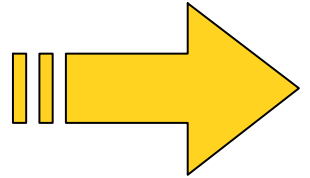


Moving Hampton Forward



**The Town of Hampton
Business Retention and Expansion Project**

Final Report

Prepared by: *Resilient Solutions*

July 31, 2010

Acknowledgements

Thank you to the members of the Business Retention and Expansion Committee for their commitment and support on this project: Gary Rent, Ken Chorley, Richard Malone, Clara Lights, Paul Beales, and Trudy Kelly Forsythe. Also, thank you to the members of the Economic Development Committee and the Town of Hampton for their active participation.

We would like to thank the following organizations for their financial support toward the BRE Project: ACOA, the Province of New Brunswick, Enterprise Fundy, and CBDC Charlotte/Kings.

Special thanks to the business owners of Hampton and all those who contributed their opinions and ideas to the '*Moving Hampton Forward*' Business Retention and Expansion program. Your input was greatly appreciated.

Executive Summary

Business Retention and Expansion (BRE) is a key component to effective economic development. The Town of Hampton has taken a proactive approach and initiated the implementation of a BRE project in the community. They have engaged *Resilient Solutions*, a New Brunswick based economic development consulting firm with extensive experience in BRE programs and a focus on impact and stakeholder ownership.

The BRE works to improve the competitiveness of local businesses by identifying and addressing their needs and concerns and building on business development opportunities. The Town of Hampton and *Resilient Solutions* wanted to move this project to the next level. They decided to also solicit opinions from the wider population to gain a better understanding of the overall business environment in Hampton.

The following report provides a detailed analysis of the information collected from existing business owners in Hampton, specific demographics such as Youth and Seniors, and the general consumer population around their perception of the business environment, challenges, and opportunities for the Town.

Hampton as a Place to Live and do Business

In 2006, the population of Hampton stood at 4004¹, up 0.2% since 2001. The demographic between 30 and 54 years of age accounted for 41% of the total population. This is a demographic that Hampton should focus on attracting and retaining.

The median family income in Hampton in 2006 was \$69,222. This is actually higher than the median family income in Sussex (\$43,992), Kings County (\$64,706), and New Brunswick (\$52,878). Individuals over 15 years of age earned a median income of \$24,690 in Hampton, which is also higher than the median income in Sussex (\$17,483), Kings County (\$25,797), and New Brunswick (\$21,534).

The proportion of the population in Hampton with post secondary education (57%) is higher than that of Sussex (43%), Kings County (51%), and New Brunswick (45%). 22% of people between the ages of 25-34 have a university certificate or degree.

The sales and service sector is the greatest employer of people in Hampton, accounting for 21% of the labour force. The business, finance and administration sector follows close behind employing 20% of the labour force, while the trades, transport and equipment operating sector provides employment to 15% of the able working population. 92% of people in the labour force in Hampton are working.

Method

A BRE committee was formed from members of Hampton's Economic Development Committee to oversee the project. Working closely with Resilient Solutions, a structured business survey was created as a means of beginning a dialogue with local businesses. Ninety businesses in total were contacted, and 60 businesses were interviewed by the end of the project. A public launch was held to introduce the public to the BRE project, with a website and Facebook page created to further engage the community in the project. A web survey was designed to solicit responses from the consumer population of Hampton, and three facilitated discussion forums were held for Youth, Seniors, and the general

¹ Statistics Canada 2006 Census

population. This myriad of information collection methods resulted in a richer, more representative data set with which to determine trends. The data was analyzed using primarily the Direct Count Method.

Results

i. Business Intelligence Survey

The Business Intelligence Survey (BIS) developed by Resilient Solutions and the BRE Committee was used in interviews with the business owners. It was determined that the positive aspects of operating a business in Hampton were:

<i>Positive aspects</i>	<i>Sub-themes</i>
1. Hampton itself as a place to do business (53 related responses or 88%)	<ul style="list-style-type: none"> • <i>Market potential</i> • <i>Geographical location</i>
2. People (38 related responses or 63%)	<ul style="list-style-type: none"> • <i>Friendly, small town atmosphere</i> • <i>Personal connections with people</i>
3. Business support (17 related responses 28%)	<ul style="list-style-type: none"> • <i>Public institution support to businesses</i> • <i>Business to business support</i>
4. Town and Council (6 related responses or 10%)	<ul style="list-style-type: none"> • <i>Attention to Healthcare</i> • <i>Helpful and supportive</i>

The business owners were subsequently asked about the challenges they faced operating a business in Hampton. The following table presents the most frequently observed responses:

<i>Challenges</i>	<i>Sub-themes</i>
1. Lack of space for businesses to rent or build (20 related responses or 13%)	<ul style="list-style-type: none"> • <i>Lack of commercial space for rent or sale</i> • <i>Lack of land for development</i>
2. Gaps in the business environment (20 related responses or 13%)	<ul style="list-style-type: none"> • <i>Lack of grocery store competition</i> • <i>Lack of retail stores</i>
3. Insufficient infrastructure (17 related responses or 11%)	<ul style="list-style-type: none"> • <i>Pedestrian and parking needs</i> • <i>Water issues</i>
4. Perception that Town needs to improve their efforts to retain and/or attract businesses or people (16 related responses or 10.6%)	<ul style="list-style-type: none"> • <i>Inconsistent regulatory environment (by-laws, etc.)</i> • <i>Lack of proactive attraction efforts for businesses and residents</i>

The business owners were asked to list initiatives they thought could be taken by the Chamber of

Commerce, the Town of Hampton, and Enterprise Fundy/CBDC to better support business development in the town. Below are the four most frequently reported responses for each:

Chamber	Town of Hampton	Enterprise Fundy/ CBDC
1. Improved communication with local businesses (15 related responses or 33%)	1. Local business support (19 related responses or 28%)	1. Increased business visits (5 related responses or 36%)
2. Promotion of Hampton and Local Businesses (9 related responses or 20%)	2. Activities to attract people to Hampton (12 related responses or 18%)	2. Marketing of Hampton (3 related responses or 21%)
3. Activities and Events (11 related responses or 24%)	3. Improve Communication between Town and Business Community (9 related responses or 13%)	3. Coordinate businesses and stakeholders (3 related responses or 21%)
4. Improved connection with the Town and other stakeholders (5 related responses or 11%)	4. Vision for Hampton developed and shared (8 related responses or 12%)	4. Advertise programs (2 related responses or 14%)

In terms of current business factors, business ranked the following in terms of most and least favourable:

Most Favourable Business Factors

1. Presence of the Comex
2. Ability to transport goods
3. Attractiveness of sidewalks
4. Flexible store hours

Least Favourable Business Factors

1. Economic development
2. Ability to expand
3. Availability of supplies
4. Availability of qualified labour

When asked about their future vision for Hampton, the businesses responded that the following factors were either important or unimportant to achieving that vision:

Most Important Business Factors

1. Cooperative efforts among businesses
2. Ability to expand
3. Availability of qualified labour
4. Business related signage

Least Important Business Factors

1. Availability of supplies
2. Configuration of traffic light
3. Ability to transport goods
4. Availability of credit

Within the next 3 years, 12% of businesses interviewed plan to move and 8% plan to sell their business. 8% of those planning to move or sell state inadequate facilities as their reason; while 3% say they face

expansion limitations. If they could, 17% would expand their business, but are currently unable to.

In Hampton, 23% of businesses interviewed have existed between 6-10 years, 20% have operated between 11-20 years, and another 20% have operated between 21-30 years. Overall, 85% of businesses interviewed have existed in Hampton for over 5 years.

The majority of businesses interviewed in Hampton, 95%, are either somewhat or extremely willing to support initiatives that would assist the greater business community. This is a tremendous resource to mobilize to address issues in the town.

Of the businesses interviewed, 52% employ 1-5 people. 17% employ 6-10, and 3% of those interviewed provide employment for 51 or more individuals.

Over the past three years, 67% of the businesses interviewed have seen their sales increase.

Most business owners want to see Hampton retain its small town atmosphere and develop in a manner more appropriate to the community.

ii. Discussion Forums

Youth: The 8 Hampton High School students interviewed said that positive aspects of Hampton included the small town atmosphere, connection to nature, the ability to walk most places, and the lack of fast food restaurants. They would like to see a direct bus route to Quispamsis, more entertainment venues for youth, and an increase in the number of events to attract visitors, such as a Hampton Idol competition. They felt that a Youth Council to connect the Town to Youth would be an important initiative to undertake. All participants indicated that they would be willing to participate as volunteers for various projects of interest.

Seniors: 18 senior citizens participated in this discussion forum. They like that Hampton has an ambulance service, a seniors' resource center, and senior housing. They do feel as though there are insufficient affordable housing options for seniors, a lack of communication between the Town and seniors, and they would like to see a taxi service, more retail stores, and a second grocery store.

Public: The participation rate at the public forum was lower than expected, with 3 individuals joining the event, but the discussion resulted in many interesting comments. These participants like the simplicity and beauty of Hampton, the high per capita ratio of artists in the area, and the small town atmosphere. They feel as though there are insufficient efforts to attract visitors and a lack of signage to direct people to Hampton. The participants would like to see the Town employ a public/business relations officer to promote Hampton businesses and act as liaison between the Town and business and artist community, as well as to see the Courthouse developed into a useful venue to promote local entrepreneurs.

iii. Community Web Survey

A total of 191 surveys collected, of which 184 were completed online and 17 were completed at Hampton High School by various students. The final number of 191 greatly exceeded the initial goal of obtaining 30 surveys from the public. The survey had two objectives; the first was to identify the perceptions held by the local community about existing businesses. The second objective was to better understand which desired products or services the local community would like to see attracted or developed to Hampton. The Community web survey was divided into two main sub sections; *Current Situation* and *Vision* which were designed to fulfill the objectives of the survey.

The majority of respondents who completed the survey online were of age groups between the ages of 30-55 (63% of respondents) and have lived in Hampton, on average, for 11 years. The demographic between 30-55 years of age are at the peak of their careers and are normally the drivers of the economic engine of a community. It is an important demographic that the Town of Hampton should strive to retain.

Current Situation: Residents of Hampton are likely to spend larger sums of money (\$501 +) outside of Hampton than in Hampton. Most of the money spent outside Hampton was in the entertainment and retail sectors. The main reasons people were spending money outside of Hampton include the lack of variety of goods and services (91%) as well as higher prices in Hampton (67%). In conclusion, the majority of survey respondents (54%) are neither satisfied nor dissatisfied with the existing businesses in Hampton. This demonstrates potential opportunities on which existing businesses can capitalize.

Vision: When asked about the type of business consumers would like to see attracted or developed in Hampton, survey respondents overwhelmingly identified a new grocery store (47%), as well as a new restaurant (37%). The respondents of the web survey also identified that the Town should focus most of its efforts in developing *retail, food service* and *entertainment/recreation* sectors (sectors highlighted are in priority)

The web survey respondents identified *providing more varieties of goods and services, providing more values for their goods and services, providing more local options and increasing the quality of good and services they sell* as efforts on which existing businesses should focus.

Other Comments and Conclusion: There was no single thought or idea which was predominantly observed in the other comments sections. The theme of youth retention and creating more jobs were seen as opportunities upon which the Town could focus its efforts. The web survey respondents believe that the Town is moving in the right direction and has generally focused its efforts correctly.

Next Steps

The BRE survey process is the first step in a series of events that will lead to the development of actionable plans to assist the existing business community flourish. Based on the findings, it is recommended that actionable items are determined and then presented to interested community members at a facilitated workshop. There, solutions and action plans addressing the issues will be developed, along with the delegation of responsibility. Hampton is a great town and must develop in a manner that is appropriate to the residents of the community.

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1.0 Introduction

1.1 Business Retention & Expansion (BRE) Overview

The BRE program is an internationally recognized community-based economic development tool that responds to business needs and issues, encourages communities and local business to work together, enhances job creation and economic prosperity, and encourages the growth and stability of local business. Developing business and creating jobs are critical to the health and vitality of any community. In an era when most new jobs come from existing businesses, a welcoming business environment is crucial.

Through the activities of a BRE team, the program works to improve the competitiveness of local business by evaluating and addressing their needs and concerns through a confidential interview process. This is crucial to the sustained viability of communities since businesses that stay competitive are more likely to remain and expand in the community. The BRE program is one tool that can be used to encourage local communities to generate economic development plans, and creates a broad-based community coalition to sustain long-term economic development efforts.

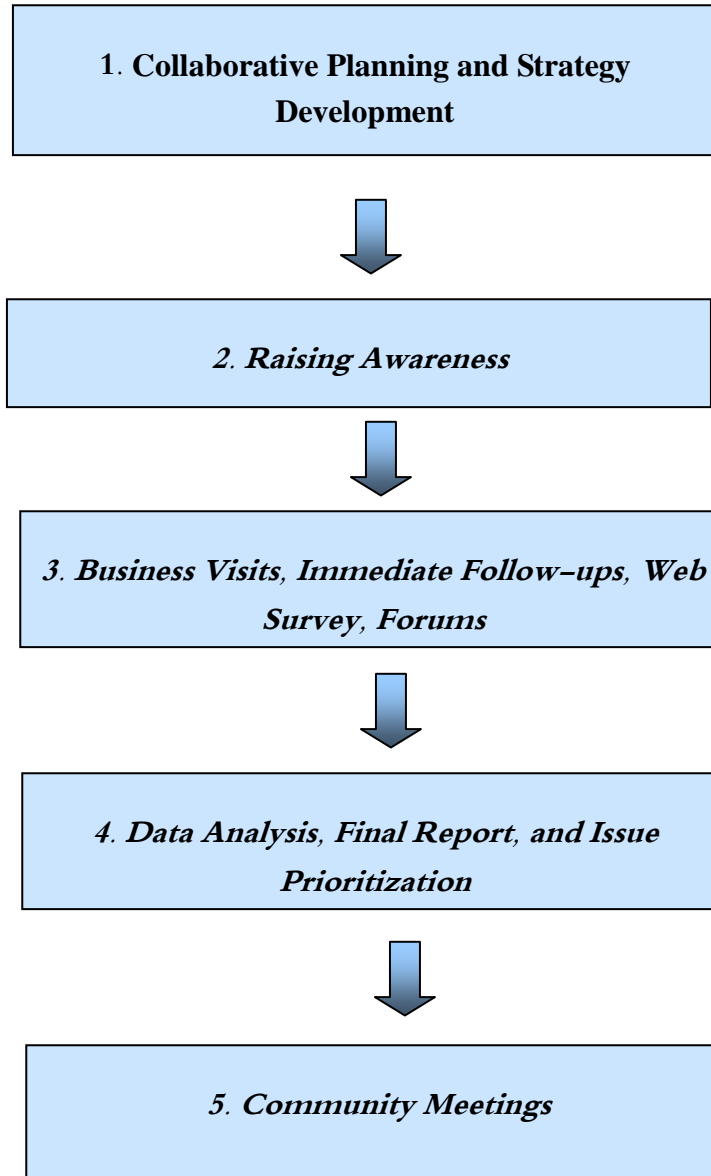
1.2 BRE Project Background

The Town of Hampton and the Economic Development Committee are employing a proactive approach toward economic development in their municipality by conducting a BRE Project. But what initiated this project? What were the expected outcomes?

Reasons the Town Initiated a BRE Project	Expected Outcomes
Economic development committee was reinstated and felt that a BRE would be beneficial	Gain a better understanding of business owner challenges and successes
Recognized that Hampton is on the verge of a transition	Determine how the Town could facilitate business retention and expansion
A desire to be proactive about Economic Development	Understand sentiments of the community toward the Town and the local businesses
	Obtain baseline data about the business community
	Gain a better understanding of resident consumer patterns
	Determine a focus and strategy for business development

The BRE project started in May 2010 with the engagement of Resilient Solutions, an economic development consulting firm with extensive experience in Business Retention and Expansion projects. The BRE committee was tasked with leading this effort and provided support to Resilient Solutions throughout the entire process, which is outlined below:

1.3 The Resilient Solutions Approach to BR&E in Hampton

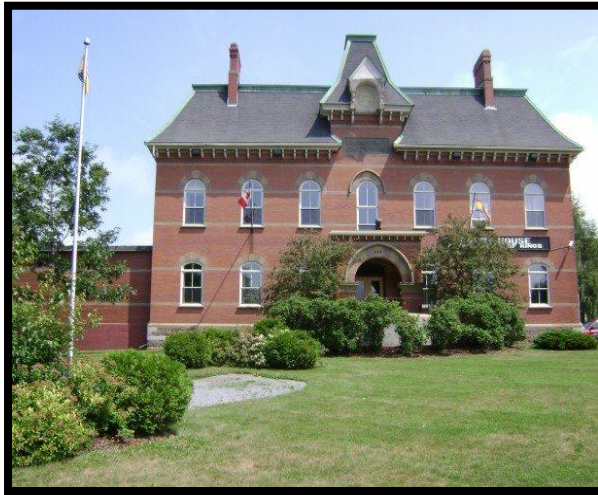


2.0 Community Background and Profiles

2.1 Community Background

General Characteristics: The town of Hampton is nestled on the Lower Saint John River System, 30 km northeast of the City of Saint John, Canada's first and one of New Brunswick's economic engine. Hampton is a small, friendly community with many points of interest and beautiful natural scenery. The rolling hills, water ways, world renowned marsh area, farmland and wildlife will reward you with a visual feast.

The Hampton Court House



History and Culture: The Town of Hampton, as Shiretown of Kings County, has a rich heritage and culture. It boasts historical buildings such as the Court House, Kings County Gaol, Saint Paul's Church and Loyalist Burial Ground, along with many Heritage Homes.

Recreation: The Kennebecasis River flows through Hampton, and provides an excellent opportunity for boating enthusiasts with an easily accessible public launch. Anglers can enjoy fishing for salmon, striped bass, smallmouth bass, sea-run brook trout, sturgeon, gaspereau, pickerel, perch and eel. Downstream provides access to the Saint John River. There is also a trail system at Dutch Point Park.

Environment: The Hampton Marsh is recognized as one of the most fertile and productive wetland systems in New Brunswick. These wetlands, covering approximately 2000 hectares (5000 acres), are located along the Kennebecasis River within and around the communities of Hampton, Quispamsis and Nauwigewauk. Wetlands support the most diverse wildlife communities of any natural habitats. 201 acres in the Hampton Kennebecasis Marsh system have been developed by Ducks Unlimited Canada. These sites provide brood habitat for such waterfowl as black ducks, blue winged teal, wood ducks, mallards and shovellers as well as nesting habitat for other marsh birds such as rails, yellow throats and bitterns. Birds and mammals including eagles, osprey, swallows, and blackbird, several species of crane, moose, beaver, muskrat and otter also use these wetlands as foraging areas.

Entertainment: Hampton boasts two theatres: the Hampton Community Theatre, located in the recently built high school, and the Leah MacGowan Theatre in the middle school. Both are open to the public for many different forms of entertainment.

Business: The business section of Hampton offers all essential services: restaurants, Bed & Breakfasts, medical, dental and veterinary services, hair styling, banking, vehicle service, pharmacy and wide variety of small businesses. Farm Vacations, Camping are available nearby.

In recent years, the Town of Hampton has experienced a decline in their business activity. This is an opportune juncture to reassess the actual context of the local business environment, gain an understanding of the challenges faced by existing businesses, and work with all levels of community in developing solutions.

2.2 Community Profiles

The community profile created for Hampton incorporates data from Statistics Canada's 2006 Census. Seven themes were used to draw the profiles which are listed below.

1.0 1. General characteristics of the community

2.0 2. Age of the population

3.0 3. Information on dwellings

4.0 4. Income and earnings

5.0 5. Education

6.0 6. Employment

(See Appendix D for complete tables)

The above themes were chosen because they act as key indicators when trying to attract new business and/or residents to the community. They cover the overall health, economic and social conditions of a community. Furthermore, data from Quispamsis, Rothesay and Sussex was included because they lie in the vicinity of Hampton. Also, data from King's County and New Brunswick is integrated within the profile.

1. General Characteristics

Hampton's characteristics are more comparable to Sussex than to Quispamsis and Rothesay which are closer to Hampton. This proves that Hampton has a lot of development potential as well as an ability to accommodate the overflow of people from Quispamsis and Rothesay.

	Hampton	Quispamsis	Rothesay	Sussex	Kings County	New Brunswick
Population in 2006	4004	15239	11637	4241	65824	729997
Population in 2001	3997	13757	11505	4182	64208	729498
2001 to 2006 population change (%)	0.2	10.8	1.1	1.4	2.5	0.1
Total private dwellings	1440	5324	4536	1954	26740	331619

2. Age of Population

Hampton consists of a healthy working population. The majority of residents (41%) are between ages of 30 and 59. This is followed by an age group of 15-29 years old (20%) which is tied with less than 14 years of age (20%). The total population of 61% are of employable age while 19% of the population is considered senior (Ages 60+).

14 Years of Age and Younger	20%
15 to 29 years	20%
30 to 59 years	41%
60 years and over	19%

(Please see appendix D for a complete table of ages)

3. Information on Dwellings

Owning a House: The average value of home prices in Hampton (\$153,760) is generally lower than in Quispamsis (\$162,725) or in Rothesay (\$202,744). However it is considerably higher than Sussex (\$118,193).

Renting: The Median monthly rent in Hampton (\$509) is comparable to Sussex (\$501). It is generally lower than Rothesay (\$565) and Quispamsis (\$530). It is also lower than Kings County (\$535) and New Brunswick (\$558).

In conclusion, Hampton provides a good option for residents who are looking for value when renting or purchasing property. Sussex might be the only comparable community, however it is located approximately 67 Kilometres away from a major urban centre compared to Hampton located 31 Kilometres away.

	Hampton	Quispamsis	Rothesay	Sussex	Kings County	New Brunswick
Average value of owned dwelling (\$)	153760	167725	202744	118193	147857	119549
Median monthly payments for rented dwellings (\$)	509	530	565	501	535	558

(Please see appendix D for a complete table on information on dwellings)

4. Income and Earnings

Annual average family income in Hampton (\$69,222) is considerably higher than residents of Sussex (\$43,992) and New Brunswick (\$52,878). It is closer to the average income of families residing in Kings County (\$64,706). However, it is considerably lower than average family incomes of Rothesay (\$80,820) or Quispamsis (\$79,649). It is important to note that Rothesay and Quispamsis have one of the highest income brackets in the province of New Brunswick, and Hampton is not quite far behind.

(See appendix D for complete tables on Income and Earning Information.)

5. Education

57% of residents in Hampton have some post-secondary education (Diploma or Degree). This is comparable to Quispamsis (59%) and Rothesay (61%). These three communities have considerable higher education levels compared to Sussex (43%), King County (51%) or New Brunswick (45%).

	Hampton	Quispamsis	Rothesay	Sussex	Kings County	New Brunswick
Postsecondary Education	57%	59%	61%	43%	51%	45%

The majority of the residents in Hampton are educated in *Architecture; engineering; and related technologies* (26%) followed by *Business; management and public administration* (20%). The table below provides a breakdown of the types of education residents of Hampton have obtained.

Rank	Type of Education	%
1	Architecture; engineering; and related technologies	26%
2	Business; management and public administration	20%
3	Health; parks; recreation and fitness	14%
4	Education	11%
5	Personal; protective and transportation services	8%
6	Social and behavioural sciences and law	7%
7	Humanities	5%
8	Mathematics; computer and information sciences	3%
9	Agriculture; natural resources and conservation	2%
10	Physical and life sciences and technologies	2%
11	Visual and performing arts; and communications technologies	2%

(For complete tables on education please refer to appendix D)

6. Employment

Hampton has a higher participation rate (67.7%) compared to Sussex (58.7%), Kings County (62.1%) and New Brunswick (57.3%). The unemployment rate in Hampton (7%) is comparatively lower from Sussex (9.4%) and New Brunswick (10%). Hampton fairs well in employment statistics with Rothesay (Participation Rate 63.8% and Unemployment Rate 7%) and Quispamsis (Participation Rate 69.9% and Unemployment Rate 5.3%).

	Hampton	Quispamsis	Rothesay	Sussex	Kings County	New Brunswick
In the labour force	2105	8835	6325	2020	35135	382970
Employed	1950	8370	5880	1830	32675	344770
Unemployed	155	465	445	190	2465	38195
Not in the labour force	1005	3140	2895	1420	17460	218455
Participation rate	67.7	73.8	68.6	58.7	66.8	63.7
Employment rate	62.7	69.9	63.8	53.2	62.1	57.3
Unemployment rate	7.4	5.3	7	9.4	7	10

The majority of Hampton residents are employed in the *sales and services occupation* (21%) followed

closely by *Business; finance and administration occupation(s)* (20%). See the following table for employment statistics of Hampton residents by occupation:

Rank	Hampton Occupations by Sector	%
1	Sales and service occupations	21%
2	Business; finance and administration occupations	20%
3	Trades; transport and equipment operators and related occupations	15%
4	Occupations in social science; education; government service and religion	10%
5	Management occupations	9%
6	Natural and applied sciences and related occupations	9%
7	Health occupations	8%
8	Occupations unique to primary industry	4%
9	Occupations in art; culture; recreation and sport	4%
10	Occupations unique to processing; manufacturing and utilities	2%

(For complete tables on employment please refer to appendix D)

3.0 Methodology

There were several factors taken into consideration when developing the methodology for this particular BRE project. It was imperative that the BRE Committee, and the community in general, feel ownership over the process. The number of businesses interviewed needed to provide statistically accurate results, and that the information collected must be relevant and actionable. It was also decided that obtaining information from specific demographics of the public, in addition to the business owners, would provide a more complete understanding of the current business environment. The following series of activities were designed to accommodate for these considerations:

i. Collaborative Planning and Strategy Development

- *Agreed on BRE framework* with the BRE Leadership committee. This committee was comprised of members of the Economic Development committee, community leaders, economic development agency members, and Hampton Council members
- *Introduced the BRE process* to the BRE committee
- *Developed the business intelligence survey (BIS)* in partnership with the BRE committee
- *Developed the web-based survey* for input from the general public. It was accessible through a link from the Town of Hampton's website, as well as through the Facebook page that was created to encourage public dialogue
- *Identified and confirmed potential businesses* to be interviewed in conjunction with the BRE committee (90 were chosen in total from potentially 120 businesses in the Hampton area. This would result in a 95% confidence rate)

ii. Raising Awareness and Encouraging Public Engagement

- *Provided marketing material* to the Town of Hampton. This included news releases, posters, brochures, postcards, and business invitation letters. Examples can be found in appendices
- *Launched the BRE project at a public information session* held at the River Centre. Presentations were made by Mayor Chorley, Gary Rent, Frank Tenhave of Enterprise Fundy, and Mohamed Bagha of Resilient Solutions
- *Letters were sent* in advance from the Town to the potential businesses to be interviewed to provide them with a more detailed outline of the BRE project and encourage their participation
- *A webpage was created* that described the BRE project. It was linked to the Town of Hampton's website for greater exposure
- *A Facebook group titled 'Hampton BRE'* was created to act as an information and discussion forum about the BRE project. This was also linked to the Town of Hampton website

iii. Business Visits, Immediate Follow-ups, Public Forums, and Web Survey

- *Conducted business interviews with 60 business owners.* Due to confidentiality concerns, Resilient Solutions performed the personal business interviews. Of the 90 businesses contacted, 9 declined being interviewed, 17 were unavailable, and 4 did not exist
- *Meetings held with the BRE committee each Friday* to discuss findings from the interviews. This assisted in creating a sense of ownership over the project by the committee
- *Created a framework to identify and evaluate urgency of issues* uncovered during the interview process. If a red flag was identified, it was communicated to the appropriate people for consultation

- *Provided direction* to the BRE committee and the Town of Hampton to address issues raised during the interviews
- *Resilient Solutions facilitated three discussion forums with Youth, Seniors, and the General Public* to obtain additional information about the business environment, specifically, and Hampton, in general
- The *Youth Forum* was held at Hampton High School on June 9, 2010 during noon hour. There were eight participants ranging from grade 10 to grade 12
- The *Seniors' Forum* saw a participation level of 18 people. It was held at the River Centre on July 5, 2010
- The *Public Forum* on July 7, 2010 was also held at the River Centre. The participation rate was lower, at three people, but the discussion yielded many interesting ideas
- The *web survey* exceeded response rate expectations. It was anticipated that 30 surveys would be completed online by consumers, but the final number surpassed 190 surveys

iv. Data Analysis, Final Report, and Issue Prioritization

- *Employed agreed upon analytical methods*, primarily the Direct Count Method, to extract data necessary to develop a comprehensive report. The qualitative responses were organized into sub-themes of the extensive data set and ranked in terms of descending order. The close-ended questions included in the BIS and web survey provided a range of potential responses, thus permitting the interviewee to accurately state their position. The forums were conducted in an open discussion format, and responses were recorded and later analyzed to determine the most frequently stated response.
- *Presented the draft report* to the BRE committee for input and issue prioritization
- *Presented the reported issues* to the Economic Development committee in order to conduct preliminary prioritization
- *Presented the final report* to the BRE committee which outlines the potential next phase toward developing a strategy that will address the main issues
- *Presented the final report in various electronic formats*
- *Provided a summary of the final report in power point presentation* format to be shared with interested parties

v. Community Meetings

- *Presentation of the final report results to the Hampton Town Council (this will be conducted at the discretion of the Town of Hampton)*
- *Provided a summary of the final report in power point presentation* format to be shared with interested part
- *Presentation of the final report results to the general public in partnership with the Town of Hampton (this will be conducted at the discretion of the Town of Hampton) to create action plan*

The proposed methodology accomplished most of the goals and addressed many of the anticipated concerns. It was decided, though, that an increased number of options was required on the web survey since many participants felt they did not have the opportunity to express themselves fully.

4.0 Discussion of Results Analysis

4.1 Business Owners and the Business Intelligence Survey (BIS)

The main purpose of the Business Intelligence Survey was to gain a better understanding of Hampton's business environment from those who know it best – the existing business owners. This survey is the first of a sequence of activities designed to strengthen the connection between Hampton's business community and the Town administration, leading to more sustainable and appropriate decision making.

4.1.1 Red Flag Issues

Red flag issues are those that require immediate attention. They can include a company closing, a business being unable to take advantage of an expansion opportunity, a request for information, among others. The following issues were observed during the Moving Hampton Forward BIS process:

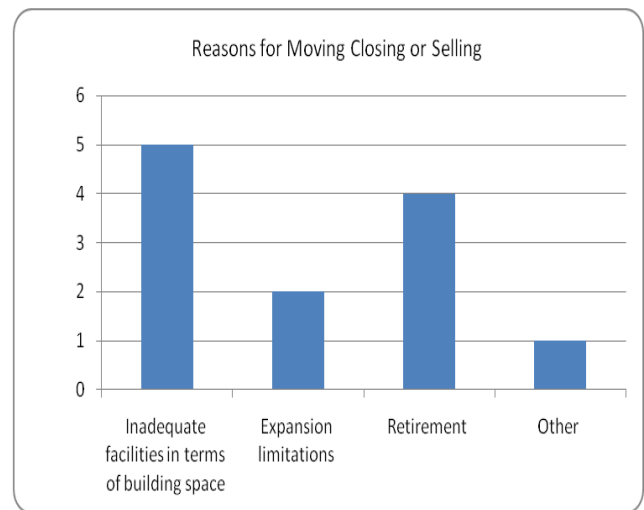
1. Moving, Closing, Selling

i. Of the 60 businesses interviewed, 12% plan to move, while 8% plan to sell their businesses within the next 3 years.

ii. Of those planning to move or sell, 8% cite *inadequate facilities in terms of building space* as a reason, 3% face *expansion limitations*, 7% will be *retiring*, and 1 chose not to state their reason.

2. Unable to expand or plan to downsize

i. Lack of commercial space to rent or purchase was cited by 25% of businesses as a challenge to doing business in Hampton. 17% of businesses would expand if the space was available and the cost was appropriate.



Graph 1: Reasons for Moving, Closing, or Selling

ii. 38% of businesses interviewed responded that they have *no* room to build on to their facility if needed. Of the 62% who do have room, only 28% are planning to expand within the next 3 years. 58% of businesses interviewed said that they plan to remodel or improve their existing facility (other than expansion).

iii. In the next 3 years, 5% of businesses plan to decrease the number of employees while 40% will maintain the same number. The global economic downturn was given as the main reason for this reduction in labour force.

3. Communication between the Town Administration and the Business Community

i. 10% of businesses responded that one of the challenges to operating a successful business in Hampton was a lack of communication between themselves and the Town. They would like to be kept informed of projects, see a dedicated Town staff member who liaises with the businesses, and be consulted about future decisions that will ultimately affect the business environment.

4. Labour force

i. 10% of businesses interviewed stated that they had difficulty finding and retaining quality employees. They attributed this to the nature of the work their business conducts and the fact that many people work in nearby Saint John where wages are often higher and opportunities are greater.

4.1.2 Challenges to Operating a Successful Business in Hampton

The business owners were asked to list barriers (up to 3) they experience to operating a successful business in Hampton. Upon analysis, the four most frequently reported issues are presented below along with their sub-themes*:

Table 1: Challenges to Operating a Successful Business

Challenges	Sub-themes
1. Lack of space for businesses to rent or build (20 related responses or 13%)	<ul style="list-style-type: none"> • <i>Lack of commercial space for rent or sale</i> • <i>Lack of land for development</i>
2. Gaps in the business environment (20 related responses or 13%)	<ul style="list-style-type: none"> • <i>Lack of grocery store competition</i> • <i>Lack of retail stores</i> • <i>Lack of accommodation facility</i>
3. Insufficient infrastructure (17 related responses or 11%)	<ul style="list-style-type: none"> • <i>Public transit needs</i> • <i>Water issues</i> • <i>Pedestrian and parking needs</i>
4. Perception that Town is not working to retain and/or attract businesses or people (16 related responses or 10.6%)	<ul style="list-style-type: none"> • <i>Perception that Town has anti-business attitude</i> • <i>Inconsistent regulatory environment (by-laws, etc.)</i> • <i>Lack of proactive attraction efforts for businesses and residents</i>

*The total number of responses was 151. The complete list of issues can be found in Appendix A

4.1.3 Positive Aspects of Operating a Business in Hampton

Business owners were also asked to provide their perceptions of positive aspects (up to 3) of doing business in Hampton. Below are the four most frequently observed responses*:

Table 2: Positive Aspects to Doing Business in Hampton

Positive aspects	Sub-themes
1. Hampton itself as a place to do business (53 related responses or 88%)	<ul style="list-style-type: none"> • <i>Market potential</i> • <i>Geographical location</i> • <i>Ability to work near one's residence</i>
2. People (38 related responses or 63%)	<ul style="list-style-type: none"> • <i>Friendly, small town atmosphere</i>

	<ul style="list-style-type: none"> • <i>Personal connections with people</i> • <i>Strong sense of community</i>
3. Business support (17 related responses 28%)	<ul style="list-style-type: none"> • <i>Public institution support</i> • <i>Business to business support</i> • <i>Community support</i>
4. Town and Council (6 related responses or 10%)	<ul style="list-style-type: none"> • <i>Attention to Healthcare</i> • <i>Helpful and supportive</i>

*The total number of responses was 115. The complete list of issues can be found in Appendix A

4.1.4 Hampton Chamber of Commerce Initiatives

Local business owners were asked which initiatives should be administered by the Hampton Chamber of Commerce to assist in removing barriers to maintaining a successful business. The majority of respondents felt that improved communication with local businesses, increased promotion of Hampton and local businesses, and more strategic events and activities were most important. The following table provides a more detailed analysis of the 45 responses received*:

Table 3: Chamber of Commerce Initiatives

Initiatives	Sub-themes from Responses
1. Improved communication with local businesses (15 related responses or 33%)	<ul style="list-style-type: none"> • <i>Share information with business community</i> • <i>Gain information from the business community</i> • <i>Chamber to be strategic institution in Hampton</i>
2. Promotion of Hampton and Local Businesses (11 related responses or 24%)	<ul style="list-style-type: none"> • <i>Promote Hampton and local businesses</i> • <i>Act as advocate for businesses</i>
3. Activities and Events (11 related responses or 24%)	<ul style="list-style-type: none"> • <i>Professional development events</i> • <i>Educational campaigns around local buying</i> • <i>Special welcoming events for new businesses</i>
4. Improved connection with the Town and other stakeholders (5 related responses or 11%)	<ul style="list-style-type: none"> • <i>Work with the Town on strategy development for Hampton's future</i>
5. Bridging local businesses to improve effectiveness (3 related responses or 7%)	<ul style="list-style-type: none"> • <i>Connect complimentary businesses in Hampton to improve synergy</i>
6. Develop working committees (2 related responses or 4%)	<ul style="list-style-type: none"> • <i>Tourism committee formed</i> • <i>BRE committee formed</i>

* The complete list of 45 responses can be found in Appendix A

4.1.5 Town of Hampton Initiatives

In order to better support the business community, business owners felt that the Town could administer more local business support, hold more activities to attract visitors, and improve the communication between the Town and the business community. A more detailed analysis of the 68 responses can be found below*:

Table 4: Town of Hampton Initiatives

Initiatives	Sub-themes from Responses
1. Local business support (19 related responses or 28%)	<ul style="list-style-type: none"> • <i>Promote and support local businesses</i> • <i>Encourage local buying</i> • <i>Support new businesses</i> • <i>Changes in infrastructure</i>
2. Activities to attract people to Hampton (12 related responses or 18%)	<ul style="list-style-type: none"> • <i>Events to be held in Hampton</i> • <i>Marketing of Hampton</i> • <i>Activities to attract residents</i>
3. Improve Communication between Town and Business Community (9 related responses or 13%)	<ul style="list-style-type: none"> • <i>Communication with business community</i> • <i>Public consultations held</i>
4. Vision for Hampton developed and shared (8 related responses or 12%)	<ul style="list-style-type: none"> • <i>Create vision and share it</i> • <i>Create plan</i> • <i>Form working committees</i>
5. Encourage Business Development (7 related responses or 10%)	<ul style="list-style-type: none"> • <i>Development on William Bell Drive</i> • <i>Attraction activities</i> • <i>Review and improve business approval process</i>
6. Connect local businesses to Town projects (5 related responses or 7%)	<ul style="list-style-type: none"> • <i>Town to provide opportunities to bid on projects</i>
7. Stakeholder cooperation (5 related responses or 7%)	<ul style="list-style-type: none"> • <i>Meeting with all stakeholders to develop and share vision</i> • <i>Meeting with Chamber</i>
8. More commercial space (3 related responses or 4%)	<ul style="list-style-type: none"> • <i>Support development of commercial rental space</i> • <i>Support development of new commercial space</i>

* The complete list of 68 responses can be found in Appendix A

4.1.6 Enterprise Fundy/Community Business Development Corporation (CBDC) Initiatives

Two significant institutions in the economic development sector in Kings County, Enterprise Fundy and CBDC, have the potential to play an important role in Hampton's future. Business owners feel that these organizations need to increase their personal interaction with businesses, increase their marketing efforts of Hampton, coordinate stakeholders to develop a common plan, and better advertise their funding and training programs.

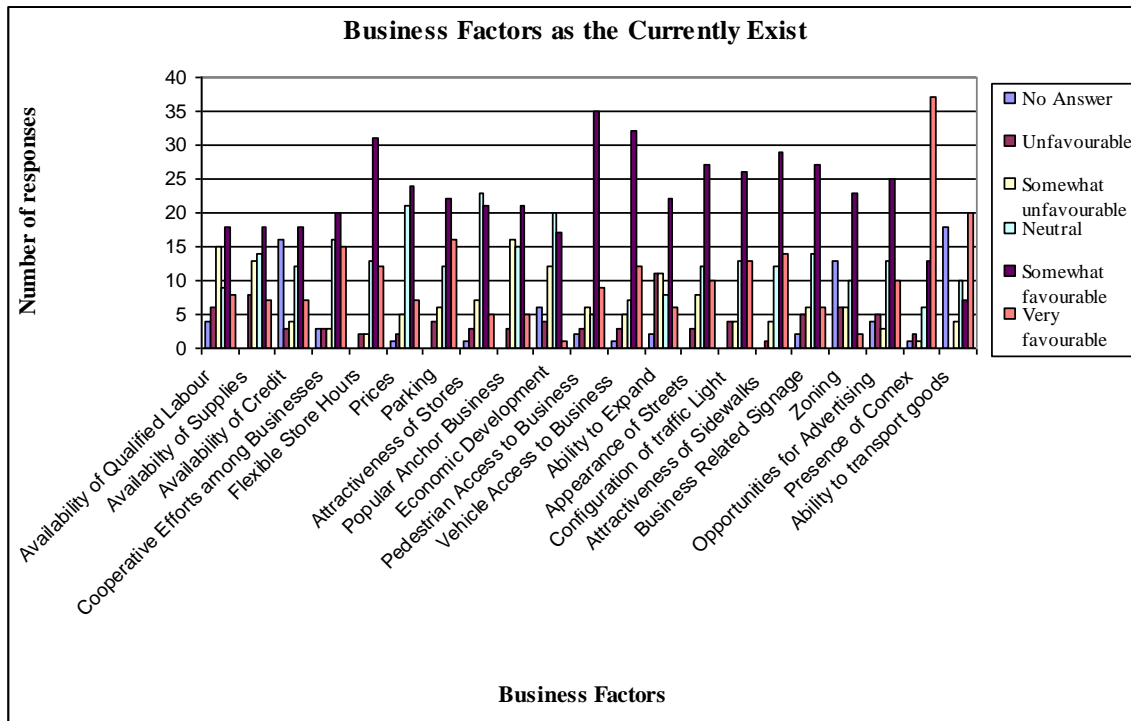
Table 5: Enterprise Fundy/CBDC Initiatives

Initiatives
1. Increased business visits (5 related responses or 36%)
2. Market Hampton (3 related responses or 21%)
3. Coordinate businesses and stakeholders (3 related responses or 21%)
4. Advertise programs (2 related responses or 14%)
5. Hold Seminars (1 related response or 7%)

* The complete list of 14 responses can be found in Appendix A

4.1.7 Current and Future Perceptions of Business Factors in Hampton

i. The 60 business owners were asked to rank each business factor in terms of being favourable as it currently exists. The results are presented in the graph below:



Graph 2: Satisfaction with Business Factors in Hampton as they Currently Exist

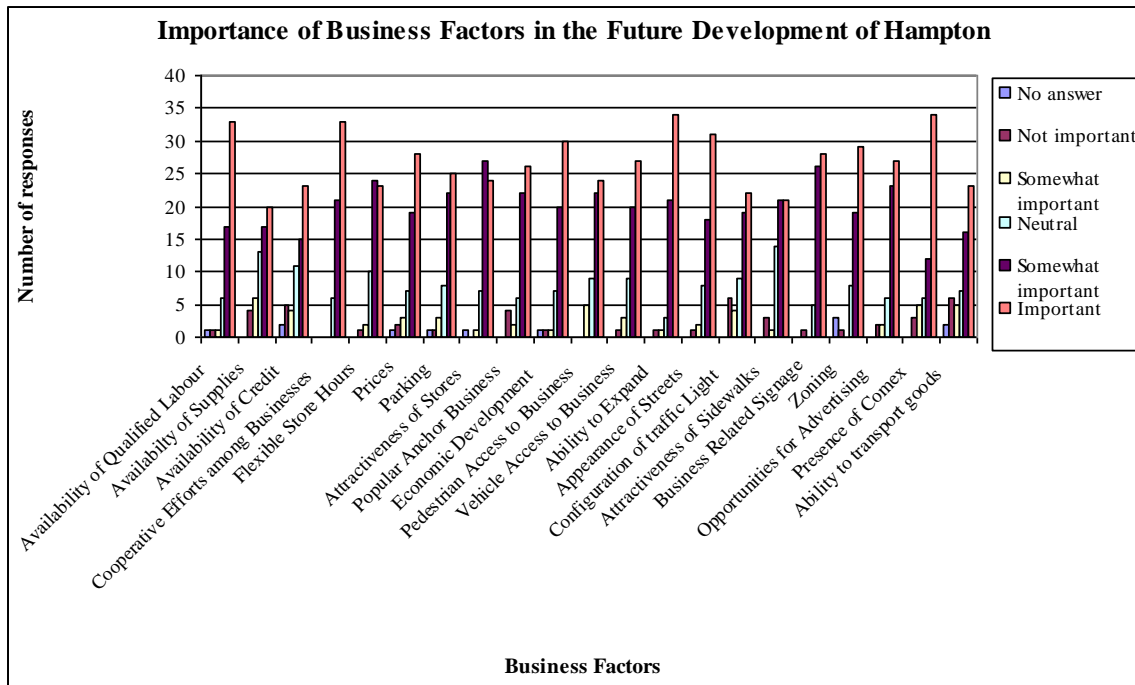
Utilizing cumulative average analysis, the following table clarifies the priorities of business owners interviewed:

Table 6: Business Factors as they Currently Exist

<i>Most Favourable Business Factors*</i>	<i>Least Favourable Business Factors</i>
1. Presence of the Comex	1. Economic development
2. Ability to transport goods	2. Ability to expand
3. Attractiveness of sidewalks	3. Availability of supplies
4. Flexible store hours	4. Availability of qualified labour
5. Vehicle access to businesses	5. Popular anchor businesses

*complete list of rankings can be found in Appendix A

ii. In order to better understand the gaps in the business environment, it was necessary to gain a more comprehensive idea of the *vision* business owners hold for Hampton. When asked which business factor is the most important to the future development of a vibrant and successful business community, business owners responded with the following:



Graph 3: Importance of Business Factors in the Future Development of Hampton

Again, utilizing cumulative average analysis, the following table clarifies the priorities of business owners interviewed:

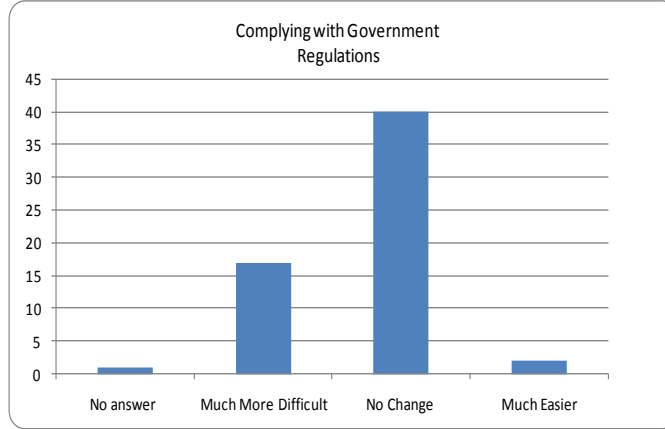
Table 7: Importance of Business Factors for the Future

<i>Most Important Business Factors*</i>	<i>Least Important Business Factors</i>
1. Cooperative efforts among businesses	1. Availability of supplies
2. Ability to expand	2. Configuration of traffic light
3. Availability of qualified labour	3. Ability to transport goods
4. Business related signage	4. Availability of credit
5. Zoning	5. Attractiveness of sidewalks

*complete list of rankings can be found in Appendix A

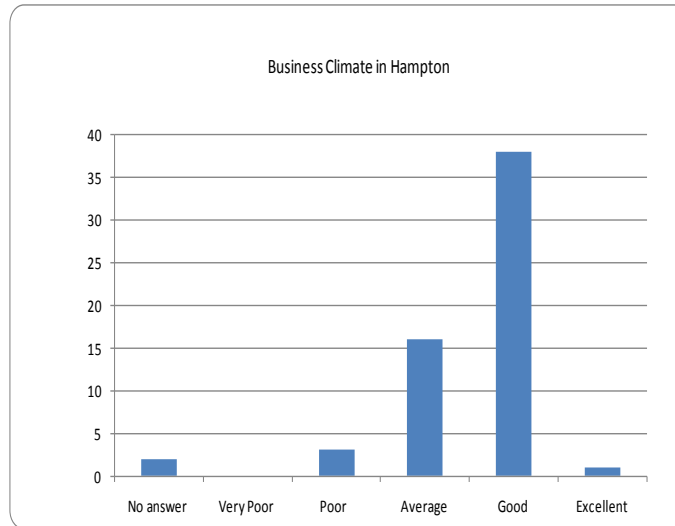
4.1.8 Business climate, commitment, and attitude

i. Over the past 3 years, 67% of businesses interviewed felt that there had been no change in the level of difficulty complying with government regulations. Of the 28% who felt that it had become much more difficult, most were usually referring to financial and environmental regulations changes. The graph below depicts these results:



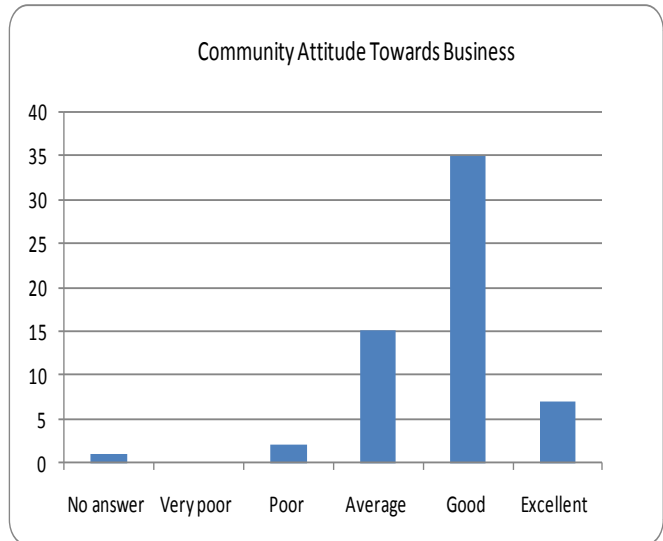
Graph 4: Complying with Government Regulations

ii. When asked how they would describe the business climate in Hampton, 63% rated it as 'Good', while 27% rated it as 'Average'. Only 2% rated the business climate in Hampton as 'Excellent', while 5% rated it as 'Poor'. These results can be observed in the following graph:



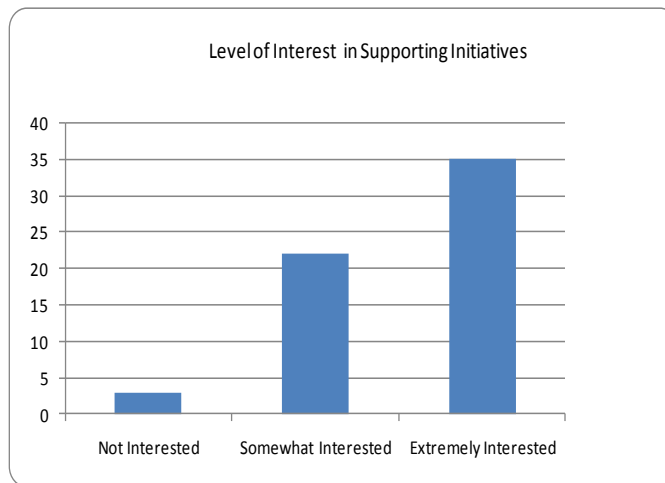
Graph 5: Business Climate in Hampton

iii. In Hampton, business owners who were interviewed felt that the attitude of the community toward conducting business was predominantly ‘Good’, with 58% of respondents agreeing to this. Only 7 of the 60 business owners felt the attitude was ‘Excellent’, while 25% believed it was ‘Average’. 3% rated the attitude as ‘Poor’.



Graph 6: Community Attitude toward Businesses

iv. An overwhelming 95% of business owners interviewed stated that they would be *somewhat to extremely interested* in supporting initiatives that may assist the general business community of Hampton. The results can be observed in the following graph:

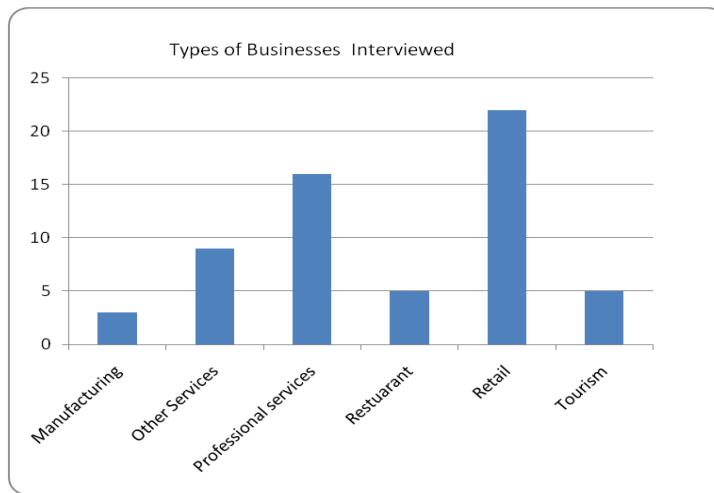


Graph 7: Level of Interest in Supporting Initiatives

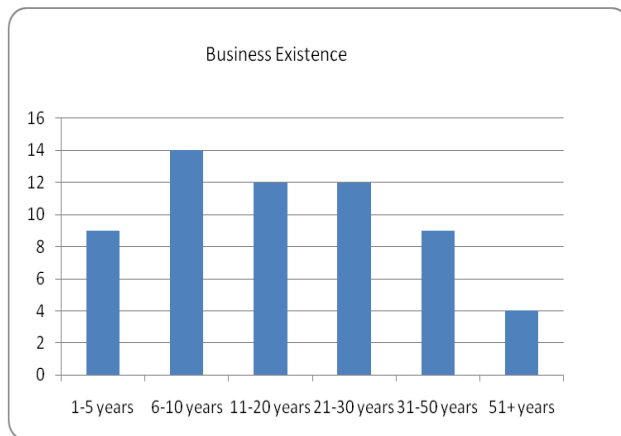
v. The willingness of business owners to devote a portion of their *time* to help implement strategies that could assist the Hampton business community was high. 85% of respondents stated that they were either *somewhat or extremely willing to offer their time* toward an initiative. 80% of business owners responded that they were either *somewhat or extremely willing to devote funds* toward such an initiative, as long as it was in line with their values and vision. This indicates that business owners in Hampton are a significant resource who should be continually engaged in the development of the Town.

4.1.9 Business Characteristics

The 60 business owners interviewed operated a diverse range of businesses under varying circumstances. Below is an analysis of the sectors interviewed:



Graph 8: Types of Businesses Interviewed



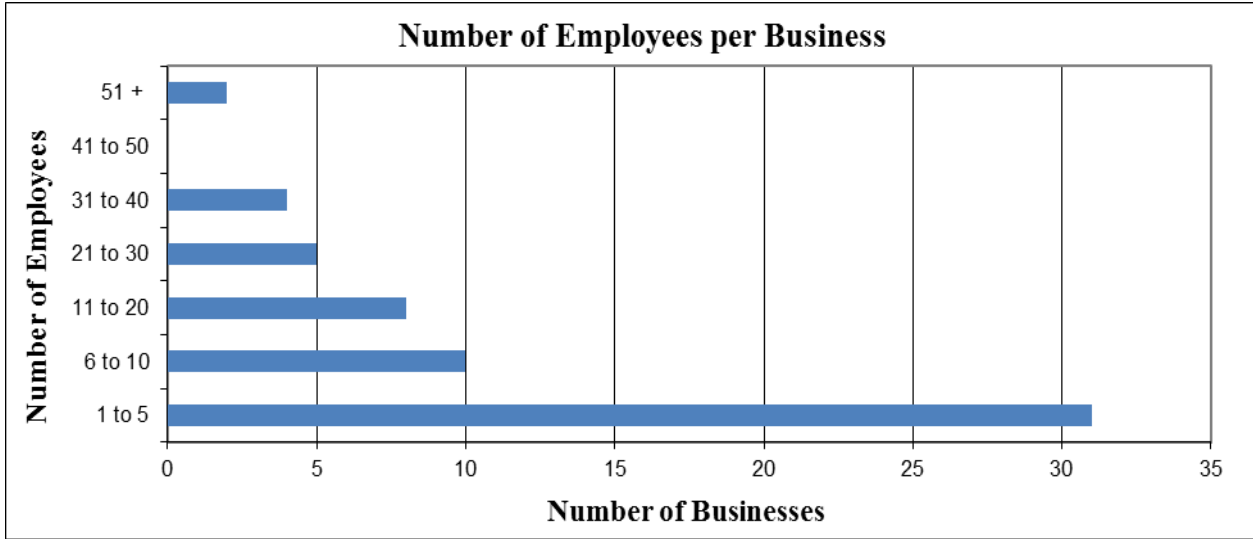
Graph 9: Years in Existence

i. 88% of business owners interviewed manage their business establishment themselves. 23% of businesses have existed between 6-10 years, 20% of businesses have operated in Hampton for 11-20 years, while another 20% have existed between 21 to 30 years. Overall, 85% of businesses interviewed have operated for over 5 years in the Town.

ii. A majority of business owners interviewed, 67%, live in Hampton. 83% of businesses are family owned businesses. 67% of interviewees own their business location, while 32% lease their facility. In terms of ownership structure, 25% of people are sole proprietors, while 58% operate as corporations.

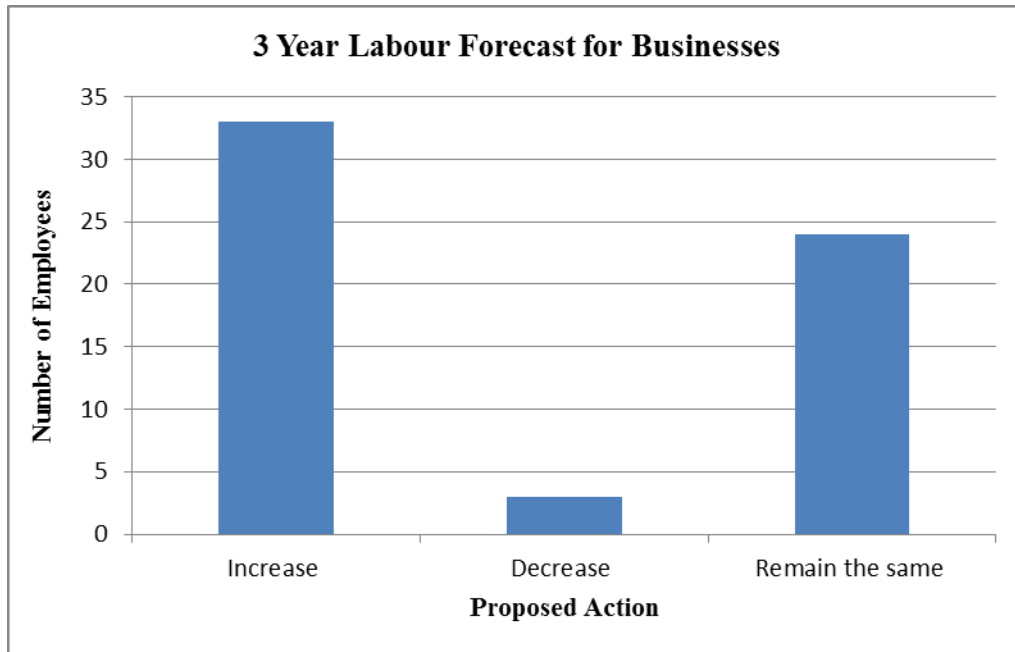
4.1.10 Labour

i. Of the 60 businesses interviewed, 52% employ between 1-5 people, 17% employ between 6-10 people, and 3% of businesses employ more than 51 people at their peak operating times. The following graph provides a clear representation of the current employment situation:



Graph 10: Number of Employees per Business

ii. Over the next 3 years, 55% of businesses interviewed plan to increase their workforce, 5% will decrease their workforce, and 40% will maintain the same number of employees. 88% of the businesses planning to expand their labour force will do so with 1-5 new employees. The following table outlines these results:



Graph 11: Three Year Labour Forecast

4.1.11 Sales & Purchases

- i. 67% of businesses interviewed responded that sales had increased over the past 3 years. 7% have reported a decrease in their sales. Most of the businesses identified that the majority of their customers live in Hampton or other areas of Kings County.
- ii. Most businesses interviewed identified that they are forced to purchase specialized goods and services outside of Hampton. 28% of businesses purchase the majority of products from outside New Brunswick while 27% purchase most of their products from Saint John. Almost all the businesses identified said that they would like to purchase their office supplies in Hampton, however, the current reality may not allow for this business case to be made.

4.1.12 Final Comments

Each business owner had the opportunity to share their final thoughts and comments at the conclusion of the survey. Several business owners expressed a desire to see Hampton maintain its unique small town atmosphere, while still being able to provide opportunities for business to flourish. Most wanted to see increased communication between themselves, the Town and the Chamber of Commerce

Business owners would like to see more support for the strategic coordination of local businesses to capitalize on opportunities, such as the cruise ships in Saint John, from the Town, the Chamber, Enterprise Fundy, and CBDC. Many interviewees offered their time and experience toward relevant projects that would promote Hampton, attract people here, and contribute toward the development of a long term strategy. One business owner proposed a ‘weekend in Hampton’ to entice visitors to the area. An analysis of the business development opportunities available to Hampton was suggested.

Many interviewees felt that the Town is on the right path toward development and would like to see these efforts maintained. Ensuring that the public is engaged in the decision making process was a request from several business owners. Overall, Hampton is a nice place to live and do business.

Some businesses feel that more effort must be put toward increasing development on William Bell Drive. Others want to see an increased focus on youth attraction and entertainment. An initiative focused on raising awareness of local buying was perceived as an important action to take by the Town and the Chamber, in conjunction with business owners. Some business owners proposed creating a committee that would act as an angel investment group, assessing young entrepreneurs’ business plans and providing them with financial and advisory support to start a business in Hampton.

4.2 Discussion Forums with Specific Demographics

The purpose of the discussion forums was to specifically target certain demographics of Hampton’s population to ensure that their opinions were captured. It was decided that Youth, Seniors’, and a General Public forum would be held. The details and results of the forums are presented below:

4.2.1 Forum Details and Results

i. Youth: 8 High School students (5 women, 3 men) participated in a Youth Forum held at Hampton High School on June 9th at noon time. This particular group was comprised of students with relatively similar interests and backgrounds. It was suggested by the group that subsequent focus group discussions be held in the Fall to gain a more representative perception of Hampton from this important demographic.

ii. Seniors: 18 senior citizens (55 years and older) from Hampton participated in the Seniors' Forum on July 5th at the River Center.

iii. Public: 3 Hampton residents participated in the Public Forum on July 7th at the River Center.

Table 8: Discussion Forum Results

	Positive aspects of Hampton	What they would change about Hampton	Vision/Ideas for the future of Hampton
Youth	<ul style="list-style-type: none"> • Small community; feel as though they are part of something • Nature • Lack of fast food restaurants (although they like Subway) • No big chain stores • Employment is easy to find because they know many people • Cultural richness • Able to walk most places • Hampton market and community garden • Good place to raise kids 	<ul style="list-style-type: none"> • Lack of direct bus route to Quispamsis • Some new housing developments are ugly • Lack of entertainment venues for youth (i.e. movie theatre, café) • Lack of bike trails • Increase the number of events held in Hampton to attract visitors (i.e. Hampton Idol) 	<ul style="list-style-type: none"> • Outdoor concert/Hampton Idol event that attracts more people to the Town and highlights local talent • Sporting equipment store • Drive-in/movie theatre • More attractive store frontage • More flowers along the street • New rink (indoor or outdoor) to house all of the hockey events • Respect and maintain small town atmosphere • Youth Council created that acts as a bridge between youth and the Town
Seniors	<ul style="list-style-type: none"> • Ambulance service • Seniors' resource centre • Type of senior housing 	<ul style="list-style-type: none"> • Not enough senior housing • No space for live music • Lack of communication between Town and Seniors • Attraction of a taxi service • Lack of competitive 	<ul style="list-style-type: none"> • Developers to be regulated to put telephone/electricity wires underground • Municipal water access in all new developments • Sidewalks in new developments • Improved traffic flow • More affordable accommodation for seniors • Retain small town atmosphere • More retail businesses (gift shop,

		grocery store <ul style="list-style-type: none"> Lack of recreation facilities for seniors in the winter 	department store, etc.) <ul style="list-style-type: none"> More affordable senior housing Town to be more proactive at business attraction
Public	<ul style="list-style-type: none"> Simplicity Beauty Relationship to land High per capita ratio of artists Holly's Restaurant and the Vintage Bistro New park and town square Small town atmosphere 	<ul style="list-style-type: none"> Insufficient efforts to attract visitors Lack of signage that encourages people to travel to Hampton, especially along the old highway 	<ul style="list-style-type: none"> Employ a public/business relations officer at the Town to promote Hampton businesses and act as liaison between the Town and business community List all businesses and their offerings in a visible location at the Visitor Information Centre (VIC) Capitalize on cruise ship visitors Do not want to become extension of Quispamsis Restrict building in Hampton to maintain small town atmosphere Support development of enterprises that are indigenous and appropriate to Hampton Attract more artists/craftspeople to Hampton Attract speciality and niche shops to Hampton Better connection between Town and artist community Courthouse to act as an artists' studio where artists pay to rent space. This would be focused on new artists Good hotel established Guidelines and bylaws for new developers to follow

4.3 Community Web Survey

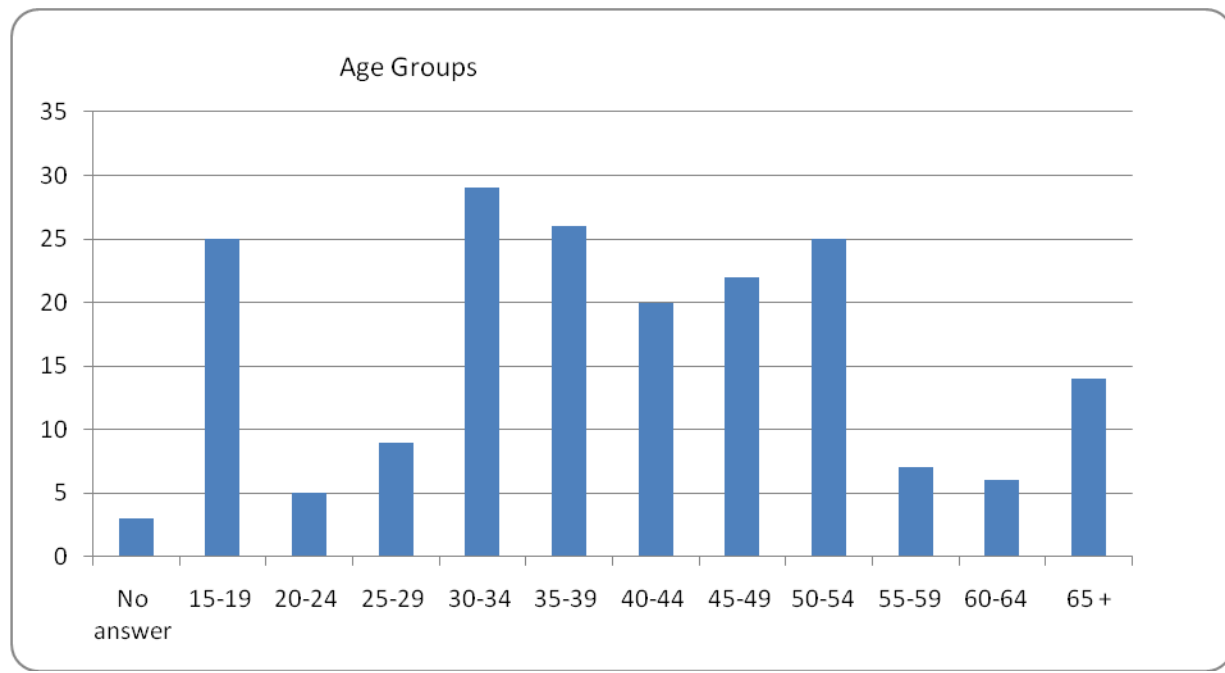
The main purpose of the Community Web Survey was to obtain information from the residents and consumers of Hampton. The survey had two objectives; the first was to identify the perceptions held by the local community about existing businesses. The second objective was to better understand which desired products or services the local community would like to see attracted or developed in Hampton.

4.3.1 Survey Respondents

There were a total of 191 surveys collected, of which 184 were completed online and 17 were completed at Hampton High School by various students. The final number of 191 greatly exceeded the initial goal of obtaining 30 surveys from the public.

The majority of respondents who completed the questionnaire is a very important demographic, one which most communities want to retain. The members of this significant group are between the ages of 30-55 (63% of respondents) and have lived in Hampton, on average, for 11 years. However, it is also important to note that most respondents, 58%, are female and 60% of respondents work outside Hampton. The demographic between 30-55 years of age are at the peak of their careers and are normally the drivers of the economic engine of a community.

According to Statistics Canada, the majority of the people that answered the questionnaire have average higher salaries (\$69,222) than the average salaries of people residing in New Brunswick (\$52,878) and Kings County (\$64,706).



Graph 12: Age of Web Survey Respondents

4.3.2 Current Situation

This section of the interpretation reviews questions 5 to 10 of the consumer survey. The current situation is an important component of the analysis because it depicts where and how consumers spend, why they spend the way they do, and their overall satisfaction with existing businesses.

Residents of Hampton are likely to spend larger sums of money outside of Hampton than in Hampton. 40% of the consumer web survey respondents were likely to spend over \$501 per month outside of Hampton compared to 24% who would spend in over \$501 per month in Hampton. Most of the money spent outside Hampton was in the entertainment and retail sectors. Survey respondents were just as likely to travel outside of Hampton for groceries, eating out, professional or recreational services, or contracting work, as they were to stay in Hampton for the same services.

The main reasons people were spending money outside of Hampton include the lack of variety of goods and services (91%) as well as higher prices in Hampton (67%). These were the major deterrents for people to shop in Hampton. In conclusion, the majority of survey respondents (54%) are neither satisfied nor dissatisfied with the existing businesses in Hampton. This demonstrates potential opportunities on which existing businesses can capitalize.

Table 9: Amount of money spent in and outside of Hampton

How much do you spend, on average, per month in the Hampton Area?		How much do you spend, on average, per month outside the Hampton Area?	
<i>(this does not include recurring payments such as mortgage, car payments, rent etc.)</i>		<i>(this does not include recurring payments such as mortgage, car payments, rent etc.)</i>	
Answer	Percentage	Answer	Percentage
No answer	2.62%	No answer	5.76%
\$0 - \$250	40.84%	\$0-\$250	14.14%
\$251 - \$500	32.46%	\$251 - \$500	29.84%
\$501 - \$1000	18.32%	\$501 - \$1000	28.27%
\$1001 +	5.76%	\$1001 +	21.99%

4.3.3 Vision of Consumers

This section interprets the results of questions 11 to 13 of the consumer survey. This section provides valuable information about the types of businesses survey respondents would support, where the town should focus its efforts, and where existing businesses need to improve.

When asked about the type of business consumers would like to see attracted to Hampton, survey respondents overwhelmingly identified a new grocery store (47%), as well as a new restaurant (37%). The following table presents the responses to this open ended question:

Table 10: Types of Businesses Consumers would like to see in Hampton

Business	% of respondents
Grocery Store	47%
Restaurant	37%
Retail/Department store	13%
Movie theatre	10%
Motel	10%
Mall	9%
Sports retail	9%
Clothing retail	8%
Fast food restaurant	6%
Wal-Mart	6%
Zellers	4%

The respondents of the web survey identified that the Town should focus most of its efforts in developing retail, food service and entertainment/recreation sectors. The following is a table depicting the ranking of the sectors according to priority:

Table 11: Sectors where the Town should focus their attraction and development efforts

Sector	Cumulative averages
1. Retail	2.53
2. Food Service	2.49
3. Entertainment / Recreation	2.45
4. Health Care Provision	2.25
5. Tourism	2.15
6. Manufacturing	1.66

The rankings (1 being the least the town should focus and 3 being the highest focus) are developed on cumulative averages of all responses. The overall cumulative average of all sectors was 2.25. The web survey respondents did not identify Tourism or Manufacturing as sectors on which the Town should focus its attraction or development efforts.

The web survey respondents identified *providing more varieties of goods and services, providing more values for their goods and services, providing more local options and increasing the quality of good and services they sell* as efforts on which existing businesses should focus. The next table outlines the rankings in prioritized order:

Table 12: Areas where Existing Businesses should focus

Area	Cumulative average
1. Providing more varieties of goods and services	2.81
2. Providing value for their goods and services	2.56
3. Providing local options	2.53
4. Increasing quality of goods and services	2.52
5. Customer Service	2.26
6. Customizing products and services	2.15
7. Marketing their products and services well	2.14

The rankings (1 being where business should least focus their efforts and 3 being where the businesses should focus most) are developed from cumulative averages of all responses. The overall cumulative average of all sectors was 2.42. The web survey respondents identified *customer service, customizing products and services, and marketing of products and services* as areas where existing businesses should focus their efforts the least.

4.3.4 Other Comments

Web survey respondents had the opportunity to share their additional thoughts and provide comments at the end of the survey. There was no single thought or idea which was predominantly observed. Generally, a two-sided argument was presented: one side wanted to see more development in Hampton while the other who would like to see Hampton remain the way it is. The theme of youth retention and creating more jobs were seen as opportunities upon which the Town could focus its efforts. The web survey respondents believe that the Town is moving in the right direction and has generally focused its efforts correctly.

5.0 Actionable Items and Next Steps

The first phase of the BRE Project in the Town of Hampton will be completed by the end of July 2010. This initial phase consisted of data collection through various means, data analysis, and a report that summarizes the results, identifies themes and provides recommendations for action.

5.1 Actionable Items

The following section provides a summary of actionable items obtained from the various means of information collection for which community based solutions can be developed.

Business Intelligence Survey

1. Work with developers and interested businesses to increase the amount of space available to business owners to rent or buy
2. If appropriate, approach businesses identified in the gap analysis to locate in Hampton
3. Assess the potential of increased public transit, municipal water services, and parking/pedestrian needs in the Town to better serve the business and greater community
4. Improve communication between Town and businesses, youth, seniors, and the artist community
5. Increase attraction and Hampton promotion efforts
6. Connect businesses with the potential to work together on opportunities
7. Improve business related signage throughout the Town
8. Develop local buying campaign with relevant stakeholders
9. Ensure that businesses are aware of projects implemented by the Town

Forums

1. Increase engagement with youth and seniors
2. Design and organize events to attract people to Hampton
3. Work with developers to build more affordable senior housing

Consumer Web Survey

1. Attract more businesses from the Entertainment and Retail sector
2. Work with businesses and suppliers, so local retailers and wholesalers can price their goods fairly and carry a wide range of item
3. Work on a feasibility study to attract a new grocery store and a restaurant
4. Work with local community to find ways to retain youth as well as create jobs that will help retain young people

5.2 Next Steps

The methodology proposed to transform the information from the Business Retention and Expansion process into action is presented in the following table:

Table 13: Next Steps

<i>Event</i>	<i>Responsible</i>	<i>Outcomes</i>
1. Community Retreat	Town of Hampton	<ul style="list-style-type: none"> i. Identification of actionable items ii. Core committee formed to address each item
2. Action Plan Development Meetings	Each Committee	<ul style="list-style-type: none"> i. Scope of project determined ii. Number of people/organizations needed to champion the actionable item. Recruitment begins iii. Budget requirements determined (if needed) iv. Contingency plan developed v. Submission of Implementation Plan to Town of Hampton
3. Monitoring and Evaluation of Progress	Town of Hampton	<ul style="list-style-type: none"> i. Project updates scheduled and coordinated ii. Progress reports submitted to Town for review iii. Communication of projects to the general public iv. Evaluation of projects conducted at regular intervals

6.0 Conclusion

The *‘Moving Hampton Forward’* Business Retention and Expansion project has resulted in a better understanding of Hampton’s business community and its challenges, as well as a more clear perspective of the views held by the general public.

The businesses surveyed in Hampton responded that the business climate was generally good (63% of all business responses). However, there were areas identified for improvement. The business intelligence survey highlighted the lack of rental space for businesses in the Town, along with various gaps in the business environment. Increased communication from the Town was a recurring request, but several respondents felt the Town was moving along the right path.

The consumer survey outlined where businesses need to focus their efforts: providing more varieties of goods and services (91% of all community web surveys) and providing a better value for their goods and services (67% of all community web surveys). This offers a potential opportunity for the business community to match the needs of what residents want in Hampton.

85% of the businesses interviewed were extremely or somewhat interested and willing to volunteer if given the opportunity. These prospective volunteers could be great assets for Hampton; they could act as ambassadors when trying to attract new businesses. It is an opportunity upon which the Town should capitalize. The Town must work towards retaining these business owners.

In conclusion, Hampton is generally a great community, with the potential to attract businesses and residents overflowing from the Kennebecasis Valley. Hampton’s competitive advantages lie in the generally well educated population and relative median familial income, which is higher than New Brunswick as well as Kings County. Other advantages in Hampton include increased affordability of purchasing or renting a dwelling compared to similar communities in the area, along with an active community.