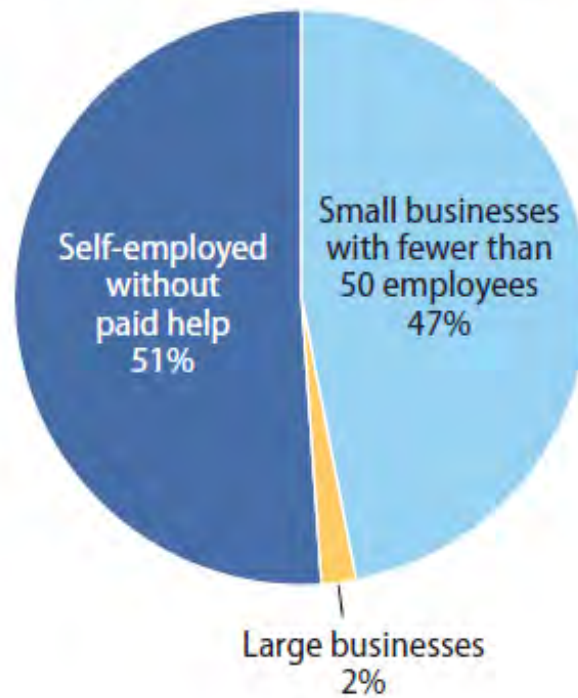


Figure 5: Breakdown of Businesses in British Columbia, 2016



(Total: 404,000)



■ Economic Outlook

The following charts and tables can be broadly categorized as measures of the Penticton economy. Various factors were looked at from workforce expansion, business expansion or shrinkage and projected percentage change of sales in the coming year (along with driving factors). Together these factors paint a picture of how well businesses are faring in Penticton and what they anticipate the near future to look like economically. Overall, all responses in this section seem to indicate a very strong economic outlook for Penticton currently and in the near future.

When looking at the projected change in workforce (figure 6) we can see that 99% of the businesses surveyed anticipated that their workforce would either remain the same (56%) or grow in the near future (43%). Workforce growth is typically tied to economic growth and can be a leading indicator as businesses which anticipate near future growth often try to “ramp-up” their capacity to meet the current and anticipated future demand. Companies which are struggling or anticipate a decline in the economy will post-pone hiring until the next upswing.

Figure 6: Is the Size of Your Workforce Increasing or Decreasing?

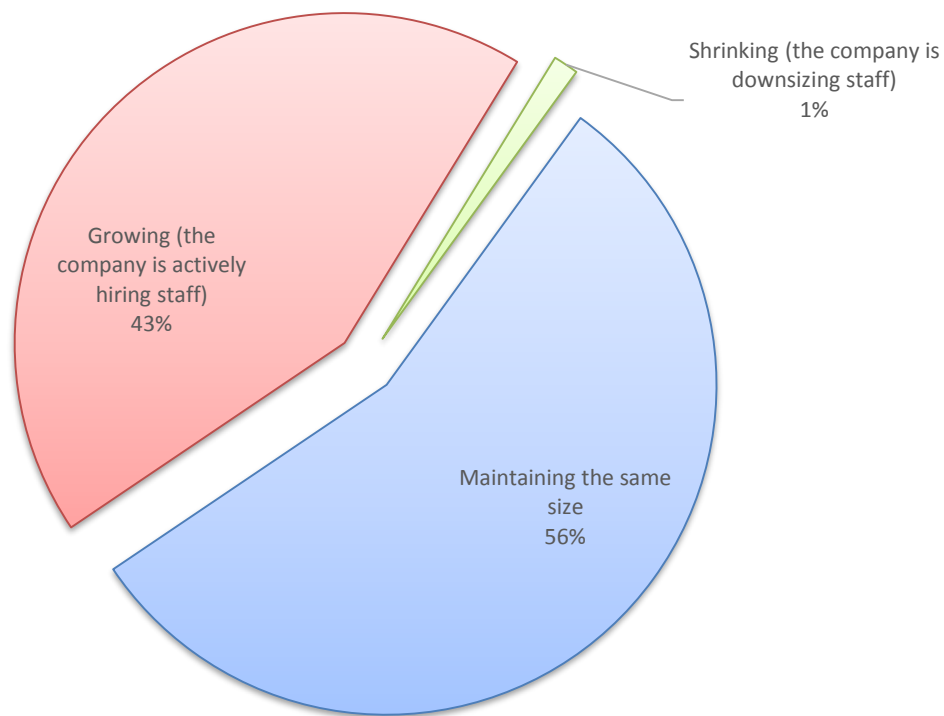
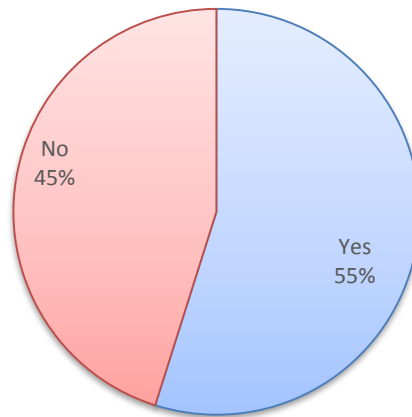


Figure 7: Do you have any expansion plans in the next 12 months?



The graphs both above and below this paragraph (figure 7 and 8) report on the anticipated growth or shrinkage of businesses surveyed in Penticton. Again over half of the businesses surveyed (55%) anticipate some form of growth in the near term. This is an indication of very strong current and anticipated growth in the local economy. Only 7% of business surveyed indicate that they anticipate downsizing.

Figure 8: Do you foresee downsizing at this location in the next 12 months?

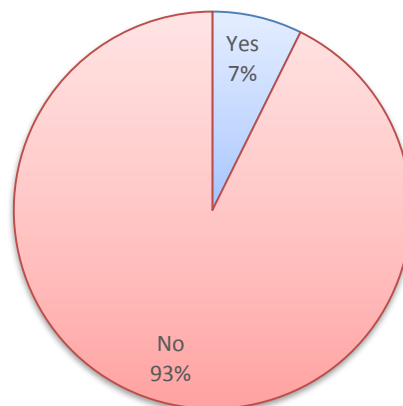
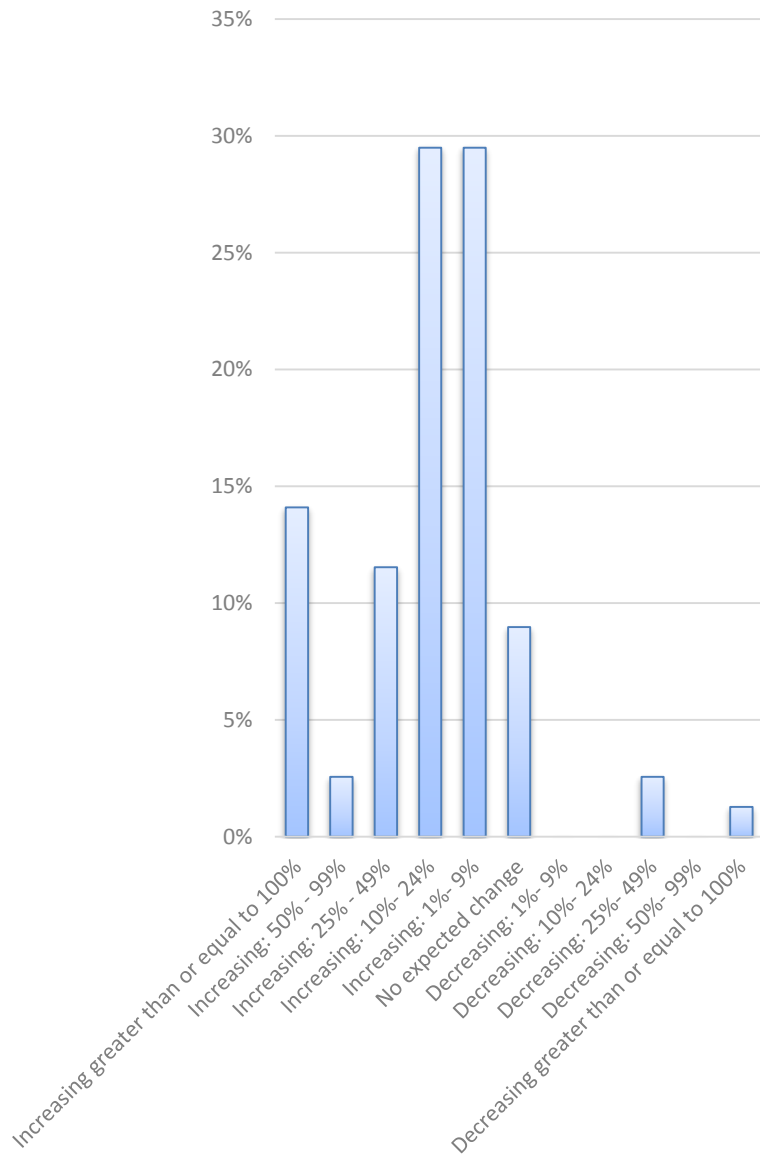
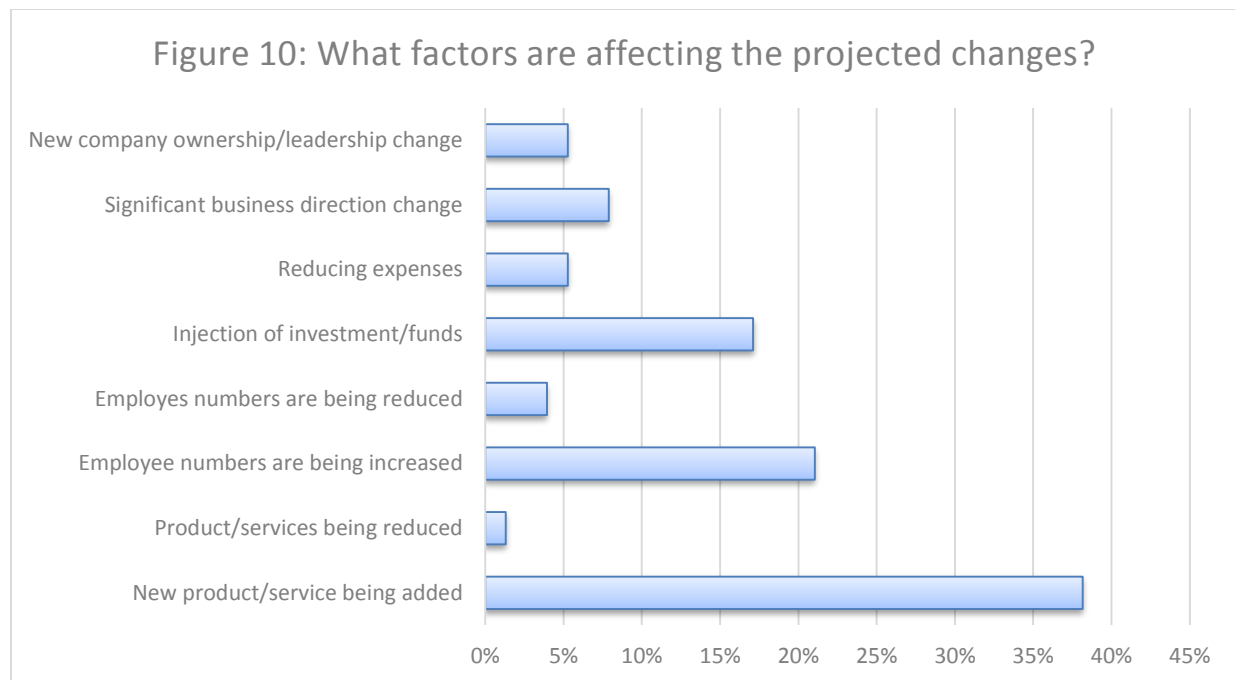


Figure 9: What is your projected percentage change of sales over the next year?



As apparent in the bar chart above, almost all (96%) of companies surveyed are expecting positive to very positive sales growth over the coming year. Only 4% of businesses surveyed anticipated lower projected sales. This is a clear indication that companies in Penticton are experiencing and anticipating strong growth in the economy.





When asked what factors contributed to these anticipated change in sales a number of different answers were given. The main themes and their relative strength are outlined in figure 10. The top three factors are associated with company growth: New product or service, employee numbers increasing and injection of capital. The smallest three factors are all associated with streamlining: reduced expenses, employee numbers being reduced and products/services being reduced.



Business Expansion and Attraction:

Typically, these two economic development functions are not lumped together, but in this circumstance attraction was related largely to labour attraction, which is directly linked to business expansion.

Overall, all responses in this section seem to indicate, once again, a very strong economic outlook for Penticton in the near future. It is also quite apparent, however, that labour shortages are a serious obstacle to business expansion.

Skilled labour shortages are not a surprising outcome of this survey as it is a systemic problem through-out the province and the country. Typically, the problem lies in either a very specific skill set required, or in a sheer lack of skilled workers in a specific field. To illustrate these two very specific issues we will provide associated scenarios:

With regards to very specific skill sets, a company located in Penticton was experiencing very strong growth, but was limited in their ability to take on any more customers as they could not find a suspended construction envelope estimator. This resulted in a bottleneck and limited the organization's ability to take on more sales and therefore grow.

With regards to a sheer lack of skilled workers in a specific field, we see this quite often across industries with regards to the trades. There simply are not enough tradespeople to fill all of the job postings in Penticton and as a result, there is constant "poaching" between companies, even across different industry sectors, such as manufacturing, forestry and mining. This limits the ability of a company to take on additional capacity, despite a good demand for their products, therefore limiting their growth.

To address these scenarios, the Penticton economic development office has a number of innovative labour related programs currently underway:

Start Here Okanagan: Launched in May 2017, StartHereokanagan.com is a portal that brings together relocation marketing and job matching. It is a direct action coming out of the strategic goals identified in the 2016 Labour Market Report where local employers identified challenges they were facing in recruiting & retaining skilled labour. The platform is free to use, and it enables companies to create compelling profiles to showcase being standout employers. Profiles can include recruitment videos, company descriptions, photos and social media feeds. The website is promoted to online audiences across Canada that have shown interest in Penticton: Toronto, Edmonton, Calgary, Vancouver, and the Lower Mainland. Start Here Okanagan is a regional partnership, driven by City of Penticton, with supporting partnerships: Summerland, Penticton & Wine Country Chamber of Commerce, Community Futures, SOICS, YMCA of Okanagan/Work BC. These partners provide additional written content & resources for site visitors to ensure they have a rich and welcoming experience when looking at opportunities in our region.

Penticton Works: #PentictonWorks is an online and social media campaign set up to promote Penticton and its unique lifestyle attractions and encourage virtual workers and small online companies to relocate to Penticton, bringing their jobs and skills with them. Virtual work is defined as working away from the employer's place of business working through internet and phone and many companies now have such virtual employees all over the globe. This trend towards virtual working is expected to continue in a significant way and represents both gains in employment, and gains in available workers skilled in a broad range of digital and digitally enabled areas for Penticton.

Participation in the Local Immigration Partnership Council Working Group – the Economic Development Department has had a seat on the LIP Council's Working Group for several years and supports the LIP Council's Theory of Change: To increase the pace of social and economic integration for "newcomers" by 2020, we intend to increase the number of newcomers who are comfortable communicating in English by 10% and decrease the percentage of unemployed newcomers to 10%. Under-employment of newcomers is a common theme, where highly skilled individuals are often working in roles far more basic than their training should command. The Economic Development Department partners with the LIP Council in attending Career Fairs where the South Okanagan is promoted as a relocation destination, and in attending professional development conferences to improve newcomer settlement and employment options. The Economic Development Department supported the LIP Council to launch a pilot program in 2016 to support local employers to remove barriers to employing newcomers, an initiative which is customized to each employer's needs.

2016 Labour Market Study: Results are back after extensive local research that involved groups from 150 employers spanning all types and industries in the South Okanagan. The process was funded by the BC Ministry of Social Development and Social Innovation. The results recommended a collaborative approach from stakeholders and partners to implement six key recommendations and sixteen tactical actions address the challenges employers face. The process culminated in a workshop where local employers prioritized actions and offered solutions that have worked for them.

The complete report can be found on our website at www.penticton.ca/business under Penticton Profile & Opportunities.



The table below (figure 11) summarizes the employment data collected from businesses which participated in the survey. Overall this survey sample represented just over 2,400 jobs, ranging from full time year round to relief/on call employees. The largest employers in the survey had either 120 full time year round employees, 320 full time seasonal employees or 150 part-time seasonal employees.

Figure 11: How many employees do you have in the city of Penticton?

	Full-time employees - year round	Full-time employees - seasonally	Part-time employees - year round	Part-time employees - seasonally	Contract	Relief/On Call
Average:	10	8	3	4	3	0
Median:	3	0	0	0	0	0
First quartile	1	0	0	0	0	0
2nd quartile	3	0	0	0	0	0
3rd quartile	8	3	2	2	1	0
Max	120	320	100	150	100	10
Total	832	693	266	332	263	22

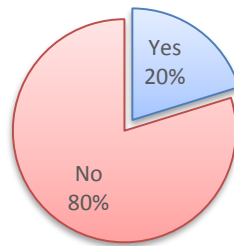
Breaking this data up further in quartiles², we can see that the first quartile had 1 full time year round employee and the third quartile had 8 full time year round employees as outlined in the table above (figure 11). This means that 25% of the companies had 1 or fewer full time employees while 75% of the businesses surveyed had 8 or fewer employees.

Quartiles are a useful measure of spread because they are much less affected by outliers or a skewed data set than the equivalent measures of mean and standard deviation. For this reason, quartiles are often reported along with the median as the best choice of measure of spread and central tendency, respectively, when dealing with skewed and/or data with outliers.

What this data is telling us is that the majority of the businesses which were surveyed have 10 or less employees and are therefore defined as “small business”. There are a few much larger businesses which were also captured. This is a very typical distribution for the province of British Columbia.

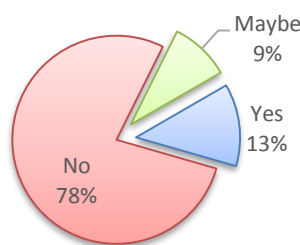
² In descriptive statistics, the quartiles of a ranked set of data values are the three points that divide the data set into four equal groups, each group comprising a quarter of the data. A quartile is a type of quantile. The first quartile (Q1) is defined as the middle number between the smallest number and the median of the data set. The second quartile (Q2) is the median of the data. The third quartile (Q3) is the middle value between the median and the highest value of the data set. (source: <https://en.wikipedia.org/wiki/Quartile>).

Figure 12: Do you currently employ any newcomers (immigrants with visas/permanent residency/or new Canadians)?



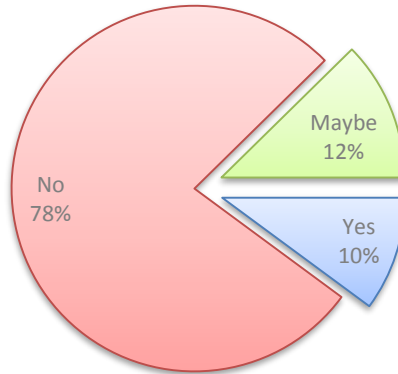
The graph above (figure 12) shows the number of employers who currently employ newcomers to Canada. This is an important question as the current projected labour supply figures are far outstripped by the projected labour demand numbers. So much so, that the only way anticipated labour demand could be filled is through immigration. In other words, it is anticipated that there will be more jobs in the future than the number of employable people in BC. The only way this gap can be filled is by bringing more people into the province. Looking at the result above we can see that only 20% of the businesses surveyed currently employ newcomers. This could indicate that there is an opportunity to work with existing employers, who are experiencing labour shortages, to access programs to attract skilled labour. A related initiative which is currently already underway (and previously mentioned) is the participation of the Economic Development Department with the LIP Council's Working Group including the LIP Councils' Theory of Change: To increase the pace of social and economic integration for "newcomers" by 2020.

Figure 13: Will you look to relocate some job functions TO Penticton from other locations over the next couple of years?



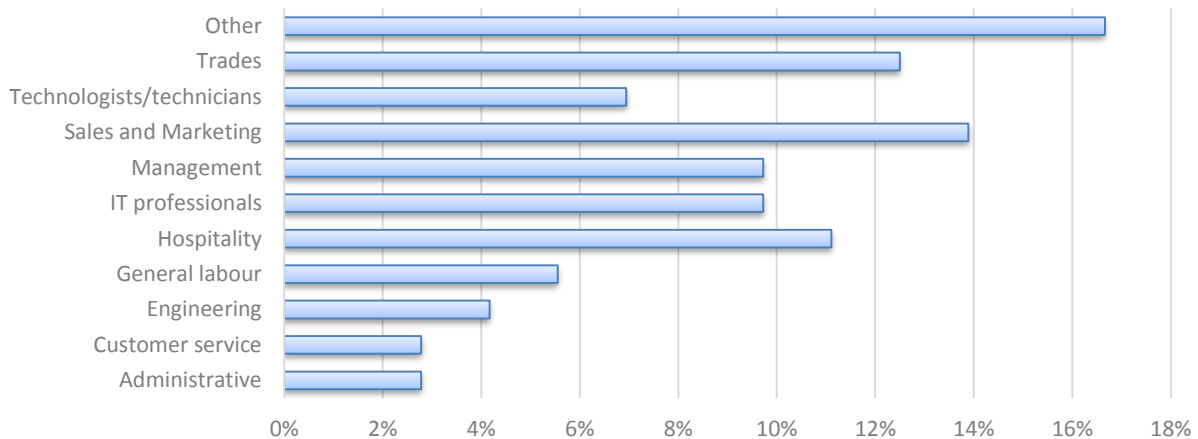
As the graph above (figure 13) indicates, as much as 22% of participants could be planning to expand their local workforce within the next couple of years. There could be support programs that the economic development office in Penticton could offer to help attract and retain these workers, such as supporting spousal employment.

Figure 14: Will you look to relocate some job functions OUT of Penticton over the next couple of years?



Likewise, as the graph above (figure 14) indicates; as much as 22% of participants could be planning to reduce their local workforce within the next couple of years. There could be a number of reasons for this reduction, one of which could be the lack of available labour locally. This could also be an indication of the growing remote worker phenomenon, where employers do not care where their workforce is located, as long as they have the abilities to deliver on their commitments to the company.

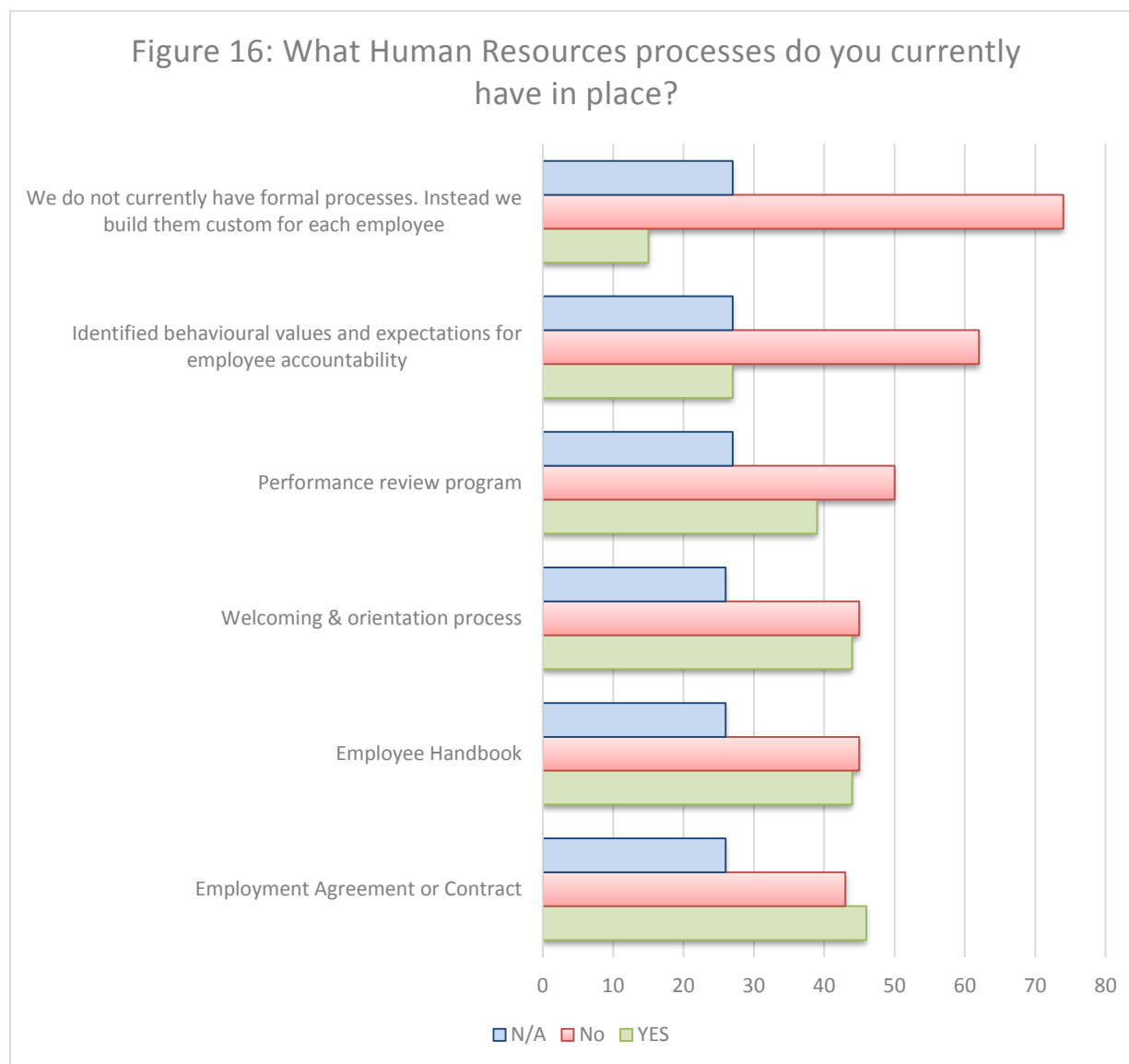
Figure 15: What positions are the most difficult to recruit locally?



** Other includes: Licensed Funeral Directors, Estimator, Architect and "any position".

When asked what positions are the most difficult to recruit locally, there was a very broad number of responses. The largest response rates were for Trades, Sales and Marketing, Hospitality, Management

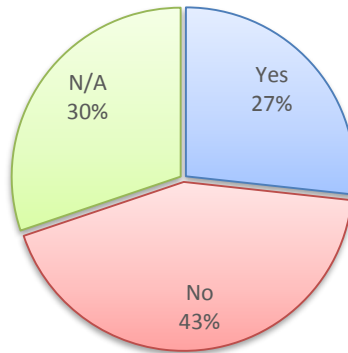
and It Professionals. “Other” was the largest group which included a number of vary specific skill sets along with the answer “any position”, which again demonstrates a lack of available labour.



Part of the labour supply and demand relationship is driven by the internal capabilities of employers to effectively attract, hire and retain staff. Because of this relationship, businesses were asked a number of questions related to internal HR policies and procedures. As evident from the graph above (figure 16) most employers do have some basic HR systems in place. Still, in most cases only about half of the businesses surveyed had a welcoming & orientation process, performance review programs, employee accountability and expectations policies or an employee handbook.

Based on these findings, there could be an opportunity for the economic development office to investigate programs to assist businesses with attracting, hiring and retaining employees to help reduce the labour supply issues facing Penticton businesses.

Figure 17: Are you looking for new suppliers to lower cost or improve your product?



Lastly, as a direct business attraction question, businesses were asked if they were looking for new suppliers to enter the market. 27% of respondents indicated that they were actively looking for new local suppliers. This question was followed by another which asked for respondents to list any specific suppliers they had in mind. This list was very diverse and will be used by the economic development office when looking at attracting new businesses to town.



Business Retention

Not surprisingly, given the strong growth and positive economic outlook outlined in the previous sections, business retention is also looking quite favorable. The following graphs illustrate that the probability of losing existing businesses to other communities is low. Still, business retention is often much easier and less expensive than business attraction, plus as already outlined, existing business is the driving force for the majority of job creation in a community³.

Besides this obvious reason, there are other compelling reasons why communities should focus economic development activities on the retention of businesses already located in the community, as opposed to recruiting and attracting new businesses:

- Strong attraction efforts often generate resentment among owners of businesses already located in a community. This phenomenon has been noted by a number of retention experts across the nation. It is a common theme voiced by business leaders throughout the United States and Canada when evaluating the effectiveness of local economic development efforts.⁴
- Business attraction efforts are more difficult, expensive and time consuming than business retention initiatives.⁵
- Strong retention efforts complement and bolster attraction efforts. Systematic, comprehensive retention programs that focus on customer satisfaction create satisfied business owners, branch managers and CEOs who can be effective cheerleaders for a community. New studies are showing that most business leaders make informed decisions about their business practices from other business leaders in the community.⁶

³ Birch, David G.W., *The Job Generation Process* (1979). MIT Program on Neighborhood and Regional Change, Vol. 302 pp 1979. Available at SSRN: <http://ssrn.com/abstract=1510007>

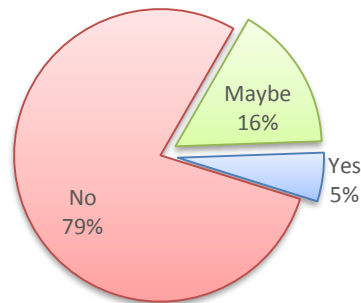
⁴ Wardi, Laith, "Why BR&E" *The Importance of Business Retention* (2008). Executive Pulse Inc

⁵ Regional Municipality of Halton: *Economic Development Strategy 2011-2021, Discussion Paper #3, Business Growth: Investment, Attraction and Retention* (2011)

⁶ Levine, Andrew T., "Getting Inside the Site Selector's Brain," *Commentary* (1997)

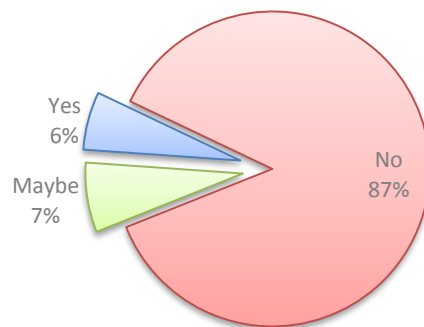


Figure 18: Within the next year, do you anticipate your company being recruited (convinced to move) OUT OF Penticton?



Only 5 % of the businesses surveyed are anticipating being recruited out of the Penticton area, with 16% considering a move. This represents a very small portion of the total number of responses, but is none the less an area where the economic development office will focus their retention efforts. Some reasons cited for the consideration of moving were mostly referencing attractive incentive programs in the United States or other locations in Canada.

Figure 19: If business does not change, will you have to close the doors in the City of Penticton in the next 12 months?



6% of businesses surveyed indicated that they expected to close their doors in the next 12 months if things did not change. 7% of businesses indicated that they might have to close their doors in the next 12 months if things did not change (figure 19). Some reasons were cited as to why they would have to close down the business, which were largely business specific or macroeconomic factors. In the interest of keeping these businesses anonymous, specifics will not be given. However, the economic development department will be following up and working with these companies to assist in any way they can.

■ Penticton Business Climate

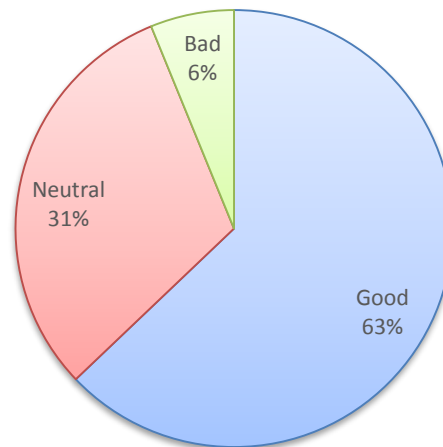
The following section of results relate more specifically to the overall business climate in Penticton. Resoundingly, the qualitative remarks from business leaders in Penticton are positive. Business owners think that Penticton is a great place to operate a business, for a number of reasons, which are outlined in this section.

Overall, the City and Development Services were regarded as improving systems and “making an effort”. Staff and Management were specifically cited as positive forces in the improvement of the city’s relationship with businesses. That is not to say that there were not specific examples of when a business owner felt that interactions with the city could not have been more productive, specifically permitting was mentioned numerous times as a frustration for business owners.

That being said however, there was certainly a strong trend regarding a lack of labour, which seemed to be closely tied to availability, or lack thereof, of affordable housing. Housing is typically associated with residents, which is not in the City of Penticton’s of Economic Development scope, which has its focus in business support. In this scenario however, when housing is related to labour supply, there is a direct correlation to business expansion and retention. Further to this, now that the Economic Development Office has been moved under Development Services, there is direct alignment as affordable housing is directly in the scope of Development Services.

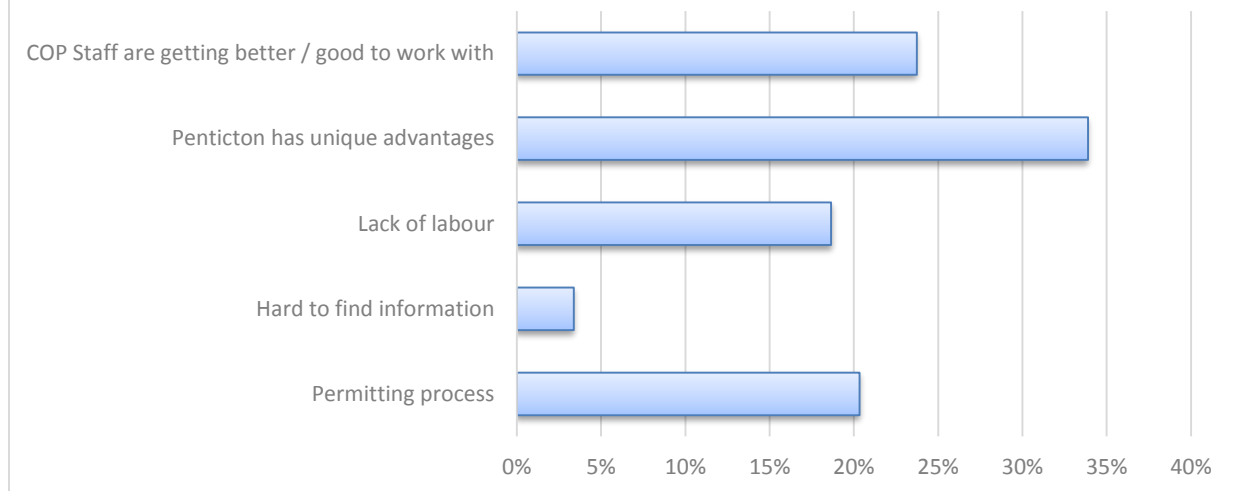
The following responses and graphs relate broadly to the business climate in Penticton:

Figure 20: How do You Find Doing Business in Penticton?



Overall, 63% of respondents answered “good” to the question “how do you find doing business in Penticton?” Only 6% of respondents answered “bad”. The large 31% neutral response can be attributed to a large number of businesses who find the business climate good overall, but have a specific issues they feel need to be addressed, which are largely outlined in the following graphs.

Figure 21: How do You Find Doing Business in Penticton?



When asked broadly during face to face interviews how businesses felt it was to do business in Penticton, there were five broad themes which emerged. The largest theme was that Penticton was a good place to do business because it offered a number of unique advantages. Some examples of comments related to this theme include: “(I am) able to compete on par with Vancouver firms, but business overheads are much less in Penticton. This affords me the opportunity to pay salaries at Vancouver levels or higher while also giving my team a discount on cost of living in Penticton” and “We have ample resources & network for sport and healthcare via hospital, care homes, Ok College's Human Kinetics program” lastly “Penticton is in a good location with regards to Kelowna & Vancouver: well positioned for business access”.

The next was that the general feeling was that the City of Penticton staff were making efforts to foster relationships with businesses as well as try to improve working relationships. Some examples of comments related to this theme include: “*Working with the City of Penticton has been very positive and supportive... Processes are sometimes complex, but they are workable.*” And “*(I) have seen a positive change in City Hall - it's going in the right direction. There's more involvement from all parties & more conversation. Seems that there is good staffing in a variety of departments (example: electrical, utilities, taxes, etc.)*”

This being said, the next strongest theme was related specifically to the permitting and licensing processes at City Hall. Although businesses felt things were getting better, the number one complaint about the city was specific to these processes with two main themes arising: Inconsistency and “goal post moving” along with “poor upfront communication/information” regarding the process. Some examples of comments related to this theme include: “*City Hall processes are backwards and unintuitive even for someone who is experienced with the process. There's always something unexpected that pops up and should have been identified earlier on.*” And “*Building Permit & subdivision process needs to be up front & clear. Need a checklist. Departments need to stick to 'original goalposts'.*”

Lack of labour was another strong theme which has been consistent throughout all of these findings and therefore we will not go into it deeper once again.

Lastly, businesses commented that they found it hard to find information to help their business, which can be effectively summed up in the comment: *"Deliver current & relevant data to people!"*

Next businesses were asked about their sense of the business climate in Penticton. This question was positioned differently than how THEY found doing business in Penticton and was designed to get a sense of what they were hearing from fellow business owners. In this circumstance business owners had a slightly more neutral response, but it was again predominantly positive.

Figure 22: What is Your Sense of the Business Climate in Penticton?

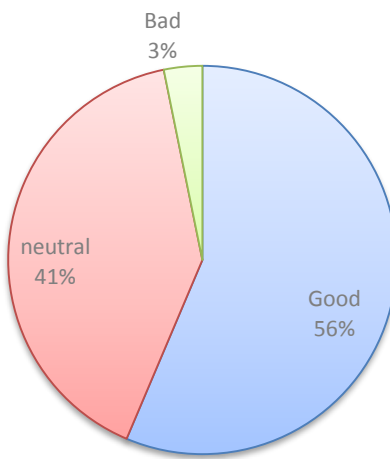
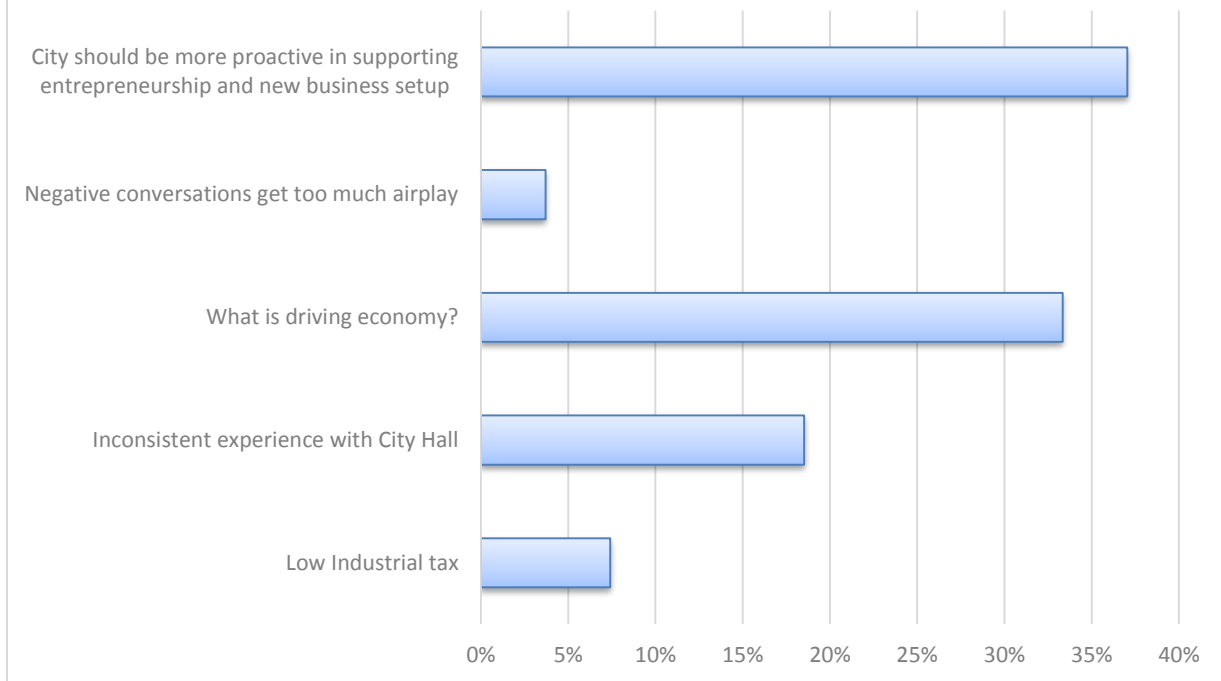


Figure 23: What is Your Sense of the Business Climate in Penticton?

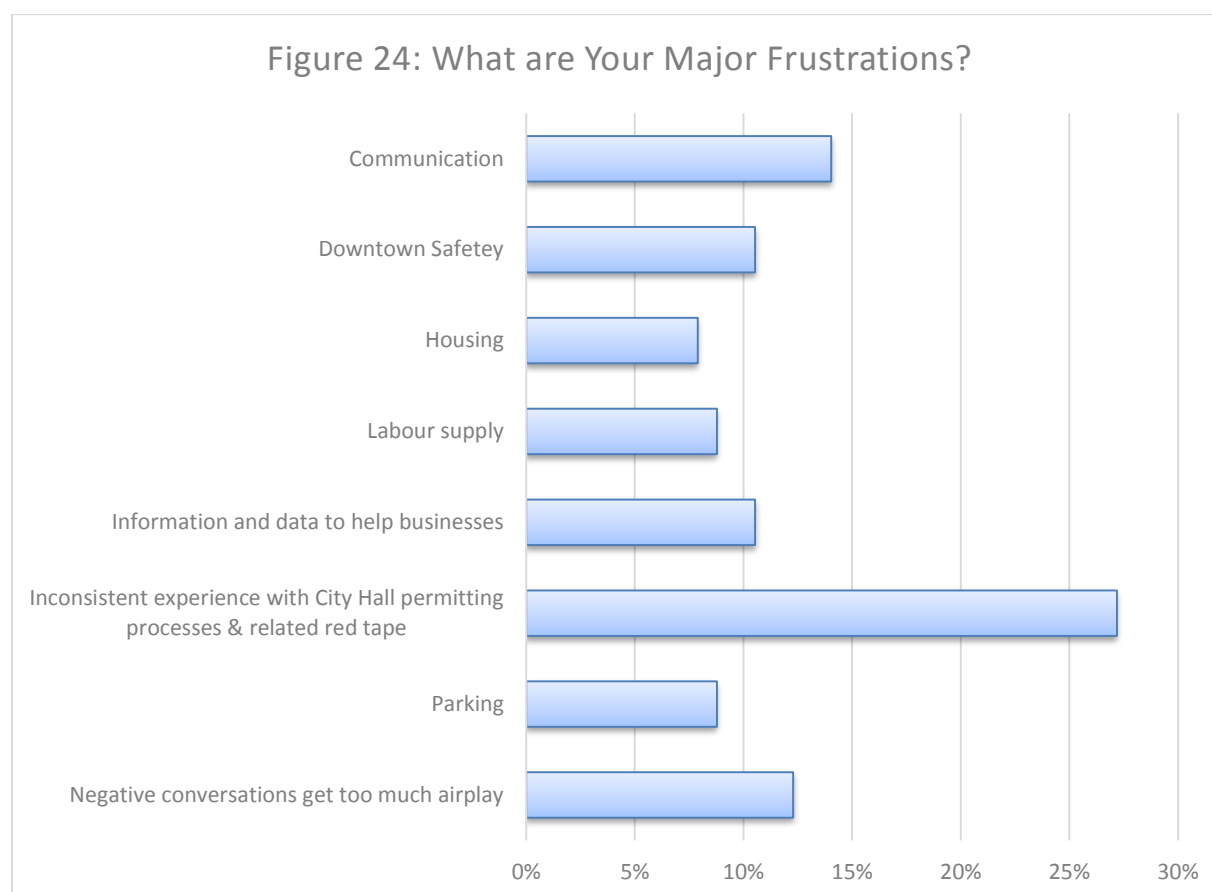


Further to this question the following five themes emerged as consistent comments about the business climate. The top theme was a general feeling that the City of Penticton should be more proactive in supporting entrepreneurship and new businesses. This was fueled by two general types of comments; the first was that there was a feeling of a large number of young people trying new ideas, across all industries. The other comments related to a lack of support from the city with regards to support for new businesses such as this comment: *"In conversation with Startups (I) see struggles of new businesses trying to setup. City should be more proactive in supporting entrepreneurship and new business setup. Not placing barriers in front."*

The next largest theme involved a general feeling that Penticton was not fully aware of what industries are driving the economy. There was a diversity of opinion on what the major drivers of the economy are, but there were consistent opinions that people incorrectly assume that tourism is driving the economy, when in fact it is likely not the major economic contributor. Examples of comments along these lines include: *"We are a strong industrial community, stronger than the apparent tourism sector. The impact and value of manufacturing and innovation is not well enough understood"* and *"(there is) a lack of community awareness of impact of the _____ sector"* with various sectors mentioned.

Once again, inconsistent experiences at City Hall, particularly around permitting and licensing were mentioned multiple times.

Lastly there were some comments about the low industrial tax in Penticton and “Negative conversations getting too much airplay”, which proves to be a more consistent theme in other responses.



Once again, businesses' major frustrations are around inconsistent experiences with City Hall permitting and licensing processes as well as a general feeling of red tape and frustration in this department. Another example of such comments would be: *"Inconsistent experience with City Hall permitting processes & related red tape. Would like to see something that provides a reasonable and confirmed estimate of time & costs up front to help businesses plan appropriately"*.

The next largest theme was around a lack of effective communication. Businesses felt that the city has not been doing a very good job educating the public about decisions and generally communicating with businesses. One comment which captured this feeling is: *"City Hall needs to do a much better job of communicating with and "educating" citizens and businesses about why they are and are not doing certain things. The first step in this is City Hall actually understanding those things itself. An example is the City communicating on one hand that it has to make sacrifices to pay for infrastructure upgrades but at the same time is committing funds to re-doing Main Street. The two things appear incompatible to the business community."*

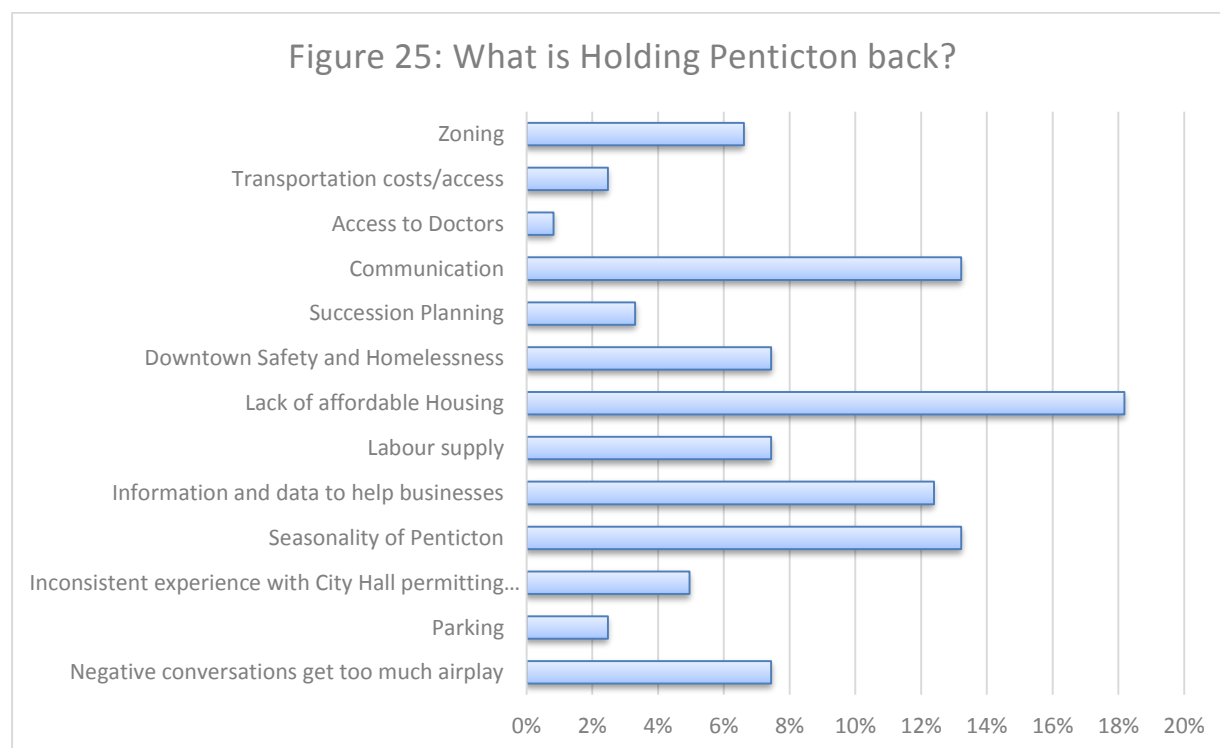
Once again negative conversations getting too much airplay emerged as a consistent theme. The business community feels that there is a tendency of media to gravitate to negative publicity, which

has an overall effect on the general morale of the community. Further, there is a feeling that the city has a responsibility to “leverage accolades & good news” and play an active part in the communications in Penticton. Otherwise it was felt that the effect was “Frustration by the ‘silencing’ that is caused by a mob of strong opinions and how taking an opposition stance could harm business”.

Information and data to help businesses was a consistent theme once again with comments such as: “Would like to know how to find small business resources more efficiently. Should be on demand and readily available.”

Labour supply and housing were again mentioned consistently and often together: “There is no affordable housing for my staff who are largely younger and earn less so. This is a major problem unless they are lucky enough to be able to live with their family”.

Lastly parking was mentioned as a major frustration, mostly in the downtown core. Comments related to parking include: “Is parking being factored into future planning? How do we keep downtown accessible during the busier seasons? Is there a bigger vision??” and “(I have) been frustrated enough by downtown parking challenges that I choose not to go downtown whenever possible” Lastly “City Hall parking is so much more complicated for drop in business to occur... removal of the Main St spots due to revite has been problematic.”



When asked “what is holding Penticton back?” there were 13 themes which emerged from all of the comments. The largest one has already been mentioned earlier in this report and that is affordable housing and has already been tied to labour supply which is also once again on this list.

Communication was mentioned once again, this time with a stronger frequency. The following comment effectively summarizes the general feeling: *"Communicating is not working. It is so important & strategic. It is important to remember that it isn't about volume but it IS about effectiveness"*.

The seasonality of Penticton is a new theme which has not been reported prior to this point. There was a general feeling that Penticton is very seasonal and that this seasonality is affecting the ability of Penticton to grow forward. Many people commented on the need to explore possibilities to extend the season or create year-round attractions to diversify and normalize the economy. Some examples of comments include: *"Not sure what can be done about it, but seasonality of Penticton hugely affects business and employment options"* and *"Seasonal nature of nightlife & activities creates a deficit for residents in lower seasons"* lastly *"Build a 365 day a year destination. So much potential to activate year round excitement. Put a greater focus on off-season"*.

Information to help businesses was once again mentioned with comments such as: *"City website could do a much better job of support relocation. The information there is not compelling, or really very useful."*

Downtown safety was also mentioned as a factor which is holding back the growth of Penticton. There were some consistent comments that there was a feeling that the RCMP could be doing a better job having a presence downtown: *"It can be hard to get RCMP to come late at night when they are needed"* and *"It would appear that the working relationship between the City & RCMP is poor. If the City pays for RCMP services, then better oversight is required."*

Some zoning comments were made, mostly in regard to either the need for more of a specific type of zoning, incompatible zoning being located close to one another or the feeling that there was inappropriate use of a specific type of zoning. Examples include: *"Lack of ____ zoning for expansion"* and *"Encroachment of non-industrial businesses & usages into industrial lands"* lastly *"Bike lanes in industrial areas - these two uses do not mix well."*

Inconsistency with City Hall permitting and processing were mentioned once again, along with parking and negative conversations getting too much airplay.

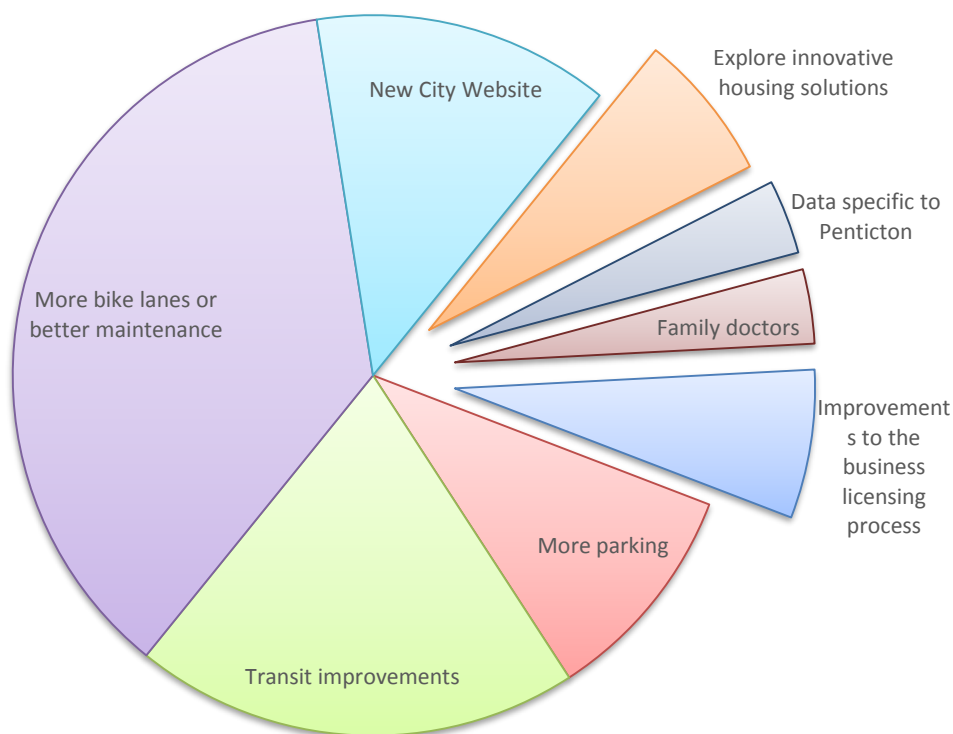
Transportation costs and access were mentioned as an issue, but we will not get into those details now as this theme appears again, much stronger under infrastructure improvements.

Succession planning was mentioned. This is a consistent problem with small businesses in BC. Many small businesses in BC are owned by an aging demographic who are now starting to look for exit strategies with their businesses. A consistent issue is that younger entrepreneurs often do not have the capital necessary to purchase these businesses. This is exasperated by the fact that many business owners do not want it to be public information that they are looking to sell the business for fear of a loss of staff or customers. There are no easy answers, but there are ways in which an economic development office can effectively support small businesses with succession planning and they should be investigated.

Lastly, access to family doctors was mentioned. This is a systemic problem in British Columbia as the average community in BC has about 30% of the population "unattached" to a family doctor. Doctor

attraction is competitive as only so many new family doctors graduate each year and almost all communities are vying for them. Doctors are also understood to be a community foundation block as access to a family doctor is one of many determining factors for many people moving to a new city or town. There are some initiatives that can be spearheaded by the economic development department regarding doctor attraction and they should be investigated for future operational plans.

Figure 26: Infrastructure improvements?

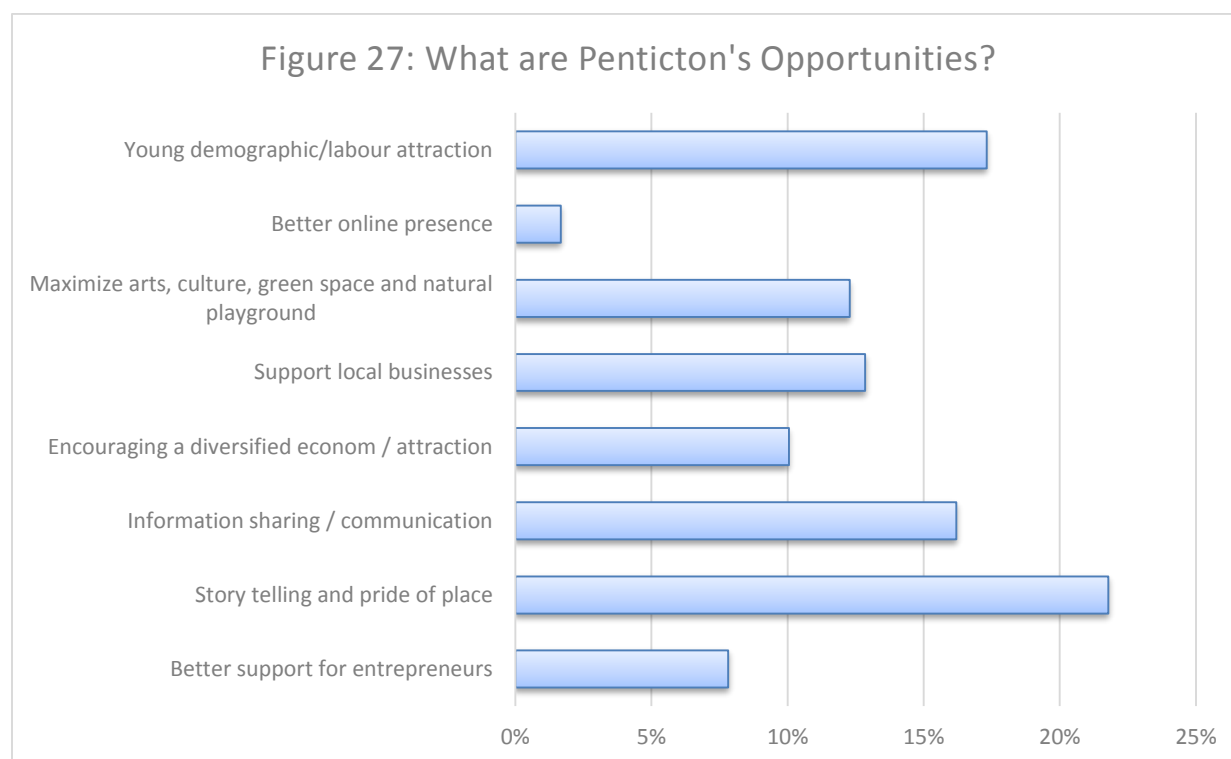


The next question was in regards to infrastructure, but instead of sticking to typical infrastructure the respondents included digital infrastructure and social infrastructure. The single greatest response to the infrastructure question revolved around the creation of more bike lanes or improving maintenance of the existing bike lanes. The people of Penticton are passionate about biking and that was evident through the comments made, such as: *"Bike systems need to have focus on commuting"* and *"cycle pathways - look at best practices in Calgary's downtown. Include cycle pathways in developments, just as you would lampposts & fire hydrants"* lastly: *"See New Zealand's standards for bike lanes and consider applying this to the Summerland to Penticton bike route. Bikes are great for tourists & residents alike"*.

This was followed by the feeling that there could be opportunities but there also needs to be improvements in the transit systems: *“South Okanagan Transit System: an effectively efficient transit system in the South OK would address labour and housing issues and would support business and tourism.”* As well as *“Current mass transit is removed from actual community by being operated by 3 organizations at distance - BC Transit, Berry & Smith & Bus Drivers ‘Union. Does not put the community need at forefront and changes the game. Where is the consultation?”*

Parking was mentioned once again as needing to be increased, but there was a blend of comments which suggested transit could be part of the solution: *“There are city-wide parking issues at hub points, ie Skaha Lake Park for example. What are the options for mass transit?”*

Once again improvements to the city business licensing process was mentioned as digital infrastructure improvements along with data specific to Penticton for businesses. This was followed by exploring innovative housing solutions and the need once again for family doctors.



These next two questions focused on the opportunities and benefits of doing business in Penticton. From this question eight general themes emerged. The number one of these was around storytelling and pride of place. The business owners who participated in this survey are clearly very proud and supportive of Penticton as a whole, but they feel that so much more could be done to tell the rest of the world about what a great place Penticton is as well as educate people internally by celebrating businesses and success stories.

This was followed by a feeling that Penticton attracts young energetic people and that it needs to do a better job of engaging, supporting and retaining them as they not only represent labour (which is in demand) but are also the future of the economy. Comments include: *"Capitalize on momentum of exodus from big cities. Recognize the demographic shift is happening and encourage it."* And *"Lifestyle attracts very qualified talent - can we build on this?"* lastly *"Gain a better understanding of what a young worker/family who are new to the area would need to land and settle successfully. Ensure there are programs and services to meet that demand"*.

Information sharing and communication were once again mentioned, only this time as an opportunity for the City of Penticton going forward. Some ideas included: *"Create a business mailing list for updates from Ec Dev? (Kelowna provides a good example)"* and *"There is a need for an easy way to share events & business news"*.

Support for local businesses and a better online presence were also key themes emerging from the comments as related factors. Some ideas included: *"Create a business concierge for business startups and navigating building permits for those who are new or only occasional at submissions."* And *"Technology improvements could reduce panic and empower people to find their own answers, therefore reducing the load on front line city staff"*.

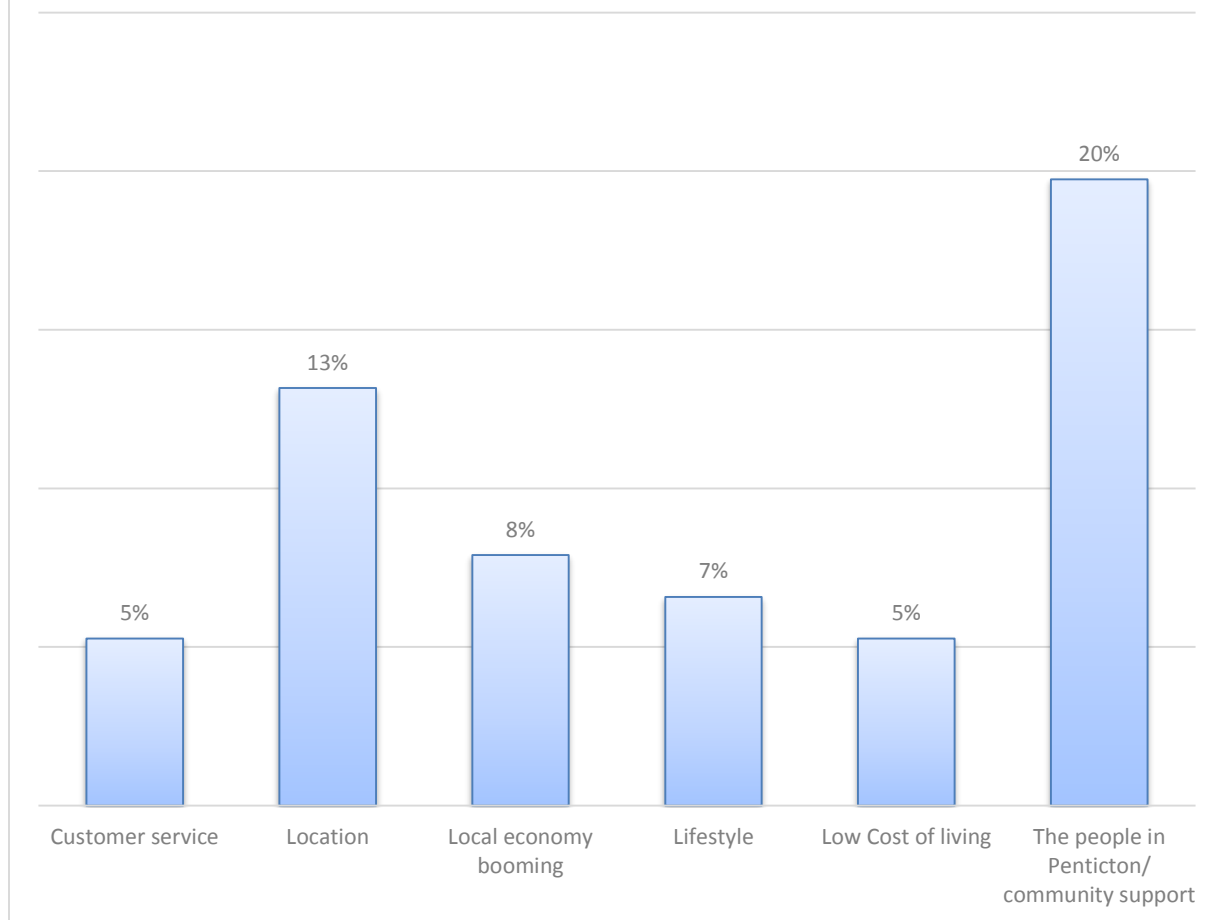
The business community feels that entrepreneur support should be a focus and is an opportunity for Penticton going forward. Examples of comments include: *"Make Penticton attractive for craftsmen, makers, entrepreneurs and manufacturing"* and *"Grow diversity- young people and young businesses developing entrepreneurs # Penticton works."* Lastly *"Support entrepreneurs to grow and flourish through networking & resources"*.

Related to the last comment, Penticton businesses see opportunity in diversifying the local economy through business attraction. Some related comments: *"Attract cleantech, knowledge workers, startup."* and *"The local growth of the wine industry will be linked to better use of existing technology and development of new technology and businesses."* Lastly *"Attract more business that doesn't depend on logistics of freight & infrastructure"*.

The last theme which is really linked to attracting young people, labour and diversifying the economy is capitalizing on and continuing to grow and maximize the arts, culture, greenspace and natural playground that helps Penticton stand out from other communities. An example comment is: *"Build more into the downtown core: arts & entertainment center. Just as we have attracted the athletic market, there is also a huge opportunity with the arts: culinary, visual, performance"*.



Figure 28: What factors make your company successful in Penticton?



When asked what makes their businesses successful in Penticton, six major themes emerged. The largest of which was the feeling that the people in Penticton are a major factor. Whether it is their support or friendliness, business owners attribute their success to the great support they receive from their staff, customers and neighbors.

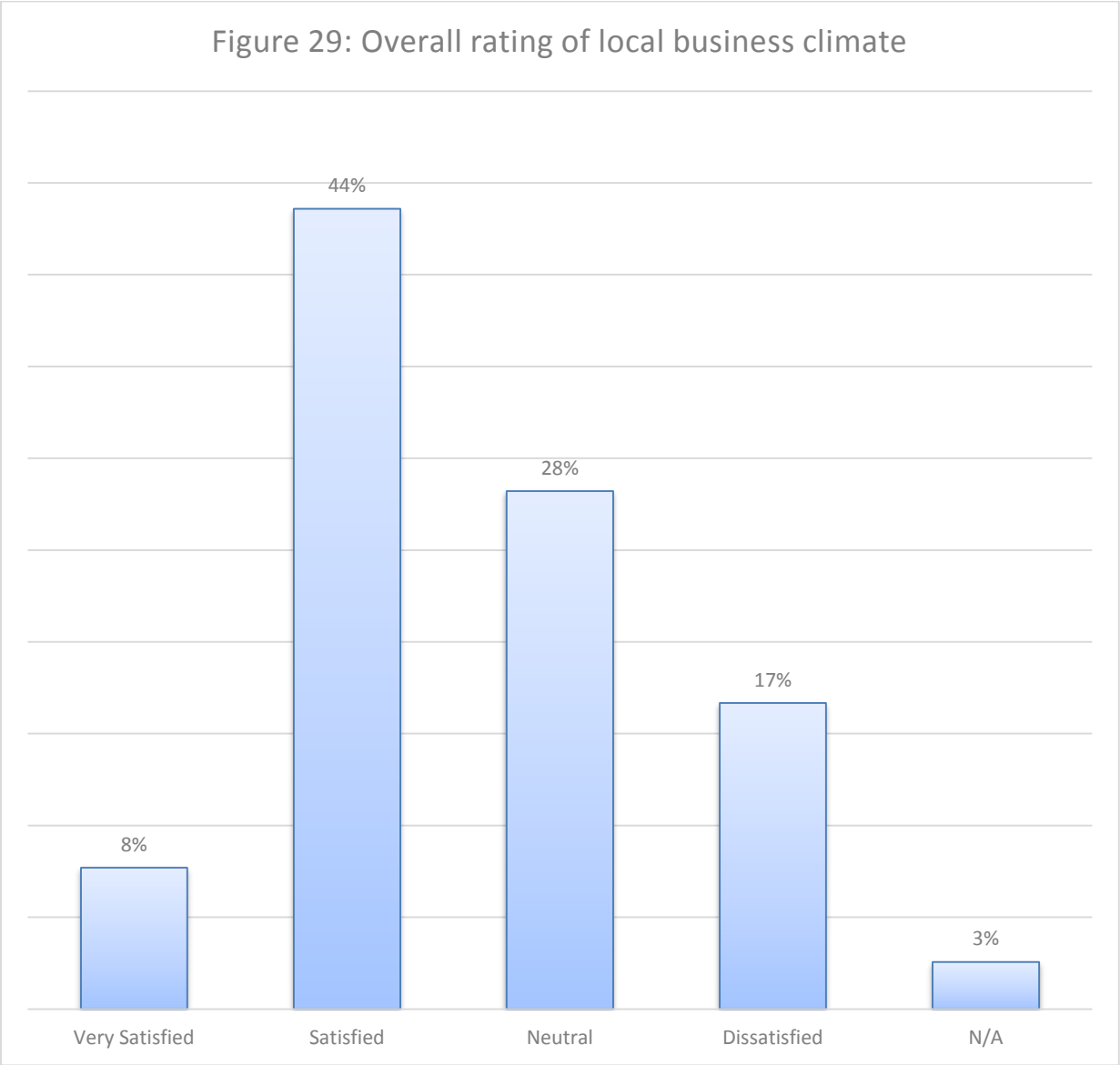
Location and lifestyle were also consistently mentioned. “We can offer families a diversity of lifestyle & quality of life that is par none. We should be marketing on this base” and “We live in a wine region known around the world. This is an attractant and we should be building on it”.

The local booming economy was cited as a key reason why their business is so successful, especially when coupled with the low cost of living compared to the lower mainland, which offers a competitive advantage for the attraction and retention of staff.

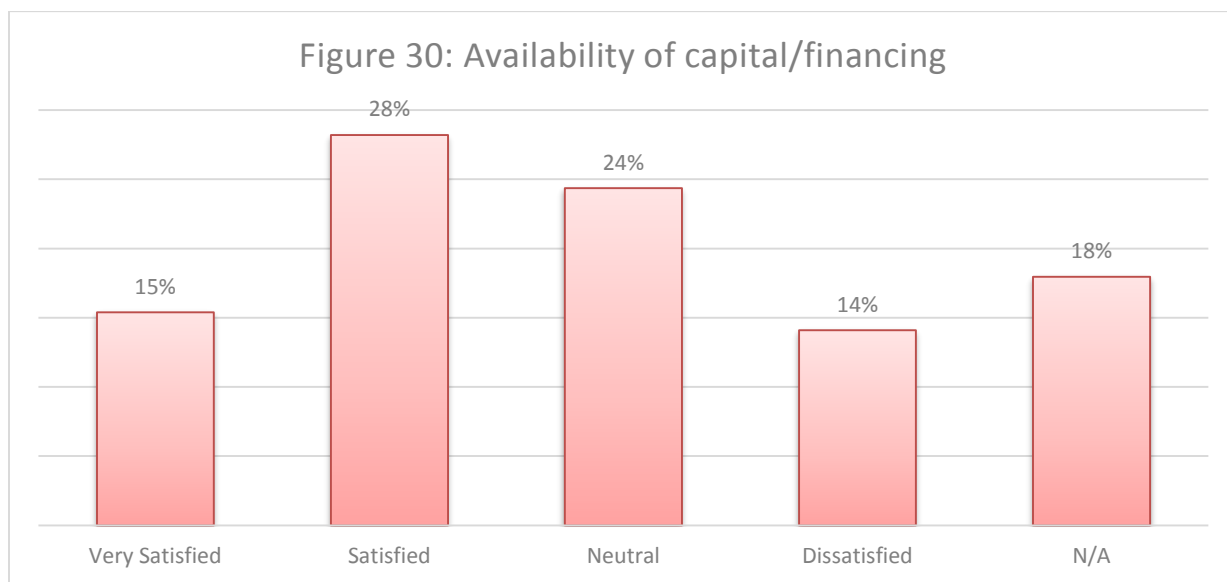
Lastly, the old adage of customer service. Many of the respondents in this survey pride themselves on providing exceptional customer service, which they claim is paid back to them by the community in customer loyalty and support.

Likert Scale Questions and Responses:

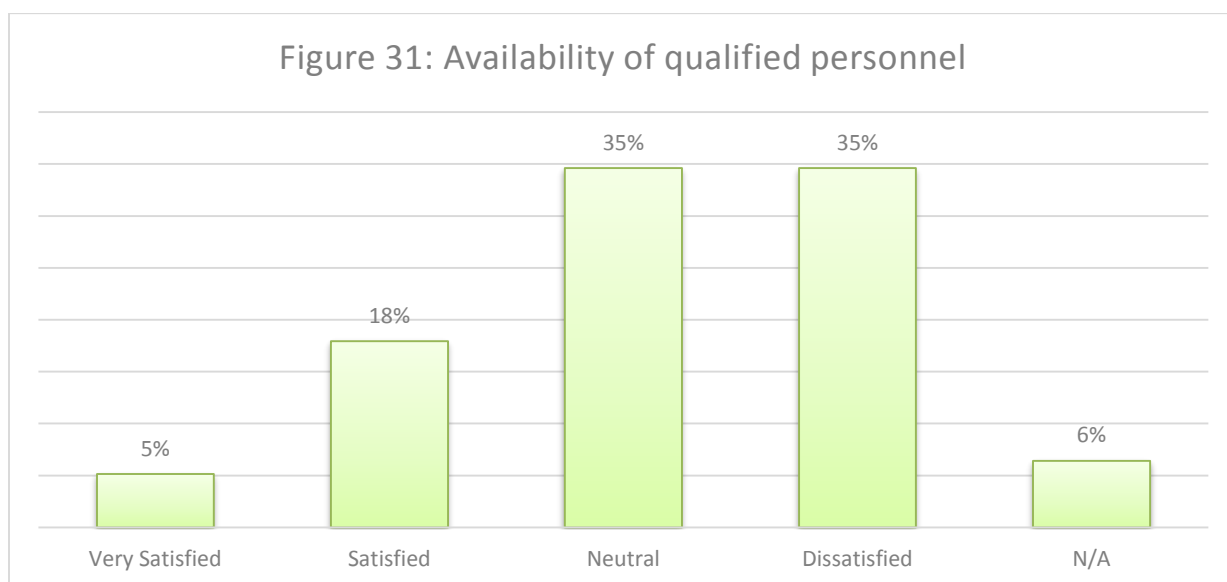
Likert scale questions are questions which typically have a range of answer options — from one extreme attitude to another, like “extremely likely” to “not at all likely.” Typically, they include a moderate or neutral midpoint. Likert scales are widely used to measure attitudes and opinions with a greater degree of nuance than a simple “yes/no” question and are considered one of the most reliable ways to measure opinions, perceptions, and behaviors.



Overall, the majority of businesses (52%) that participated in the Business Climate Survey rated the local business climate as satisfied or very satisfied. This question prompted the highest level of satisfaction out of the Likert scale questions. Only 17% of respondents indicated that they were dissatisfied with the local business climate.

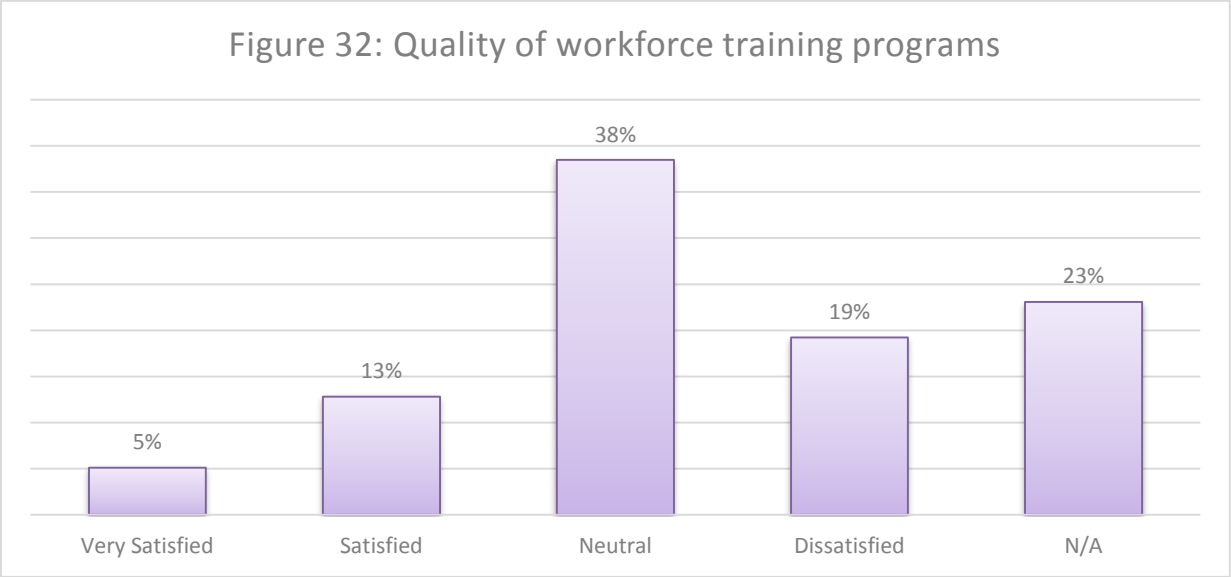


Not surprisingly, the availability of financing is not an apparent issue in Penticton as the city is well serviced by most major financial institutions, including boutique lenders. The rather large (18%) response rate of N/A would seem to indicate that many of the participating businesses are well capitalized and have not sought out capital or financing.

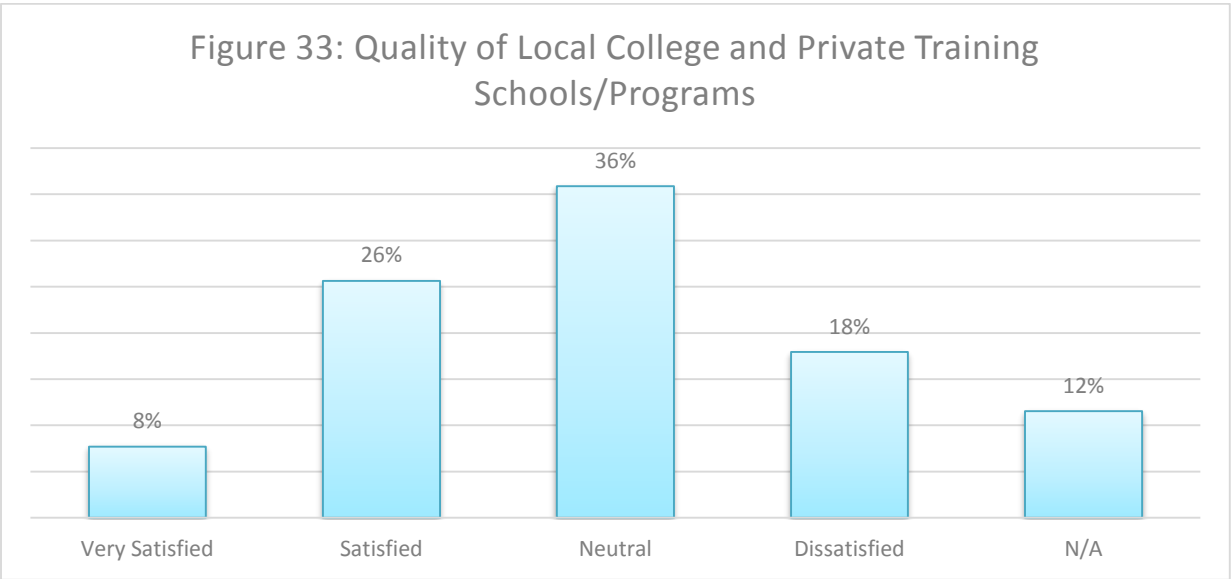


Not surprisingly, there is a moderately strong peak in the “dissatisfied” bar in this graph, which further reinforces the need for skilled labour in the community. It should be noted however that the majority of respondents are very satisfied to neutral, indicating that most businesses surveyed are happy with

the ability to find qualified personnel. The issue tends to arise when there are specific skilled labour shortages that the community is unable to address.

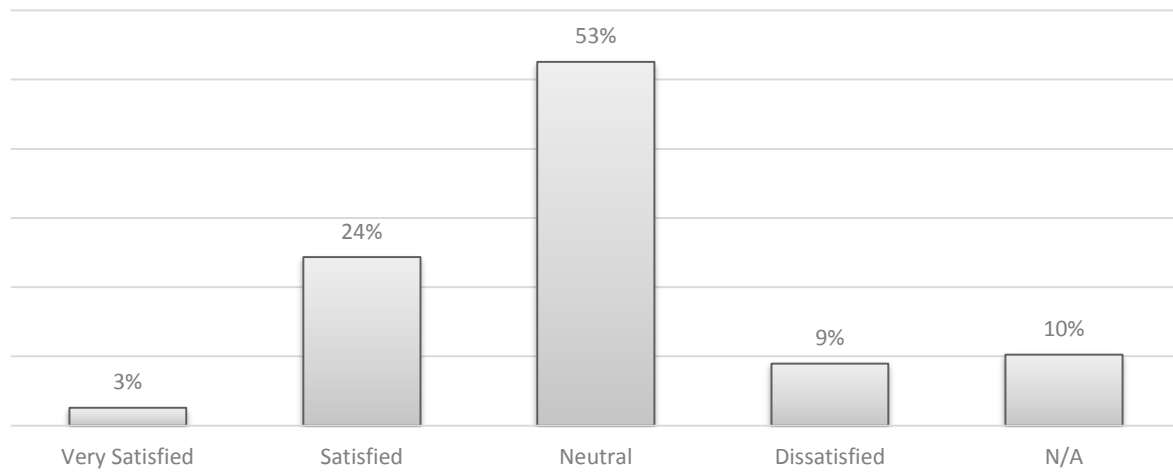


This graph indicates an overall sense of dissatisfaction with the quality of workforce training programs in Penticton. There could be an opportunity to investigate this further with future economic development projects.



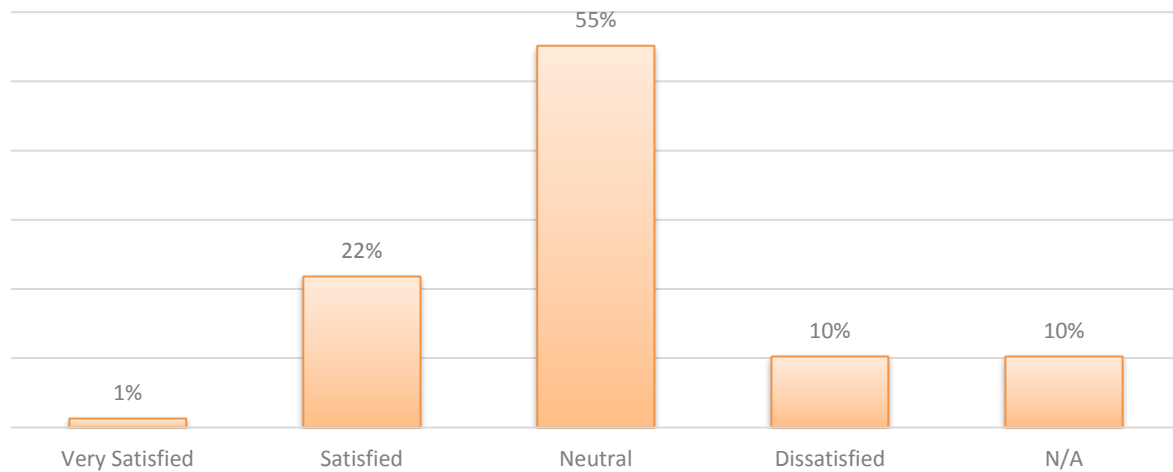
Overall, the business community would appear to be mostly neutral when it comes to the quality of the local college and private training schools, although there were some very positive comments made such as: *“Okanagan College Co-op program has been great. Students have good practical skills & are adaptive to learning.”*

Figure 34: Municipal tax structure



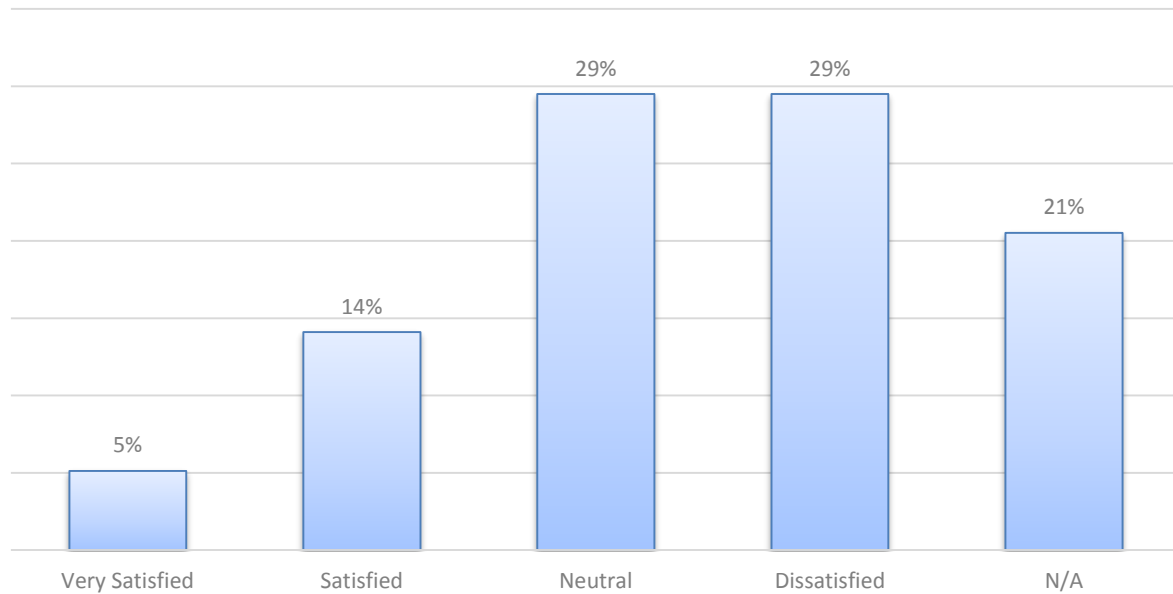
The municipal tax structure was overall regarded as acceptable, with some respondents commenting that they are satisfied to very satisfied with the municipal tax structure. Only 9% of the participants indicated that they were dissatisfied with the municipal tax structure. Generally people are never happy with taxes, given that assumption, these results are really fairly positive.

Figure 35: Provincial tax structure



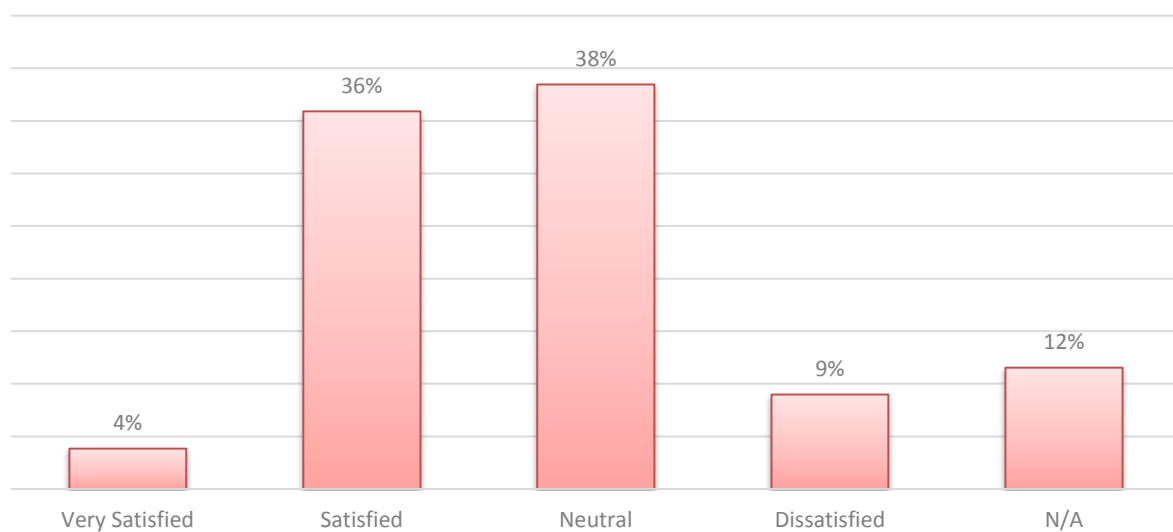
The provincial tax structure was overall regarded as acceptable as well with some respondents once again commenting that they are satisfied to very satisfy. Only 10% of the participants indicated that they were dissatisfied with the provincial tax structure indicating a slightly higher level of dissatisfaction when compared to the municipal tax structure.

Figure 36: Site development & building permitting



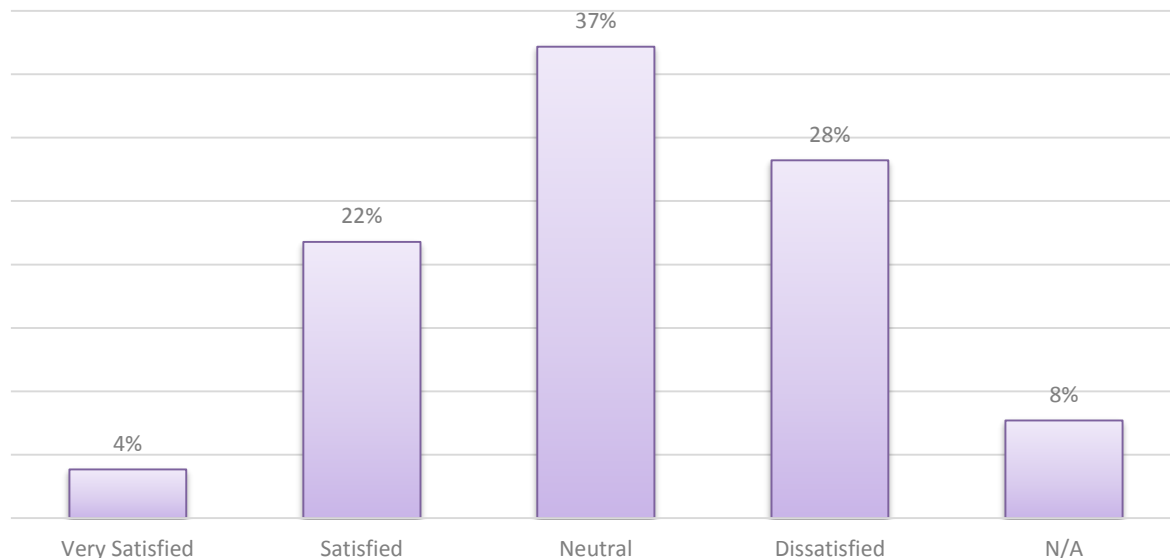
The responses to this question very much support the trend which was noticed in early questions; business are not happy with the current site development and building permitting processes. This was the highest level of dissatisfaction measured out of the Likert scale questions, with nearly 1/3 of the respondents indicating that they are dissatisfied with the current system.

Figure 37: Public water/sewer



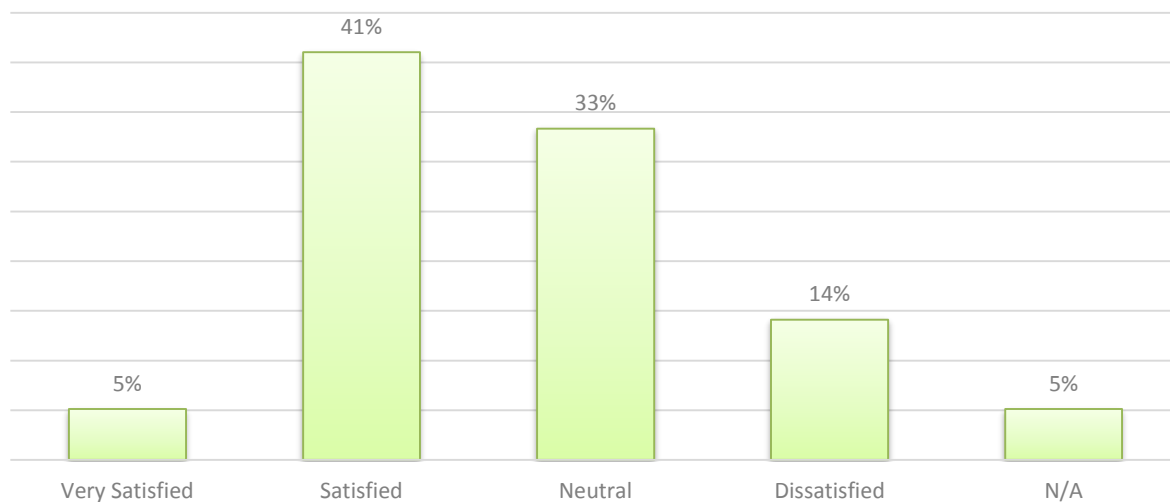
Overall infrastructure and utilities are regarded as satisfactory to neutral by the business community in Penticton.

Figure 38: Cost of utilities (electric and gas)

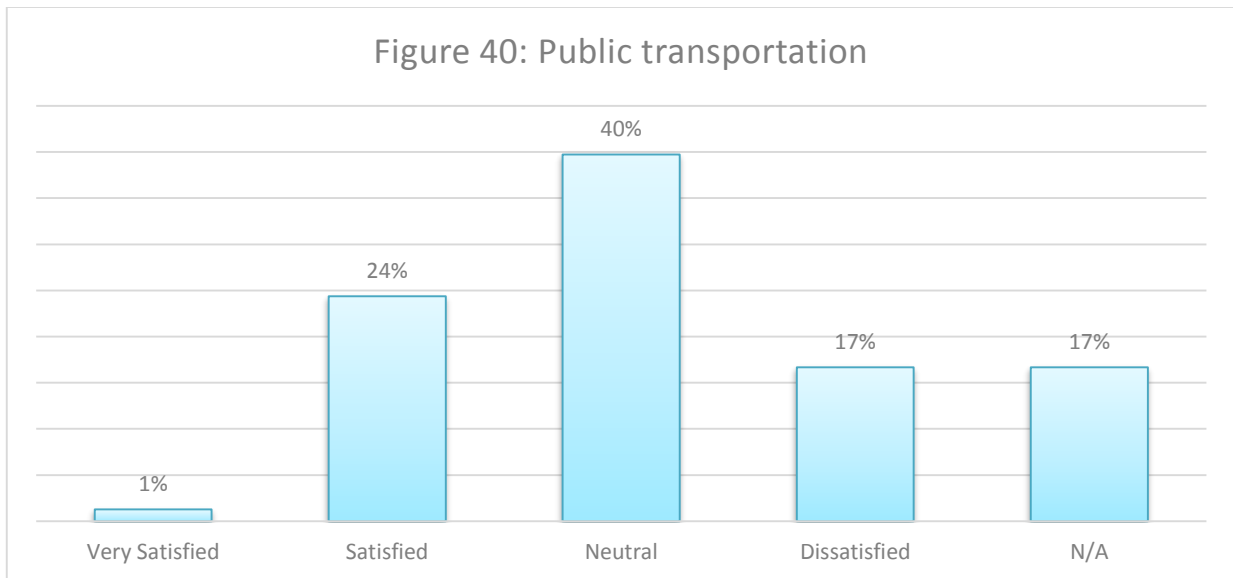


This question prompted the second highest response of “dissatisfied” measured out of the Likert scale questions, with nearly 1/3 of the respondents indicating that they are dissatisfied with the cost of utilities in Penticton. Still, the majority (59%) of respondents consider the current cost of utilities as satisfactory to neutral.

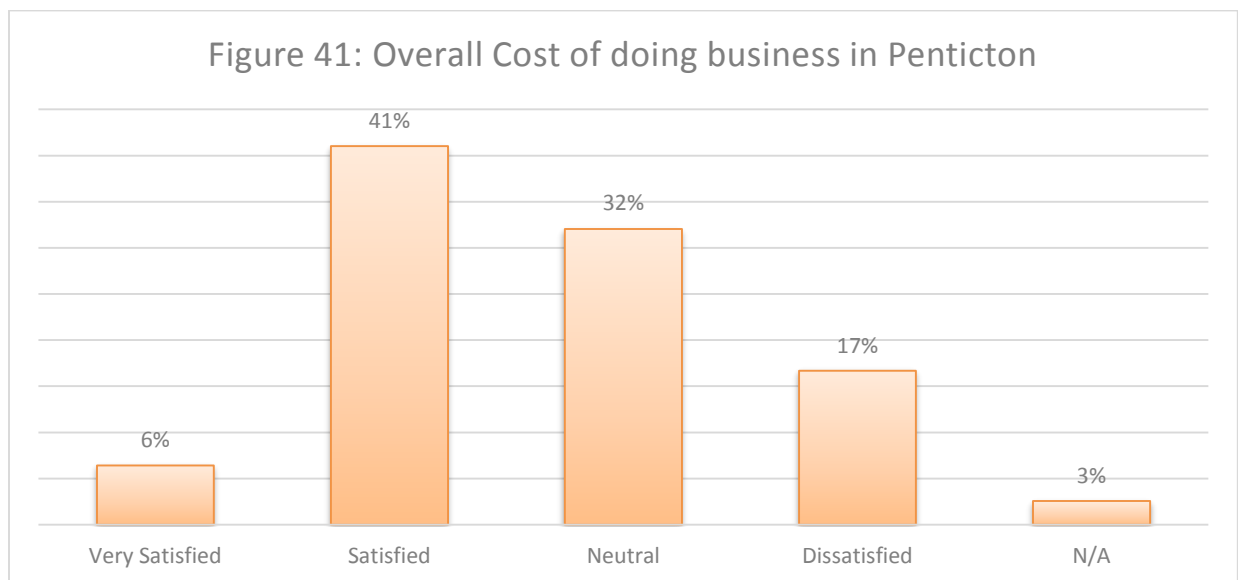
Figure 39: Local roads and highways



The graph above clearly indicates the satisfaction of the business community with the transportation infrastructure in and around Penticton. This was the third highest satisfaction rating out of the Likert scale questions. Only 14% of respondents indicated that they were dissatisfied with local roads and highways.



Public transportation in Penticton was regarded by participants as mostly neutral, with about a quarter of the businesses feeling satisfied and the other quarter feeling dissatisfied. This division is probably a result of location differences as geographic locations have a major impact on servicing (ie. In the business on a bus route?). Some of the frustrations and opportunities around public transit were commented on in earlier qualitative questions.



Overall, the majority of businesses (47%) that participated in the Business Climate Survey rated the local business climate as satisfied or very satisfied. This question prompted the second highest level of satisfaction out of the Likert scale questions. Only 17% of respondents indicated that they were dissatisfied with the overall cost of doing business in Penticton.

■ Economic Base Analysis

Definition and Explanation:

Analyses of the local economy helps stakeholders better understand what impacts certain changes have on the community. This is significant as there is often a limited amount of resources available in a community and it is important for stakeholders to be able to maximize these limited resources. It is also very helpful background information for the creation of an economic development strategy. It should be mentioned however that the following calculations represent a very “high level” attempt to get a concept of the Community Economic Base Ratio and Economic Base multiplier, given the limited amount of data collected during this Business Climate Survey. The following was intended to be used for discussion purposes only.

An Economic Base Analysis is a well-accepted tool for measuring the contribution of various industry sectors and relates their specific impact on the economic development of the community as a whole.

One of the most commonly used economic models to describe the functioning of local markets is Economic Base Theory. In this model, all businesses in the local economy are described as either “Basic” or “Non- Basic” industries as outlined below:

“Basic” industries are exporting companies, those businesses and industries producing goods and services for sale in markets outside the local economy. For example, they include agricultural operations, resource industries, manufacturing and tourism. The sales revenue generated by these industries represents “new money” to the local economy adding to the wealth already circulating in the community. Through wages and salaries and the purchase of goods and services locally this new money is distributed throughout the community, stimulating the growth and development of other businesses in the local economy.⁷

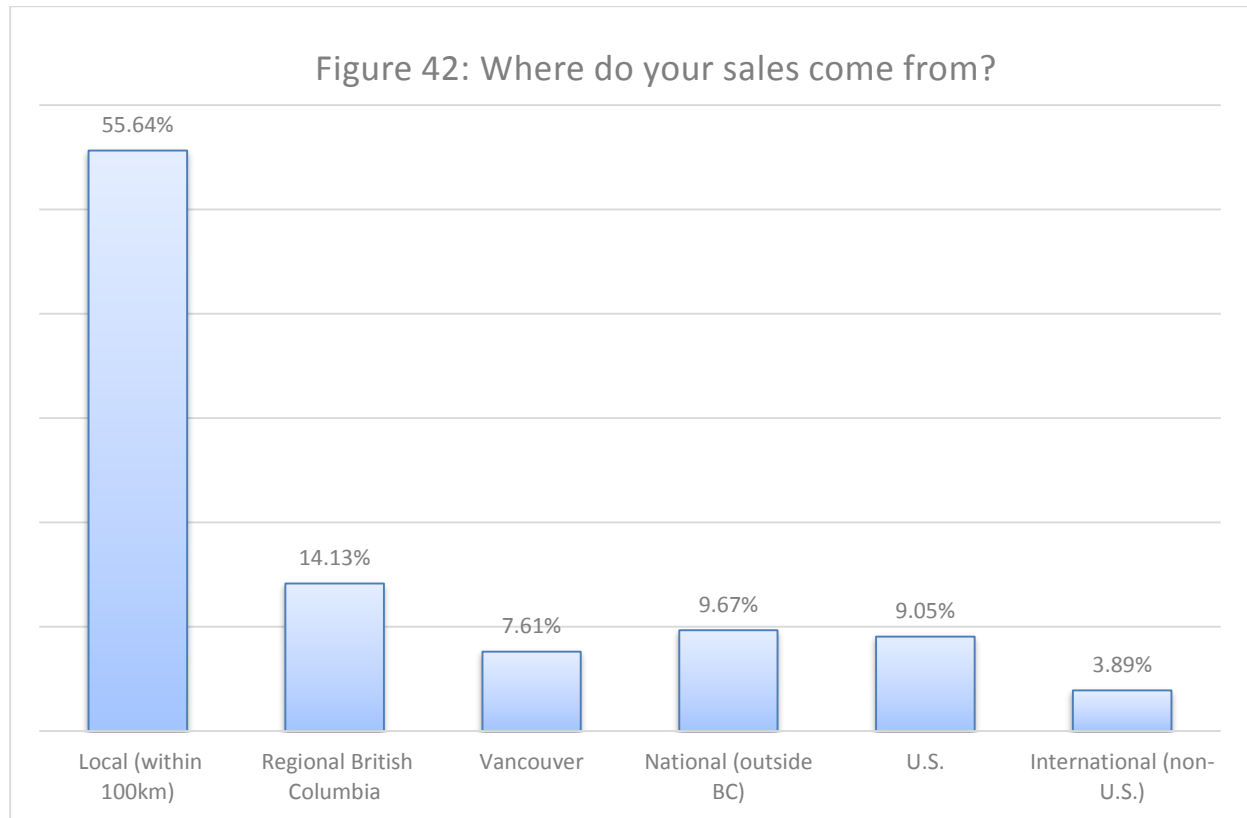
“Non-Basic” industries are those companies that serve primarily local customers. They include most retail, personal and business services as well as health care providers, elementary and secondary education, etc. They are important to the local economy because they act to redistribute wealth throughout the community. We often find “Basic” elements in “Non-Basic” industries. For example a “big box” retailer has the ability to attract customers from outside the community. In this instance, a portion of their business is “Basic”⁷.

Why is the basic/non-basic distinction important? Economic base theory asserts that the way to strengthen and grow the local economy is to develop and enhance the “basic” sector. The “basic” sector is therefore identified as the “engine” of the local economy⁷.

For simplicity’s sake, the definition and explanation of an Economic Base Analysis will be left at that. Further information is widely available online and in economic reference materials should the reader have any further interest.

⁷ Mathew Fischer and Associates Inc. Economic Development Solutions, April 11th, 2005

Calculations:



Looking at the information presented in the graph above regarding the source of sales by percentage, one could infer that all sales not accounted for in the group "local" can be classified, by the definition previously mentioned, as "Basic".

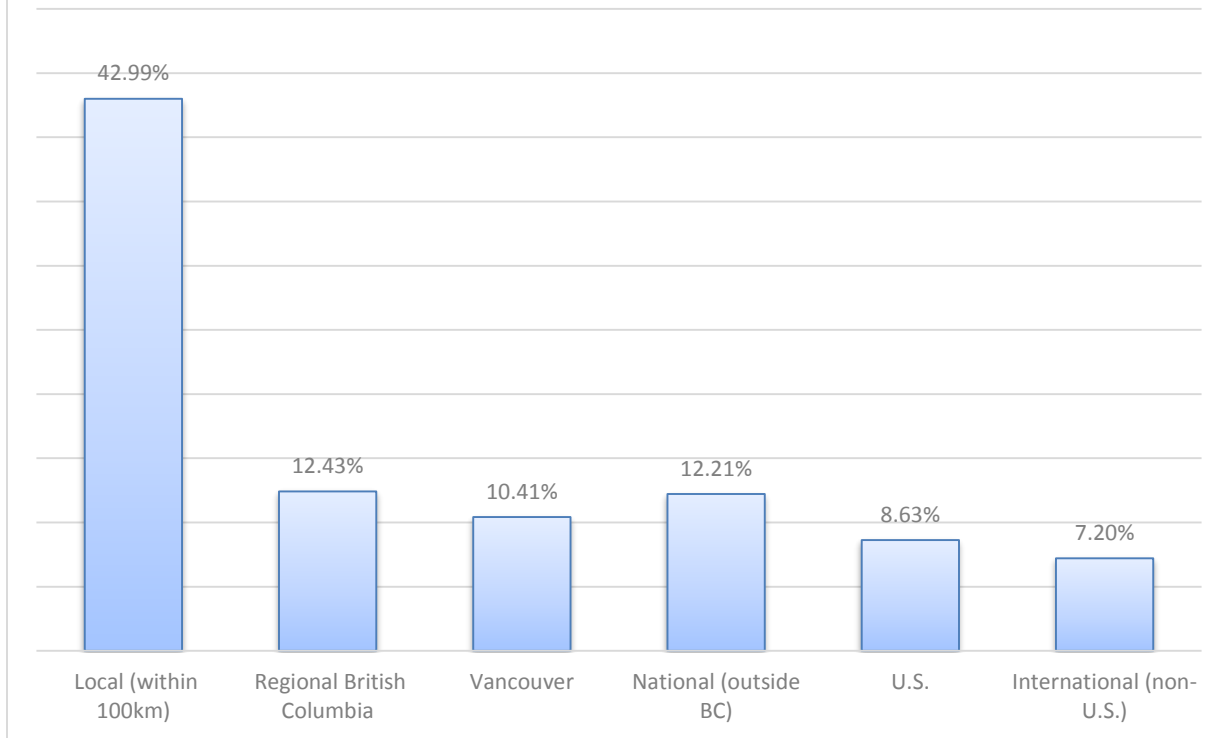
Using the Minimum Requirements Approach we can use these percentages of "Basic" vs. "Non-basic" to calculate the Community Economic Base Ratio as follows:

$$R = \frac{E_{cb}}{E_{cn}} = \frac{44.36\%}{55.64\%} = 0.797$$

The Economic Base Multiplier can be calculated as follows:

$$M = \frac{1}{1 - \left(\frac{E_{cn}}{E_c}\right)} = \frac{1}{1 - \left(\frac{55.64\%}{100\%}\right)} = \frac{1}{0.4436} = 2.25$$

Figure 43: Where do you source your supplies?



The same calculations can be completed using the information presented in graph above regarding the average source of suppliers by percentage; one could infer that all suppliers *not* accounted for in the group “Local” can be classified, by the definition previously mentioned, as “Basic”.

Using the minimum Requirements approach we can use these percentages of “Basic” vs. “Non-basic” to calculate the Community Economic Base Ratio as follows:

$$R = \frac{E_{cb}}{E_{cn}} = \frac{50.88\%}{42.99\%} = 1.184$$

The Economic Base Multiplier can be calculated as follows:

$$M = \frac{1}{1 - \left(\frac{E_{cn}}{E_c}\right)} = \frac{1}{1 - \left(\frac{42.99\%}{100\%}\right)} = \frac{1}{0.5701} = 1.75$$

Economic Base Analysis Conclusions:

The first obvious and very interesting point that should be noted is that although these calculations were based on very different questions, the solutions were surprisingly similar. This would lead one to believe that these calculations are a fairly reasonable approximation of the actual Community Economic Base Ratio and Economic Base Multiplier, given the very limited data collected during this BR&E Survey.

So what do these numbers mean? The Community Economic Base Ratio is used to draw broad inferences about the relationship between basic jobs (those which draw money into the local economy) and non-basic jobs (those which circulate the money within the economy). In other words, given these results, one could infer that for every “basic” job there are 2.25 non basic positions supported. If 100 new basic positions become available in Penticton and are filled, 225 new non-basic positions will also become available too.

The Economic Base Multiplier follows a similar principle, but looks at a total number of jobs created in a community, not just the new non-basic jobs. In this case, with both calculations, the Economic Base Multiplier was calculated to be 1.75. This would mean that for every 100 basic jobs created and filled in a community, the overall impact would be 175 new positions supported in the community.

Although the accuracy of these calculations could be questioned, given the small population sampled, one can still draw a relevant conclusion: the creation of new “basic” jobs in the Penticton region will result in an overall increase in the economy, which is greater than the sum of those positions alone. In other words, those basic positions will support the creation of other non-basic positions in the community. This is more commonly referred to as “economic spin-off impacts and opportunities”.



■ Methodology

O’Leary and Associates, an economic development consulting firm, was retained to work with the economic development staff at the City of Penticton to complete the first Business Climate Survey in the city of Penticton.

This survey was conducted through a combination of in person interviews followed up with an online survey. In all, 90 businesses participated in the surveys (100 participated in the in person interviews with 90 respondents to the Business Climate Survey online.)

The in-person interviews consisted of eight “open ended” questions that were designed to start a dialogue. The first half of these questions were based on the past or present with the remainder projecting forward into the future.

The objective of these open-ended questions was merely to start a dialogue regarding the economy in Penticton. The respondents were encouraged to take the conversation wherever they were interested; the goal being to ensure that respondents were not limited to the “set” answers or questions provided in the online portion of the BR&E Survey. This way all valuable thoughts and input provided from the participants were captured.

The online portion of the survey consisted of more raw quantitative data which was used to update our database and for calculations and graphs utilized to determine key trends and observations in this report.

The overall goal of the Business Climate Survey was multi-pronged:

First of all, it was a chance to visit a large number of businesses in town to establish or strengthen a working relationship between themselves and the City of Penticton. Part of this interaction was to instill a sense of support and commitment to their success in the community. Our goal was to ensure that local businesses realize that the City of Penticton is a valuable support service available to them and to make sure that we are “top of mind” when they encounter any obstacles to growth or expansion.

The second goal was to identify major issues and trends in the local economy. This data will be used to help identify key strategic directions for the City of Penticton to focus on and investigate further in the coming years.

The third goal was to collect valuable data that we could use to track the economy of Penticton, both qualitatively and quantitatively. This data will be shared with partner organizations in Penticton to help build the best support network available to local businesses.

Lastly, valuable marketing information about what makes Penticton such a great place to start or operate a business, straight from other business owners’ own experiences was collected. This information will be used to help attract other new businesses to this vibrant community.

Both the online and qualitative surveys are attached in the appendix of this report.

The process of how this was accomplished is outlined below:

Creation of the Business Climate Survey

A Business Climate Survey specific to the City of Penticton was drafted and finalized at the beginning of this project. Part of this process involved early engagement with different city departments as well as community partners to ensure that the project was launched on the best footing possible. These activities included:

- Creation of a draft survey based on best practices and previous project experience.
- Identifying any missing or sensitive material that needs to be either added to or subtracted from the draft.
- Identifying key players inside the City of Penticton as well as community stakeholder group partners that should be engaged in the Business Climate Survey project.
- Engaging these partners in the process by offering them the opportunity to review the survey in advance of the project as well as to add a question they would like answered.
- Providing opportunity for the Economic Development & Prosperity Taskforce to review the survey in advance of the project and to add feedback.
- As part of this engagement, we asked that these partners help us to connect to the business community.
- Once this draft survey was finalized, an online component of the survey was created, along with an “interview script” for the interviewer.

Developing an Engagement and Communications Strategy

To ensure maximum participation and exposure, an engagement and communications strategy was developed. A Business Climate Survey is an excellent opportunity for the Economic Development Department and the City of Penticton to engage the business community and show them that they are willing to listen to their feedback. This Engagement and Communications Strategy included the following:

- Engaging the Marketing and Communications lead at the City of Penticton.
- Reviewing of current planned marketing activities and available staff time and budget.
- Providing examples of best practices and what has worked in other communities.
- Brainstorming other innovative ways to maximize this opportunity.
- Developing a landing page, which businesses can be re-directed to from the marketing content in order to gauge effectiveness of the campaign.

Administering the Business Climate Survey

The bulk of the survey administration was completed by Jennifer Vincent, Economic Development Specialist, along with support from Hugh McClelland, Economic Development Consultant. This arrangement made the most sense for the economic development office as one key benefit of an exercise such as this is the relationship building. This task included:

- Building out a target list of businesses, with the goal of engaging 100 of them in the Business Climate Survey, while making efforts to get representation for a good cross section of industries.
- One full day of interviews was lined up so that Jennifer could shadow the interview process with O'Leary and Associates Ltd, in effect training for how to administer the Business Climate Survey.
- Once this initial training session was completed, Jennifer began to line up and complete surveys on her own, with ongoing support, when needed, from O'Leary and Associates Ltd.

Compiling and Presenting Results from the Business Climate Survey

Once the Business Climate Survey was completed, O'Leary and Associates Ltd. worked with the Economic Development Department staff to compile the results in an easy to read public report. As the report was being completed, public and city council presentations were being planned. Specific actions are outlined below:

- Working with Economic Development Department staff to compile the results in an easy to read public report.
- Working with Marketing and Communications staff to roll out a media release and public engagement session.
- Working with the Economic Development Department to present the findings of the Business Climate Survey.



■ Key Findings

While analyzing the data collected during this survey, certain key trends and themes became quite apparent. These recurring responses encompassed both opportunities and challenges facing Penticton, both in the past and into the future. These are outlined in more detail in the following section.

Penticton's economy is very strong and anticipated to continue to grow in the near term. It appears as though Penticton is currently experiencing a period of very strong growth. Over half of the businesses surveyed have expansion plans in the next 12 months. Only 7% of businesses foresee any downsizing at their Penticton facility in the next 12 months. Ninety six percent (96%) of businesses are anticipating positive to very positive projected change in sales over the next year.

Overall, the City and Development Services were regarded as improving systems and making efforts to foster relationships with businesses. Certain staff & management at the City who were cited as positive forces in the improvement of the city's relationship with businesses.

Penticton is viewed by existing businesses as a great place to own and operate a business for a variety of reasons. Highlights of these advantages include: The friendly and supportive people, proximity to major markets, lifestyle, the local booming economy and the low cost of living when compared to the Lower Mainland and Kelowna.

Skilled labour continues to be a key issue facing local business. The availability of skilled labour particularly around Trades, Sales and Marketing, Hospitality, Management and IT Professionals continues to be a concern for businesses. This situation is expected to only grow worse with an anticipated increase in future job opportunities as the community grows, coupled with an aging workforce. There could be an opportunity for the economic development office to support businesses with HR policies and procedures as nearly half of the businesses surveyed do not have basic practices in place.

There is a lack of affordable housing in Penticton, which is directly impacting the ability of businesses to find labour. Housing is typically associated with residents, which is not in the City of Penticton's Economic Development scope, which has its focus in business support. In this scenario however, when housing is related to labour supply, there is a direct correlation to business expansion and retention. Labour supply and housing were again mentioned consistently and often together:

"There is no affordable housing for my staff who are largely younger and earn less, so this is a major problem unless they are lucky enough to be able to live with their family".

Businesses' biggest frustration with the City of Penticton is the permitting and licensing processes at City Hall. Although businesses felt things were getting better, the number one complaint about the city was specific to these processes with two main themes arising: Inconsistency and "goalpost-moving" along with "poor upfront communication/information" regarding the process. *"Building Permit & subdivision process needs to be up front & clear. Needs a checklist. Departments need to stick to 'original goalposts'"*

The City of Penticton should take a more active role in supporting entrepreneurship and new businesses. Two main themes emerged under this finding: the first is a perception of an influx young people trying new ideas, across all industries, which are viewed as a fantastic resource which the community should capitalize on. The other theme related to a general feeling of a lack of support programs and information supplied by the City for new businesses.

There are mixed feelings and perceptions regarding the major economic drivers for Penticton's economy. There was a diversity of opinion on what the major drivers of the economy are, but there were consistent opinions that people incorrectly assume tourism is driving the economy, when in fact they feel it is likely not the major economic contributor. An economic impact study could prove to be useful information for future economic planning.

There was a consistent feeling that the city needs to do a better job with communication. Businesses felt that the city has not been doing a very good job educating the public about decisions and generally communicating with businesses. One comment which captured this feeling is: *"Communicating is not working. It is so important & strategic. It is important to remember that it isn't about volume but it IS about effectiveness"*. This was reinforced by the feeling that there needs to be an improvement in the online presence of the City and economic development office.

There is a feeling that negative conversations getting too much airplay in Penticton. The business community feels that there is a tendency of media to gravitate to negative publicity, which has an overall effect on the general morale of the community. Further, there is a feeling that the city has a responsibility to *"leverage accolades & good news"* and play an active part in the communications in Penticton. Otherwise it was felt that the effect was *"Frustration by the 'silencing' that is caused by a mob of strong opinions and how taking an opposition stance could harm business"*.

Parking was mentioned as a consistent frustration, mostly in the downtown core. Comments related to parking include: *"Is parking being factored into future planning? How do we keep downtown accessible during the busier seasons? Is there a bigger vision??"* and *"(I have) been frustrated enough by downtown parking challenges that I choose not to go downtown whenever possible"* Lastly *"City Hall parking is so much more complicated for drop in business to occur... removal of the Main St spots due to revite has been problematic."* It should be mentioned that not all comments in relation to parking were negative and that some business owners felt that parking was often called out as being problematic, but reality it wasn't an issue: *"Parking on Main St is unnecessary and negatively affects the atmosphere of the street front shoppers and café-goers."*

The seasonality of Penticton's economy is viewed as both a current impediment and future opportunity for Penticton. Businesses are eager to explore possibilities to extend the season or create year-round attractions to diversify and normalize the economy. Some examples of comments include: *"...seasonality of Penticton hugely affects business and employment options"* and *"Build a 365 day a year destination. So much potential to activate year round excitement. Put a greater focus on off-season"*.

Penticton is a city supported by great infrastructure and the business community would like to see the creation of more bike lanes and improved transit. The people of Penticton are passionate about biking and that was evident through the comments made, such as: *"Bike systems need to have focus on commuting"* and *"Bikes are great for tourists & residents alike"*. This was coupled by feelings of unrecognized opportunities and the need for improvements in the transit systems: *"South Okanagan Transit System: an effectively efficient transit system in the South OK would address labour and housing issues and would support business and tourism."*

There could be an opportunity for the Economic Development Department to support small businesses with succession planning. This is a consistent problem with small businesses in BC. Many small businesses in BC are owned by an aging demographic who are now starting to look for exit strategies with their businesses. There are ways in which an economic development office can effectively support small businesses with succession planning and they should be investigated.

Related to the key finding above; **the business community feels that there is a major opportunity and role for the economic development department with regards to storytelling and pride of place.** The business owners who participated in this survey are clearly very proud and supportive of Penticton as a whole, but they feel that so much more could be done to tell the rest of the world about what a great place Penticton is as well as educate people internally by celebrating businesses and success stories.

Support for local businesses, better availability of local business data and a better online presence were also key themes emerging from the comments as related factors. Some comments included: *"Would like to know how to find small business resources more efficiently. Should be on demand and readily available."* And *"Technology improvements could reduce panic and empower people to find their own answers, therefore reducing the load on front line city staff"*.

Penticton businesses see opportunity in diversifying the local economy through business attraction. Remote workers were also mentioned as attraction options to diversify the economy. Some related comments: *"Attract cleantech, knowledge workers, startup."* and *"The local growth of the wine industry will be linked to better use of existing technology and development of new technology and businesses"* lastly *"Encourage more hubs for remote & independent workers such as shared & coworking spaces."*

Downtown safety was mentioned as a concern and a possible factor which is holding back the growth of Penticton. There were some consistent comments that there was a feeling that the RCMP could be doing a better job having a presence downtown: *"It can be hard to get RCMP to come late at night when they are needed"* and *"It would appear that the working relationship between the City & RCMP is poor. If the City pays for RCMP services, then better oversight is required."*

Penticton attracts young energetic people and that it needs to do a better job of engaging, supporting and retaining them as they not only represent labour (which is in demand) but are also the future of the economy. Comments include: *"Capitalize on momentum of exodus from big cities. Recognize the demographic shift is happening and encourage it."* And *"Lifestyle attracts very qualified talent - can we build on this?"* lastly *"Gain a better understanding of what a young worker/family who are new to the area would need to land and settle successfully. Ensure there are programs and services to meet that demand"*.

The last theme which is really linked to attracting young people, labour and diversifying the economy is capitalizing on and **continuing to grow and maximize the arts, culture, greenspace and natural playground that helps Penticton stand out from other communities.** An example comment is: *"Build more into the downtown core: arts & entertainment center. Just as we have attracted the athletic market, there is also a huge opportunity with the arts: culinary, visual, performance"*.

Other findings:

- **99% of the businesses surveyed anticipated that their workforce would either remain the same (56%) or grow in the near future (43%).**
- **Only 20% of the businesses surveyed currently employ newcomers.** This could indicate that there is an opportunity to work with existing employers, who are experiencing labour shortages, to access programs to attract skilled labour.
- **As much as 22% of participants could be planning to reduce their local workforce within the next couple of years.** There could be a number of reasons for this reduction, one of which could be the lack of available labour locally. This could also be an indication of the growing remote worker phenomenon, where employers do not care where their workforce is located, as long as they have the abilities to deliver on their commitments to the company.
- **Only about half of the businesses surveyed had effective HR policies in place.** Based on these findings, there could be an opportunity for the economic development office to investigate programs to assist businesses with attracting, hiring and retaining employees to help reduce the labour supply issues facing Penticton businesses.
- **27% of respondents indicated that they were actively looking for new local suppliers.** This question was followed by another which asked for respondents to list any specific suppliers they had in mind. This list was very diverse and will be used by the economic development office when looking at attracting new businesses to town.
- **6% of businesses surveyed indicated that they expected to close their doors in the next 12 months if things did not change.** 7% of businesses indicated that they *might* have to close their doors in the next 12 months if things did not change (figure 19). The economic development department will be following up and working with these companies to assist in any way they can.
- **Succession planning was mentioned as an area where support was needed.** There are ways in which an economic development office can effectively support small businesses with succession planning and they should be investigated.

- **Access to family doctors was mentioned as a factor holding back Penticton.** Doctor attraction is competitive as only so many new family doctors graduate each year and almost all communities are vying for them. Doctors are also understood to be a community foundation block as access to a family doctor is one of many determining factors for many people moving to a new city or town. There are some initiatives that can be spearheaded by the economic development department regarding doctor attraction and they should be investigated for future operational plans.
- **Overall infrastructure and utilities are regarded as satisfactory to neutral by the business community in Penticton.**
- **Nearly 1/3 of the respondents indicating that they are dissatisfied with the cost of utilities in Penticton.** Still, the majority (59%) of respondents consider the current cost of utilities as satisfactory to neutral.
- **There is an overall sense of dissatisfaction with the quality of workforce training programs in Penticton.** There could be an opportunity to investigate this further with future economic development projects.
- **The municipal tax structure was overall regarded as acceptable, with some respondents commenting that they are satisfied to very satisfied with the municipal tax structure.** Only 9% of the participants indicated that they were dissatisfied with the municipal tax structure. Generally people are never happy with taxes, given that assumption, these results are really fairly positive



APPENDICES

APPENDIX 1: QUALITATIVE BUSINESS CLIMATE SURVEY QUESTIONS:

- How do you find doing business in Penticton?

- What is your sense of the Business Climate in Penticton?

- What are your major frustrations?

- Economic Outlook:
 - What do you think is holding Penticton back?

 - Where do you see opportunities in Penticton?

- Are there any improvements with infrastructure or city you require?

- Are there any companies you know of in Penticton that we should talk to?

- Is there anything we can do to help?

APPENDIX 2: QUALITATIVE BUSINESS CLIMATE SURVEY QUESTIONS:

2017 City of Penticton Business Climate Survey



You are helping to shape Penticton's future by completing this survey

The information collected in this survey process will be used to:

- help identify any immediate business concerns/issues
- build community capacity to sustain growth and development
- identify key strengths associated with doing business in the City of Penticton in order to help further market the city as a place to do business
- identify areas to shift our strategic focus going forward
- present findings of the survey to various levels of government, advocating on behalf of the business community

This survey should take approximately 15 minutes to complete.

Participation in the City of Penticton Business and Retention Survey (BR&E) is voluntary.

All data collected through this survey is kept strictly confidential and is stored on secure servers located only in Canada. Respondent identities are never revealed in any report or presentation of findings.

There are 43 questions in this survey.

Company Profile

*What is the Company Name?

FD

*Where is the Company located?

Street Address

DF

Postal Code

SF

*Please complete the following contact details

Main Company Number

SFd

Main Email Address

SFD

Company Website

SFD

Previous

Next

Respondent Information

Your personal details will never be shared in any reports or presentation of findings.

What is your name?

First Name

Last Name

*What is your title?

What is the best number to contact you on?

ⓘ Only numbers may be entered in this field.

*What is your email address?

Previous

Next

Company Information

Help us to better understand your company structure and products/services.

*What Industry category do you best fit into?

Choose one of the following answers

Please choose...

*How long has this business been in operation?

Choose one of the following answers

- ☐ Less than 1 year
- ☐ 1-5 years
- ☐ 6-7 years
- ☐ 8-10 years
- ☐ 11-15 years
- ☐ 16-25 years
- ☐ 26-35 years
- ☐ 35-50 years
- ☐ 50+ years
- ☐ Other:

*Where are your company's headquarters located?

Choose one of the following answers

Please choose...

What is the name of your parent company (if different)

*What are the primary functions at this local facility?

Choose one of the following answers

- ☐ Corporate Headquarters
- ☐ Distribution
- ☐ Divisional Headquarters
- ☐ Regional or Local Office/Branch
- ☐ Engineering/R&D
- ☐ HR/Admin
- ☐ IT
- ☐ Manufacturing and Fabrication
- ☐ Sales/Marketing
- ☐ Warehousing
- ☐ Retail
- ☐ Providing Service
- ☐ Education
- ☐ Other:

*Is this a foreign owned/invested company?

Yes

No

Previous

Next

Workforce Questions

*How many employees do you have in the city of Penticton?

Full-time employees - year round

Full-time employees - seasonally

Part-time employees - year round

Part-time employees - seasonally

Contract

Relief/On Call

Casual

🔍 If none, please enter 0

*Is the size of your workforce

🔍 Choose one of the following answers

- ☐ Growing (the company is actively hiring staff)
- ☐ Maintaining the same size
- ☐ Shrinking (the company is downsizing staff)
- ☐ Other:

*What is your projected number of employees in the next 12 months?

🔍 Only numbers may be entered in this field.

What positions are the most difficult to recruit locally?

Please separate multiple entries with a comma

*What Human Resources processes do you currently have in place?

Check all that apply

- ☐ Employment Agreement or Contract
- ☐ Employee Handbook
- ☐ Welcoming & orientation process
- ☐ Performance review program
- ☐ Identified behavioural values and expectations for employee accountability
- ☐ We do not currently have formal processes. Instead we build them custom for each employee
- ☐ Other:

Select any that apply

*Do you currently employ any newcomers (immigrants with visas/permanent residency/or new Canadians)?

Check all that apply

- ☐ Yes
- ☐ No
- ☐ Other:

Previous

Next

Facility Information

*Do you have any expansion plans in the next 12 months

📌 Check all that apply

- ☐ Yes
- ☐ No

*Do you foresee downsizing at this location in the next 12 months?

📌 Check all that apply

- ☐ Yes
- ☐ No

What factors are affecting the projected changes?

📌 Comment only when you choose an answer.

- | | |
|--|----------------------|
| <input type="checkbox"/> New product/service being added | <input type="text"/> |
| <input type="checkbox"/> Product/services being reduced | <input type="text"/> |
| <input type="checkbox"/> Employee numbers are being increased | <input type="text"/> |
| <input type="checkbox"/> Employee numbers are being reduced | <input type="text"/> |
| <input type="checkbox"/> Injection of investment/funds | <input type="text"/> |
| <input type="checkbox"/> Reducing expenses | <input type="text"/> |
| <input type="checkbox"/> Significant business direction change | <input type="text"/> |
| <input type="checkbox"/> New company ownership/leadership change | <input type="text"/> |
| Other: | <input type="text"/> |

* Do you Rent or Own?

Check all that apply

- ☐ Rent
- ☐ Own

Previous

Next

Sales and Supplies

* Where do your sales come from?

Only numbers may be entered in these fields.

% Local (within 100km)

% Regional British Columbia

% Vancouver

% National (outside BC)

% U.S.

% International (non-U.S.)

Please enter percentages that add up to 100%

*What is your projected percentage change of sales over the next year?

Choose one of the following answers

- ☐ Increasing greater than or equal to 100%
- ☐ Increasing: 50% - 99%
- ☐ Increasing: 25% - 49%
- ☐ Increasing: 10% - 24%
- ☐ Increasing: 1% - 9%
- ☐ No expected change
- ☐ Decreasing: 1% - 9%
- ☐ Decreasing: 10% - 24%
- ☐ Decreasing: 25% - 49%
- ☐ Decreasing: 50% - 99%
- ☐ Decreasing greater than or equal to 100%

*Where do you source your supplies?

Only numbers may be entered in these fields.

% Local (within 100km)	<input type="text"/>
% Regional British Columbia	<input type="text"/>
% Vancouver	<input type="text"/>
% National (outside BC)	<input type="text"/>
% U.S.	<input type="text"/>
% International (non-U.S.)	<input type="text"/>

Please enter percentages that add up to 100%

* Are you looking for new suppliers to lower cost of improve your product?

📌 Check all that apply

☐ Yes

☐ No

☐ Other:

What Supplies or Resources can you NOT find in Penticton?

📌 Please separate entries with commas

What company or supplier could we recruit to lower your operating cost?

📌 If listing multiple companies, please separate with commas.

Previous

Next

Business Retention

*Within the next year, do you anticipate the company being recruited (convinced to move) OUT OF Penticton?

📌 Check all that apply

- ☐ Yes
- ☐ No
- ☐ Maybe

Would you elaborate why?

*Will you look to relocate some job functions OUT of Penticton over the next couple of years?

📌 Check all that apply

- ☐ Yes
- ☐ No
- ☐ Maybe

Would you elaborate why?

* Will you look to relocate some job functions TO Penticton from other locations over the next couple of years?

📌 Check all that apply

- ☐ Yes
- ☐ No
- ☐ Maybe

Would you elaborate why?

* If business does not change, will you have to close the doors in City of Penticton in the next 12 months?

📌 Check all that apply

- ☐ Yes
- ☐ No
- ☐ Maybe

Would you elaborate why?

*Please rate the following:

	Very Satisfied	Satisfied	Neutral	Dissatisfied	N/A
Availability of capital/financing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Availability of qualified personnel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of workforce training programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Quality of Local College and Private Training Schools/Programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Municipal tax structure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provincial tax structure	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Site development & building permitting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public water/sewer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cost of utilities (electric and gas)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Local roads and highways	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Public transportation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall Cost of doing business in Penticton	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall rating of local business climate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*What factors make your company successful in Penticton?

Are there any issues/needs that you'd like to raise with the City of Penticton?

Are you affiliated/accredited with any professional organizations, or members of any local business associations?

 Please separate multiple entries with commas.

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Submit