



# 2016

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis



**Prepared for:** Town of Unity  
**Provided by:** Prairie Wild  
Consulting Co.  
**Date:** December 2016

## **A Message from the Mayor**

All communities encounter change. One major component of change facing this community, and most others, is the patterns of business practices, and the delivery of services. To attract new business and to retain existing ones we need to be in possession of up to date information that will impact viability and growth. We require timely data in order to detect opportunities, and we need to be proactive in setting a course for growth. Developing a set of strategies to develop new business opportunities, and maintaining existing ones, is a necessary first step. This report, combined with vision, will assist us all as we strive for 'The Best'.

Mr. Ben Weber

Mayor, Town of Unity

## **A Message from the Director of Economic Development**

"The secret of change is to focus all of your energy, not on fighting the old, but on building the new" - Socrates

The Town of Unity, and the surrounding District, has experienced many changes over the past several decades, in particular within its business community. Historically a regional hub for business, Unity has continued to fill this role, and evolve as technology advances and residents have increased access to world markets. This Business Gap Analysis will assist investors to identify opportunities to strengthen Unity's commercial sector, to capture the opportUNITY that does exist in UNITY. The Targeted Business Attraction Strategies will assist all stakeholders to focus their energy on building the new, to ensure a sustainable and strong local economy in the Town of Unity for many years to come.

Mr. Carey Baker

Director of Economic Development, Town of Unity

## Acknowledgements

We would like to express our gratitude for the time and effort of those involved in helping to develop the Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis. A document like this would not be possible without the hard work and participation of those in the community who are dedicated to invigorating Unity's business community.

- Town of Unity Council and Administration;
- Carey Baker, Director of Economic Development;
- Unity and District Chamber of Commerce;
- Project Steering Committee Members:
  - Wilda Wallace;
  - Gerald Hauta;
  - Ron Rutley;
  - Carolyn Kopp;
  - Cora Fischer;
- Business Owners;
- Community Members; and,
- Prairie Wild Consulting Co.

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## Executive Summary

The community of Unity is a hub of activity for many rural residents and visitors in the area. Like many small rural communities, Unity is vulnerable to economic cycles within the business environment.

This report provides an analysis and evaluation of the current business environment in Unity and provides strategies moving forward to address gaps and opportunities within the business community. This includes a focus on re-development potential of vacant properties in the downtown. This analysis is based on Smart Growth principles which aim to ensure a positive environment for businesses, workers and quality of life for an area. By utilizing this comprehensive framework, Unity can ensure that businesses, workers and residents located in Unity are empowered, thriving and enjoy a high quality of life.

Methods of analysis included: a Business Environment Report to provide necessary background information of the subject area; a Business inventory of Unity sorted by North American Industry Classification System (NAICS) code; a comparison of Unity's businesses to a Sask Trends Monitor threshold analysis for communities of a similar size; extensive stakeholder consultation; and, an analysis of vacant properties within Unity's downtown.

Results of the data analysis show that the Town of Unity provides enough basic services for residents and visitors, but there is potential to expand on business gaps found in the threshold analysis and perceived gaps in services identified by community members and stakeholders. Combining best practices and innovative strategies will provide a plan to support existing business and encourage new business to locate in Unity.

It is recommended that the Town of Unity work towards adopting the recommendations provided in the Business Attraction Strategy and Business Gap Analysis. Strategies are based on both specific targets to promote infill of vacant lots, and on Smart Growth strategies to foster a great quality of life and ultimately attract businesses to a thriving municipality.

## Definitions and Acronyms

The following is a list of terms used throughout the document:

**Business Retention** – within the context of this report, ‘Business Retention’ refers to efforts made by a community or municipality to maintain a working environment which supports current businesses and workers to a standard that encourages business to remain in the community. Business Retention strategies can include incentives for businesses to locate in certain areas. General strategies that address Business Retention can be found in Section 6.1; and examples of these strategies in other municipalities are included in Appendix A.

**Community Engagement/Community Consultation** – a process to engage the public and seek the public’s input with the goal of improving public policy. In this report, the community engagement process was used in part to inform the direction of the strategies of this report.

**NAICS: ‘North American Industry Classification System’** – is a standardized hierarchical structure of codes to sort industries within North America. Industries are sorted from level 1 until level 5. As the levels increase, the corresponding code lengthens, and so does the specificity of the industry. Two-digit codes provide sector information; three-digit codes further categorize into subsectors; four-digit codes sort into industry groups; five-digit codes sort further into industries; and six-digit codes further sort Canadian industries. This information was used to compare business types in a regional analysis in Section 3.3; and to compare businesses to a threshold analysis in Section 3.4. For full classification information of the NAICS, please see the 2012 Classifications on the Statistics Canada website:

<http://www.statcan.gc.ca/eng/subjects/standard/naics/2012/index>

**Smart Growth Economic Development** – a framework for economic development of small cities and towns in the United States that uses six basic principles to incrementally strengthen communities and build long-term value to attract a range of investments. The three core components of Smart Growth include: Supporting Businesses; Supporting Workers; and, Supporting Quality of Life. This framework is described in greater detail in Section 2.

**Threshold Analysis** – the threshold analysis in this report refers to the “Threshold Analysis for Saskatchewan Rural Areas and Small Communities” research completed by Doug Elliot with the Sask Trends Monitor. This report identifies the threshold number of businesses in a community and calculates how that number compares with other communities with a similar population. Unity’s businesses were categorized and compared with this report in Section 3.4 to identify potential gaps in the current business community.

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## 1. Introduction

Welcome to the Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis. This document assesses the current business environment; identifies current gaps in business sectors; and, includes specific strategies to retain and attract businesses in the community. This analysis includes key opportunities to enhance the business community in Unity.

### 1.1 Objectives of the Report

The Town of Unity (Town) is committed to enhancing economic development within the community. Prairie towns and regions are especially vulnerable to known economic cycles. The Town of Unity, with support from the Unity & District Chamber of Commerce, decided to pursue the development of a Business Attraction Strategy and Business Gap Analysis for the community to work towards overall economic stability in the future.

The overall objectives for this project include:

- A review and description of existing businesses;
- Community consultation;
- Detailed description of vacant properties with their ownership and potential terms to occupy;
- Identification of ‘gaps’, or those businesses that do not currently exist but would be feasible in the community; Alignment of ‘gaps’ with vacant properties; and,
- Targeted specific strategies to attract and/or encourage the development of identified business ‘gaps’ into vacant properties.

Prairie Wild Consulting Co. (PWC) was contracted through an open request for proposal call, as the consulting firm in Spring of 2016 to assist with collecting relevant statistical data, engage with local businesses and residents, and prepare this report.

### 1.2 Study Approach (Methodology)

The Targeted Business Attraction Strategy and Business Gap Analysis began in May 2016 and was completed in December 2016. This process was completed in four phases:

- **Phase 1:** Background research and review of promising practices from elsewhere – May 2016;
- **Phase 2:** Community and stakeholder engagement to inform various components of the report – June-October 2016;
- **Phase 3:** Develop potential economic strategies based on promising practices to inform short, mid, and long term strategies – October-November, 2016; and,
- **Phase 4:** Operationalize implementation plan to catalyze other projects and partnerships developed through process – December 2017-onward.

### 1.2.1 Stakeholder Engagement Process

A strengths-based engagement process was used by the consultants when engaging community members, business owners, and other stakeholders. This model encourages meaningful discussions among community members and stakeholders by focusing on creating space to identify challenges and opportunities in the current business environment. The outcome of this process is to provide an evidence-based analysis and action-oriented report informed by the community. Engagement processes used in this study are summarized below:

Engagement Method	Process
<b>Meeting with the Director of Economic Development</b>	On May 10 <sup>th</sup> , 2016 the consulting team met with the Town of Unity's Director of Economic Development to kick-start the project. The purpose was to discuss the project overall; review the Agreement and the work plan; and, obtain feedback from the Director on the methodology and community engagement processes.
<b>Business Inventory</b>	A land-use inventory of Unity was conducted in May 2016; consultants documented services and businesses.
<b>Intercept Surveys</b>	A short intercept survey was developed to engage community members and visitors to Unity and capture an understanding of what Unity businesses people were using; where else they were accessing services; what would bring them to shop or access services in Unity; and, what suggestions they may have to help attract or retain businesses. 32 intercept surveys were conducted on two occasions: On June 4 <sup>th</sup> , members of the consulting team attended the Unity Western Days (26 intercept surveys); and, on July 6 <sup>th</sup> (6 intercept surveys).
<b>Targeted Facilitated Meetings</b>	<p>On June 22<sup>nd</sup>, 2016, the consulting team was invited to meet with the Unity &amp; District Chamber of Commerce to engage members in the process. A background and overview about the project was provided along with preliminary intercept survey findings. Participants shared their thoughts on the survey findings and what they would like to see for the business environment in Unity in the future.</p> <p>During this process, local champions were contacted to ask them to participate on a Project Steering Committee to help guide the process. On July 6<sup>th</sup>, members of the Project Steering Committee and the consulting team met to discuss project overall; review the updated work plan; and, ask for their input into the engagement process moving forward.</p>
<b>Community Survey</b>	A longer, self-administered community survey was developed using the intercept survey as a base. A full copy of the community survey is provided in Appendix C. The community survey was available online through SurveyMonkey from August – October 2016. A total of 20 surveys were completed. The responses were collected and exported into an Excel file where the data to each question could be sorted based on categories/themes. This allowed the consulting team to see the common responses to each of the questions.
<b>Business Owner and Operator Survey and In-person and Phone Interviews</b>	<p>A specific survey was designed for business owners and operators. This survey was available online between August – October 2016. The consulting team directly contacted a total of 48 business owners and operators to set up and conduct phone interviews. Of the 48, 24 surveys were completed (1 online and 23 by phone). The survey was intended to capture a number of areas related to economic development. The full survey is available in Appendix C.</p> <p>Four of the interviews conducted had slight modifications to the survey and included alternative questions to make the survey and the questions more applicable to their role in economic development within the Town of Unity.</p> <p>Similar to the Community Survey, the Business Survey was analyzed and sorted into various categories.</p>

### 1.2.2 Report Considerations

In delivering the Targeted Business Attraction Strategy and Business Gap Analysis, **the following assumptions** by the consulting team were considered. These included:

- The cities of North Battleford, Lloydminster, Saskatoon, Edmonton, and Calgary are accessed by the population for additional services and products;
- People are generally interested in wanting to be engaged in subject areas that directly affect or impact them; the receptiveness to the engagement methods would be an indicator of this level of engagement;
- Due to prior work undertaken by the consulting team with the Town, there is a level of understanding about the community that was easily transferable to this project.

**Key limitations** of this study identified by the consulting team included, though are not limited to:

- Availability of up-to-date statistical information from Census Canada. At the time of the writing of this report, 2016 economic data was not yet released;
- Categorizing the businesses in order for a comparative analysis to be done with other communities of a similar size;
- Categorization of business sector by NAICS code is specific and classification of businesses is based on the business information provided. This does not take into account the specifics of some businesses which can be classified in more than one area. Businesses were coded to fit the broadest use of each business;
- The threshold analysis used as a comparison does not account for all sectors of a business community, only those sectors that were deemed appropriate to compare. Therefore, there are some businesses that exist in Unity that were not classified in the threshold analysis and were not included in the report;
- Availability and receptiveness of community members, visitors, business owners, and stakeholders taking the survey;
- Timing of the engagement process – Unity is predominantly an agriculturally-based community with seasonal cycles of intense work that make engaging those involved in the agricultural industry difficult during these seasons;
- Different types of surveys were used; each with differing lengths;
  - Online survey access enabled 1 complete survey per IP Address;
  - Data analysis of business surveys was lengthy due to the volume of survey responses requiring coding.
- Qualitative analysis of data is subject to a degree of interpretation by the researchers involved in the analysis. For this reason, full summary of respondent answers are provided in Appendix C.

### 1.3 Report Organization

This report is organized into the following nine sections:

<b>Section 1: Introduction</b>	•Introduces the project, methodology and outline of the report.
<b>Section 2: Understanding the Framework - Smart Growth Economic Development</b>	•Introduces the Smart Growth Framework and how it can benefit business retention and attraction for the town of Unity.
<b>Section 3: Unity Statistical Report - Review and Description of Existing Businesses</b>	•Summarizes the Environment Report created by Prairie Wild for the Town of Unity to provide statistical background and inform strategies. This section also provides a breakdown of the NAICs code threshold analysis for towns of a similar size to inform potential gaps in the business community in Unity.
<b>Section 4: What the CommUnity Said - Community Voice and Consultation Results</b>	•Provides a summary of the community consultation process and results from surveys and focus groups.
<b>Section 5: Business Gaps and Opportunities</b>	•Delivers commentary and summation of results from the NAICs threshold comparison, and the results from the community consultation to assess existing business gaps.
<b>Section 6: Business Attraction</b>	•Delivers overall summary of potential strategies for attracting and retaining businesses within Unity based on the Smart Growth Framework.
<b>Section 7: Vacant Property Analysis &amp; Opportunities</b>	•Provides a detailed description of vacant properties and alignment of business gaps to existing vacant buildings. Recommendations that are specific to vacant buildings are available in this section.
<b>Section 8: Implementation &amp; Evaluation</b>	•Provides relevant background information and studies researched to inform the findings of this report.
<b>Section 9: Concluding Remarks</b>	•Offers suggestions for implementation and evaluation of strategies.

Following Section 9 is an Appendices Section which provides relevant background information and studies researched to inform the findings of this report.

## 2. Understanding the Framework – Smart Growth Economic Development

### 2.1 Smart Growth Economic Development Strategy

The Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis has been developed in part by adopting a framework for small cities and towns known as “Smart Growth Economic Development.” It is a strategy that builds upon existing assets, takes incremental actions to strengthen communities, and builds long-term value to attract a range of investments.<sup>1</sup>

The Smart Growth Economic Development Strategy is based on six key principles:

1. Make the distinction between “growth” and “investment;”
2. Be tactical and strategic;
3. Be focused;
4. Start where there is already momentum;
5. Find the right partners for specific goals;
6. Communicate and coordinate.

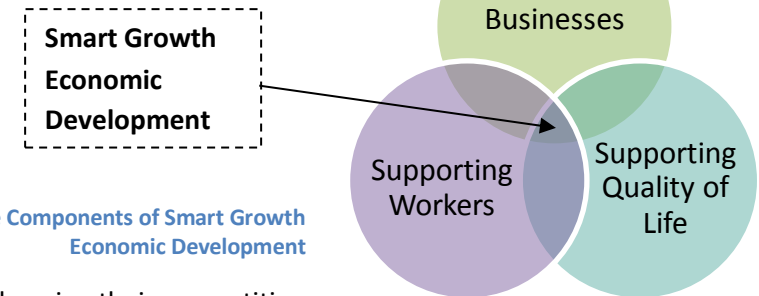


Figure 1: Core Components of Smart Growth Economic Development

The Smart Growth Economic Development Strategy realizes that many communities are enhancing their competitive advantage by using their unique assets to retain and support existing businesses and attract new investment.<sup>2</sup> In order to apply this framework, there are 3 core components of a Smart Growth Economic Development Strategy that are important to understand. These include supporting businesses; supporting workers; and, supporting quality of life (see Figure 1).

1. **Supporting Businesses** focuses on understanding the current composition and location of businesses, jobs, and potential emerging entrepreneurs in the community.
2. **Supporting Workers** focuses on how well the skills and education of the local workforce align with the needs of existing and growing industries.
3. **Supporting Quality of Life** focuses on providing a good quality of life for residents and businesses looking at a variety of factors that contribute this (e.g. thriving downtown or business sector, a variety of transportation choices, cultural and community resources, health and educational institutions, etc.). This component also includes identifying key locations for development and redevelopment in the community.<sup>3</sup>

<sup>1</sup> *Framework for Creating a Smart Growth Economic Development Strategy: A Tool for Small Cities and Towns*. United States Environmental Protection Agency Office of Sustainable Communities. January 2016. Accessed online at [www.epa.gov/smartgrowth](http://www.epa.gov/smartgrowth).

<sup>2</sup> *Ibid.*

<sup>3</sup> *Ibid.*

### 3. Unity Statistical Report: Review and Description of Existing Businesses

The following section provides statistical information relevant to economic development in the Town of Unity. A detailed overview was completed as part of this project in the report “Unity Business Environment Report.”<sup>4</sup> The following is a summary of the relevant information collected.

#### 3.1 Town of Unity Statistical Information (1996 – 2011)

Population: The Town of Unity is located in west central Saskatchewan, at the intersection of Highways #14 and #21, and in the Rural Municipality of Round Valley No. 410.<sup>5</sup> The 2011 Census Profile indicates that the population of Unity was 2,389. In 2015, the Heartland Health Region population records indicate that there were 3,067 people in Unity.<sup>6</sup> This places Unity as the third largest community in the health region.

Median Household Total Income: Census Profile information was collected for median household total income from 1996-2011. Between this time, the total number of private **households increased by 20%** (from 960 in 1996 to 1,155 in 2011) and **the median household incomes rose by 47%** (from \$34,258 in 1996 to \$50,332 in 2011). The median household income in Saskatchewan in 2011 was \$77,300.<sup>7</sup> There are a number of factors why the median household income rose, including increasing living wages, available job opportunities, and inflation. Growth of private households and median household income showed a modest positive trend in population over the last twenty years.

Educational Attainment: Figures 2 and 3 below illustrate the educational attainment in 2006 and 2011 for the following categories: No certificate, diploma or degree; High school diploma or equivalent; and, Postsecondary certificate, diploma or degree.

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<sup>4</sup> A detailed background report was completed in September 2016 called the Unity Business Environment Report. The background report provided statistical information over time for the Town of Unity; detailed information about the business environment including a business inventory and vacant properties; and, information about the region and comparable communities.

<sup>5</sup> Draft Unity Business Environment Report, September 2016.

<sup>6</sup> Ibid.

<sup>7</sup> Median total Income, by family type, by province and territory. Statistics Canada, CANSIM table 111-0009.

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

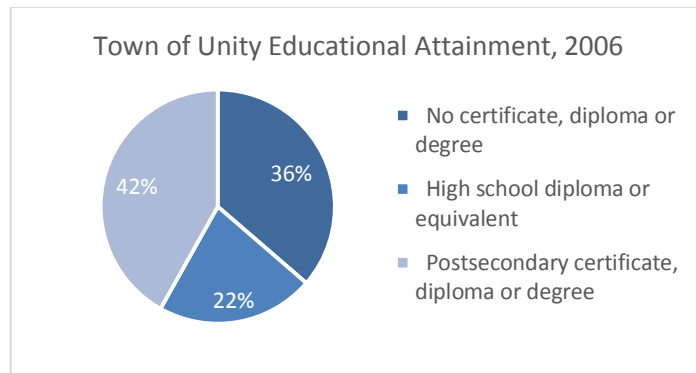


Figure 2: Town of Unity Educational Attainment, 2006

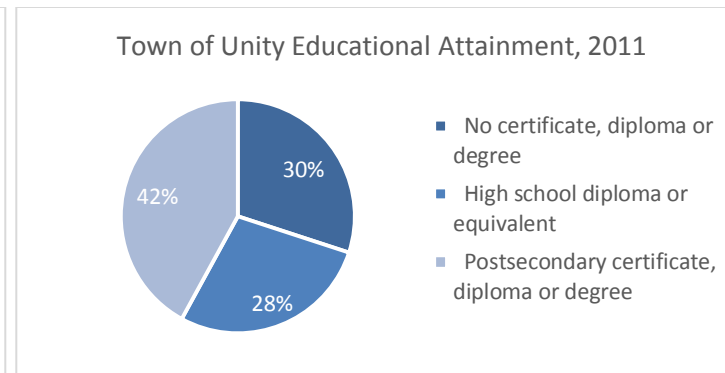


Figure 3: Town of Unity Educational Attainment, 2011

The statistics show that while the percentages of those with postsecondary, certificate, diploma or degree remained the same, there was an increase in those obtaining a high school diploma or equivalent. Factors that contributed to this include the population aging from 5 years ago obtaining a high school diploma and pursuing further education.

### 3.2 Unity's Business Environment

There are many factors that contribute to economic development in a community. When undertaking this process, it is important to understand the current statistics and impacts of doing business in Unity. This includes business services, tax assessment, business licensing and fees.

There is a Chamber of Commerce within the community. Membership is optional though there is a fee to join. The Unity & District Chamber of Commerce meets once a month and organizes various events. Businesses do have an opportunity to join provincial organizations and associations that provide training and events for a fee.

Municipal tax assessments vary depending on land use. In 2015, the total municipal assessment for the Town of Unity was \$137,126,110.00. As compared to other similar towns in the regional analysis, Unity's assessment was the second highest, behind Kindersley. Breaking this assessment down further into sectors, the **municipal tax assessment** for agriculture in Unity was \$943,470.00; the residential assessment was \$102,412,240.00; and, the **commercial and industrial assessment** was \$33,770,400.00 (excluding potash and the regional park).

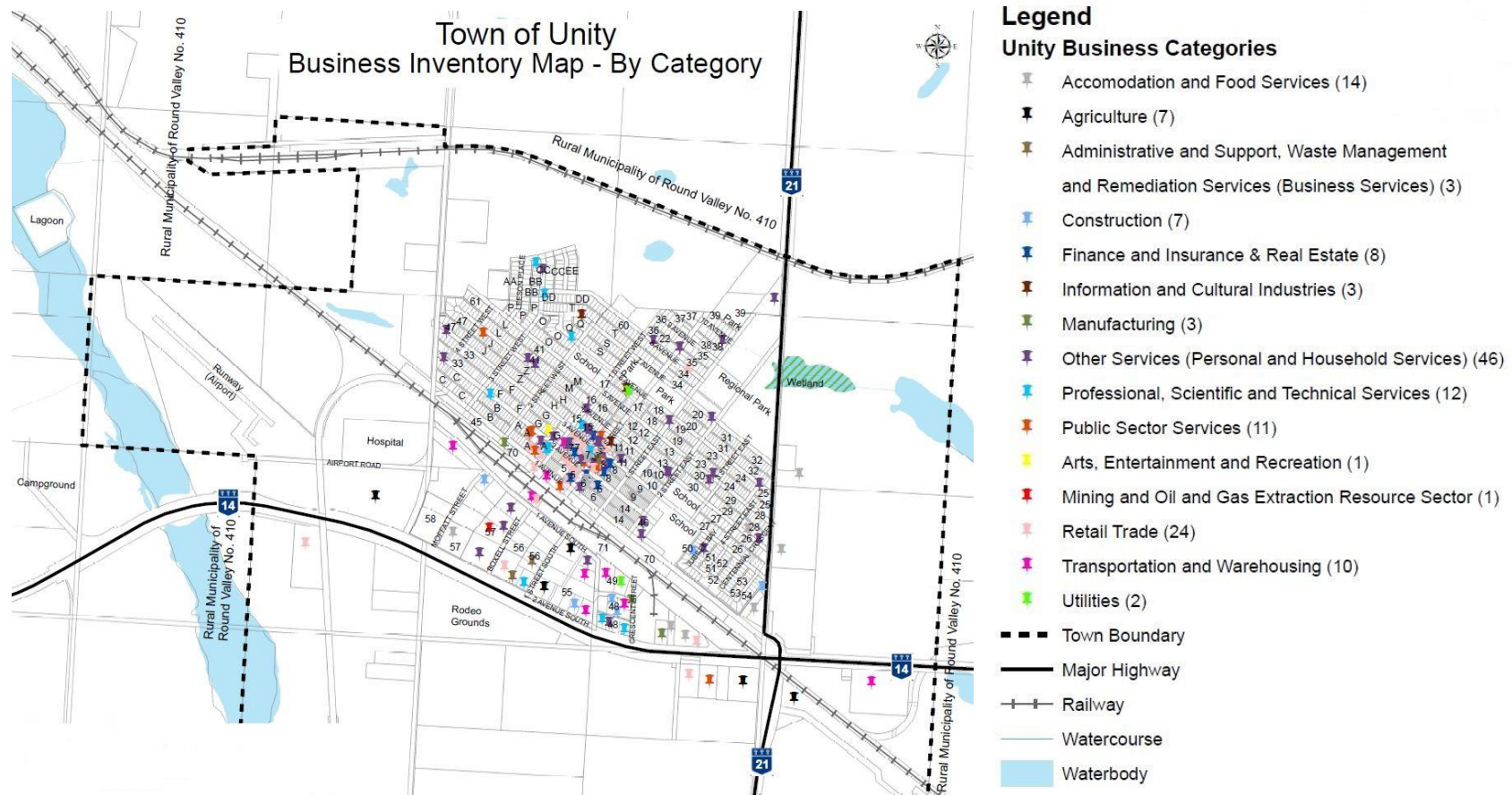
The Town has minimum taxes for the following: \$1,000.00 for vacant land and for land with improvements. There is a base tax for road improvements that is set at \$100.00 and an environmental levy and water and sewer levy that is set at \$121.00.



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Business licensing fees vary from \$30.00-\$250.00 based on the type of business and length of time conducting business within the town. Other municipal fees including a minimum water fee (\$63.00 up to 6000 gallons); extra water fee (\$7.25/1000 gallons); sewer fee (\$15.00); and, a refundable water and sewer deposit for rental properties (\$275.00).

In order to understand the business environment in Unity, a detailed inventory of businesses was undertaken. There were a total of 152 businesses identified in Unity which were broadly organized into the North American Industry Classification System (NAICS). Descriptions of what is included in each sector category is available by searching [www.statcan.gc.ca](http://www.statcan.gc.ca) for "NAICS 2012". The following map illustrates the businesses in Unity sorted by sector, and further by location within the town of Unity.



Map 1: Town of Unity Business Inventory Map



### 3.3 Regional and Comparable Communities

The Unity Business Environment Report includes a section outlining the region around Unity and compares statistical data with similar sized communities to Unity. There are 137 major urban centres (excluding Hamlets) that are included and defined as a trading catchment area based on radii of 50 kilometers (km), 100 km, 150 km and 200 km when Unity is located in the centre. The following table lists the municipalities within each radius:

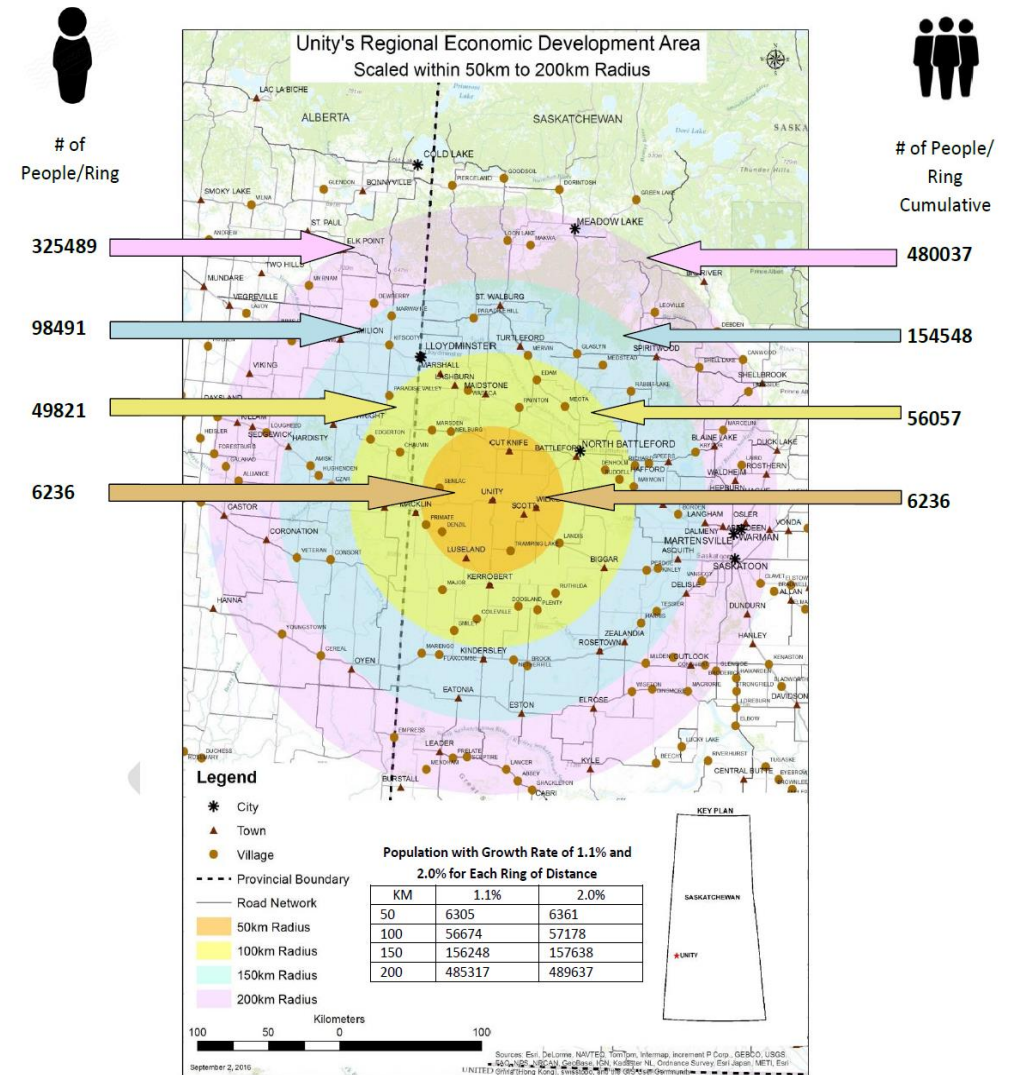
	50km		100km		150km		200km		Total
<b>Cities</b>	-	-	North Battleford	1	Lloydminster	1	Saskatoon, Martensville, Warman and, Meadow Lake	4	6
<b>Towns</b>	Wilkie, Scott, Luseland, and, Cut Knife.	4	Kerrobert, Macklin, Battleford, Biggar, Maidstone, Lashburn, Marshall and, Provost AB.	8	Kindersley, Eatonia, Eston, Rosetown, Zealandia, Delisle, Asquith, Radisson, Hafford, Langham, Turtleford, St. Walburg, Wainwright AB and, Hardisty AB.	14	Leader, Kyle, Elrose, Outlook, Dundurn, Dalmeny, Osler, Aberdeen, Hague, Hepburn, Waldheim, Rosthern, Blaine Lake, Spiritwood, Vermilion AB, Elk Point AB, Viking AB, Killam AB, Castor AB, Coronation AB and, Oyen AB.	21	47
<b>Villages</b>	Tramping Lake, Denzil, Primate, and, Senlac.	4	Landis, Major, Dodsland, Plenty, Ruthilda, Coleville, Smiley, Maymont, Ruddell, Denholm, Meota, Paynton, Edam, Waseca, Neilburg, Marsden, Edgerton AB and, Chauvin AB.	18	Marengo, Flaxcombe, Netherhill, Brock, Harris, Tessier, Kinley, Perdue, Borden, Speers, Richard, Krydor, Rabbit Lake, Medstead, Graslyn, Mervin, Paradise Hill, Marwayne AB, Kitscoty AB, Paradise Valley AB, Irma AB, Amisk AB, Hughenden AB, Czar-AB, Veteran AB and, Consort AB.	26	Prelate, Sceptre, Mendham, Lancer, Abbey, Shackleton, Milden, Wiseton, Dinsmore, Macrorie, Broderick, Glenside, Vanscoy, Clavet, Laird, Marcelin, Leask, Parkside, Shell Lake, Debden, Leoville, Makwa, Loon Lake, Dewberry AB, Myrnam AB, Mannville AB, Minburn AB, Innis Free AB, Loughheed AB, Strome AB, Alliance AB, Galahad AB, Forestburg AB, Youngstown AB, Cereal AB and, Empress AB.	36	84
<b>Total Municipalities</b>	<b>8</b>			<b>27</b>		<b>41</b>		<b>61</b>	<b>137</b>
<b>Total Populations</b>	<b>6,236</b>			<b>49,821</b>		<b>98,491</b>			<b>325,489</b>

Table 1: List of Municipalities within 50km, 100km, 150km and 200km Radius

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

The comparable communities that were chosen for this study include: The Towns of Wilkie; Macklin; Kerrobert; Cut Knife; Kindersley; Rosetown; and, Provost, AB.<sup>8</sup> The map (shown below) displays the Unity Regional Economic Development Area. The Unity Business Environment Report provides further detailed comparisons of the Town of Unity and the comparable communities as shared above. These comparisons include: travel distances and times; the population sizes of the comparable communities; the business industries by labour force population; and, assessment, mill rates, and municipal taxes.<sup>9</sup>

Unity serves as a hub for nearby towns and villages; a full list of the comparable communities and their local business breakdown by NAICS sector can be found in Appendix D. Each of the comparable communities has been included below and their current businesses have been sorted into NAICS codes by sector. This provides a more comprehensive understanding of the business sectors in similar communities within the region. This information is shown graphically below: Information on business sectors specific to Unity can be found later in this section in 3.4.



### Map 2: Unity's Regional Economic Development Area

<sup>8</sup> The following factors contributed to the selection of the Unity Regional Economic Development Area:

- Community and business surveys;
- Regional context information provided in the Town of Unity Housing Plan, 2015;
- The size of population of each of the comparable communities within the 50 km to 200 km radii; and,
- The Town of Unity's proximity to the communities and access to provincial paved highways.

<sup>9</sup> Refer to Unity Business Environment Report, September 2016.

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

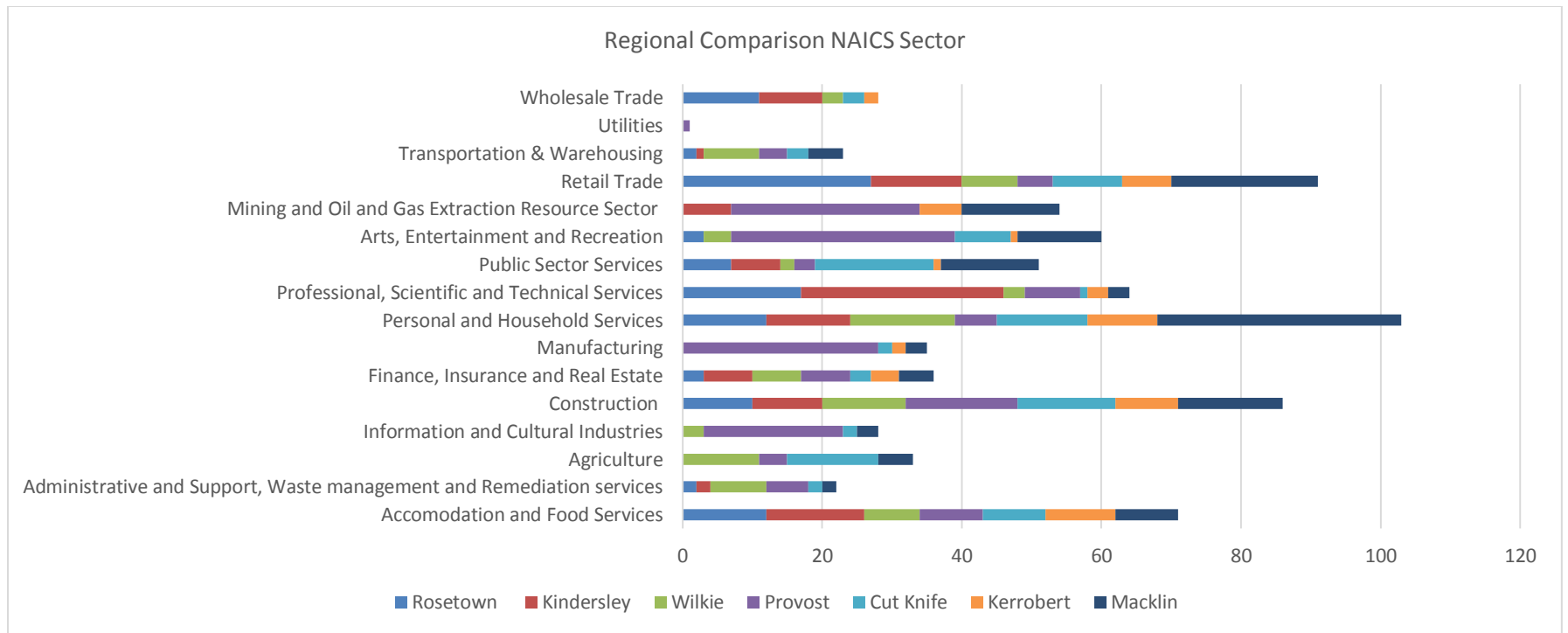


Figure 2: Total Businesses by NAICS Sector - Comparable Communities

### Strongest Regional Business Sectors

The sectors of Accommodation and Food Services; Construction; Personal and Household Services (Other Services); and Retail Trade are all strong within comparable communities. The predominant NAICS industry across these communities is Personal and Household Services. A strong Personal and Household services sector is typical of smaller rural centres to ensure that necessary services are close and convenient for the community. Provost is the community with most sectors represented within the business environment. Its proximity to Unity (under 100km) makes it an attractive option to access products and services across the border.

Some communities have niches within their business environments. Provost is strongest in the Mining and Oil and Gas Extraction Resource sector; Arts, Entertainment and Recreation; Information and Cultural Industries; and Manufacturing sectors. The majority of Rosetown's businesses are clustered within the Retail Trade sector. Rosetown has more retail businesses listed than any of the other communities. Kindersley, by comparison, has the majority of its businesses in the Professional, Scientific and Technical Services sector, with the most

businesses than any other community in this sector. Cut Knife has the most businesses in the Public Sector services sector, which is a marginal lead in comparison to the other communities. Macklin provides the most Personal and Household (Other Services) than any of the other communities. Finally, Wilkie and Kerrobert have no sectors with a significant number of businesses. Both communities seem to have a small number of businesses spread across a number of sectors to serve their rural area.

### Sectors with Growth Potential

Within these comparable communities, there are sectors with limited businesses. Sectors with the fewest businesses include: Administrative and Support, Waste Management and Remediation Services; Information, Communication and Culture; Transportation and Warehousing; and, Utilities. Unity may be able to capitalize on gaps within these sectors. Strengthening businesses within Information and Cultural Industries; Arts, Entertainment and Recreation; and Administrative and Support, Waste Management and Remediation Services could address the rural gap in these sectors. See Section 6 for specific ideas to fill these business gaps.

#### 3.3.1 Cost Assumptions and Regional Cost Comparison

Table 2 provides a visual representation of a point in time, November 3<sup>rd</sup>, 2016, comparing costs of every day goods found in Unity, Saskatoon, North Battleford, and Lloydminster. This was done by reviewing costs in online flyers for some grocery stores and gas stations. Unity has the cheapest costs for 3 of the 6 every day products. Products are not necessarily based on geographic markets as previously assumed by those surveyed in Unity during the community engagement session (see section 4). Prices are however based on suppliers to stores.







Item	Unity		Saskatoon		North Battleford		Lloydminster	
		\$0.939/L		\$0.904/L		\$0.939/L		\$0.919/L
	Co-op	\$3.69/2 L	Co-op	\$3.49/2 L	Co-op	\$3.39/2 L	Co-op	\$3.89/2 L
			Safeway	\$1.99/2 L				
	Co-op	\$1.79/loaf	Co-op	\$1.79/loaf	Co-op	\$1.79/loaf	Co-op	\$1.79/loaf
	AG Foods	\$1.50/loaf	Safeway	\$1.69/loaf	Sobey's	\$1.69/loaf	Safeway	\$1.69/loaf
			Sobey's	\$1.69/loaf	Safeway	\$1.69/loaf	Sobey's	\$1.69/loaf
			Superstore	\$1.98/loaf			Superstore	\$1.98/loaf
	Co-op	\$4.99/lb	Co-op	\$4.99/lb	Co-op	\$4.99/lb	Co-op	\$4.99/lb
	AG Foods	\$3.00/lb	Safeway	\$5.49/2lbs	Safeway	\$5.49/2lbs	Safeway	\$5.49/2lbs
			Superstore	\$4.98/2lbs			Superstore	\$4.98/2lbs
	Co-op	\$1.69/lb	Co-op	\$1.69/lb	Co-op	\$1.69/lb	Co-op	\$1.69/lb
	AG Foods	\$1.50/lb	Sobey's	\$1.69/lb	Sobey's	\$1.69/lb	Sobey's	\$1.69/lb
	Co-op	\$6.99/lb	Co-op	\$6.99/lb	Co-op	\$6.99/lb	Co-op	\$6.99/lb
	AG Foods	\$8.00/lb	Safeway	\$6.99/lb	Safeway	\$6.99/lb	Safeway	\$6.99/lb
			Sobey's	\$7.99/lb	Sobey's	\$7.99/lb	Sobey's	\$7.99/lb

Table 2: Cost Comparison of Basic Products between Unity and Larger Municipalities

### 3.4 Unity Business Inventory and NAICS Classification and Threshold Analysis

The most businesses in Unity are included in the categories of: Other Services (Personal and Household) (46 businesses); Retail Trade (24); and Accommodation and Food Services (14). The table summarizes the business inventory in Unity based on their NAICS code.

The current businesses in Unity were further organized into more specialized industry groups to gather a better understanding of the types of businesses available in the community. This breakdown was then compared to the Threshold Analysis for Saskatchewan Rural Areas and Small Communities research prepared by Doug Elliot with the Sask Trends Monitor.<sup>10</sup> This report analyzes the number of businesses in a community or region and calculates how that number compares with other communities or regions in Saskatchewan. Only population-sensitive industries such as service-producing industries are included. A comparative analysis was completed to assess potential gaps in businesses and services existing in Unity based on this threshold analysis report for a population size of approximately 3,000 residents. Not included within this comparison are Public Sector Services (excluding Child Day Care Services); and areas within the Other Services sector including: Religious Organizations; Grant-Making and Giving Services; Social Advocacy Organizations; Civic and Social Organizations; Business, Professional, Labour and Other Membership Organizations; and, Private Households.

A full comparison between the threshold analysis number of businesses and the actual businesses in Unity is displayed below graphically by sector. A further analysis of specific gaps follows this section.

NAICS Sector:	# of Businesses
Accommodation and Food Services	14
Agriculture	7
Administrative and Support, Waste Management and Remediation Services (Business Services)	3
Construction	7
Finance and Insurance & Real Estate	8
Information and Cultural Industries	3
Manufacturing	3
Other Services (Personal and Household Services)	46
Professional, Scientific and Technical Services	12
Public Sector Services	11
Arts, Entertainment and Recreation	1
Mining and Oil and Gas Extraction Resource Sector	1
Retail Trade	24
Transportation and Warehousing	10
Utilities	2

Table 3: Unity Business Inventory and NAICS Classification

<sup>10</sup> Threshold Analysis for Saskatchewan Rural Areas and Small Communities, Sask Trends Monitor

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

### 3.4.1 Construction

Based on the threshold comparison, the construction sector is underrepresented in Unity. There are below-threshold numbers of business in the Building Finishing Contractors; Building Equipment Contractors; and, Residential Construction areas. Areas with no current activity include Foundation, Structure and Building Exterior Contractors; and, Non-Residential Construction. Existing businesses in Unity may have potential overlap between areas within this sector which may not be demonstrated here. Overall, there are business gaps that exist within the sector. Strategies to address these gaps can be found in Section 6.

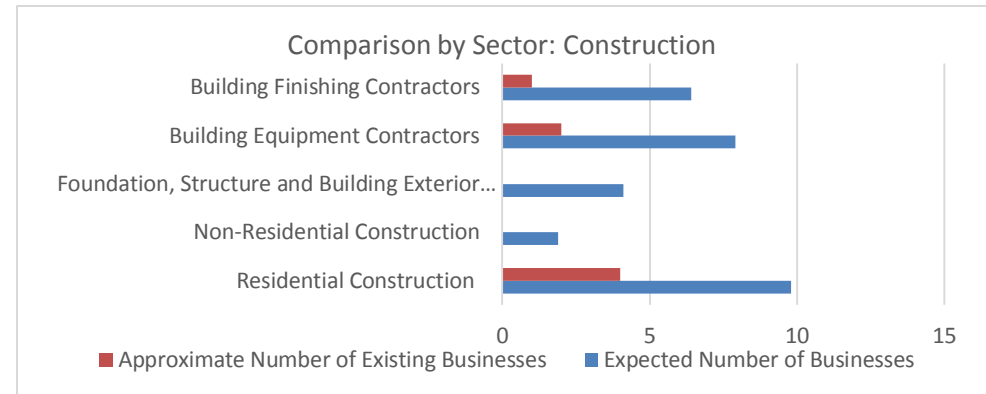


Figure 3: Comparison by Sector – Construction

### 3.4.2 Retail Trade

The Retail Trade Sector is well-represented within the business community for a town of this size. Many areas of retail trade do not exceed more than one business in the threshold analysis.

While the Department and General Merchandise Stores area is well represented, there could be retail business included that provide more specific uses or more than one type of merchandise and therefore were coded within the generalized group.

The areas with potential for growth could include Clothing Stores and Grocery Stores. Strategies to address these gaps can be found in Section 7.

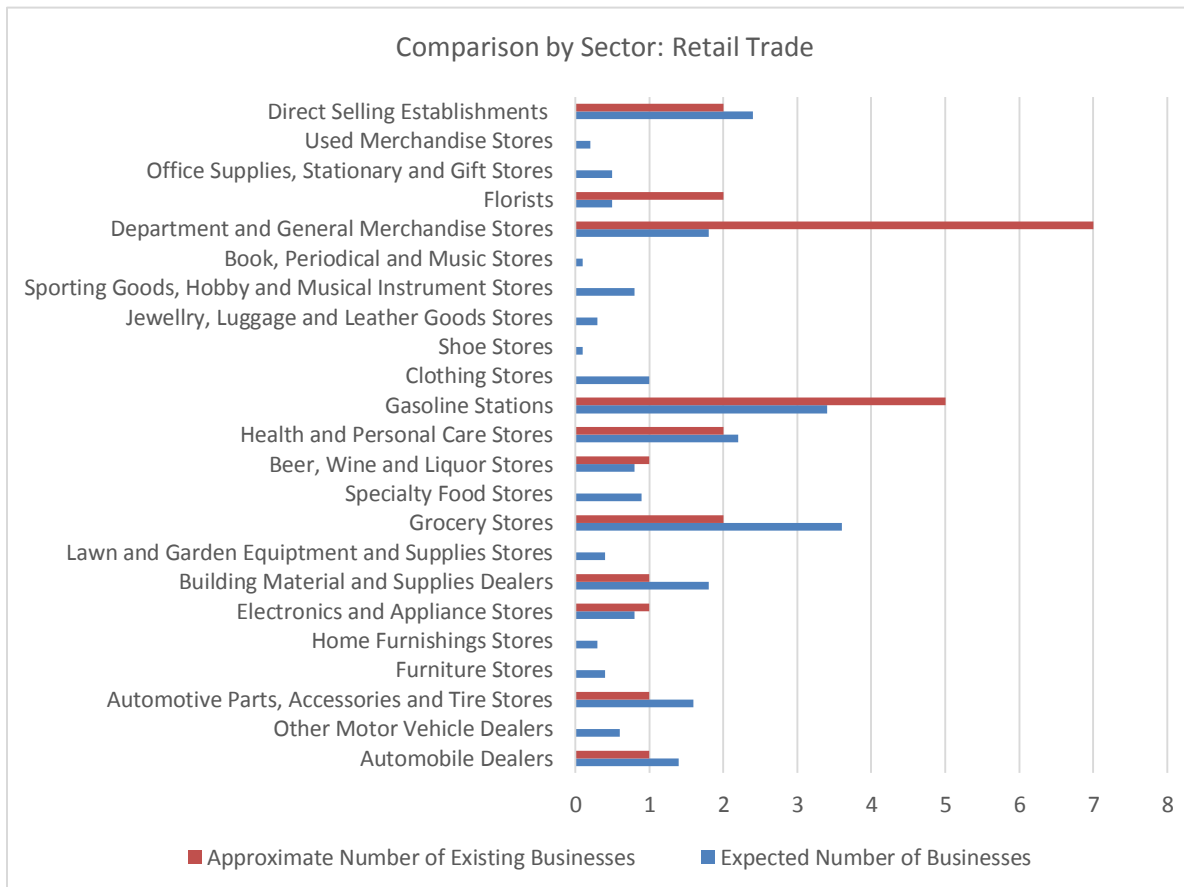
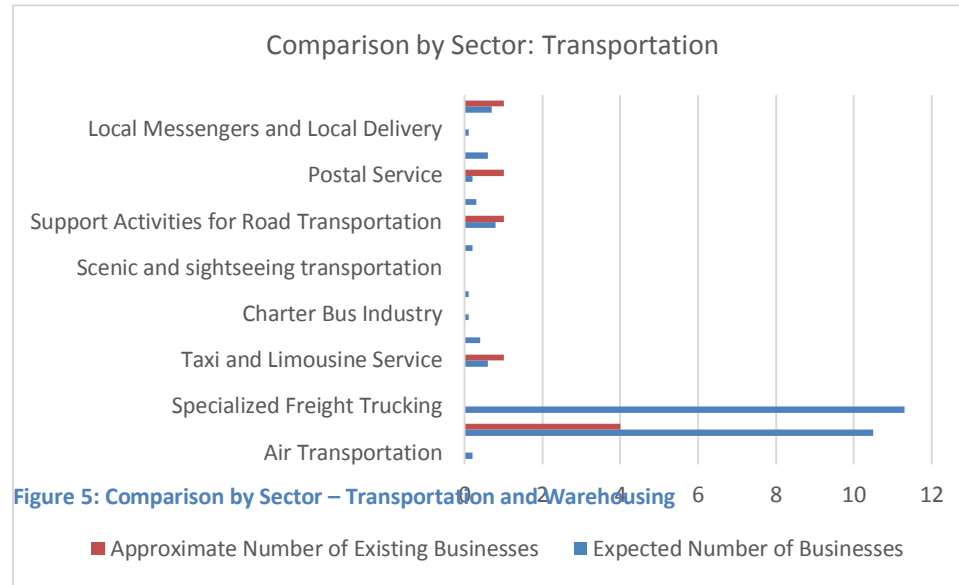


Figure 4: Comparison by Sector - Retail Trade

### 3.4.3 Transportation and Warehousing



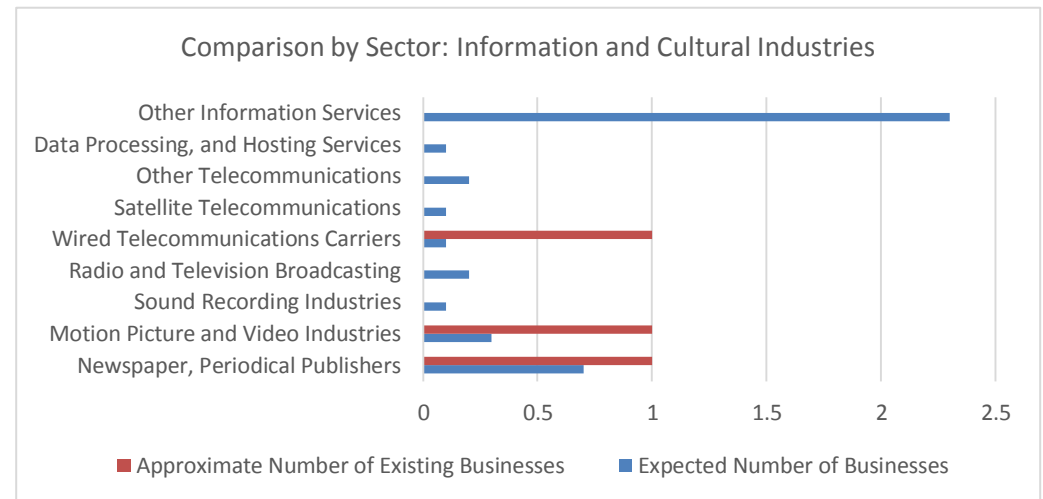
The Transportation and Warehousing sector is adequately represented when compared to other municipalities of this size.

The only significant gaps in businesses include the General and Specialized Freight Trucking services. There could be potential for growth in these areas if a need is identified by the community. This sector is further discussed in Section 5.

### 3.4.4 Information and Cultural Industries

The Information and Cultural Industries sector is well represented compared to other communities of a similar size in most areas except Other Information Services.

This area could see growth within the business community if a need is demonstrated by the community for these services. Perceived business gaps based on surveys collected from the community are further described in Section 4.





## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

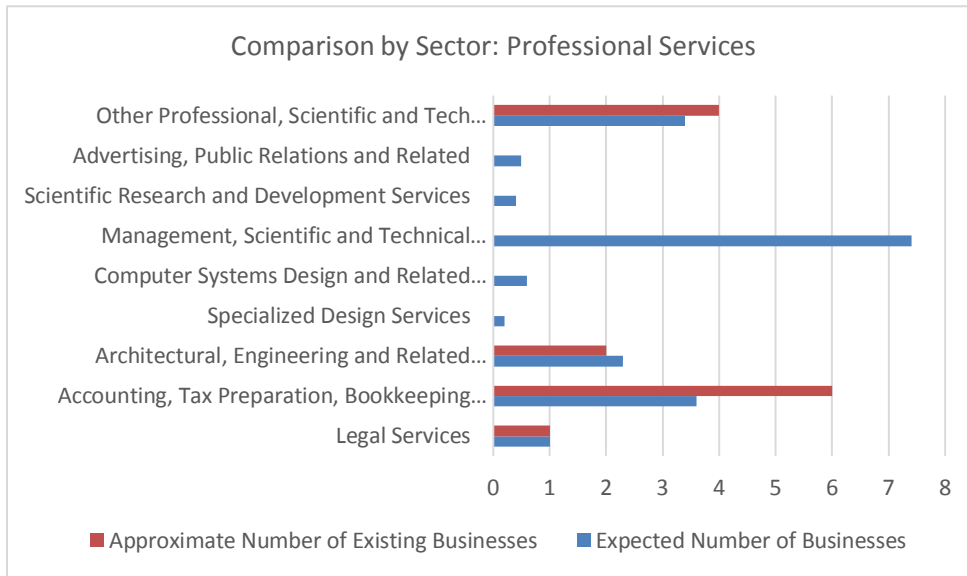


Figure 7: Comparison by Sector - Professional, Scientific and Technical Services

### 3.4.5 Professional, Scientific and Technical Services

The Professional, Scientific, and Technical Services sector is well represented within the business community based on a comparison between similarly sized communities. One area that has a potential for future growth is in Management, Scientific and Technical Consulting Services, which currently does not have representation within the business community. Strategies to address these industry gaps can be found in Section 6.

### 3.4.6 Administrative and Support, Waste Management and Remediation Services

The Administrative and Support, Waste

Management and Remediation Services sector is largely underrepresented when compared to threshold data from other communities of this size. Key areas include Other Support Services; Services to Buildings and Dwellings; Business Support Services; and Office Administrative Services.

There is potential for growth within these areas if a need is identified by the community. Perceived business gaps and community needs are based on community consultation and described in Section 4.

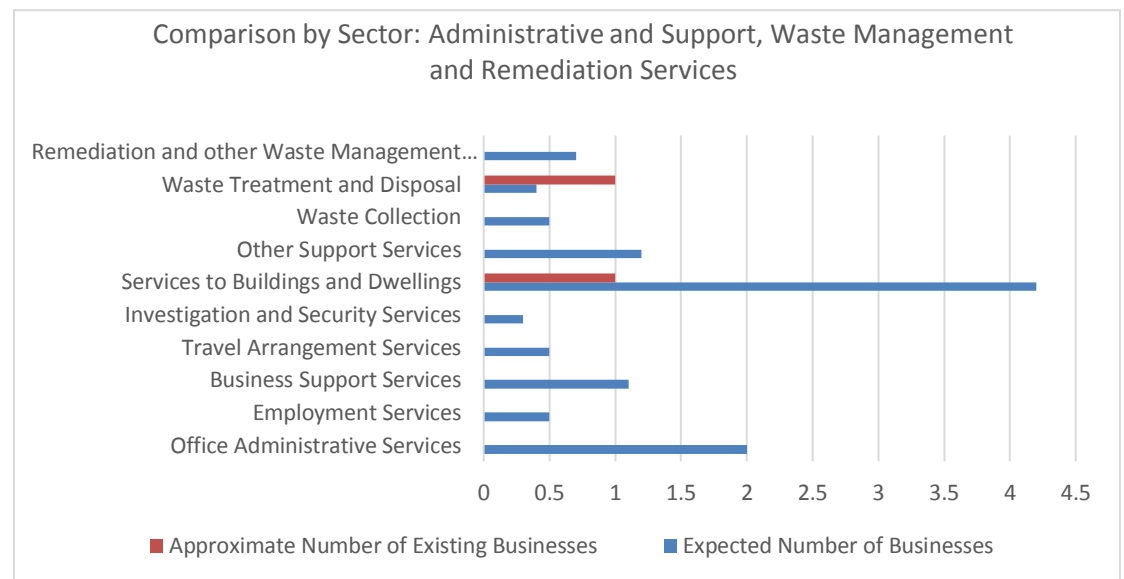


Figure 8: Comparison by Sector – Administrative and Support, Waste Management and Remediation Services



### 3.4.7 Other Services (Personal and Household Services)

The Other Services (Personal and Household Services) sector is well represented when compared to communities of a similar size. It exceeds the threshold number of businesses in most areas.



Figure 9: Comparison by Sector – Other Services (Personal and Household Services)

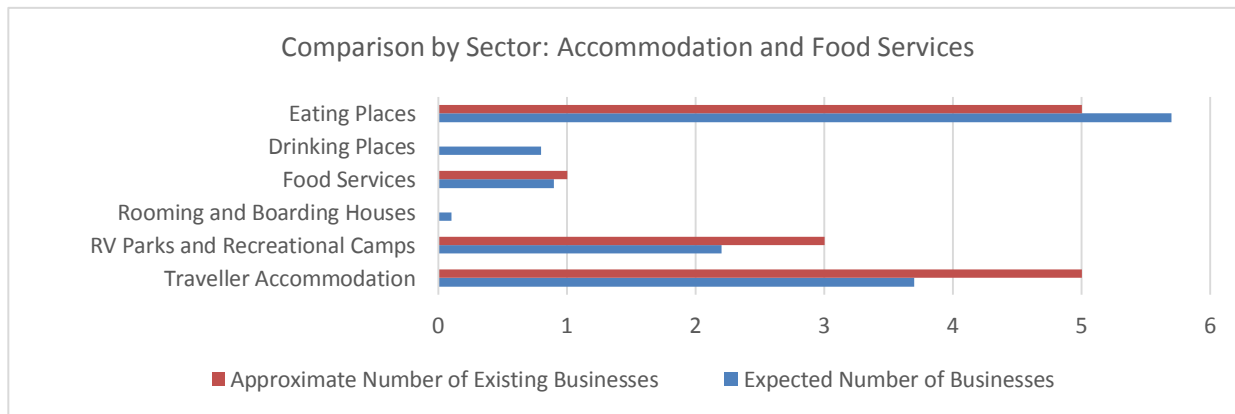


Figure 10: Comparison by Sector - Accommodation and Food Services

### 3.4.6 Accommodation and Food Services

The Accommodation and Food Services sector is mostly well represented within the current business community. Between the Eating Places and Drinking Places areas, there could be room for another business to fill that gap if a need is identified by the community. Perceived business gaps based on community consultation are further described in Section 4.

### 3.4.7 Finance and Insurance

The Finance and Insurance sector is underrepresented in several areas including: Commercial and Industrial Machinery and Equipment Rental and Leasing; Activities Related to Real Estate; and Other Financial Investment Activities. There could be room within the business community to address this gap in services. Strategies to address these industry gaps can be found in Section 6.

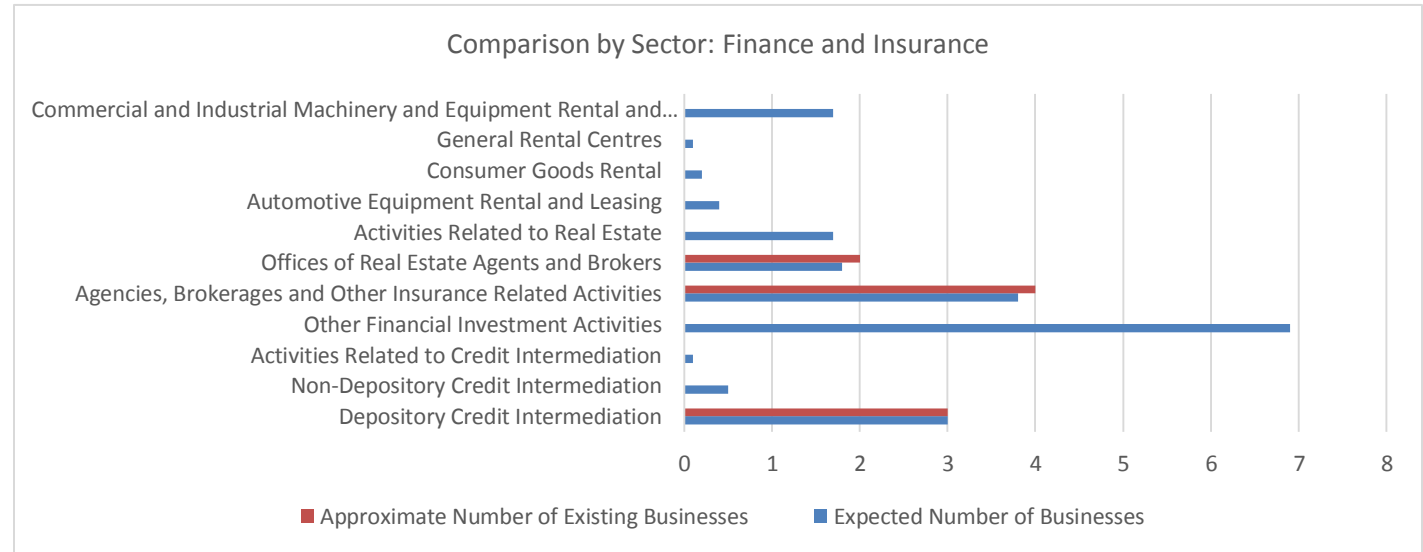


Figure 11: Comparison by Sector - Finance and Insurance

### 3.4.8 Wholesale Trade

The Wholesale Trade sector is well-represented within the business community in most areas compared to similar sized communities. One area where there is potential room for another area of wholesale trade is in Petroleum Product Wholesaler-Distributors.

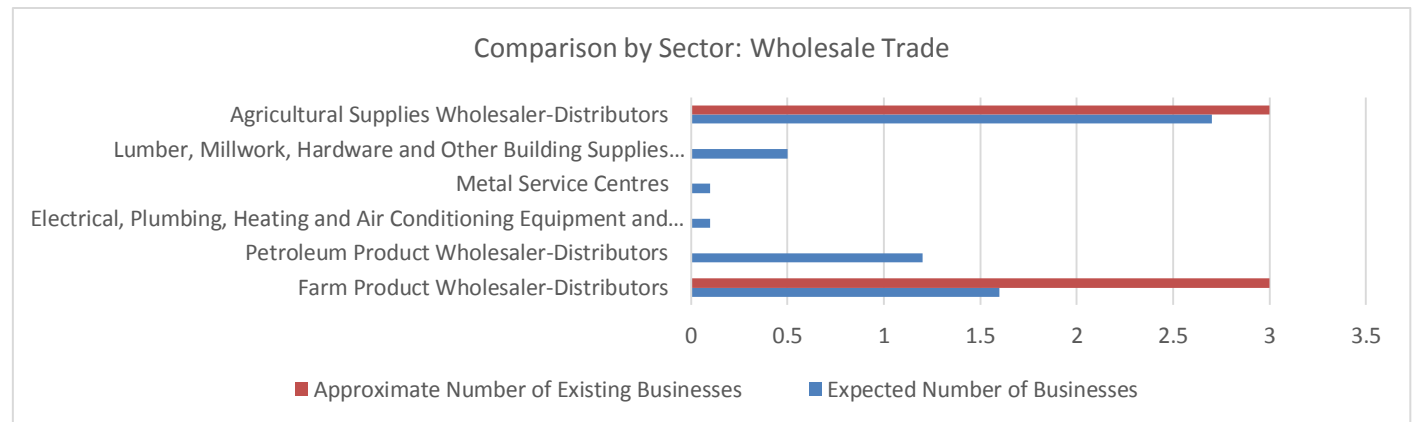


Figure 12: Comparison by Sector - Wholesale Trade

### 3.4.9 Public Sector Services

The Public Sector Services sector is well-represented within the business community in most areas compared to similar sized communities. Perceived gaps in the business community according to community consultation results are found in Section 4.

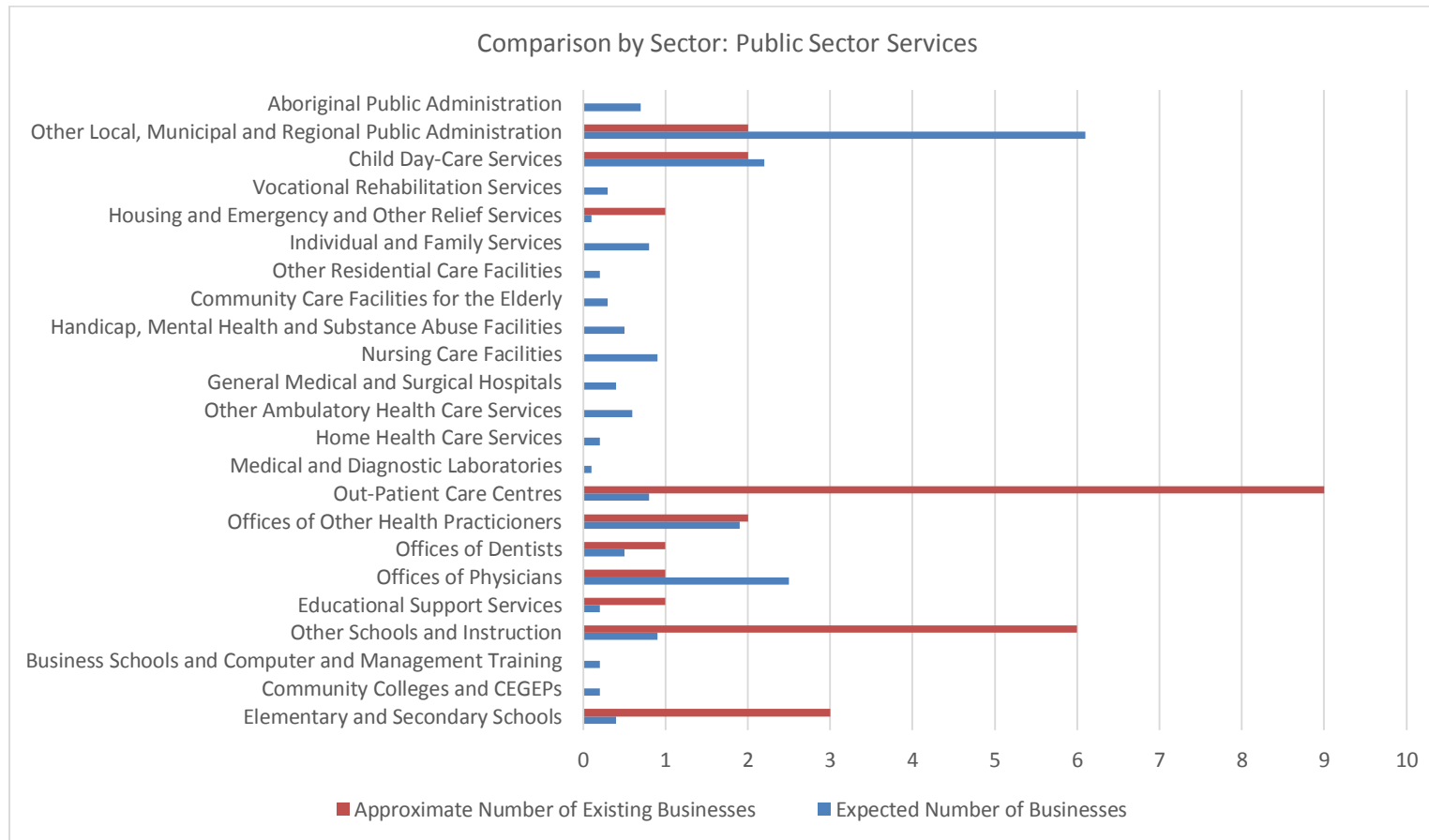


Figure 13: Comparison by Sector - Public Sector Services

### 3.4.10 Arts, Entertainment and Recreation

Applicable in the sector of Arts, Entertainment and Recreation is the Other Amusement and Recreation category, which exceeds the threshold for a community of this size. All other categories did not amount to a single business in the threshold comparison.

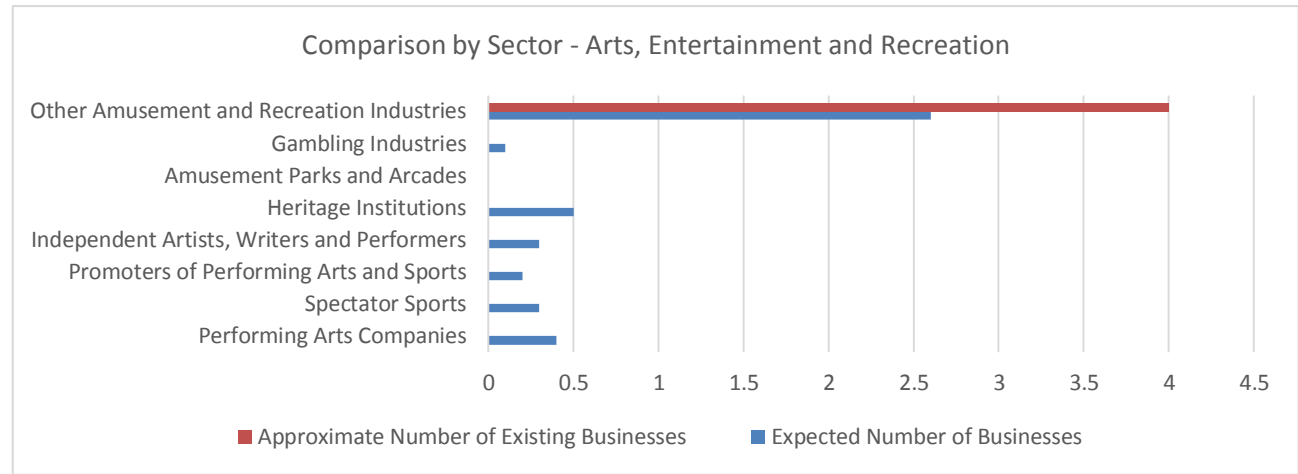


Figure 14: Arts, Entertainment and Recreation

## 3.5 Summary of Business Gaps and Opportunities

Based on the sectors above presented in the Threshold Analysis report, there are some gaps in businesses that could be addressed within the community. These sectors have been further identified into two broad categories: those with current businesses existing in the sector and have room for more business to grow; and, businesses with no current presence in Unity and have potential in the current business community.

### 3.5.1 Gaps in Existing Business Sectors

There are gaps within sectors of the existing business community in Unity. These sectors include the **Construction Sector; Retail Trade; and, Transportation.**

There is room in the business community for growth in the **Construction** sector. There are approximately four businesses directly involved in residential construction at this time, so there is room to grow to at least 9.8 businesses. Growth could include establishments primarily engaged in construction, re-modelling or renovation of residential and commercial buildings. Examples in this industry group include construction contractors, operative builders and re-modellers, residential project construction management firms, industrial building general contractors, industrial building design-build firms and industrial building construction management firms.

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

Within the **Construction** sector there are also Building Equipment Contractors and Building Finishing Contractors. The area of Building Equipment Contractors has the ability to grow (from 2 businesses to 7.9); and, businesses in Building Finishing Contractors could see growth (from 1 business to 6.4).

Within the **Retail Trade; Transportation and Warehousing; and Administrative and Support, Waste Management and Remediation Services** sectors, businesses that have potential to expand include Grocery Stores (from 2 to a threshold of 3.6); General Freight Trucking (from approximately 4 businesses to 10.5); and, Services to Buildings and Dwellings (from 1 to approximately 4.2)

### 3.5.2 Businesses Gaps in Unity Overall

There are several areas within sectors without any presence in the current business community of Unity. These businesses could be developed to address local needs. The sectors with the most significant gap according to the threshold analysis are:

- Construction;
- Retail Trade;
- Administrative and Support, Waste Management and Remediation Services;
- Finance and Insurance;
- Wholesale Trade;
- Information and Cultural Industries;
- Professional, Scientific and Technical Services.

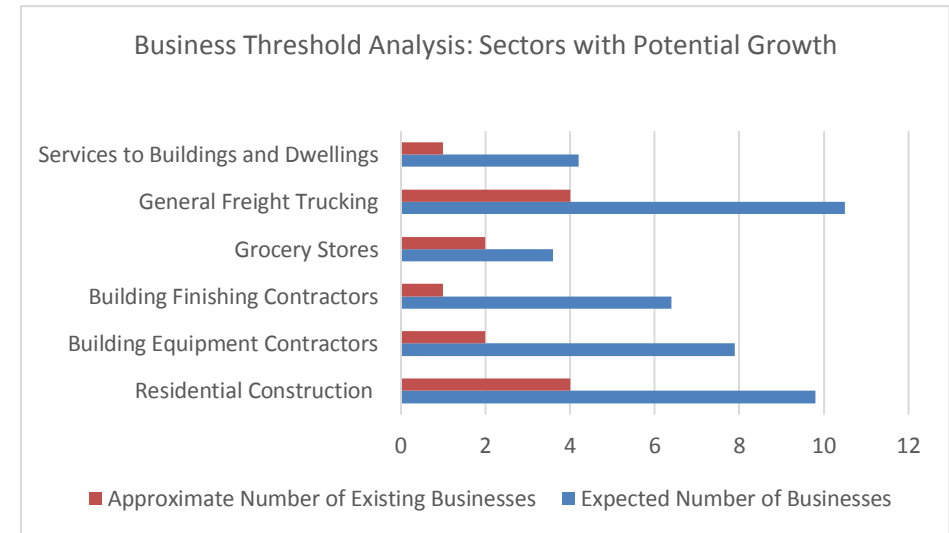


Figure 15: Business Threshold Analysis

#### Within these sectors, there are opportunities for growth in the following areas: Construction

- Foundation, Structure and Building Exterior Contractors (potential for at least 4.1 businesses)
- Non-Residential Construction Foundation (potential for 1.9 businesses)

Growth in the Construction Sector (Foundation, Structure and Building Exterior Contractors; Non-Residential Construction) could include contract work in areas of poured concrete foundation, structural steel, framing, masonry, glass and glazing, roofing, and siding. This group could also see growth in the existing construction sector, specifically in relation to commercial construction.

<b>Administrative and Support, Waste Management and Remediation Services</b>
<ul style="list-style-type: none"> <li>• Business Support Services (potential for 1.1 businesses)</li> <li>• Other Support Services (potential for 1.2 businesses)</li> <li>• Office Administrative Services (potential for 2 businesses)</li> </ul>
Growth in the Administrative and Support, Waste Management and Remediation Services Sector (Business Support Services; Other Support Services; Office Administrative Services) could include: document preparation services and related secretarial services for businesses, business service centres that are engaged in providing support services to businesses such as mailing services, copying services, word processing services, on-site personal computer rental services and office product retailing; administering; directing or coordination of daily business operations such as financing, billing and record keeping; and, providing other administrative and managerial services.
<b>Finance and Insurance</b>
<ul style="list-style-type: none"> <li>• Other Financial Investment Activities (potential for 6.9 businesses)</li> <li>• Activities Related to Real Estate (potential for 1.7 businesses)</li> <li>• Commercial and Industrial Machinery and Equipment Rental and Leasing (potential for 1.7 businesses)</li> </ul>
Growth in the Finance and Insurance Sector (Other Financial Investment Activities; Activities Related to Real Estate; Commercial and Industrial Machinery and Equipment Rental and Leasing) could include: establishments who manage portfolios of securities and provide investment advice, trust, fiduciary, custody and other services; real estate property management, appraising and real estate listing; and, establishments primarily engaged in renting or leasing commercial and industrial machinery and equipment without an operator.
<b>Wholesale Trade</b>
<ul style="list-style-type: none"> <li>• Petroleum Product Wholesaler-Distributors (potential for 1.2 businesses)</li> </ul>
Within the Wholesale Trade Sector (Petroleum Product Wholesaler-Distributors), growth could include businesses engaged in wholesaling of crude oil, liquefied petroleum gases, heating oil and other refined petroleum products.
<b>Information and Cultural Industries</b>
<ul style="list-style-type: none"> <li>• Other Information Services (potential for 2.3 businesses)</li> </ul>
Growth in the Information and Cultural Industries (Other Information Services) could include the addition of establishments that provide information services such as internet publishing and broadcasting.

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

### Professional, Scientific and Technical Services

- Management, Scientific and Consulting Services (potential for 7.4 businesses)

There is room for further growth in the Professional, Scientific and Technical Services sector (Management, Scientific and Consulting Services) for establishments primarily engaged in providing expert advice and assistance to other organizations on management, environmental, scientific and technical issues. This includes administrative and human resources management consultation, environmental consultation, and consultation of services related to agricultural, agrological, economic, energy, livestock breeding, occupational health and safety, and safety.

### Retail Trade

- Clothing Stores (potential for 1 business)

Growth within the Retail Trade sector (Clothing Stores) could see a potential for businesses related to the sale of clothing within the town of Unity if there is a need within the community.

### Transportation and Warehousing

- Specialized Freight Trucking (potential for 11.3 businesses).

Growth within the Transportation and Warehousing sector (Specialized Freight Trucking) could include further specialization of the trucking sector within Unity. This could include transportation and hauling of hazardous waste, recyclable materials within the local area, or long-distance trucking that include refrigerated, or bulk trucking services.

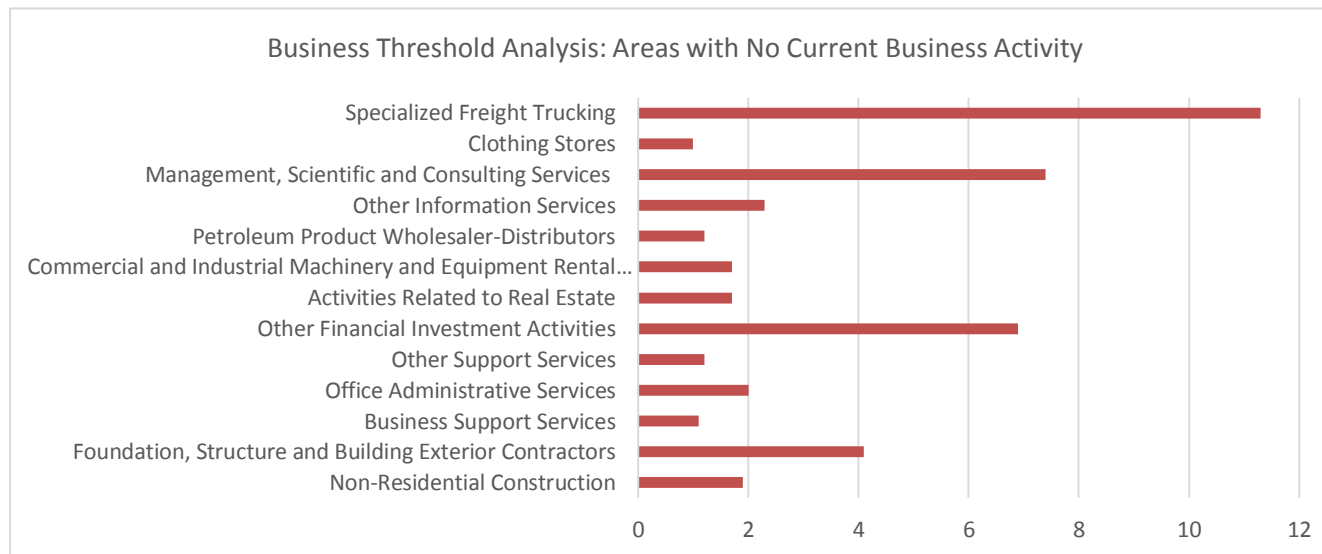


Figure 16: Industries without Representation in Unity

### 3.6 Making the Links to Other Plans and Studies

There are a number of Town initiatives that contribute to economic development within the community. These plans, bylaws and reports affect how the Targeted Business Attraction Strategy and Business Gap Analysis will be implemented. These include, though are not limited to: Town of Unity Official Community Plan 938-P-09 and Zoning Bylaw 939-P-09; Town of Unity Housing Plan; Business License Bylaw; Sanitary Asset Management Plan; Transportation Asset Management Plan; Water Asset Management Plan; and, SHOPportUnity branding and initiatives.

The Town has also made efforts to attract businesses to Unity through incentives. Two incentives that are applicable to this report include the Commercial and Industrial Incentive Policy and the Downtown Incentive Policy, explained in this section.

#### 3.6.1 Town of Unity Official Community Plan 938-P-09

The Town of Unity Official Community Plan is a comprehensive policy document that guides growth and development in the community. It is organized into goals and policies related to a number of planning themes. One overarching goal included that relates specifically to the business sector states: *A strong business sector where goods, services, and social interaction are readily available in thriving environment that diversifies the local economies.*<sup>11</sup>

Section 4: Economic Strategies includes a mission statement and actionable items for:

- *Administrative support;*
- *Development tools in place;*
- *Improve Unity's image and regional profile; and,*
- *Expand the communication approach.*

The last subsection *includes* economic targets and priorities for the next 5-10 years, which include:

- *Annual population growth of one-percent (1%) minimum;*
- *Minimal vacancy or infill development on Town Centre commercial properties;*
- *Creation of an Industrial Park on non-highway fronting property;*
- *Increased development of municipal infrastructure and amenities; and,*
- *Increased inventory of entry-level and family housing for labour source.*

Sections 8-10 include objectives and policies related to commercial development; downtown revitalization; and, industrial development.

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<sup>11</sup> Town of Unity Official Community Plan Bylaw 938-P-09.



### 3.6.2 Zoning Bylaw 939-P-09

The Zoning Bylaw is a regulatory tool based on the Official Community Plan and states which uses are permitted on certain parcels of land. The Zoning Districts applicable to this analysis are as follows:

Zoning District	Description
<b>Town Centre Commercial District – C1</b>	The Town Centre Commercial District directly involves the downtown business centre of Unity. There are a range of permitted and discretionary uses that can be found within the Zoning Bylaw, but all must take into consideration the pedestrian-friendly nature of Unity's downtown, including a discretionary use: <i>Other innovative commercial uses consistent with the pedestrian-oriented, street level retail and services intent of the Town Centre District.</i>
<b>Highway Commercial District – C2</b>	Permitted and discretionary uses of this zoning district include uses such as service stations, restaurants, garden centres, shops of industrial trade workers, manufacturing and sales, and wholesale trade establishments. A full listing of permitted and discretionary uses of this area can be found in the Zoning Bylaw.
<b>General Industrial District – I1</b>	Includes a range of uses related to general industrial industry i.e. warehousing, manufacturing, services and businesses related to construction and resource development, wholesale trade, and waste management facilities.

Each of the above zoning regulations affects how business growth and development is implemented over time. The Town of Unity's Zoning Bylaw allows for some creativity in regards to future development within the downtown area. Innovative ideas in attracting and retaining businesses, specifically in the downtown area should be attempted in order for Unity to become a leader in business retention and revitalization. The Unity Business Environment Report contains information regarding the Zoning District Map and the downtown and vacant properties.

### 3.6.3 2013 Business Retention and Expansion

The Town of Unity undertook a Business Retention and Expansion (BRE) survey in 2013. There were 58 existing businesses interviewed. The information from the BRE survey includes, but is not limited to the following: Information about the business; contact person; description of products/services; competitors; factors that make business successful in the Town; ownership and operation; demographics; succession planning; information about employees and workforce; sales; expansion or upgrades; access to markets, suppliers, and road transport; rating of various factors that affect business; the community's strengths and weaknesses as a place to do business; customers to attract to the region; and, attitudes towards the community.

The questions and data from the BRE helped to inform the surveys created for this project. Some of the questions were intentionally re-used to continue to build the database on Unity's business environment overtime.

### 3.6.4 Town of Unity Housing Plan

In June 2015, the Town of Unity adopted a Housing Plan. The purpose of this Plan was to deliver an assessment of housing needs across the housing continuum and provide direction for future work to address housing gaps. A detailed inventory of residential properties and vacant lots was completed as part of this process. This included vacant lots in the downtown area. Specific recommendations for these vacant properties were developed and include opportunities for mixed-use development (i.e. commercial and residential). Developing a strong housing plan is key to planning for housing needs, and for attracting workers to Unity. If there is appropriate housing available, more workers may be willing to settle or stay in Unity.

### 3.6.5 Business Licensing Bylaw 958-P-11

The Business Licensing Bylaw provides regulations for doing business in Unity. It sets out fees for a business license and the bylaw provides all pertinent information related to business licensing in Unity. Everyone doing business in Unity is required to purchase a business license. A detailed listing of the fees can be found in the Unity Business Environment Report.

### 3.6.6 Sanitary Asset Management, Water Asset Management, and Transportation Asset Management Plans

In 2015 and 2016, the Town undertook three asset management plans: Water Asset Management Plan (October 2015); Transportation Asset Management Plan (December 2015); and, Sanitary Asset Management Plan (April 2016). The three plans document maintenance, repairs and upgrades of existing assets over a 10 year period. Understanding the state of current municipal infrastructure and transportation systems impacts existing businesses and people thinking about opening or developing a business. The Town has been proactive in their attempts to maintain and expand municipal services and infrastructure.

### 3.6.7 Incentives

To attract business and industrial development in Unity, the Town has created two incentives that are currently available: the Commercial and/or Industrial Incentive Policy, and the Downtown C1 Commercial Incentive. Incentives are a helpful tool to attract businesses and development in a community. These incentives and others will be considered in Section 6 of this report to determine strategies moving forward:

Name	Purpose	Incentive
<b>Commercial and/or Industrial Incentive Policy</b>	Created in December 2003, the purpose of the incentive was <i>to enhance business development and growth opportunities in the commercial/industrial districts within the municipal boundaries of the Town of Unity.</i> <sup>12</sup>	No property tax levy in the initial year; and negotiation on the price of Town owned land and services for a 3-year tax exemption. To be eligible, renovation or expansions must be greater than \$25,000; and, applicants must have a taxable assessment

<sup>12</sup> Town of Unity Policy & Procedure: Commercial and/or Industrial Incentive Policy. December 9<sup>th</sup>, 2003.

**Downtown C1  
Commercial  
Incentive**

Created in April 2010, the purpose of this incentive was *to enhance business development and growth opportunities in the downtown C1 Zone of the Town of Unity.*<sup>13</sup>

3-year tax exemption; when exemptions will be applied; procedure for exemptions; lot price in the C1 zone; who administers the policy; potential partnerships with the School Division(s); and, it explains the need for the necessary permits to be completed prior to apply for the incentive.

### 3.7.8 ShopportUnity

The Town has been making a significant effort to promote shopping local. A major branding initiative has been created known as “SHOPportUnity.” Under this branding, two new initiatives have been developed to encourage the shop local campaign.

1. The SHOPportUnity App is a free application available for download on smart phones and tablets. At the time of the writing of this report, there are 11 participating merchants that have a special QR code. Shoppers present the QR code when making a purchase and it is scanned. The person who makes the most local purchases within the month receives a gift card.
2. Shop Unity coupons have been created as part of a fundraiser for the Lion’s club. Participants buy a coupon book and receive discounts such as a percentage off or buy one get one free from participating businesses.

Other efforts in the Town to promote business includes: Grand in Your Hand; Mob shopping; Santa Days and other events; radio advertisements; billboards; posters; tournaments; and, more.



<sup>13</sup> Town of Unity Policy & Procedure: Downtown C1 Commercial Incentive. April 20<sup>th</sup>, 2010.

## 4. What the Community Said – Community Voice and Consultation

The following section summarizes the findings from the community engagement process including the intercept and online surveys and targeted meetings.

### 4.1 Community Voice

Local people and visitors to the community had an opportunity to participate in this process through intercept and online surveys. The community survey provided insight into what community members thought about the current business environment in Unity. A summary of each of the responses to the survey questions can found in Appendix C.

#### Demographics

The majority of respondents live in Unity. Age ranges of participants were from 35-64 with 54% male and 46% female. Of the total respondents, 92% (22) shared they were Canadian citizens and the remaining 8% (2) shared they were permanent residents. Only one self-identified as Aboriginal.

Of those who provided average household incomes, 13 of the 24 shared they were in the bracket of \$100,000 and more. Seven respondents shared their highest level of educational attainment was secondary school or equivalent; six shared they had a university bachelor degree; and, six have college certificates or other non-university degrees.

The general reception from the community is that Unity is a good place to live and work in. Question 3 asked: “How would you rate the overall quality of services in Unity?” The respondents were given a rating choice of poor, fair, average, good, excellent and NA. When we put a numbered rating to the scale, 1 being poor and 5 being excellent, the average response is 3.4 – an indication that the overall quality is good.

#### Shopping Habits and Accessing Businesses and Services:

##### Businesses and services that community members utilize on a regular basis:

- Grocery stores;
- Bargain shop; and,
- Retailers such as Fields.

##### Preferences for Shopping – Time of Day:

- The weekend is preferred along with evenings on the weekdays.

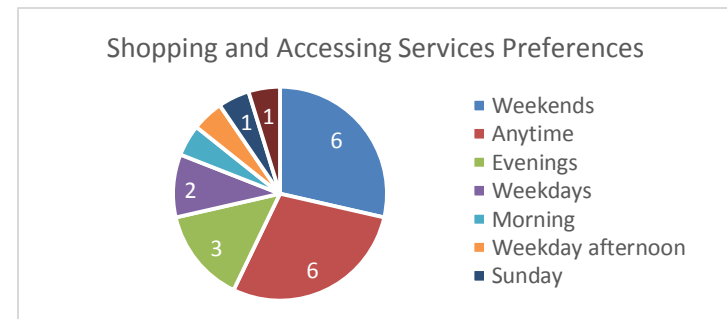


Figure 17: Shopping and Accessing Services (Time of Day)

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

Other locations identified to access more variety or specialized services included: North Battleford; Saskatoon; and, Lloydminster. Community members travel to other areas for perceived better prices (even when factoring in fuel) and more variety and quality services.

### Unity's Greatest Business Strengths and Opportunities

Figure 20 shows what the most common responses were that members identified as Unity's greatest business strengths and opportunities.

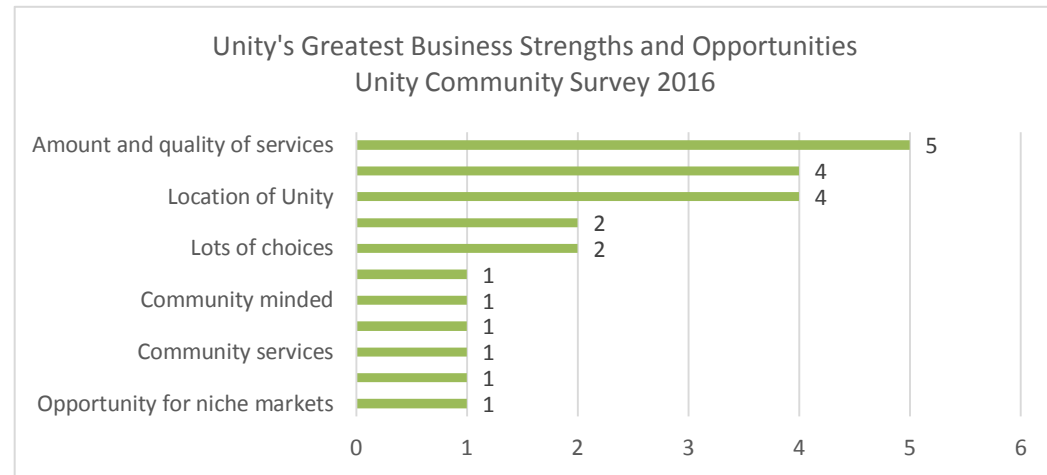


Figure 18: Shopping Preferences - Strengths and Opportunities Survey

### Unity's Greatest Challenges, Limitations and Gaps

#### Challenges, Limitations and Gaps Identified by the Community:

Price paid for goods and services is high	Not enough competition in the community to keep prices low
Limited products and services (lack of variety)	Need for a business strategy in place to assist with the growth and development of the business community
No support for existing or new businesses	Dependency on the oil sector and economic boom and bust cycles

## Unity's Economic Development Initiatives

### Thoughts or Suggestions of Economic Development Initiatives:

Need for a more aggressive approach on marketing	Desire to see the look of Main Street improve
Bring back previous initiatives or events such as Unity Bucks and Midnight Madness	Low participation levels, although participation is easy and a good way to save on money

## Future of Unity's Business Environment

### Opinions on Unity's Business Future:

The population of Unity is seen as a retirement community and as a place where young families raise their children – there is the need to cater to these two different population segments	Community members would like to see an increase in population size and for the community to offer some more services that would be found in larger centres, such as coffee shops
A more competitive business environment would ensure prices remain affordable	Tax incentives are needed to bring businesses downtown
Maintenance of infrastructure is important	Impact of the natural resource sector and the changing trends of online shopping have big impacts

## 4.2 Business Owners

Business owners, operators and managers were engaged as part of this process to share their thoughts on the current and future business environment in Unity. Participants were also asked to share some details of their business and their personal spending habits. Over-the-phone interviews and online surveys provided this opportunity for feedback. A comprehensive summary of the responses by question can be found in Appendix C.4.

The survey was divided into seven sections to provide a clear outline of the business context in the Town of Unity: 1) about the business; 2) local business environment and context; 3) Unity's future business environment; 4) business' future environment; 5) personal experiences; 6) final thoughts; and, 7) demographics. Overall businesses are pleased to be located in Unity, as well as enjoy living and working in the community because the overall quality of life is high. The following is an overview of the findings.

### Part 1: About Business in Unity

The majority of industries of business survey participants were **retail; finance; and insurance**. Of the 24 participants:

- 41.67% (10) owned their business/self-employed
- Majority of businesses have 10 or less full and part time employees
- Ownership of buildings (11 of 24)
- Ownership of Land (10 of 24)
- Office space is leased and owned equally at 37.50% each

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

Hours of operation in Unity: majority are open Monday to Friday 9:00am to 5:00pm and closed during lunch. Business owners, operators and managers prefer to shop in evenings during the week and on weekends.

Participants were asked to identify products and services that they cannot purchase within the community, and share suggestions for businesses they would like to see. Ideas for new businesses in Unity included:

- Coffee Shops
- Additional Clothing Stores
- Gas Station/Convenience Stores
- Hardware Stores
- Other Dining Options (Including a Fine Dining Option)
- Office Supply and Stationary Stores
- Children Stores
- Convenience Stores and Gas Stations
- Health and Beauty Services
- Mobility Aid Store and Supplies
- Public Transportation and Taxi Services
- Trades Persons and Services
- Age Friendly Leisure and Entertainment Options

### Part 2: Local Business Environment and Context

The average rating was 3.5: between average and good. The impression of the business environment has changed due to the loss of businesses in the community, recession in the economy and retail trends that enable people to travel and shop online.

Opportunities According to Business Owners:	
Agriculture focused (6 or 25%)	Diversity and choice in products and services (6 or 20%)
Supportive local residents and business owners (6 or 25%)	Proximity of the Town to other economic centres (8 or 33.3%)
Challenges, Limitations and Gaps According to Business Owners:	
Proximity to larger business centres (12 or 50%)	Higher prices have been a challenge to stay competitive in the market (6 or 25%)
Municipal infrastructure	
Help or Assistance Suggestions According to Business Owners:	
Community involvement	Marketing
Networking	Assistance with succession planning
Assistance with training for employees	Financing

### Part 3: Unity's Future Business Environment

#### Influences & Ideas for the Future According to Business Owners:

- Prices of oil and gas
- Emerging science and technology in the agriculture and oil and gas sectors
- Future of agriculture
- Internet and communication technology online shopping
- Diversity in businesses
- Focusing on filling vacant properties choices to spark competition
- Encourage larger population

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis



### Figure 19: Wordle of Survey Responses

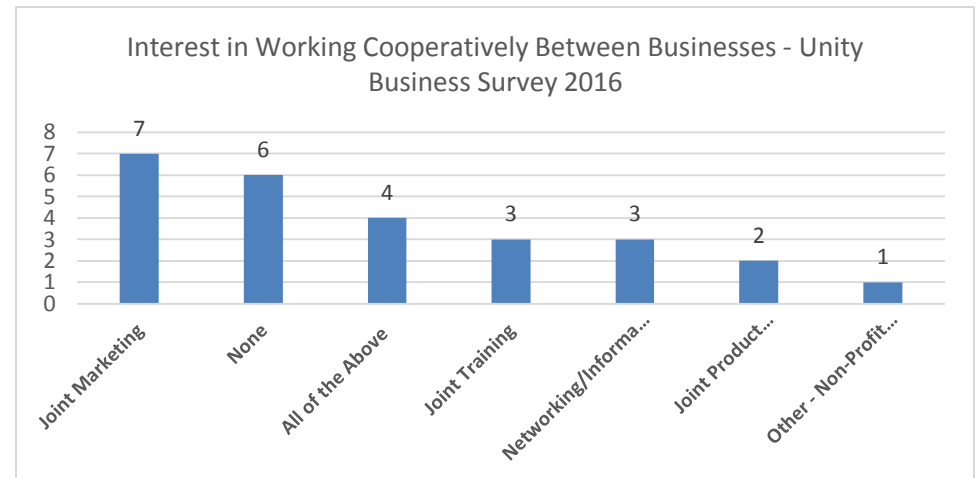
A Wordle of the responses provided shows the number of times a word is repeated by the size of the word. There is considerable focus on **people, business and the downtown.**

## Part 4: Businesses Future Environment

### Future Environment:

- The majority of businesses said they expect to remain the same (14 or 58.33%)
- Many owners/operators anticipate that their employee bases will increase (11 or 45.83%)
- Industries are expected to remain stable (11 or 45.83%) or grow (8 or 33.33%)
- Sales are expected to increase for the most part (10 or 41.67%) or remain the same as the previous year (4 or 16.67%)
- Succession planning for businesses are limited.
- Interest in partnerships is high in Unity (Joint marketing and training)

The figure on the right illustrates the interest of participants in working cooperatively on specific business partnership initiatives.



**Figure 20: Interest in Future Business Environment Survey**



## Part 5: Personal Experiences

Top Services Used by Businesses:		
Grocery stores	Gas stations	Banks
Suggestions for Retaining Businesses:		
Ensure competitive costs	Promote the high quality of life of Unity	Provide tax breaks and incentives to start businesses
Offering good services	Providing training and professional development options	Provide loyalty incentives to encourage people to stay and shop in the community
More advertising of local businesses		

Themes & Ideas for Making Unity a Thriving Business Centre	
<b>Access (Affordability &amp; Mobility)</b> <ul style="list-style-type: none"> <li>• Accessible for alternatively abled people;</li> <li>• Competitive costs;</li> <li>• Good access through highways;</li> <li>• Living wages;</li> <li>• Open to the region;</li> <li>• Support for small business; and,</li> <li>• Taxes are too high.</li> </ul>	<b>Events/Activities</b> <ul style="list-style-type: none"> <li>• Acknowledge volunteers;</li> <li>• Age friendly recreation;</li> <li>• Culturally sensitive events;</li> <li>• State of the art community hall;</li> <li>• More dining options; and,</li> <li>• Maintain and enhance current events.</li> </ul>
<b>Civic Services</b> <ul style="list-style-type: none"> <li>• Ensure current services are maintained;</li> <li>• Provide leisure and recreation that changing demographics want (bring back tennis);</li> <li>• Provide more long term care beds;</li> <li>• Upgrade facilities; and,</li> <li>• Upgrade infrastructure.</li> </ul>	<b>Neighbourliness</b> <ul style="list-style-type: none"> <li>• Be the regional hub;</li> <li>• Continue to provide opportunities to get to know one another, socialize;</li> <li>• Continue to work inter-municipally; and,</li> <li>• Use sports rivalries to help break down barriers and other confrontation.</li> </ul>
<b>Industrial Innovation</b> <ul style="list-style-type: none"> <li>• Be the innovation capital;</li> <li>• Bring in more repair people;</li> <li>• Capitalize on our transportation;</li> <li>• Develop a strategic plan;</li> <li>• Ensure we are up to date on trends and technology; and,</li> <li>• Inquire on the concept of clustering.</li> </ul>	<b>Services</b> <ul style="list-style-type: none"> <li>• Become a destination community;</li> <li>• Focus on quality services;</li> <li>• Funding;</li> <li>• Go above and beyond industry standards;</li> <li>• More for leisure and recreation;</li> <li>• More variety;</li> <li>• Open to the region; and,</li> <li>• Transportation services needed.</li> </ul>

#### Entrepreneurship/Small Business

- Bring everyone around the table - more engagement through the Chamber of Commerce;
- Draw in younger families;
- Have a direction - need short to long term goals outlined;
- Information sessions on starting a business and entrepreneurship;
- More rental/leasing options;
- Promote vocational training; and,
- Work placements and partnerships with secondary and post-secondary schools.

Table 4: Themes for a Thriving Business Community

#### Part 6: Final Thoughts

Of the 24 participants, 6 shared additional thoughts. Thoughts included though were not limited to: continuing the promotion of the Town through the OpportUNITY and SHOPporUNITY campaigns; and, ensuring there are jobs through attracting new businesses such as a gas station, dining establishments and other retail stores.

#### 4.3 Unity & District Chamber of Commerce Targeted Meeting

On June 22<sup>nd</sup>, the Board and members of the Unity & District Chamber of Commerce were engaged in the Targeted Business Attraction Strategy and Business Gap Analysis. They were presented preliminary intercept survey results and were asked to share some feedback on the findings to date.

As part of the discussion, participants were asked to envision the future business environment in Unity. The discussion points echoed that of the community and business surveys. Thoughts included, though were not limited to: ensuring a good quality of life will help to attract a solid base of businesses and more employees, and promotions through new communication technology, like social media and the website; the myth of traveling to larger centres for goods and services is cheaper than buying local; the entrepreneurial spirit seems to be lost and can be brought back through stronger supports; thinking regionally to attract people from neighbouring communities and partnering with them to establish strong trading partners; and, helping to support businesses by assisting with succession planning and risk management.



## 5. Understanding Unity's Business Gaps and Opportunities

### 5.1 The Town of Unity and Smart Growth Economic Development

When the Smart Growth Economic Development Strategy Framework is applied to the Town of Unity, it includes Support for Businesses, Workers and Quality of Life.

#### 5.1.1 Supporting Businesses

Based on the information collected throughout the duration of this project, it is fair to acknowledge that Unity has been making an effort to support existing businesses and attract new business and industry development to the community. These efforts include:

- Unity & District Chamber of Commerce;
- Incentive Policies - Commercial and/or Industrial Incentive Policies Commercial and/or Industrial; and, Downtown C1 Commercial;
- 2013 Business Retention and Expansion Survey;
- SHOPportUnity;
- Asset Management Plans – Water; Transportation; and, Sanitary; and,
- An Inventory of Businesses.

#### Perceived Gaps According to the Community:

Based on the information collected through public consultation, there are some perceived gaps in the business community according to residents. These business and services include:

- Coffee shop;
- Clothing retail store;
- Gas station and convenience stores;
- Hardware store;
- Office supply/stationary store;
- Dining/fine dining options;
- Children's stores;
- Health and beauty stores/services;
- Mobility aid store and supplies;
- Public transportation and taxi services;
- Tradespersons and services;
- Age-friendly leisure and entertainment options; and,
- More recreation opportunities.

#### 5.1.1.1 Gaps in the Business Sector:

Based on the threshold analysis comparison of gaps in Section 3.4 and community consultation shared above in Section 4, some gaps are apparent in the business community. The sectors that have potential for growth in Unity have been compared to the community feedback shared during the consultation process. The following sectors are recommended for growth in Unity:

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

<i>Construction</i>	There may be room in the construction sector for more construction services; in particular, residential and non-residential construction, and in building equipment contractors and building finishing contractors. Survey respondents noted a lack of tradespersons and services within Unity. Reliable services in this sector are in demand and there is potential room in the market for these services, based on both the threshold analysis and public engagement.
<i>Retail Trade</i>	While the threshold for many retail service areas in a centre with a population of 3000 is typically below 1, there could be room in the retail trade sector to allow for some expansion, especially in the form of clothing retail; building material and supplies dealers; and, grocery stores. The community had made note of a lack of clothing retail, and hardware and supplies in Unity. Further expansion of grocery stores did not come up during the survey process, which could mean that the community is satisfied with the current level of variety in grocery stores.
<i>Transportation and Warehousing</i>	There is a noticeable gap in the business sector in regards to transportation options when assessing the threshold comparison. This includes greater capacity for general and specialized freight trucking. There may also be room for transportation services in Unity such as: bus services to major work centres; a regional bus service; and taxi and limousine service options beyond the Senior's Courtesy Car service currently provided. The community had noted a lack of variety in local transportation options.
<i>Information and Cultural Industries</i>	There is an opportunity for further business development in the area of information services within Unity as defined in the breakdown of threshold analysis data in Section 3. This sector was not specifically mentioned by residents in the survey responses.
<i>Professional, Scientific and Technical Services</i>	The professional services sector in Unity is strong, especially in the areas of accounting, tax preparation and bookkeeping services; and professional, scientific and technical services. There could be an opportunity in the areas of management, scientific and technical consulting services, and possibly in computer systems design and related services (0.6 is the threshold). These professions specific to sector were not mentioned by residents in the survey, but they could be beneficial to a business community since they are more flexible in location and could locate in Unity but serve the greater region.
<i>Administrative and Support, Waste Management and Remediation Services</i>	There is potential for growth in the business services sector. This includes office administrative services; business supports services; services to buildings and dwellings; and, other support services. These professions specific to sector were not mentioned by residents in surveys.
<i>Accommodation and Food Services</i>	This sector is fairly well-represented within the Unity business community. There are more than the threshold number of options for Traveler Accommodation; RV Parks and Recreational Camps; and, Food Services and Eating Places. However, there could be room for another business in the Eating Places category since there are currently 5 within Unity and 5.7 is the threshold number for a town of this size. This combined with a lack in the Drinking Places category threshold (0.8) which typically provide food options to customers could allow for room for another business. There was a desire in the community to see another dining establishment, particularly a fine dining option. Greater variety was identified as a desire within the business community and was also expressed by the community.

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

<i>Arts, Entertainment and Recreation</i>	There are low threshold numbers for the Entertainment and Recreation sector for a community of this size, with all categories falling below 1, except in the 'Other Amusement and Recreation Industry area (2.6 expected businesses), which is mostly filled with services in Unity such as the golf course, arena, dance facility and others. There could be a potential to expand this business area to include more year-long amenities and recreation opportunities within Unity. There is certainly a desire to see more year-round activities and recreation opportunities within the community. Recreation options that are age-friendly were specifically identified by the community as a priority to accommodate the aging population.
<i>Finance and Insurance</i>	There is a potential in this sector to see more business activity related to Other Financial Investment Activities (6.9); Activities Related to Real Estate (1.7); and in Commercial and Industrial Machinery and Equipment Rental and Leasing (1.7). This sector was not specifically mentioned by the community during the consultation process.
<i>Wholesale Trade</i>	There is considerable activity in Unity in the Wholesale Trade, specifically related to Farm Product and Agricultural supplies of Wholesaler Distribution. There is opportunity for further development in Petroleum Product Wholesaler-Distribution, even though it was not specifically mentioned by the community.
<i>Public Sector Services</i>	Very few public sector services have a strong identified need based on the threshold analysis, with few amounting to more than one business. The Town of Unity exceeds the minimum threshold amount of services in all areas with 1 or more businesses.

### 5.1.1.2 Gaps in the Business Environment

When the above efforts are compared to statistical information and best practices from elsewhere, there are overall business environment gaps that can be identified.

<i>Hours of Operation</i>	According to the majority of survey respondents, preferred shopping times are typically evenings and weekends. The majority of businesses are open Monday to Friday 9:00am to 5:00pm. The peak times were mainly for Monday's and Thursday's, and from 9:00am to 12:00pm, 1:00pm to 2:00pm and 3:00pm to 6:00pm. There could be an opportunity for some businesses to correspond working hours with preferred hours of shopping.
<i>Partnerships and Networking</i>	There are currently few opportunities for partnerships between businesses, schools and local government. Partnerships can help to fill gaps and lower costs. Initiatives can include employee training marketing, and networking. Networking opportunities can go farther to provide opportunities to learn from other business owners, operators and professionals and the community. Involvement in the community has been identified by businesses as a source of pride in Unity.
<i>Succession Planning</i>	Succession planning was shown to be minimalistic in the business community of Unity. Providing succession planning workshops and learning opportunities, mentorships and other assistance to established businesses will help with retention for those retiring, or planning new ventures.
<i>Financing Options</i>	Financing for new and established businesses was identified by business owners, operators and managers to be potentially valuable to the business community. This can include funds, grants, loans, incentives, tax breaks and other financial incentives.
<i>Other Initiatives</i>	Allowing businesses, including home-based businesses, to set up temporary shops on sidewalks, vacant properties, park spaces, and other spaces around the community will help to promote businesses in Unity and enable appreciation and recognition of the businesses in the town. These opportunities for established services will also help with business retention. Other initiatives include expanding the focus from retail to other sectors.

### 5.1.2 Supporting Workers

<i>School Opportunities</i>	There are some resources in Unity that help to support workers. There are three schools in the community including the Unity Public School; St. Peter's Elementary School; and, the Unity Composite High School. The schools follow the curriculum of the Living Sky School Division. For high school students there is an online career guidance that shares information about post-secondary schools, Canadian Forces enrollment, and scholarships and bursaries. Some of the businesses in Unity hire students and others partner with the high school to offer a work placement program for school credit.
<i>Job Postings</i>	People looking for work in Unity can access job postings through various online sources and in the newspaper. Online sources include, though are not limited to: Town of Unity website; Saskjobs; Kijiji; Job Bank; Eluta; Government of Saskatchewan; Indeed; Provost News; Workopolis; and, others.
<i>Community Resource Centre</i>	One of the biggest assets in the community to support workers and new people to the town is the Unity Community Resource Centre. The Centre provides a mix of services including the New to You Clothing Depot, Food Bank, free internet access and wifi, meeting space, rental space for businesses, resume writing, and finding employment. The Town of Unity provides support to workers via sharing available job postings, connecting workers with employers and sharing municipal information such as bylaws, policies, incentives and taxes.
<i>Training and Professional Development</i>	There is opportunity to strengthen support for workers in Unity through additional training and professional development. Exploring partnerships with businesses, post-secondary institutions, the Town of Unity, and the Unity & District Chamber of Commerce to provide post-secondary schooling, training (for example First Aid and CPR) and professional development will help to qualify more local residents and draw others to the community for these additional resources. Other learning opportunities that can be explored include language courses, art classes, and other recreational and leisure type courses.
<i>Healthy Living</i>	Another opportunity to assist workers is education on healthy living. Education and learning opportunities on healthy lifestyles and additional benefits like fitness memberships and encouraging healthy eating and physical activity will help support workers. These perks can be provided through the municipality, through employers, or promotions of community services like the health centre, seniors centre and community centres.
<i>Housing</i>	There is opportunity for a variety in housing options to be explored as a support for workers. Partnerships with the local housing authority, employers, landlords and others can help to ensure that housing options are always available for all types of living situations and family types.
<i>Entertainment and Recreation</i>	It has been identified through the business and community surveys that expanding recreation and entertainment options in the community is a priority. Residents do occasionally leave Unity for leisure options elsewhere. Providing local evening and weekend options for all ages (children, youth, adults, and seniors) is another way to support workers and residents of the community.
<i>Transportation</i>	Another identified gap according to the threshold comparison is transportation services, for example public transportation or taxi services. Providing a regional scale shuttle to and from communities in the surrounding area will help build the regional profile of Unity and expand the geographic markets of businesses in the town.
<i>Other Supports for Workers</i>	Other supports that workers may need that could be explored include assistance with child and elder/senior care, housing, and entertainment options. With a growing community of new families making Unity their home, and older residents retiring, the option for assistance with childcare (for example daycare, babysitting, or others) and elder/senior care (for example long-term care facilities and in-home options) is another way to provide supports for workers living in Unity.

### 5.1.3 Supporting Quality of Life

There is no coincidence that community members shared the Town of Unity's quality of life is excellent. There are a number of amenities and services available to community members. Below is a snapshot of community services and amenities in Unity:

- **Health Care**
  - Unity and District Health Centre
  - Unity Health Care Foundation
  - Long-Term Care
  - Unity Medical Clinic
  - Chiropractic Services
  - Dental
  - Optometry
- **Access to Professional Services**
  - 4 doctors
  - 2 banks
  - 1 dentist
  - 1 chiropractor
  - 4 massage therapists
  - 1 optometrist
  - 2 law firms
  - 7 accountants and financial planners
- **Education**
  - Unity Public School, St. Peter's Elementary School, and Unity Composite High School
- **Recreational Amenities and Activities:**
  - Swimming pool
  - Arena
  - Curling rink
  - Walking Paths
  - Golf Course
  - Marathons
  - Hockey
  - Figure skating
  - Curling
  - Minor football
  - soccer
- Karate
- Summer fun centre
- Basketball
- Beach Volleyball
- BMX track
- Route 46 Moto Cross Track
- Horseshoe pits
- Unity School of Dance
- **Parks and Green Space:**
  - Kinsmen Park
  - Elks-Royal Purple Park
  - Memorial Park
  - School parks
  - Unity Nature Parkway
  - Orchard Park
  - Paw Park
  - Unity and District Regional Park
- **Community Amenities**
  - Library
  - Unity Community Centre
  - New Horizons Hall
  - Anglican Church and Hall
  - St. Peter's Church and Hall
  - Legion Hall
  - Adanac Hall – Museum grounds
  - Unity Agro-Plex (Rodeo Grounds)
  - Unity Church and Hall
  - Star Express
  - Unity & District Heritage Museum
  - Cemetery
  - Airport
  - Accommodations
- **Over 70 Sports, Arts and Service Clubs**
- **Local Newspaper**
- **Events**
  - Western Days
  - Tournaments
  - Santa Days
  - Ag Society Fall Fair and Tradeshow
  - BBQs
  - Community Wide Garage Sale
  - Music Festival
  - Unity Spring Show
  - Coop Easter Egg Hunt
  - Unity's Volunteer Appreciation Night
  - Bingo
  - Celebrate UNITY
  - Markets
  - Ducks Unlimited Banquet and Auction
  - Dance recitals
  - Church lunch and suppers
  - Paw Park Celebration
  - Canada Day
- **Infrastructure and Transportation**
  - Rail
  - Two provincial highways
  - Paved roads
  - Airport
  - Water
  - Sewer
  - Landfill
  - Recycling
- Available **housing** and mix of housing types;
- Ability to participate in elections – Federal, Provincial, and Municipal

Promoting good quality of life in Unity will help draw in visitors and new residents. The community has said in both surveys that the quality of life is between good and excellent. Promotions for the town should include the leisure and tourism opportunities; amenities; events; and, vibrant business environment available in the community (see Strategy 3.1 in Section 6.2.3 below).

Enhancing current services, events and amenities will help ensure a high quality of life and retain residents. Providing quality services will encourage community members to stay and shop locally for products and services they purchase. Promotion of these quality services will help to attract visitors. Regional partnerships will also help to increase Unity's profile as a hub for the west central portion of Saskatchewan. This will promote and increase business retention in Unity.

Bridging business with community services was an underlying trend that came out of the community and business surveys. The quality of life through community services and amenities is strong though businesses are being lost. Bridging businesses and community services through partnerships will ensure the high quality of life is maintained and will help to elevate the support of businesses and workers through the Smart Growth Economic Development Framework.



## **6. Smart Growth Strategies for Business Attraction**

This section provides overall strategies for the Town of Unity to implement over time to promote attraction and retention of businesses and workers in the community. The strategies have been sorted under each of the Smart Growth core components. These strategies incorporate some of the examples provided in Section 6.1 that includes programs and incentives that other communities have implemented. A detailed vacant property strategy section can be found in Section 7.

### **6.1 General Business Attraction Strategies (Based on Examples from Elsewhere)**

Municipalities and regions across North America have implemented policies, programs and incentives to help attract businesses to their communities. These include, though are not limited to: tax increment financing; tenancy assistance program; new business tax incentives and concession policies; opportunity development co-ops; and, business incubation. More detail about the practices and where they are being used are shared below. For a full listing and more information see Appendix A.

#### **6.1.1 Tax Increment or Uplift Financing**

According to the Federation of Canadian Municipalities, tax increment financing (TIF) is a public financing tool used to subsidize infrastructure and other community improvement projects. This type of financing uses future gains in taxes to subsidize current improvements.<sup>14</sup> The Province of Ontario provides municipalities with the ability to create loans or grants regarding Community Improvement Plans. The Province of Saskatchewan now provides for this option. TIFs help to revitalize specific areas of a community.

#### **6.1.2 Tenancy Assistance Program**

Tenancy assistance programs are often offered through housing related agencies and organizations. The City of Hamilton has taken this approach to attract new office tenants to their downtown. The purpose of the program is to reduce the downtown office vacancy rate by attracting new office tenants and owner-occupied office uses from outside the City, and to assist existing businesses to expand in the downtown. The City provides a low interest loan to building owners or tenants to support eligible leasehold improvements to office buildings. The amount of the low interest loan depends on the square footage of the area and term of lease or owner-occupied status of the office space with a maximum of \$450,000.00 per application. Applicants are required to pay an application fee of \$400.00.<sup>15</sup>

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<sup>14</sup> Federation of Canadian Municipalities, "Tax Increment Financing", last modified September 18, 2015, <http://www.fcm.ca/home/programs/partners-for-climate-protection/alternative-financing-mechanisms/tax-increment-financing.htm>

<sup>15</sup> "Office Tenancy Program Description (July 2016)", City of Hamilton, <http://www.investinhamilton.ca/wp-content/uploads/2016/10/PD-OTAP-16uu.pdf>

### 6.1.3 Improvement Grant Program

Improvement grants provide incentives to business/property owners to make improvements to their property. While the Main Street Saskatchewan Program offers this to communities, there are some communities who have taken initiative to create their own Main Street Grant to help with revitalization of downtown. One example includes the Town of Assiniboia. The Town has adopted a policy that includes a 50% matched grant for Main Street Revitalization, a minimum of \$5,000.00 and a maximum of \$10,000.00 for the total project.<sup>16</sup>

### 6.1.4 New Business Tax Incentive and Tax Concession Policies

There are a number of communities who utilize tax incentives and concessions to attract new businesses. Many of these are structured in a similar fashion providing an incentive or concession over 3 – 5 years. Some communities provide incremental concessions over the period of time while others keep it the same. For example, the Town of Kerrobert provides an incentive for development where construction is valued up to \$4,999,999. Years 1-3 is 100% of the municipal and school portion of the property tax less the municipal base tax. Developments with construction over \$5,000,000 receive an additional two years.<sup>17</sup>

The Towns of Canora and Lumsden offer incremental tax concessions over 3 years. The Town of Canora provides 100% tax cancellation the first year; 75% tax cancellation the 2<sup>nd</sup> year; and, 50% tax cancellation for the 3<sup>rd</sup> year. These cancellations apply to buildings and structures with a gross assessment greater than \$50,000.00. Concessions of the same increments apply to construction of additions with a gross assessment greater than \$50,000.00.<sup>18</sup> The Town of Lumsden's tax concession provides for 100% in the first year; 50% in the second year; and, 25% in the third year for both new development and expansion.<sup>19</sup>

The City of Saskatoon has a Vacant Lot and Adaptive Reuse Incentive Program that has been designed to encourage development on vacant or brownfield sites. The maximum incentive amount is equivalent to the increment between the existing property taxes (city portion) and taxes paid upon completion, multiplied by 5 years. Under this program, the applicants are given a choice of a five-year tax abatement, or a grant.<sup>20</sup>

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<sup>16</sup> "Community Investment Incentive", Town of Assiniboia, last modified October 17, 2016, <https://assiniboia.civicweb.net/filepro/documents/109?preview=3583>

<sup>17</sup> "Tax Concession Policy No. GG-001", Town of Kerrobert, [http://kerrobertsk.com/town\\_office/economic\\_development/tax\\_concession\\_policy.html](http://kerrobertsk.com/town_office/economic_development/tax_concession_policy.html)

<sup>18</sup> "2016 Tax Concession Policy", Town of Canora, <http://canora.com/wp-content/uploads/2012/01/2016-TAX-CONCESSION-POLICY.pdf>

<sup>19</sup> "2004 Tax Concession Policy", Town of Lumsden, <http://lumsden.ca/wp-content/uploads/2014/10/Tax-Concession-Policy.pdf>

<sup>20</sup> Humaira Irshad, "Business Incubation in Canada: Literature Review & List of Business Incubators in Alberta and Canada", June 2014, [http://www1.agric.gov.ab.ca/\\$Department/deptdocs.nsf/all/csi14921/\\$FILE/business-%20incubators%20.pdf](http://www1.agric.gov.ab.ca/$Department/deptdocs.nsf/all/csi14921/$FILE/business-%20incubators%20.pdf)

### 6.1.5 Opportunity Development Co-ops

This is a financing option to get others involved in business development within a community. Opportunity Development Co-ops sell memberships for shares in the business or industry and then reinvest funds into the local economy. There is opportunity for these type of Co-ops to host TFSA and RRSP contributions and can channel savings from international exchanges to local opportunities for investment and financing. Sangudo, Alberta has successfully implemented this model. A purchased property was rented out at an affordable rate to a local meat packing plant and now generates return for initial investors. Over time, this option can increase property values.<sup>21</sup>

### 6.1.6 Business Incubation in Rural Communities

Business incubators can help to promote economic development in rural communities. The International Business Innovation Association (INBIA) describes a business incubator as a place that nurtures the development of entrepreneurial companies, helping them survive and grow during the start-up period.<sup>22</sup> These programs provide business support services and resources.<sup>23</sup> The most common goals of business incubation include creating jobs, enhancing a community's entrepreneurial climate, retaining businesses in a community, building or accelerating growth in local industry, and diversifying local economies.<sup>24</sup>

There are many Alberta and Manitoba communities that have used this approach including, though not limited to, Lloydminster, AB/SK; Fort McMurray and Lac La Biche, AB; Otterburne, MB; and, Perennia, MB. A Saskatchewan example includes Ideas Inc. based in Saskatoon.

### 6.1.7 Downtown Lighter, Quicker, Cheaper (LQC) Placemaking Initiatives and Events

LQC takes incremental steps, using low-cost experiments and tapping into local talents to create livable and vibrant places. It allows for community members to do small-scale experiments to see if it works in a short term, and incrementally, move toward creating a more permanent solution.<sup>25</sup> This includes hosting community events and activities; pop-up community gardens, pocket parks and playgrounds; skating rinks; food trucks; entertainment venues; and, markets and festivals. Buskers and local talents can be showcased in these open areas and can draw in community members and visitors, and foster community pride and involvement.

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<sup>21</sup> Alberta Community and Co-Operative Association. (2015). Opportunity Development Co-Operatives. Retrieved from <http://acca.coop/unleashing/odc/>

<sup>22</sup> <https://www.inbia.org/resources/business-incubation-faq>

<sup>23</sup> Ibid.

<sup>24</sup> Ibid.

<sup>25</sup> Project for Public Spaces. *The Lighter, Quicker, Cheaper Transformation of Public Spaces*. Retrieved from <http://www.pps.org/reference/lighter-quicker-cheaper/>

## 6.2 Unity Business Action Strategies

Under each of the following Smart Growth core components, specific strategies have been identified to help guide the Town of Unity in creating a thriving business community. There are a total of 18 business strategies with specific actions attached to each strategy. These strategies will assist in business retention, and supporting a quality of life to attract new businesses and workers to locate and stay in Unity.

### 6.2.1 Supporting Businesses

Strategy 1.1: To share the results of this report with existing business owners.	<b>Action 1.</b> Provide executive summary at the next Unity & District Chamber of Commerce meeting or a special meeting, with all business owners. Prepare a presentation to share the findings of the report.
	<b>Action 2.</b> Work with the business owners to explore opportunities and actions to implement findings including consideration of extending hours of operation.
Strategy 1.2: To implement the vacant properties strategies to attract targeted business sectors to Unity.	<b>Action 1.</b> See Section 7 for specific actions.
Strategy 1.3: To review the current commercial and industrial incentives offered by the Town.	<b>Action 1.</b> Share the data collected of businesses accessing the commercial and industrial incentives with the Town of Unity Council.
	<b>Action 2.</b> Review and make a determination on whether to keep the existing incentives, make alterations, or create a new incentive to target specific sectors, as identified in this report, to attract them to Unity. This may include the consideration of a tenancy assistance program as mentioned in Section 6.1.2 above.
Strategy 1.4: To explore new business attraction incentives and programs.	<b>Action 1.</b> Review the economic development budget as part of the overall Town of Unity budget to determine available funds to initiate new incentives and programs.
	<b>Action 2.</b> Review Section 6.1 General Business Attraction Strategies and determine possible avenues for the Town of Unity to pursue.
	<b>Action 3.</b> Initiate conversations with the Unity & District Chamber of Commerce and other stakeholders to share new incentive and program possibilities and determine if there is opportunity to provide shared and co-funded incentives and programs. To acknowledge funders, name recognition used for program titling or elsewhere in the community could be undertaken.
	<b>Action 4.</b> Seek alternative funding sources through economic development associations and government resources.
Strategy 1.5: To review and evaluate the Unity brand and Market Unity.	<b>Action 1.</b> Work with the Unity & District Chamber of Commerce and other stakeholders as identified to determine evaluative measures to gauge the effectiveness of Unity's brand.
	<b>Action 2.</b> Budget, consult and hire a professional marketing firm such as Trusted Marketing Services to deliver a marketing plan for the retention and attraction of businesses in Unity.

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

	<b>Action 3.</b> Conduct general workshop sessions that are open to businesses and the public, hosted in partnership by the Town and Unity & District Chamber of Commerce about what social media can do for small businesses in rural Saskatchewan.
	<b>Action 4.</b> Work directly with the local Economic Development Officer for the Town to enhance existing social media channels including enhancing SHOPportUNITY.
	<b>Action 5.</b> Work directly with interested local businesses, on a potential fee for service (subsidized in year one by the Town), to enhance specific social media channels for businesses in Unity.
	<b>Action 6.</b> Partner with other entrepreneurial based organizations to provide training, workshops, and trouble-shooting regarding development and management of social media channels.
Strategy 1.6: To implement various social media tools to promote Unity's business and industry sector and the Town overall.	<b>Action 1.</b> Review the Unity & District Chamber of Commerce membership list and identify non-member businesses in town. There is also opportunity to enhance the "District" by reaching out to business owners in the Rural Municipality and nearby communities such as the Town of Wilkie to become members of the Chamber of Commerce.
	<b>Action 2.</b> Bring social media leads together to discuss marketing review and evaluation findings as per Strategy 1.5.
	<b>Action 3.</b> Determine who will be the lead for each social media tool(s).
	<b>Action 4.</b> Execute social media plan.
Strategy 1.7: To work with the Unity & District Chamber of Commerce to pursue new membership in town and the wider district.	<b>Action 1.</b> Identify people (could be either Town hired, volunteer through the Chamber, high school students, externally hired e.g. Trusted Marketing, others, or a combination of) to be the social media leads.
	<b>Action 2.</b> Explore the potential of a community organization membership category in order to expand the membership and increase revenues to undertake other business related initiatives.
	<b>Action 3.</b> Create promotional materials to share the benefits about being a Unity & District Chamber of Commerce member.
Strategy 1.8: To obtain statistical data on Unity shop local campaigns and initiatives to evaluate and monitor effectively community business usage.	<b>Action 1.</b> Continue to build on the database of statistics for the shop local campaigns on a regular basis to track the use of the campaigns and initiatives along with which businesses are being used, who the users are, age range, spending ranges, and others.
	<b>Action 2.</b> Develop new programs and incentives.
	<b>Action 3.</b> Market and promote business attraction programs and incentives.
Strategy 1.9: To reinvigorate the current local business spirit.	<b>Action 1.</b> Work with the Unity & District Chamber of Commerce and other stakeholders to explore opportunities to either add to an existing event or create a new event for the current business community. This could include, though is not limited to, business mixers; Parking Day; implementing Lighter, Quicker, Cheaper; and, downtown pride.

Strategy 1.10: To explore options and opportunities for business start-ups and entrepreneurial training.	<b>Action 1.</b> Explore the development of a relationship with Praxis School of Entrepreneurship, based out of Saskatoon to provide business start-up and entrepreneurial training in Unity.
	<b>Action 2.</b> Share information with the Unity & District Chamber of Commerce and other stakeholders, as identified, about costs and opportunities related to business training.
	<b>Action 3.</b> Secure funding and determine cost per participant.
	<b>Action 4.</b> Connect with Chamber of Commerce members and business owners to determine interest in the workshop/training/course.
	<b>Action 5.</b> If enough interest, confirm professional, date, and location.
	<b>Action 6.</b> Promote workshop/training/course to Chamber of Commerce members and business owners. A direct invitation to be sent. The invitation may be extended to District businesses.
Strategy 1.11: To explore a business incubator for Unity and area.	<b>Action 1.</b> Obtain further contacts and information about Cooperatives First.
	<b>Action 2.</b> Assess viability of business incubator in Vacant Building 'A' (107 Main Street).
	<b>Action 3.</b> Undertake actions in Strategy: Attract Businesses in the Business Service Sector - Business incubator in Section 7.
Strategy 1.12: To identify innovative industrial and agricultural pursuits and implement a targeted attraction strategy.	<b>Action 1.</b> Pursue available funding for innovative industries within the agricultural and industrial sector in order to create an attractive business environment to support these industries.
	<b>Action 2.</b> Promote Unity as a business environment that is supportive of innovative industrial and agricultural business.

### 6.2.2 Supporting Workers

Strategy 2.1: To undertake a detailed inventory of employee supports available in the community.	<b>Action 1.</b> Work with the Unity & District Chamber of Commerce and existing businesses and industry to create a database of available supports for workers in the community. This includes, though is not limited to, child/elder/senior care; fitness incentives; transportation options; housing incentives; benefits; and, others.
	<b>Action 2.</b> Identify any gaps in the supports database and research alternative options including the success of attracting and retaining employees.
	<b>Action 3.</b> Share the findings of the gap analysis with the Chamber of Commerce, and business and industry owners.
	<b>Action 4.</b> Determine funding avenues to assist with providing employee supports. This includes internal budgets of the Town, Chamber of Commerce, and business and industry and if there is available funding that can be accessed elsewhere to subsidize the costs to the business and industry owners.

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

Strategy 2.2: To create an entrepreneurial business environment that encourages skilled youth to remain or return to Unity after pursuing postsecondary education.	<b>Action 1.</b> Create partnerships with local industry and post-secondary educational institutions to create opportunities for graduates.
Strategy 2.3: To explore options and opportunities for business start-ups and entrepreneurial training.	<b>Action 1.</b> See Strategy 1.10.

### 6.2.3 Supporting Quality of Life

Strategy 3.1: To include Unity as a great place to live (high quality of life) in promotional and marketing materials when attempting to attract new businesses.	<b>Action 1.</b> When attempting to attract new businesses to Unity, use social media updates and marketing materials to promote what Unity has to offer. This includes all of the community amenities and services (i.e. health, education, etc.), recreational amenities and programming, events, and tourism opportunities (e.g. Regional Park).
Strategy 3.2: To continue to attract local and regional community members to the downtown through enhanced events, placemaking opportunities, and other initiatives.	<b>Action 1.</b> See Strategy 1.9 above. If the business community becomes involved and provides new events and initiatives, these will help draw in more people, increase participation and help to promote the tourism industry in the community.
	<b>Action 2.</b> Use social media and marketing tactics to promote events and initiatives.
Strategy 3.3: To pursue an accessibility study within the Town.	<b>Action 1.</b> Conduct an inventory of accessible businesses and community amenities in Unity.
	<b>Action 2.</b> Notify businesses and community organizations where accessibility can be improved.
	<b>Action 3.</b> Share funding opportunities to enhance accessibility such as the Government of Canada Enabling Accessibility Fund.

## 7. Vacant Lot-by-Lot Property Analysis and Strategies for Downtown Redevelopment

The following section outlines a description of each of the vacant buildings that reside in the downtown area. This is followed by the suggested building uses the Town may wish to consider for the vacant buildings that are available downtown paired with the gaps that have been identified in this report. Specific suggestions for each building are provided including any special circumstances for the building. Specific suggestions on how to encourage or attract the types of business are available at the end of the section.

For the purposes of this report, the downtown area is defined as the first four blocks of Main Street and the corresponding avenues 2 blocks east and west.

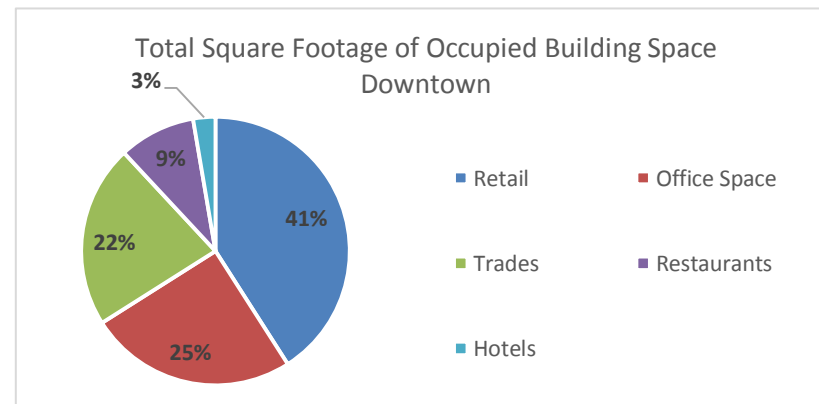
The total amount of occupied building space that is downtown is approximately 247,630 ft<sup>2</sup>. The total building space can be further broken down into other sectors that include retail, office space and trades. Building space for restaurants and hotels were also split out from retail and trade. Table 5 shows the building spaces:

**Figure 23** shows the percentage that is currently occupied downtown.

There are 8 vacant properties downtown with a total square footage of 18,203 of building space that is available. When considering the threshold analysis in Section 3.4, the following strategies can be pursued for the following vacant properties. These strategies are based upon the threshold analysis, combined with promising planning and economic development practices.

<b>Retail</b>	101,389 ft <sup>2</sup>
<b>Office Space</b>	62,105 ft <sup>2</sup>
<b>Trades</b>	54,598 ft <sup>2</sup>
<b>Restaurants</b>	22,908 ft <sup>2</sup>
<b>Hotels</b>	6,630 ft <sup>2</sup>

**Table 5: Square Footage of Businesses in Downtown Unity**



**Figure 21: Total Square Footage of Occupied Building Space Downtown**



**Vacant Building A:** 107 Main Street (Former Source) Lots 4-5 – Block 5 – Plan D1187 Ext 0



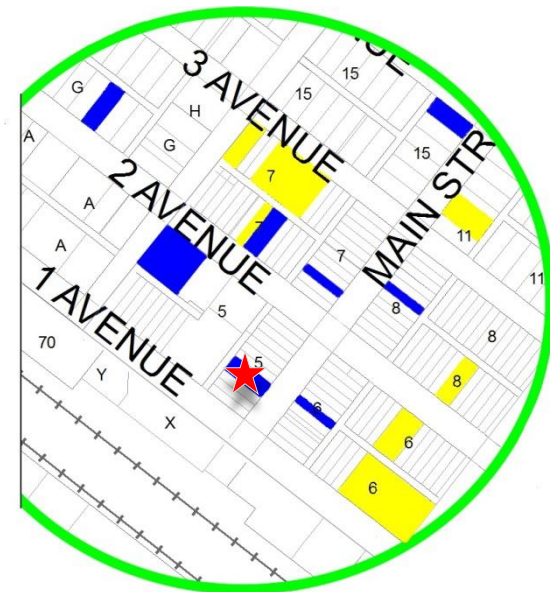
**Current Zoning:** Town Centre Commercial (C1)

**Future Land Use:** Commercial

**Building Square Feet:** 4,264

**Year Built:** 1910

**Ownership:** Private



**The Current Situation:** The two lots that the building occupies are currently privately owned. The building has been vacant for the past 5 years; consideration has been given to demolish the property, although there are connectivity issues with the neighbouring buildings. The location of the building is prime due to being on the first 100 block of Main Street. The building is surrounded by other uses that include a realty office, specialty retail and a pharmacy/drug store.

The total building space is approximately 23.4% of the vacant building space that is available.

**Future Opportunities:** The larger building space provides opportunity for more than one use to occur in the building. Given the gaps that have been identified in this report and considering the surrounding uses of the building, there is opportunity to fill this specific building with the following uses:

**Business Service Sector - Business incubator:** As heard throughout the community engagement portion of this project, there is opportunity for the entrepreneur spirit to be revitalized in the community. One way to pursue this is the development of a business incubator located in the heart of the community. This can allow for small start-up companies or individuals to have a shared space

<b>Targeted Strategy A.1</b>	Town should work with building owner to determine feasibility, whether to pursue demolition. It is recommended the building not be demolished to pursue the business incubator model.
<b>Targeted Strategy A.2</b>	The Zoning Bylaw may proceed with a rezoning to allow for small-scale business incubator. The use would allow for small/individual firms to utilize a single space.
<b>Targeted Strategy A.3</b>	Approach qualified professional(s) to seek advice on kick-starting a business incubator.

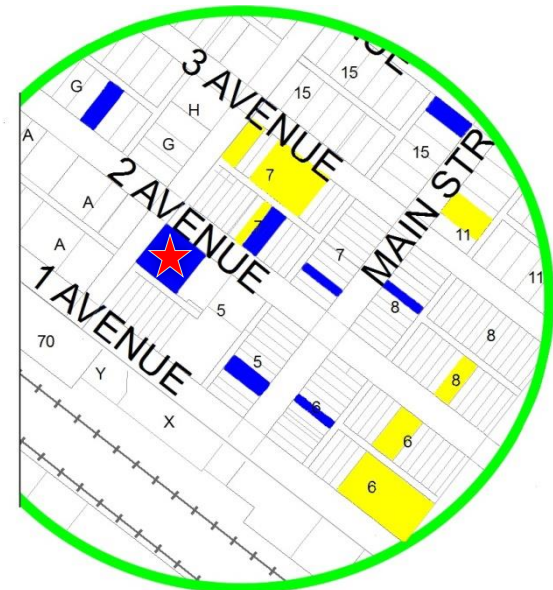
## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

<b>Targeted Strategy A.4</b>	Pursue opportunities for business incubation funds with various government and private organizations. This may also include an incentive of temporary or permanent property tax breaks to assist with start-up costs for individuals and small firms.
<b>Retail Sector – Brand Name Clothing Store:</b> As heard by community members – there is an identified need for a specialty clothing store. Community members noted that current options that are found in the community are ‘hit and miss’. There is the identified need for a brand name clothing store that features quality clothing.	
<b>Targeted Strategy A.5</b>	Determine whether the community wants to pursue a franchise (provincial, national, or international) or promote the local community and encourage a local shop.
<b>Targeted Strategy A.6</b>	Work with a local real estate agency to market the opportunity for a quality clothing store - utilizing various marketing methods that would encourage young families and youth to shop in the community.
<b>Targeted Strategy A.7</b>	Work with the Unity & District Chamber of Commerce to inquire with neighbouring communities to determine if residents in the region are interested in opening another clothing store in Unity.

### Vacant Building B: 192 2<sup>nd</sup> Avenue West (Former NA Lumber) Lots 22-26 – Block 5 – Plan D1187 Ext 0



**Current Zoning:** Town Centre Commercial (C1)  
**Future Land Use:** Commercial  
**Building Square Feet:** 4,264  
**Year Built:** 1910  
**Ownership:** Private



**The Current Situation:** The building occupies a number of lots on 2<sup>nd</sup> Avenue West; with a compound area taking the lots behind the building (the lots front 1<sup>st</sup> Avenue West). The rear lots have been currently purchased by a greenhouse developer. This leaves a total of 5 lots that the building and parking occupy. The property became vacant approximately 18 months ago. The surrounding uses of the building include the post office and Fields retail store.

The total building space is approximately 10.9% of the total vacant building spaces available.

**Future Opportunities:** The large lot and building space that is available provides opportunity for a more intensive commercial use including:

**Construction Sector – Contractor:** This may include more specific uses such as residential contractor, building equipment contractor and building finishing contractor. The threshold analysis indicated there is opportunity for growth in this market, though it is worth noting this is also based on the state of economics and the readiness of the community for a construction type business.

<b>Targeted Strategy B.1</b>	Based on state of readiness of the community and region, determine the feasibility of a specific contracting firm to be located in the property, including residential; business; foundation structure; and, others.
<b>Targeted Strategy B.2</b>	Work with the Unity & District Chamber of Commerce and potential owner on finding and securing suppliers that are regionally and provincially based (preferably), followed by national suppliers.
<b>Targeted Strategy B.3</b>	Assist with finding regional or local mentors to assist with start-up – including accessing various financing opportunities, insurance and licensing.

**Administrative and Support Services Sector – Services to Buildings and Dwellings:** This industry comprises of firms providing services such as cleaning, landscaping, pest control, and carpet and upholstery cleaning. There is opportunity for a service, such as landscaping, or cleaning services to serve the community and region.

<b>Targeted Strategy B.4</b>	Work with a local real estate agency and utilize the marketing and incentive strategies as indicated in Section 6.2 to promote Unity as an ideal place for office administrative offices in the region.
<b>Targeted Strategy B.5</b>	Determine whether the community wants to pursue a franchise (provincial, national, or international) or promote the local community and encourage a local shop.
<b>Targeted Strategy B.6</b>	Assist with finding regional or local mentors to help with start-up – including accessing various financing opportunities, insurance and licensing.

**Other Strategies for consideration:**

- In the case a use would only need the building and not the corresponding lots used for storage and parking, the other lots may be sold off for additional potential uses.

**Vacant Building C:** 110 Main Street (Former Sears Sisters Flowers) Lot 6 – Block 6- Plan D1187 Ext 0



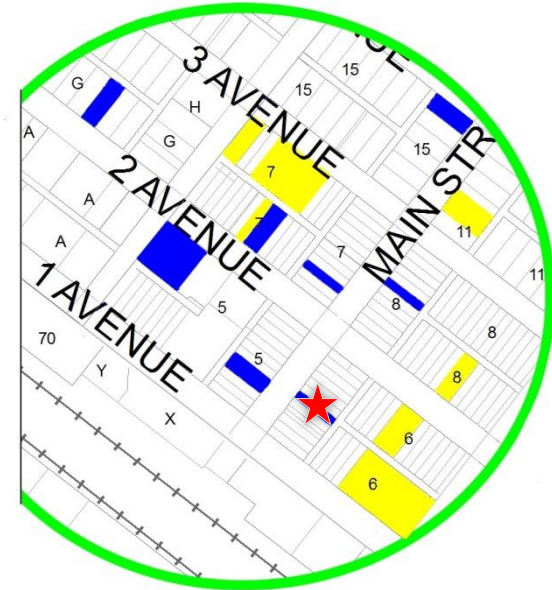
**Current Zoning:** Town Centre Commercial (C1)

**Future Land Use:** Commercial

**Building Square Feet:** 1,585

**Year Built:** 1930

**Ownership:** Private



**The Current Situation:** The building occupies one lot and is privately owned. The building was built in 1930 and has been vacant for the past two years. The current owner has recently had a contractor review the building and is currently contemplating demolition. The building is on the first 100 block of Main Street and is surrounded by uses that include a pocket park, automotive dealerships and a hotel.

The total building space is approximately 8.7% of the total vacant building spaces available.

**Future Opportunities:** The smaller lot, building and location on Main Street make the property an ideal place for small scale commercial activities including:

**Food Services Sector - Coffee Shop/Bakery:** While it was identified through the threshold analysis there is an adequate amount of food services, there is room comfortably for possibly one more food service in the community. Through the community engagement, members indicated they would like to see a coffee shop and/or a bakery.

<b>Targeted Strategy C.1</b>	Determine whether the community wants to pursue a franchise (provincial, national, or international) or promote the local community and encourage a local shop.
<b>Targeted Strategy C.2</b>	Work with a local real estate agency to market the opportunity for a coffee shop/bakery - utilizing various marketing methods that would encourage the development of a coffee shop/bakery.



**Retail Trade:** As indicated in the former Source building, there is opportunity for additional retail in the space, since the building lends well for this type of activity. This can include a brand clothing option.

<b>Targeted Strategy C.3</b>	Determine whether the community wants to pursue a franchise (provincial, national, or international) or promote the local community and encourage a local shop.
<b>Targeted Strategy C.4</b>	Work with a local real estate agency to market the opportunity for a quality clothing store - utilizing various marketing methods that would encourage young families and youth to shop in the community.
<b>Targeted Strategy C.5</b>	Assist with finding available funding and resources for opening a franchise or local business. This may include working with the Unity & District Chamber of Commerce or entrepreneurship organization.

**Other Strategies for consideration:**

- In the short term, the Town should work with building owner to determine feasibility, whether to pursue demolition.
- The Town may wish to work with the building owner to pursue maintenance of the building façade to improve the aesthetics. This may be pursued through grants available or investment from the building owner.

**Vacant Building D: 205 Main Street (Former Hair Accents) Lot 3 Block 7 – Plan D1187 Ext 0**



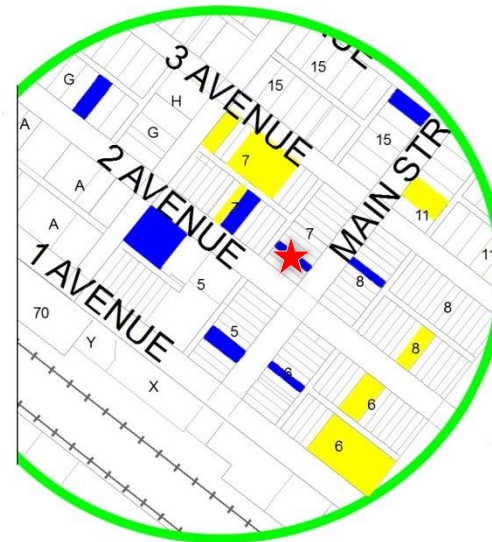
**Current Zoning:** Town Centre Commercial (C1)

**Future Land Use:** Commercial

**Building Square Feet:** 1,702

**Year Built:** 1961

**Ownership:** Private



**The Current Situation:** The building occupies one lot and is privately owned. The building was built in 1961 with major additions in 2004. The property became vacant approximately 10 months ago and is currently listed for sale. The building is on the 200 block of Main Street and is surrounded by uses that include a restaurant, specialty retail store and a wellness retail store.

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

The total building space is approximately 9.4% of the total vacant building spaces available.

**Future Opportunities:** The building occupies a small downtown lot and there is opportunity for small commercial, downtown activities. Based on the gap analysis, these can include the following sectors/industries:

**Business Services Sector – Office Administration Services.** There is opportunity for a small scale business supports or office administrative services in this building. These types of services can occupy a small building space. An administrative office may also be an opportunity to pursue in this building space.

<b>Targeted Strategy D.1</b>	Work with a local real estate agency and utilize the marketing and incentive strategies as indicated in Section 6.2 to promote Unity as an ideal place for office administrative offices in the region.
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<b>Targeted Strategy D.2</b>	The Town may wish to specifically target office administration in the recreation and tourism market to better promote and provide communications about Unity as a place for recreation.
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<b>Targeted Strategy D.3</b>	The Town may wish to specifically target office administration in the natural resource sector.
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**Food Services Sector - Coffee Shop/Bakery.** Similar to the former Sears Sisters Flowers building, a food service type may lend well to the building, given the location and size of the building.

<b>Targeted Strategy D.4</b>	Determine whether the community wants to pursue a franchise (provincial, national, or international) or promote the local community and encourage a local shop.
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<b>Targeted Strategy D.5</b>	Work with the local real estate agency to market the opportunity for a coffee shop/bakery - utilizing various marketing methods that would encourage the development of a coffee shop/bakery.
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<b>Targeted Strategy D.6</b>	Assist with finding available funding and resources to open a franchise or local business. This may include working with the Unity & District Chamber of Commerce or entrepreneurship organization.
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**Vacant Building E: 210 Main Street (Former CIBC) Lot 7 – Block 8 – Plan D1187 Ext 0**



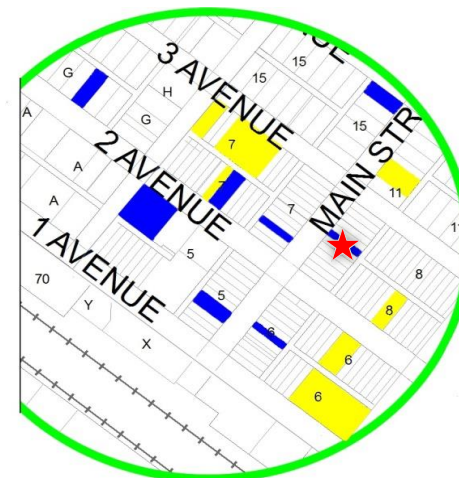
**Current Zoning:** Town Centre Commercial (C1)

**Future Land Use:** Commercial

**Building Square Feet:** 1,500

**Year Built:** 1955

**Ownership:** Private



**The Current Situation:** The building is a mixed tenant that occupies one lot on the 200 block of Main Street. The main floor of the building (where CIBC formerly occupied) became vacant in the last two months. The building was built in 1955 and has undergone renovations in 2015. The current tenant that occupies the upper floor is the Unity Community Resource Centre. Other surrounding land uses include an insurance agency, recycling depot, small pocket park and a clothing store.

The total building space is approximately 8.2% of the total vacant building spaces available.

**Future Opportunities:** As the building is already a mixed-use/multi-tenant, there is opportunity for a variety of uses. These include industries/sectors such as:

**Other Information Services.** The infrastructure of the building lends an opportunity for another business that serves in the Communications and Professional sectors. This can include the addition of establishments such as internet publishing and broadcasting.

<b>Targeted Strategy E.1</b>	Work with a local real estate agency and utilize the marketing and incentive strategies in as indicated in Section 6.2 to promote Unity as an idea place for internet-based and other information services types of business to be located in the community.
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<b>Targeted Strategy E.2</b>	Assist with finding regional or local mentors, working with the Unity & District Chamber of Commerce and/or entrepreneurship organizations to help with start-up of a small firm.
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**Retail Sector - Specialty Retail Store.** There is opportunity to capitalize on niche markets within the region. There are a few shops within Unity that cater to niche markets. This can include stores that are related to the Arts, Entertainment, and Recreation sector, which is a current occupation gap in the region.

<b>Targeted Strategy E.3</b>	Utilize the marketing and incentive strategies as indicated in Section 6.2 to promote Unity as an ideal place for niche and specialty businesses in the region.
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<b>Targeted Strategy E.4</b>	Determine whether the community wants to pursue a franchise (provincial, national, or international) or promote the local community and encourage a local shop.
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<b>Targeted Strategy E.5</b>	The Town may wish to specifically target a retail store that is also a space where events and activities happen. Example of this includes a musical instrument store that hosts music nights or other similar types of activities and events.
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**Other Strategies for consideration:**

- The Town may wish to work with the building owner to pursue maintenance of the building façade to improve the aesthetics. This may be pursued through grants available or investment from the building owner.

**Vacant Building F:** 163 2<sup>nd</sup> Avenue West (Former Frenchies) Lots 35-36 – Block 8 – Plan D1187 Ext 0



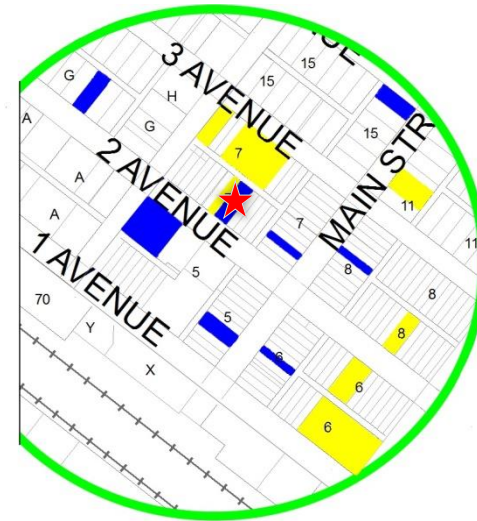
**Current Zoning:** Town Centre Commercial (C1)

**Future Land Use:** Commercial

**Building Square Feet:** 2,836

**Year Built:** 1955

**Ownership:** Private



**The Current Situation:** The building occupies two lots and is currently privately owned. The building became vacant approximately 5 months ago. The building was built in 1955 and had an addition in 2000. A majority of the restaurant fixtures remain in the building. Surrounding land uses include an insurance agent, post office, and Fields.

The total building space is approximately 15.6% of the total vacant building spaces available.

**Future Opportunities:** The building size is one of the larger ones that are found in the downtown area; this lends an opportunity for larger commercial types in the area including:

**Food Services - Fine Dining Option.** Through the community engagement process, it was identified that there is a need for more dining experiences outside the regular fast food or casual dining found in Unity. With many of the fixtures already in place in the building – this would make for an easy transition to establish a fine dining restaurant.

<b>Targeted Strategy E.1</b>	Recommend the current infrastructure in the building remain the same i.e. retaining the restaurant fixtures. This will allow for an easier transition to accommodate/attract a fine dining business.
<b>Targeted Strategy E.2</b>	Determine whether the community wants to pursue a franchise (provincial, national, or international) or promote the local community and encourage a local shop.
<b>Targeted Strategy E.3</b>	Assist with finding regional or local mentors to help with start-up – including accessing various financing opportunities, insurance and licensing.



**Business Services Sector – Other Support Services.** This can include services such as business supports such as mailing services, copying services, word processing and other office product retailing. Another business under this sector can include administrative offices. This option does require more investment since the building is already serviced for a food service type business.

<b>Targeted Strategy E.4</b>	Work with a local real estate agency and utilize the marketing and incentive strategies as indicated in Section 6.2 to promote Unity as an ideal place for business support services.
<b>Targeted Strategy E.5</b>	The Town may wish to specifically target business supports that include office printing, word processing and/or office product retailing.
<b>Targeted Strategy E.6</b>	Assist with finding regional or local mentors to help with start-up – including accessing various financing opportunities, insurance and licensing.

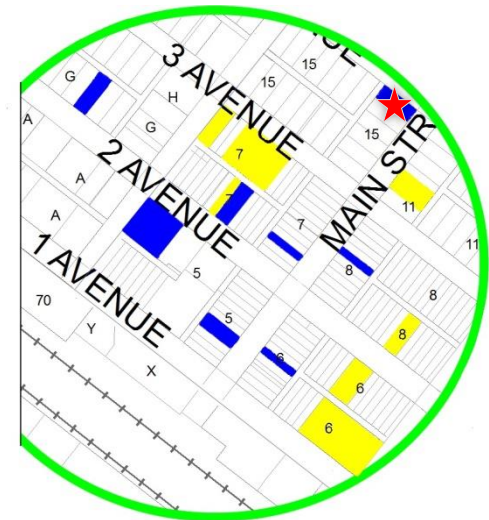
**Other Strategies for consideration:**

- The Town may wish to work with the building owner to pursue maintenance of the building façade to improve the aesthetics. This may be pursued through available grants or investment from the building owner.

**Vacant Building F: 321 Main Street (Former Ridgeline Engineering) Lot 6 – Block 15 – Plan D1187 Ext 0**



**Current Zoning:** Town Centre Commercial (C1)  
**Future Land Use:** Commercial  
**Building Square Feet:** 1,392  
**Year Built:** 1974  
**Ownership:** Private



**The Current Situation:** The building occupies one lot at the 300 block of Main Street. The building became vacant approximately two years ago. The lots on this segment of Main Street are generally wider than those typically found in the first few blocks of Main Street. The building is closer to more residential land uses as this area of Main Street transitions into more housing and less commercial activities.

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

The total building space is approximately 7.6% of the total vacant building spaces available.

**Future Opportunities:** The building and lot is larger than the typical downtown lots and buildings. It is also closer to residential dwellings since part of the street is a transition street between solely commercial activities to solely residential dwellings. This lends well for commercial the opportunities that are not as intensive. This can include:

<b>Public Sector Services – Child/Youth or Seniors Care Service:</b> As indicated in the community engagement session, there is a need for services that cater to the families, children, and seniors. This building space would lend well for these purposes.	
<b>Targeted Strategy F.1</b>	Review the Building Bylaw and building code, if care facility/service option is pursued, to ensure the building and infrastructure meet the requirements of a care facility/service.
<b>Targeted Strategy F.2</b>	Review the Zoning Bylaw to ensure regulations on care facilities/services are up-to-date on current legislation and that they are a permitted or discretionary use in the Zoning Bylaw.
<b>Targeted Strategy F.3</b>	Assist with finding regional or local mentors to help with start-up – including accessing various financing opportunities, insurance and licensing. This includes encouraging existing daycare businesses to become licensed and move into commercial space.
<b>Business Services Sector – Consulting and Other Professional Services:</b> This type of business supports the growth in the Communications and Professional Services sector; this includes establishments primarily engaged in providing expert advice and assistance to other organizations on management, environmental, scientific, and technical issues.	
<b>Targeted Strategy F.4</b>	Work with a local real estate agency and utilize the marketing and incentive strategies as indicated in Section 6.2 to promote Unity as an ideal place for business services.
<b>Targeted Strategy F.5</b>	Assist with finding regional or local mentors, working with the Unity & District Chamber of Commerce and/or entrepreneurship organizations to help with start-up of a small firm.

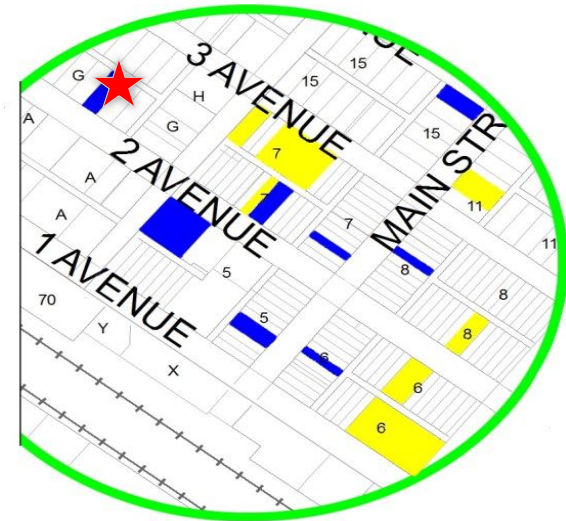
**Other Strategies for consideration:**

- The Town may wish to work with the building owner to pursue maintenance of the building façade to improve the aesthetics. This may be pursued through available grants or investment from the building owner.

**Vacant Building G: 241 2<sup>nd</sup> Avenue West (Former Gym) Lot 6 – Block G – Plan D1187 Ext 0**



**Current Zoning:** Town Centre Commercial (C1)  
**Future Land Use:** Commercial  
**Building Square Feet:** 2,944  
**Year Built:** 1974  
**Ownership:** Private



**The Current Situation:** The building occupies one lot on the 200 block of 2<sup>nd</sup> Avenue West and is currently privately owned. The property became vacant approximately four months ago. Half of the building space is used as storage by the current owner. The building is surrounded by uses including the cinema, tire repair shop, law firm and a residential dwelling directly adjacent.

The total building space is approximately 16.2% of the total vacant building spaces available.

**Future Opportunities:** The building and lot is larger than the typical downtown lots and buildings. It is also closer to residential dwellings since part of the street is a transition street between solely commercial activities to solely residential dwellings. This lends well for commercial the opportunities that are not as intensive. This can include:

**Public Sector Services – Child/Youth or Seniors Care Service:** As indicated in the community engagement session, there is a need for services that cater to the families, children, and seniors.

<b>Targeted Strategy G.1</b>	Review the Building Bylaw and building code, if care facility/service option is pursued, to ensure the building and infrastructure meet the requirements of a care facility/service.
<b>Targeted Strategy G.2</b>	Review the Zoning Bylaw to ensure regulations on care facilities/services are up-to-date on current legislation and that they are a permitted or discretionary use in the Zoning Bylaw.
<b>Targeted Strategy G.3</b>	Assist with finding regional or local mentors to help with start-up – including accessing various financing opportunities, insurance and licensing. This includes encouraging existing daycare businesses to become licensed and move into commercial space.

**Business Services Sector – Consulting and Other Professional Services:** This type of business supports the growth in the Communications and Professional Services sector; this includes establishments primarily engaged in providing expert advice and assistance to other organizations on management, environmental, scientific, and technical issues.

<b>Targeted Strategy G.4</b>	Work with a local real estate agency and utilize the marketing and incentive strategies as indicated in Section 6.2 to promote Unity as an ideal place for business services.
<b>Targeted Strategy G.5</b>	Assist with finding regional or local mentors, working with the Unity & District Chamber of Commerce and/or entrepreneurship organizations to help with start-up of a small firm.

**Other Strategies for consideration:**

- The Town may wish to work with the building owner to pursue maintenance of the building façade to improve the aesthetics. This may be pursued through available grants or investment from the building owner.

**Current Downtown Vacant Lots**

While a priority of focus is filling the vacant buildings in the downtown, there are 11 vacant lots. In the Town of Unity Housing Plan 2015, there are three downtown vacant lots (see photos on the right) that were identified in strategies for opportunities to increase commercial and residential development in downtown Unity. The strategies for these lots included a mix of options from ready-to-move side by side townhouses to multi-unit rental to mixed use development (commercial on the main floor and residential above). Refer to the appendices of the Town of Unity Housing Plan 2015 to see all specific strategies.

**Targeted Strategy: To pursue innovative ways to utilize vacant properties.**

As the Town begins implementing some of the Housing Plan Strategies, there is opportunity to use the vacant properties for temporary uses to attract people to the downtown. Often these temporary measures are *light, quick and cheap*; this notion comes from the placemaking tool created by Project for Public Spaces known as Lighter, Quicker, Cheaper (LQC).

The Town can work with property owners to get permission to utilize these lots for temporary uses. Once an agreement is made with the owner(s), the Town can work with community organizations, the schools, business owners and other stakeholders to invigorate the downtown with easy and quick win ideas that will make the downtown an attractive place to be.



Source: Town of Unity Housing Plan



## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

The following are a few examples from Project for Public Spaces that may be considered for LQC ideas in the vacant properties located in the downtown area.



## 8. Implementation and Evaluation

The following section provides an action plan summarizing the smart growth economic development and vacant property strategies based on the gaps and opportunities identified through this process. This involves the identification and development of clear goals connected to specific conditions in the community. The contents of this section are informed by the community's voice coupled with best practices of smart growth and economic development. The content of the actions is to set an aspiring path forward while also being achievable.

The action plan is framed by the strategies under each Action Statement Theme described in Sections 2 and 5. Under each section, there is the following:

- **Strategy:** The overall strategy that will help the objective of the study to retain and attract businesses to Unity;
- **Action:** The specific step or initiative to be taken to help achieve the strategy. Note that some actions will be more specific than others based on state of readiness by community members and the municipality;
- **Who's Involved:** Identification of who is leading the action, whether it is the Municipality, Various Organizations, Specific Departments within the Municipality, and/or the Community;
- **Timeline:** A general timeline of when the action is to be started, short (0-1 year), mid (2-5), or long term (5-10+); and,
- **Notes/Status:** This column is intended to be filled in once implementation and evaluation of actions is underway.

### Action Statement Theme: Supporting Businesses

#### Strategy 1.1: To share the results of this report with existing business owners.

Action	Who's Involved	Timeline	Notes/Status
Provide executive summary at the next Unity & District Chamber of Commerce meeting or a special meeting, with all business owners. Prepare a presentation to share the findings of the report.	Director of Economic Development, Chamber of Commerce, Business Community	Short Term	
Work with the business owners to explore opportunities and actions to implement findings including consideration of extending hours of operation.	Director of Economic Development, Business Community	Short Term	

#### Strategy 1.2: To implement the vacant properties strategies to attract targeted business sectors to Unity.

See Section 7 for specific actions.

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

### Strategy 1.3: To review the current commercial and industrial incentives.

Action	Who's Involved	Timeline	Notes/Status
Share the data collected of businesses accessing the commercial and industrial incentives with the Town of Unity Council.	Director of Economic Development	Short Term	
Review and make a determination on whether to keep the existing incentives, make alterations, or create a new incentive to target specific sectors, as identified in this report, to attract them to Unity. This may include the consideration of a tenancy assistance program as mentioned in Section 6.1.2 above.	Director of Economic Development, Chamber of Commerce	Short Term	

### Strategy 1.4: To explore new business attraction incentives and programs.

Action	Who's Involved	Timeline	Notes/Status
Review the economic development budget as part of the overall Town of Unity budget to determine available funds to initiate new incentives and programs.	Director of Economic Development, Town Council	On-going	
Review Section 6.1 General Business Attraction Strategies and determine possible avenues for the Town of Unity to pursue.	Director of Economic Development, Chamber of Commerce	Short Term	
Initiate conversations with the Chamber of Commerce and other stakeholders to share new incentive and program possibilities and determine if there is opportunity to provide shared and co-funded incentives and programs. To acknowledge funders, name recognition used for program titling or elsewhere in the community could be undertaken.	Director of Economic Development, Chamber of Commerce	Short Term	
Seek alternative funding sources through economic development associations and government resources.	Director of Economic Development	Mid-Term	

### Strategy 1.5: To review and evaluate the Unity brand and Market Unity.

Action	Who's Involved	Timeline	Notes/Status
Work with the Unity & District Chamber of Commerce and other stakeholders as identified to determine evaluative measures to gauge the effectiveness of Unity's brand.	Director of Economic Development, Chamber of Commerce, Others as identified	Short Term	

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

<p>Budget, consult and hire a professional marketing firm such as Trusted Marketing Services to deliver a marketing plan for the retention and attraction of businesses in Unity.</p> <p>Trusted Marketing Services is a renowned Saskatchewan social marketing agency specialized in serving small local businesses throughout Saskatchewan. Their team is known for collaborating to create strategies to reach clearly defined company goals and marketing objectives. A company such as this would provide training, support and social media infrastructure to the Town of Unity to support existing businesses. Parts of their service could be offered in the first year complimentary or for a nominal fee (resourced by the Town) and then, for a set fee going forward based.</p>	<p>Town Administration and Council, Professional Marketing Firm</p>	<p>Short to Mid-Term</p>	<ul style="list-style-type: none"> <li>• An exploratory conversation about marketing and social media occurred between Trusted Marketing and Prairie Wild Consulting. Their Director is very supportive and willing to meet with the Town of Unity.</li> <li>• More about Trusted Marketing services can be found on their website: <a href="http://www.trustedmarketingservices.com/about-trusted-marketing-services/">http://www.trustedmarketingservices.com/about-trusted-marketing-services/</a></li> </ul>
<p>Conduct general workshop sessions that are open to businesses and the public, hosted in partnership by the Town and Unity &amp; District Chamber of Commerce about what social media can do for small businesses in rural Saskatchewan.</p>	<p>Director of Economic Development, Chamber of Commerce, Marketing Firm</p>	<p>Mid-Term</p>	<ul style="list-style-type: none"> <li>• Utilize third party professional as able to resource. See above.</li> </ul>
<p>Work directly with the local Economic Development Officer for the Town to enhance existing social media channels including enhancing SHOPportUNITY.</p>	<p>Director of Economic Development, Marketing Firm</p>	<p>Mid-Term</p>	<ul style="list-style-type: none"> <li>• There are two streams of social media marketing – internal marketing and promotion of what Unity has and can offer local and regional customers; and, external marketing and promotions, that works to promote and draw other businesses and professionals to the area.</li> <li>• For example, through social media channels promotion of the ShopportUNITY app can be promoted by featuring local businesses through blogs, tweets, instagram imaging and facebook likes targeted toward known targeted audiences. The power of social media to obtain attention,</li> </ul>



## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

			<ul style="list-style-type: none"> <li>interest and brand loyalty is unprecedented.</li> <li>External social media marketing focuses on targeting external businesses, industries and professionals to entice them to come and do work in Unity.</li> </ul>
Work directly with interested local businesses, on a potential fee for service (subsidized in year one by the Town), to enhance specific social media channels for businesses in Unity.	Town Administration and Council, Chamber of Commerce, Marketing Firm, Business Owners, Others as identified	Mid-Term	<ul style="list-style-type: none"> <li>Linked to resources identified above.</li> </ul>
Partner with other entrepreneurial based organizations to provide training, workshops, and trouble-shooting regarding development and management of social media channels.	Town Council, Director of Economic Development, Chamber of Commerce, Others as identified	Mid-Term	<ul style="list-style-type: none"> <li>See Strategy 1.10 for additional information.</li> </ul>
<b>Strategy 1.6: To implement various social media tools to promote Unity's business and industry sector and the Town overall.</b>			
Action	Who's Involved	Timeline	Notes/Status
Review the Unity & District Chamber of Commerce membership list and identify non-member businesses in town. There is also opportunity to enhance the "District" by reaching out to business owners in the Rural Municipality and nearby communities such as the Town of Wilkie to become members of the Chamber of Commerce.	Town Administration, Chamber of Commerce, High School, Marketing Firm, Others as identified	Mid to Long Term	
Bring social media leads together to discuss marketing review and evaluation findings as per Strategy 1.5.	Director of Economic Development, Chamber of Commerce, Others as identified	Mid to Long Term	
Determine who will be the lead for each social media tool(s).	Director of Economic Development, Chamber of Commerce, Others as identified	Mid to Long Term	
Execute social media plan.	Director of Economic Development, Town, Chamber of Commerce, Others as identified		

**Strategy 1.7: To work with the Unity & District Chamber of Commerce to pursue new membership in town and the wider district.**

Action	Who's Involved	Timeline	Notes/Status
Identify people (could be either Town hired, volunteer through the Chamber, high school students, externally hired e.g. Trusted Marketing, others, or a combination of) to be the social media leads.	Director of Economic Development, Chamber of Commerce, Others as identified	Mid-Term	
Explore the potential of a community organization membership category in order to expand the membership and increase revenues to undertake other business related initiatives.	Director of Economic Development, Chamber of Commerce, Others as identified	Mid-Term	
Create promotional materials to share the benefits about being a Chamber of Commerce member.	Director of Economic Development, Chamber of Commerce, Others as identified	Mid to Long Term	

**Strategy 1.8: To obtain statistical data on Unity shop local campaigns and initiatives to evaluate and monitor effectively community business usage.**

Action	Who's Involved	Timeline	Notes/Status
Continue to build on the database of statistics for the shop local campaigns on a regular basis to track the use of the campaigns and initiatives along with which businesses are being used, who the users are, age range, spending ranges, and others.	Director of Economic Development	Mid-Term	
Develop new programs and incentives.	Director of Economic Development, Other Town Administration and Council	Mid-Term	
Market and promote business attraction programs and incentives.	Director of Economic Development, Other Town Administration		

**Strategy 1.9: To reinvigorate the current local business spirit.**

Action	Who's Involved	Timeline	Notes/Status
Work with the Unity & District Chamber of Commerce and other stakeholders to explore opportunities to either add to an existing event or create a new event for the current business community (business mixers; Parking Day; implementing LQC; and, downtown pride).	Director of Economic Development, Chamber of Commerce, Other as identified	Mid-Term	

**Strategy 1.10: To explore options and opportunities for business start-ups and entrepreneurial training.**

Action	Who's Involved	Timeline	Notes/Status
<p>Explore the development of a relationship with Praxis School of Entrepreneurship, based out of Saskatoon to provide business start-up and entrepreneurial training in Unity.</p> <p>The Praxis School of Entrepreneurship is a private post-secondary training institute dedicated to helping individuals develop their entrepreneurial management skills and launch their companies. It has been operating since 1991 and has seen over 700 alumni launch their companies in Saskatchewan and Alberta. Praxis School of Entrepreneurship is a registered educational institute in Saskatchewan and eligible students receive a T2202. For more information about Praxis School of Entrepreneurship see: <a href="http://praxischoolofentrepreneurship.com">http://praxischoolofentrepreneurship.com</a>.</p>	Director of Economic Development, Chamber of Commerce, external professionals Praxis School of Entrepreneurship	Short Term	<ul style="list-style-type: none"> <li>Through initial discussions with their Director, they would welcome an opportunity to meet with the Town of Unity Council and Unity &amp; District Chamber of Commerce to explore the development of a Unity Incubator for Entrepreneurship that would serve clients of all ages and types in the Unity area. This aligns with their philosophy and desire to help rural Saskatchewan.</li> </ul>
Share information with the Unity & District Chamber of Commerce and other stakeholders, as identified, about costs and opportunities related to business training.	Director of Economic Development, Chamber of Commerce	Short Term	
Secure funding and determine cost per participant.	Town Administration and Council, Chamber of Commerce	Short to Mid-Term	
Connect with Chamber of Commerce members and business owners to determine interest in the workshop/training/course.	Director of Economic Development, Chamber of Commerce	Mid-Term	
If enough interest, confirm professional, date, and location.	Director of Economic Development, Chamber of Commerce, external professionals	Mid-Term	
Promote workshop/training/course to Chamber of Commerce members and business owners. A direct invitation to be sent. The invitation may be extended to district businesses.	Director of Economic Development, Chamber of Commerce	Mid-Term	

# Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

## Strategy 1.11: To explore a business incubator for Unity and area.

Action	Who's Involved	Timeline	Notes/Status
Obtain further contacts and information about Cooperatives First.	Director of Economic Development, CEO of Praxis School of Entrepreneurship	Mid-Term	<ul style="list-style-type: none"> <li>There is an opportunity for the Town of Unity to benefit from the newly created Cooperatives First Venture that was created by Federated Cooperatives.</li> <li>Cooperatives First is a non-profit, the newly formed Co-operatives First will work with small-to mid-size rural communities and municipalities, as well as with aboriginal communities, to identify innovative, community-led solutions to modern challenges and opportunities facing these communities.</li> <li>More information about Cooperatives First can be found online at: <a href="https://cooperativesfirst.com/">https://cooperativesfirst.com/</a></li> <li>The CEO of Praxis School of Entrepreneurship sits on the Interim Board of Cooperatives First and has offered to work with the Town of Unity to explore options this program may be able to bring to the Town of Unity as no rural community ventures have yet to be started through the newly created fund.</li> </ul>
Assess viability of business incubator in Vacant Building 'A' (107 Main Street)		Mid to Long Term	
Undertake actions in Strategy Attract Businesses in the Business Service Sector - Business incubator.			

## Strategy 1.12: To identify innovative industrial and agricultural pursuits and implement a targeted attraction strategy.

Action	Who's Involved	Timeline	Notes/Status
Pursue available funding for innovative industries.	Town Administration and Council, Chamber of Commerce	On-going	
Promote Unity as a business environment that is supportive of innovative industrial and agricultural business.	Town Administration and Council, Chamber of Commerce	On-going	

**Action Statement Theme: Supporting Workers**

**Strategy 2.1: To undertake a detailed inventory of employee supports available in the community.**

Action	Who's Involved	Timeline	Notes/Status
Work with the Unity & District Chamber of Commerce and existing businesses and industry to create a database of available supports for workers in the community. This includes, though is not limited to, child/elder/senior care; fitness incentives; transportation options; housing incentives; benefits; and, others.	Town Administration, Chamber of Commerce		
Identify any gaps in the supports database and research alternative options including the success of attracting and retaining employees.	Town Administration, Chamber of Commerce		
Share the findings of the gap analysis with the Chamber of Commerce, and business and industry owners.	Town Administration, Chamber of Commerce		
Determine funding avenues to assist with providing employee supports. This includes internal budgets of the Town, Chamber of Commerce, and business and industry and if there is available funding that can be accessed elsewhere to subsidize the costs to the business and industry owners.	Town Administration, Chamber of Commerce		

**Strategy 2.2: To explore options and opportunities for business start-ups and entrepreneurial training.**

See Strategy 1.10 in Section 6.2.1. above.

**Action Statement Theme: Supporting Quality of Life**

**Strategy 3.1: To include Unity is a great place to be (high quality of life) in promotional and marketing materials when attempting to attract new businesses.**

Action	Who's Involved	Timeline	Notes/Status
When attempting to attract new businesses to Unity, use social media updates and marketing materials to promote what Unity has to offer. This includes all of the community amenities and services (i.e. health, education, etc.), recreational amenities and programming, events, and tourism opportunities (e.g. Regional Park).	Town Administration and Council	Short Term	<ul style="list-style-type: none"> <li>See Strategy 1.5</li> </ul>

**Strategy 3.2: To continue to attract local and regional community members to the downtown through enhanced events, placemaking opportunities, and other initiatives.**

Action	Who's Involved	Timeline	Notes/Status
See Strategy 1.9 above. If the business community becomes involved and provides new events and initiatives, these will help draw in more people, increase participation and help to promote the tourism industry in the community.	Town Administration and Council, Chamber of Commerce, Business Owners, Community Organizations, Others as identified	Short Term	Recognized expertise in placemaking could assist Unity to kick-start placemaking activities in the community through the Main Street program or related activities. Prairie Wild Consulting Co. is known for its collaboration with Project for Public Spaces (PPS) and could lead this initiative.  For more information about PPS, see: <a href="http://www.pps.org/">http://www.pps.org/</a>
Use social media and marketing tactics to promote events and initiatives.	Town Administration and Council, Chamber of Commerce, Business Owners, Community Organizations, Others as identified		

**Strategy 3.3: To pursue an accessibility study within the Town.**

Action	Who's Involved	Timeline	Notes/Status
Conduct an inventory of accessible businesses and community amenities in the community.	Town Administration and Council	Mid to Long Term	
Notify businesses and community organizations where accessibility can be improved.	Director of Economic Development	Long Term	
Share funding opportunities to enhance accessibility such as the Government of Canada Enabling Accessibility Fund.	Director of Economic Development	Long Term	

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

### Town of Unity Vacant Property Specific Strategies

#### Strategy: To attract Businesses in the Business Service Sector - Business incubator.

Action	Who's Involved	Timeline	Notes/Status
Town should work with building owner to determine feasibility, whether to pursue demolition. It is recommended the building not be demolished to pursue the business incubator model.	Town Administration and Council, Property Owner		<ul style="list-style-type: none"> <li>Applies to Vacant Building A (107 Main Street)</li> <li>See Strategy 1.11 for information about the Cooperatives First model.</li> </ul>
The Zoning Bylaw may proceed with a rezoning to allow for small-scale business incubator. The use would allow for small/individual firms to utilize a single space.	Town Administration and Council		<ul style="list-style-type: none"> <li>Applies to Vacant Building A (107 Main Street)</li> <li>See Strategy 1.11 for information about the Cooperatives First model.</li> </ul>
Approach qualified professional(s) to seek advice on kick-starting a business incubator.	Director of economic development, Professional		<ul style="list-style-type: none"> <li>Applies to Vacant Building A (107 Main Street)</li> <li>See Strategy 1.11 for information about the Cooperatives First model.</li> </ul>
Pursue opportunities for business incubation funds with various government and private organizations. This may also include an incentive of temporary or permanent property tax breaks to assist with start-up costs for individuals and small firms.	Director of Economic Development, Chamber of Commerce		<ul style="list-style-type: none"> <li>Applies to Vacant Building A (107 Main Street)</li> <li>See Strategy 1.11 for information about the Cooperatives First model.</li> </ul>

#### Strategy: To attract a business in the Retail Sector, more specifically, a brand name clothing store.

Action	Who's Involved	Timeline	Notes/Status
Determine whether the community wants to pursue a franchise (provincial, national, or international) or promote the local community and encourage a local shop.	Town Administration and Council, Property Owner/Potential Owner, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building A (107 Main Street); and, Building C located at 110 Main St.</li> </ul>
Work with a local real estate agency to market the opportunity for a quality clothing store - utilizing various marketing methods that would encourage young families and youth to shop in the community.	Director of Economic Development, Property Owner/Potential Owner, Realtor, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building A (107 Main Street); and, Building C located at 110 Main St.</li> </ul>
Work with the Unity & District Chamber of Commerce to inquire with neighbouring communities to determine	Director of Economic Development, Chamber of		<ul style="list-style-type: none"> <li>Applies to Vacant Building A (107 Main Street); and, Building C located at 110 Main St.</li> </ul>

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

if residents in the region are interested in opening another clothing store in Unity.

Commerce, Others as identified

### Strategy: To attract businesses in the Construction Section - Contractors.

Action	Who's Involved	Timeline	Notes/Status
Based on state of readiness of the community and region, determine the feasibility of a specific contracting firm to be located in the property, including residential; business; foundation structure; and, others.	Town Administration and Council, Chamber of Commerce, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building B located at 192 2<sup>nd</sup> Ave W</li> </ul>
Work with the Unity & District Chamber of Commerce and potential owner on finding and securing suppliers that are regionally and provincially based (preferably), followed by national suppliers.	Town Administration and Council, Property Owner/Potential Business Owner, Chamber of Commerce, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building B located at 192 2<sup>nd</sup> Ave W</li> </ul>
Assist with finding regional or local mentors to assist with start-up – including accessing various financing opportunities, insurance and licensing.	Director of Economic Development, Chamber of Commerce, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building B located at 192 2<sup>nd</sup> Ave W</li> </ul>

### Strategy: To attract businesses in the Administrative Support Services Sector – Services to Buildings and Dwellings.

Action	Who's Involved	Timeline	Notes/Status
Work with a local real estate agency and utilize the marketing and incentive strategies as indicated in Section 6.2 to promote Unity as an ideal place for office administrative offices in the region.	Director of Economic Development, Realtor		<ul style="list-style-type: none"> <li>Applies to Vacant Building B located at 192 2<sup>nd</sup> Ave W</li> </ul>
Determine whether the community wants to pursue a franchise (provincial, national, or international) or promote the local community and encourage a local shop.	Town Administration and Council, Chamber of Commerce, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building B located at 192 2<sup>nd</sup> Ave W</li> </ul>
Assist with finding regional or local mentors to help with start-up – including accessing various financing opportunities, insurance and licensing.	Director of Economic Development, Chamber of Commerce, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building B located at 192 2<sup>nd</sup> Ave W</li> </ul>



## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

### Strategy: To attract businesses in the Food Services Sector – Coffee Shop/Bakery

Action	Who's Involved	Timeline	Notes/Status
Determine whether the community wants to pursue a franchise (provincial, national, or international) or promote the local community and encourage a local shop.	Town Administration and Council, Property Owner/Potential Business Owner, Chamber of Commerce, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building C located at 110 Main St.; and, Vacant Building D located at 205 Main St.</li> </ul>
Work with a local real estate agency to market the opportunity for a coffee shop/bakery - utilizing various marketing methods that would encourage the development of a coffee shop/bakery.	Director of Economic Development, Realtor		<ul style="list-style-type: none"> <li>Applies to Vacant Building C located at 110 Main St.; and, Vacant Building D located at 205 Main St.</li> </ul>

### Strategy: To attract businesses in the Business Services Sector – Office Administration Services.

Action	Who's Involved	Timeline	Notes/Status
Work with a local real estate agency and utilize the marketing and incentive strategies as indicated in Section 6.2 to promote Unity as an ideal place for office administrative offices in the region.	Director of Economic Development, Property Owner/Potential Business Owner, Realtor		<ul style="list-style-type: none"> <li>Applies to Vacant Building D located at 205 Main St.</li> </ul>
The Town may wish to specifically target office administration in the recreation and tourism market to better promote and provide communications about Unity as a place for recreation.	Town Administration and Council		<ul style="list-style-type: none"> <li>Applies to Vacant Building D located at 205 Main St.</li> </ul>
The Town may wish to specifically target office administration in the natural resource sector.	Town Administration and Council		<ul style="list-style-type: none"> <li>Applies to Vacant Building D located at 205 Main St.</li> </ul>

### Strategy: To attract businesses in the Other Information Services Sector.

Action	Who's Involved	Timeline	Notes/Status
Work with a local real estate agency and utilize the marketing and incentive strategies in as indicated in Section 6.2 to promote Unity as an idea place for internet-based and other information services types of business to be located in the community.	Director of Economic Development, Property Owner/Potential Business Owner, Realtor		<ul style="list-style-type: none"> <li>Applies to Vacant Building E located at 210 Main St.</li> </ul>
Assist with finding regional or local mentors, working with the Unity & District Chamber of Commerce and/or entrepreneurship organizations to help with start-up of a small firm.	Director of Economic Development, Chamber of Commerce, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building E located at 210 Main St.</li> </ul>

**Strategy: To attract businesses in the Retail Sector – Specialty Retail Store**

Action	Who's Involved	Timeline	Notes/Status
Utilize the marketing and incentive strategies as indicated in Section 6.2 to promote Unity as an ideal place for niche and specialty businesses in the region.	Town Administration and Council, Chamber of Commerce, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building E located at 210 Main St.</li> </ul>
Determine whether the community wants to pursue a franchise (provincial, national, or international) or promote the local community and encourage a local shop.	Town Administration and Council, Chamber of Commerce, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building E located at 210 Main St.</li> </ul>
The Town may wish to specifically target a retail store that is also a space where events and activities happen. Example of this includes a musical instrument store that hosts music nights or other similar types of activities and events.	Town Administration and Council, Chamber of Commerce, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building E located at 210 Main St.</li> </ul>

**Strategy: To attract businesses in the Food Services Sector – Fine Dining Option.**

Action	Who's Involved	Timeline	Notes/Status
Recommend the current infrastructure in the building remain the same i.e. retaining the restaurant fixtures. This will allow for an easier transition to accommodate/attract a fine dining business.	Town Administration and Council		<ul style="list-style-type: none"> <li>Applies to Vacant Building F located at 163 2<sup>nd</sup> Ave W</li> </ul>
Determine whether the community wants to pursue a franchise (provincial, national, or international) or promote the local community and encourage a local shop.	Town Administration and Council, Property Owner/Business Owner, Chamber of Commerce, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building F located at 163 2<sup>nd</sup> Ave W</li> </ul>
Assist with finding regional or local mentors to help with start-up – including accessing various financing opportunities, insurance and licensing.	Director of Economic Development, Chamber of Commerce, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building F located at 163 2<sup>nd</sup> Ave W</li> </ul>

**Strategy: To attract businesses in the Business Services Sector – Other Support Services.**

Action	Who's Involved	Timeline	Notes/Status
Work with a local real estate agency and utilize the marketing and incentive strategies as indicated in Section 6.2 to promote Unity as an ideal place for business support services.	Director of Economic Development, Property Owner/Potential Business Owner, Realtor		<ul style="list-style-type: none"> <li>Applies to Vacant Building F located at 163 2<sup>nd</sup> Ave W</li> </ul>

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

The Town may wish to specifically target business supports that include office printing, word processing and/or office product retailing.	Town Administration and Council, Chamber of Commerce, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building F located at 163 2<sup>nd</sup> Ave W</li> </ul>
Assist with finding regional or local mentors to help with start-up – including accessing various financing opportunities, insurance and licensing.	Director of Economic Development, Chamber of Commerce, Others as identified		
<b>Strategy: To attract businesses in the Public Sector Services – Child/Youth or Seniors Care Service.</b>			
Action	Who's Involved	Timeline	Notes/Status
Review the Building Bylaw and building code, if care facility/service option is pursued, to ensure the building and infrastructure meet the requirements of a care facility/service.	Town Administration and Council		<ul style="list-style-type: none"> <li>Applies to Vacant Building F located at 321 Main St.; and, Building G located at 241 2<sup>nd</sup> Ave W.</li> </ul>
Review the Zoning Bylaw to ensure regulations on care facilities/services are up-to-date on current legislation and that they are a permitted or discretionary use in the Zoning Bylaw.	Town Administration and Council		<ul style="list-style-type: none"> <li>Applies to Vacant Building F located at 321 Main St.; and, Building G located at 241 2<sup>nd</sup> Ave W.</li> </ul>
Assist with finding regional or local mentors to help with start-up – including accessing various financing opportunities, insurance and licensing. This includes encouraging existing daycare businesses to become licensed and move into commercial space.	Director of Economic Development, Chamber of Commerce, Others as identified		
<b>Strategy: To attract businesses in the Business Services Sector – Consulting and Other Professional Services</b>			
Action	Who's Involved	Timeline	Notes/Status
Work with a local real estate agency and utilize the marketing and incentive strategies as indicated in Section 6.2 to promote Unity as an ideal place for business services.	Director of Economic Development, Property Owner/Potential Business Owner, Realtor		<ul style="list-style-type: none"> <li>Applies to Vacant Building F located at 321 Main St.; and, Building G located at 241 2<sup>nd</sup> Ave W.</li> </ul>
Assist with finding regional or local mentors, working with the Unity & District Chamber of Commerce and/or entrepreneurship organizations to help with start-up of a small firm.	Director of Economic Development, Chamber of Commerce, Others as identified		<ul style="list-style-type: none"> <li>Applies to Vacant Building F located at 321 Main St.; and, Building G located at 241 2<sup>nd</sup> Ave W.</li> </ul>

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

### Strategy: To pursue innovative ways to utilize vacant properties.

Action	Who's Involved	Timeline	Notes/Status
Discuss with vacant lot property owners to use lots for temporary uses.	Director of Economic Development, Property Owners		
Enter into an agreement with the Town.	Town of Unity Council and Property Owner(s)		
Work with the Unity & District Chamber of Commerce, business owners, and others to identify what to do on the lots.	Director of Economic Development, Chamber of Commerce, Business Owners		
Purchase any additional insurance, as needed.	Town Council and Administration		
Promote the event and initiative to the wider community.	Town Administration, Chamber of Commerce		

## 9. Concluding Remarks

The Town of Unity offers a variety of businesses and services that help to serve local residents and visitors. There is much to be proud of in the services that are provided; there is also recognition of the great **opportUnity** that currently exists in the community to build on the current economic development efforts.

As indicated throughout the report – Unity is in a prime location and has enough basic services for residents and visitors. The demographics of the community contain a mix of young families and an aging population. To ensure the continued positive quality of life in Unity, there is a focus on retaining the current businesses that are in place utilizing a mix of incentives and strategies indicated in this report.

There is also potential to expand on other types of businesses that are currently not in the community though would be feasible based on the statistical analysis (i.e. threshold analysis) together with promising practices and the community voice. This includes uses such as a coffee shop and bakery, which came out strong during the community engagement process; more options for quality clothing stores; administrative support offices; business support services; public sector services; and much more.

Moving forward, the Business Attraction and Retention Strategy and Business Gap Analysis helps to lay out a path forward that will help to make Unity an even more thriving place to be – whether a community to live in, a community to do business in, or both.

## Appendices

### Appendix A: Examples of Business Incentives and Programs – What Other Municipalities are Doing

Tax Increment or Uplift Financing		
Community	Description	Source
Tenancy Assistance Programs		
<b>City of Hamilton</b>	<b>Hamilton Downtown Office Tenancy Assistance Program</b> The program aims to reduce the Downtown office vacancy rate by attracting new tenants and owner-occupied office uses from outside the City and to assist existing Downtown businesses to expand in the Downtown. It is a low interest loan to support leasehold improvements to office buildings.	<a href="http://www2.hamilton.ca/NR/rdonlyres/37188833-9CF3-4FB2-9966-B3852EBD61B5/0/PLFinancialIncentivePrograms.pdf">http://www2.hamilton.ca/NR/rdonlyres/37188833-9CF3-4FB2-9966-B3852EBD61B5/0/PLFinancialIncentivePrograms.pdf</a>
New Business Tax Incentives and Tax Concession Policies		
<b>Town of Kerrobert, SK</b>	<b>Tax Incentive for New Construction of Commercial/Industry Buildings</b> The incentive applies to the construction of new commercial or industrial buildings where the construction is valued up to \$4,999,999. A three year tax incentive is provided – 100% of the municipal and school portion of the property taxes less the municipal tax base levy.  Development with construction that is valued \$5,000,000 or more receives an additional two years of the 100% tax incentive.	<a href="http://kerrobertsk.com/town_office/economic_development/tax_concession_policy.html">http://kerrobertsk.com/town_office/economic_development/tax_concession_policy.html</a>
<b>Town of Canora, SK</b>	<b>Canora 2016 Tax Concession Policy</b> Construction of a new building or structure is eligible to receive a 3 year tax cancellation if the gross assessment is greater than \$50,000. 100% for the first year; 75% for the second year; and, 50% for the third year. Cancellations are for the municipal portion only.  Construction of an addition to an existing building or structure is eligible for a 3 year tax concession (gross assessment greater than \$50,000). First year – 100%; second year – 75%; and, third year – 25%.  Purchase of a commercial or industrial building or structure, vacant for more than one year, and operate a business there from provided it is an arms-length transaction. 50% tax concession for the first and second year and 25% for the third year.	<a href="http://canora.com/wp-content/uploads/2012/01/2016-TAX-CONCESSION-POLICY.pdf">http://canora.com/wp-content/uploads/2012/01/2016-TAX-CONCESSION-POLICY.pdf</a>

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

<b>Town of Lumsden, SK</b>	<b>2004 Tax Concession Policy</b> Special concessions include a tax exemption to the business owner for the year in which the construction begins and then the following two calendar years. The concessions are as follows: <ul style="list-style-type: none"> <li>• 1<sup>st</sup> year- 100% tax concession</li> <li>• 2<sup>nd</sup> year- 50% tax concession</li> <li>• 3<sup>rd</sup> year- 25% tax concession</li> </ul> The above concessions also apply to business expansion.	<a href="http://lumsden.ca/wp-content/uploads/2014/10/Tax-Concession-Policy.pdf">http://lumsden.ca/wp-content/uploads/2014/10/Tax-Concession-Policy.pdf</a>
<b>City of Saskatoon, SK</b>	<b>Vacant Lot &amp; Adaptive Reuse Incentive Program</b> This program is designed to encourage development on existing vacant or brownfield sites, and the reuse of vacant buildings in established areas of the city. A Maximum Incentive Amount is calculated for the project using points out of 100. The grant/tax abatement calculation is calculated by: Tax Increment (City portion) - \$10,000 X 5 years Maximum Incentive Amount Points (based on proposal evaluation) - \$50,000 X 60/100 Incentive Amount - \$30,000	<a href="https://www.saskatoon.ca/business-development/planning/neighbourhood-planning/vacant-lot-adaptive-reuse-strategy">https://www.saskatoon.ca/business-development/planning/neighbourhood-planning/vacant-lot-adaptive-reuse-strategy</a>
<b>Opportunity Development Co-ops</b>		
<b>Sangudo, AB</b>	<b>Sangudo Opportunity Development Co-operative (SODC)</b> The SODC was incorporated in May 2010 that has funded three local business projects. Sangudo is a hamlet located northwest of Edmonton on the Pembina River with a population of 364. The projects include: SODC acting as the landlord for the Sangudo Custom Meat Packers; The Connections Coffee House; and, SODC provides debt financing to the Sangudo Custom Meat Packers.	<a href="http://acca.coop/unleashing/odc/">http://acca.coop/unleashing/odc/</a>
<b>Business Incubation</b>		
<b>City of Saskatoon</b>	<b>Ideas Inc.</b> This is a business incubator that offers office space, coaching and mentorship to help develop growing businesses.	<a href="http://ideasyxe.com/">http://ideasyxe.com/</a>
<b>City of Lloydminster, AB/SK</b>	<b>Regional Business Accelerator</b> The Regional Business Accelerator supports entrepreneurs by providing connections, coaching, mentoring and resources. The main goal is to improve overall growth in the region.	<a href="http://www.smallbusinessinformation.ca/">http://www.smallbusinessinformation.ca/</a>

<b>Fort McMurray and Lac La Biche, AB</b>	<b>881 Business Incubation Centre</b> The centre provides services to small- and medium-sized companies along the Highway 881 Corridor between Fort McMurray and Lac La Biche in need of business expertise, knowledge and advice. Entrepreneurs have access to timely and economical business support services such as business consulting and advisory services, training, high-speed Internet access, referrals to service professionals and meeting rooms for in-person or virtual meetings.	<a href="http://www.fortmcmurraytoday.com/2012/06/27/northern-business-centre-aims-to-help-rural-start-ups">http://www.fortmcmurraytoday.com/2012/06/27/northern-business-centre-aims-to-help-rural-start-ups</a>
<b>Otterburne, MB</b>	<b>Buller Centre for Business</b> The Buller Centre for Business supports businesses and industry through workshops and connects businesses with potential employees and policy advocacy. It supports Providence's Business Administration program, which equips students with the knowledge, skills, and character they need to succeed in a career in management and leadership.	<a href="http://www.bullercentre.com/">http://www.bullercentre.com/</a>
<b>Bible Hill, NS</b>	<b>Perennia</b> Perennia is an agri-food and bio-resource company. Its mission is to empower the industry by providing knowledge and advice to create value. It works with clients to address production issues on farm and help them create internationally recognized quality and food safety programs. Perennia's Innovation Centre supports the commercialization of primary agriculture and marine-based inputs into marketable, higher value products. The Centre offers services and space for both start-ups and established companies wanting to expand their current product line or needing specific process improvement consultation.	<a href="http://perennia.ca/">http://perennia.ca/</a>



## Appendix B: Table of Current Businesses and NAICS Threshold Information

Sector	NAICS CODE	Not Included in Threshold Analysis.	Business Name
Accommodation and Food Service	72111		Armada Inn
Accommodation and Food Service	72111		Armitage House Bed and Breakfast
Accommodation and Food Service	72111		Leeson House Bed and Breakfast
Accommodation and Food Service	72111		Prairie Moon Inn and Suites
Accommodation and Food Service	72111		Unity Hotel
Accommodation and Food Service	72121		Harbeth RV and Camping
Accommodation and Food Service	72121		Greenhead Motel and RV
Accommodation and Food Service	72121		Brentwood Trailer and RV
Accommodation and Food Service	72251		A & W
Accommodation and Food Service	72251		Best Lil Ice Cream Shop Around
Accommodation and Food Service	72251		Bluez on 2nd Brew Pub and Grill
Accommodation and Food Service	72251		Country Pantry/Bloomin Attic
Accommodation and Food Service	72251		M&J's Restaurant
Accommodation and Food Service	72232		Heart to Heart Cakes (Markie Winterhalt)
Agriculture	11211	*	Heitt Elk Farms Ltd
Agriculture	4111		Cargill
Agriculture	4183		Delta Co-op (Agro Centre)
Agriculture	4183		Jay Dee Agtech
Agriculture	4183		Moody's Equipment
Agriculture	4111		Pool Farms Ltd
Agriculture	4111		Richardson International & (Saskatchewan) Ltd
Administrative and Support, Waste Management and Remediation Services (Business Services)	5093	*	Sarcan

# Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

Administrative and Support, Waste Management and Remediation Services (Business Services)	5622		Concrete Cowboys Cement Disposal Inc
Administrative and Support, Waste Management and Remediation Services (Business Services)	56173		Majic Environmental
Construction Sector	23611		Blaine Greenwald Construction
Construction Sector	23611		Bongo Built Construction
Construction Sector	23611		Ducherer Construction
Construction Sector	23611		Heather Quiring Contracting
Construction Sector	23822		Heitt's Plumbing and Heating
Construction Sector	23831		Bachman's Drywalling Ltd.
Construction Sector	32732		Greenwald Redimix
Finance, Insurance and Real Estate	5221		Bank of Montreal
Finance, Insurance and Real Estate	5221		Unity Credit Union
Finance, Insurance and Real Estate	5242		Bricin Financial Services
Finance, Insurance and Real Estate	5242		Credential Financial Strategies
Finance, Insurance and Real Estate	5242		Gilbert Agencies
Finance, Insurance and Real Estate	5242		Mitchell Agencies
Finance, Insurance and Real Estate	5312		Realty 2000
Finance, Insurance and Real Estate	5312		Realty Executives Unity
Information and Cultural Industries	5111		Press Herald
Information and Cultural Industries	5149		Lifelong Memories
Information and Cultural Industries	51711		Access Communications
Manufacturing	31611	*	Maverick Tannery and Leathers
Manufacturing	33399		Heitt's Welding
Manufacturing	33399		Ruffneck Welding Inc
Other Services (Personal and Household Services)	8111		B & D Service and Salvage
Other Services (Personal and Household Services)	8111		Eagle Vision Collision
Other Services (Personal and Household Services)	8111		Hot Spot Truck Shop Inc
Other Services (Personal and Household Services)	8111		Sperle's Tire & Battery Ltd

# Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

Other Services (Personal and Household Services)	8111	Unity Auto Body
Other Services (Personal and Household Services)	8111	Unity Motor Products
Other Services (Personal and Household Services)	8111	Unity Radiator 2003 Shop
Other Services (Personal and Household Services)	8111	Unity Truck & Auto Service Ltd
Other Services (Personal and Household Services)	8123	Fresh and Brite Drycleaners
Other Services (Personal and Household Services)	8123	Ilene's Quilting
Other Services (Personal and Household Services)	48841	KD's Unicorn Towing
Other Services (Personal and Household Services)	61161	Carrie Winterhalt
Other Services (Personal and Household Services)	61161	Donna Walz
Other Services (Personal and Household Services)	61161	Dorothy Hamm
Other Services (Personal and Household Services)	61161	Faye Huber
Other Services (Personal and Household Services)	61161	Music for Young Children
Other Services (Personal and Household Services)	81211	Candace Beriault Hair
Other Services (Personal and Household Services)	81211	Desire Nail and Body Care
Other Services (Personal and Household Services)	81211	Eyellusions
Other Services (Personal and Household Services)	81211	Hair Accents
Other Services (Personal and Household Services)	81211	Hair at Home
Other Services (Personal and Household Services)	81211	Hair Matters by Carol
Other Services (Personal and Household Services)	81211	Innovations in Style
Other Services (Personal and Household Services)	81211	Katrina Marshall-Cooper Nails
Other Services (Personal and Household Services)	81211	Laurie's Hair Studio
Other Services (Personal and Household Services)	81211	Mi Cuts and Such
Other Services (Personal and Household Services)	81211	Reiter Esthetics
Other Services (Personal and Household Services)	81221	Glassford's Funeral Home
Other Services (Personal and Household Services)	81221	Grondin Funeral Home
Other Services (Personal and Household Services)	81291	Here or There Pet Sitting Services
Other Services (Personal and Household Services)	81291	KC Rescue
Other Services (Personal and Household Services)	81299	Chase Pilates Studio

# Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

Other Services (Personal and Household Services)	81299		Cross Fit Lair
Other Services (Personal and Household Services)	32799		Remco Memorials
Other Services (Personal and Household Services)	33271		Huber Machining
Other Services (Personal and Household Services)	53229	*	Special Event Rentals
Other Services (Personal and Household Services)	62149		Amanda Lewis Massage
Other Services (Personal and Household Services)	62149		Body Werks Massage
Other Services (Personal and Household Services)	62149		Healthy Glow Massage Therapy
Other Services (Personal and Household Services)	62149		Karen Nelson Massage
Other Services (Personal and Household Services)	62149		Massage Therapy by Jenn
Other Services (Personal and Household Services)	62149		Rejuvenation Therapy
Other Services (Personal and Household Services)	62149		Sunrise Wellness Spa
Other Services (Personal and Household Services)	81119		Country Car and Truck Wash / U-Haul
Other Services (Personal and Household Services)	8111		Image Glass and Mirror
Other Services (Personal and Household Services)	81143		Maljan Shoe Repair
Professional, Scientific and Technical Services	5411		Neil Law Office
Professional, Scientific and Technical Services	54121		Curtis Hepting Accounting
Professional, Scientific and Technical Services	54121		H&R Block
Professional, Scientific and Technical Services	54121		Hollis Wealth
Professional, Scientific and Technical Services	54121		Janet Ulsifer Bookkeeping Service
Professional, Scientific and Technical Services	54121		Jeff D. Tiffin Accountant
Professional, Scientific and Technical Services	54121		Richard Gartner
Professional, Scientific and Technical Services	54136		Caltech Surveys
Professional, Scientific and Technical Services	54136		Surtech Survey Services Inc
Professional, Scientific and Technical Services	54192		KB Photography
Professional, Scientific and Technical Services	54192		Michaels Photography
Professional, Scientific and Technical Services	54194		Unity Veterinary Services
Public Sector Services	62111		Downtown Medical Clinic

# Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

Public Sector Services	62121		Jen Hoffman Registered Dental Hygienist
Public Sector Services	62131		Dr. Duane Clark
Public Sector Services	62132		B & B Optometry
Public Sector Services	62142		Bourassa & Associates Rehabilitation Centre
Public Sector Services	62149		Prairie Branches Enterprises Inc
Public Sector Services	23731	*	Department of Highways
Public Sector Services	62441		Mother's Touch Child Care
Public Sector Services	62441		Unity Community Daycare
Public Sector Services	92312		Heartland Health Region
Public Sector Services	91123	*	RCMP
Arts, Entertainment and Recreation	51213		2nd Avenue Cinema
Mining and Oil and Gas Extraction Resource Sector	21311	*	Cru Well Servicing
Retail Trade	4441		Acklands-Grainger
Retail Trade	4451		AG Foods
Retail Trade	4451		Delta Co-op (Shopping Centre)
Retail Trade	4453		Saskatchewan Liquor and Gaming Authority
Retail Trade	4531		Flowers By Joan
Retail Trade	4531		Found Treasures Jewellers and Florists
Retail Trade	44314		Cinema Satellite
Retail Trade	44611		Our Drug Store
Retail Trade	44619		Crystal Clarity
Retail Trade	44711		Delta Co-op (Gas Bar & Convenience Store)
Retail Trade	44711		Imperial Oil Ltd - Tax Depot
Retail Trade	44711		Petro Canada
Retail Trade	44711		Petro Canada Inc. Property Tax

# Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

			Department
Retail Trade	44711		Rack Petroleum
Retail Trade	45299		2 Pro Sports Gear - Team Promo and Sports
Retail Trade	45299		Bargain Shop
Retail Trade	45299		Field's
Retail Trade	45299		Guy's Furniture
Retail Trade	45299		Junction 21 Tack and Feed Store
Retail Trade	45299		New to You Clothing
Retail Trade	45299		Weldeman's Sports
Retail Trade	33299		Jaron Bearing and Hydraulic
Retail Trade	45439		Nicolls +
Retail Trade	45439		Polar Pure Water
Transportation and Warehousing	491		Canada Post
Transportation and Warehousing	4821	*	CN Rail
Transportation and Warehousing	4841		Con Alexander Trucking
Transportation and Warehousing	4853		Courtesy Car for Seniors
Transportation and Warehousing	4841		D.L. Kelly Trucking Ltd
Transportation and Warehousing	4841		Goulet Trucking
Transportation and Warehousing	4841		M.A. Barth Trucking Ltd
Transportation and Warehousing	4862	*	Transgas Limited
Transportation and Warehousing	4931		Heitt's Storage
Transportation and Warehousing	4861	*	Altex Energy
Utilities	2211	*	Sask Power
Utilities	23821		SaskTel

## Appendix C: Community Consultation

### Appendix C.1 Community Survey

#### **Town of Unity – Targeted Business Attraction and Retention Strategy and Business Gap Analysis**

##### **Community Survey**

The Town of Unity, with support from the Unity & District Chamber of Commerce, is pursuing a Business Targeted Attraction and Retention Strategy and Business Gap Analysis for the Town of Unity.

As a community member, your input into this process is important. This survey will take approximately 15 minutes. Your individual responses will be kept in confidence and protected when used in aggregated (grouped) form in documents shared with the community.

For more information about this questionnaire or project, please contact, Samantha Mark, Project Lead, Prairie Wild Consulting Co. at:

Phone: 306-371-7719

Email: [samantha.mark@prairiewildconsulting.ca](mailto:samantha.mark@prairiewildconsulting.ca)

Address: 233 Avenue C South, Saskatoon SK, S7M 1N3

Thank you for your contribution to Unity's business environment!

#### **PART A: Your Thoughts on Unity's Current Business Environment**

**A.1.a. Please share which businesses you utilize the most in Unity.**

**A.1.b. Please share why you utilize these businesses most often.**

**A.2.a. How would you rate the overall quality of services in Unity?**

Poor	Fair	Average	Good	Excellent	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**A.2.b. Please share anything you would like to specifically note about the quality of services in Unity.**

**A.3 What do you consider Unity's greatest business strengths and opportunities?**

**A.4 What do you consider Unity's top business challenges, limitations, and gaps?**

**A.5.a. Are you are aware of the current Unity economic development initiatives?** ☐ Yes ☐ No

**A. 5.b. Please share any shop local campaigns you have participated in (promotions, coupons, ShopportUnity Application, others).**

**A.5.c. Please share your experience with the initiatives you have participated or currently participate in.**

**A.5.d. Please share any suggestions or improvements you have related to the Unity economic development initiatives.**

**A.6.a. Outside of Unity, please share where else you access businesses and services.**

**A.6.b. Please share your reasons for accessing the businesses and services in the communities you listed above.**

**A.7 When do you prefer to go shopping and utilize services (e.g. weekdays, weekends, morning, afternoon, evenings, other)**

#### **PART B: Unity's Future Business Environment**

**B.1 How might future business trends (internationally, nationally, provincially) influence Unity's business climate?**



**B.2 What new opportunities does emerging science and technology have on Unity's business environment?**

**B.3 Describe the ideal business environment you envision for Unity in the next 10-15 years?**

**(What does this look like? What other types of businesses are located here?)**

**B.4 What advice would you like to give community leaders on strategies to:**

- a. Retain businesses:
- b. Attract businesses:

**B.5 Thinking about the community overall, what else would help make Unity a thriving business centre in relation to the following:**

**Access (affordability & mobility):**

**Services:**

**Civic Services:**

**Events/Activities:**

**Neighbourliness:**

**Entrepreneurship/Small Business:**

**Industrial Innovation:**

**Others:**

**B.6 What would be something you could do yourself to help make Unity a thriving business centre?**

## **PART C: Final Thoughts**

**C.1 Please share any other comments you have related to Unity's business environment.**

## **PART D: Survey Demographics**

To help us quantify this information, please assist us by filling out the following:

**D1. What is your postal code?**

**D.2 What is your age range?**

- ☐ Under 18   ☐ 19-34   ☐ 35-64   ☐ 65+

**D.3 What is your gender?**

- ☐ Male   ☐ Female  
☐ Other, please specify:

**D.4 What is your marital status?**

- ☐ Single   ☐ Married/Common Law   ☐ Divorced/Separated   ☐ Widowed

**D.5 Do you have any dependents living with you?**

- ☐ Yes   ☐ No

**D.6.a. What is your main occupation?**

**D.6.b. Is your occupation:**

☐ Full Time    ☐ Part Time    ☐ Casual ☐ Other (Please specify):

**D.7.a. Do you have a secondary occupation?**

**D.7.b. If yes, please share what it is:**

**D.8 What is your average household income range?**

☐ Under \$19,999    ☐ \$20,000-\$29,999    ☐ \$30,000-\$39,999    ☐ \$40,000-\$49,999    ☐ \$50,000-\$59,999  
☐ \$60,000-\$69,999    ☐ \$70,000-\$79,999    ☐ \$80,000-\$89,999    ☐ \$90,000-\$99,999    ☐ \$100,000+

**D.9 What is your highest level of educational attainment?**

- ☐ No certificate, diploma, or degree
- ☐ Some secondary
- ☐ Secondary school or equivalent
- ☐ Some post-secondary
- ☐ Apprenticeship, trades certificate, or diploma
- ☐ College or other non-university certificate or diploma
- ☐ University certificate or diploma at bachelor level
- ☐ University certificate, diploma, or degree above bachelor level

**D.10 What is your citizenship status?**

- ☐ Canadian Citizen
- ☐ Refugee
- ☐ Permanent Resident or Landed Immigrant
- ☐ Temporary Worker
- ☐ Other (please specify):

**D.11.a. Do you self-identify as Indigenous?**

- ☐ Yes
- ☐ No

**D.11.b. If yes, would you consider yourself...**

- ☐ First Nations
- ☐ Métis
- ☐ Inuit

**D.12 If you would like to stay connected, please provide your contact information below:**

Name: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

Address: \_\_\_\_\_

***Thank you for taking the time to complete this questionnaire!***

## Appendix C.2 Business Survey

### Town of Unity – Business Gap Analysis and Targeted Business Attraction and Retention Strategy

#### Business Owner and/or Operator Guided Interview Questionnaire

The Town of Unity, with support from the Unity & District Chamber of Commerce, is pursuing a Targeted Business Attraction and Retention Strategy and Business Gap Analysis for the Town of Unity.

As a business owner and operator, your input into this process is important. This questionnaire is being delivered through phone interviews and is available online at:

<https://www.surveymonkey.com/r/UnityBusinessOwnerandOperator2016>

This questionnaire will take approximately 30 minutes. Your individual responses will be kept in confidence and protected when used in aggregated (grouped) form in documents shared with the community.

For more information about this questionnaire or project, please contact, Samantha Mark, Project Lead, Prairie Wild Consulting Co. at:

Phone: 306-371-7719

Email: [samantha.mark@prairiewildconsulting.ca](mailto:samantha.mark@prairiewildconsulting.ca)

Thank you for your contribution to Unity's business environment!

#### **PART A: ABOUT YOUR BUSINESS**

**Company Name:**

---

**Address:**

---

**Business Representative Name:**

---

**Business Representative Title:**

---

**Email:**

---

**Phone:**

---

#### **A1. What type of business do you operate?**

- ☐ Administrative and support, waste management, and remediation services
- ☐ Arts, Entertainment, and Recreation
- ☐ Accommodation
- ☐ Agriculture, Forestry, Fishing, Hunting
- ☐ Construction
- ☐ Educational Services
- ☐ Finance and Insurance
- ☐ Food Services
- ☐ Health and Social Services
- ☐ Information and Cultural Industries

- ☐ Management of companies and enterprises
- ☐ Manufacturing
- ☐ Mining, Quarrying and Oil and Gas Extraction
- ☐ Professional, Scientific, and Technical Services
- ☐ Public Administration
- ☐ Real Estate and Rental and Leasing
- ☐ Retail Trade
- ☐ Transportation and Warehousing
- ☐ Utilities
- ☐ Wholesale Trade
- ☐ Other (please specify):

#### **A2. Which of the following best describes your business?**

- ☐ Self-Employed
- ☐ Family-Owned
- ☐ Employee-Owned
- ☐ Publicly Held (Stock)
- ☐ Private
- ☐ Nonprofit
- ☐ Cooperative
- ☐ Headquarters of Multi-Unit Firm
- ☐ Branch Office of Multi-Unit Firm
- ☐ Other (please specify):

#### **A3. Do you own or lease your office space (excluding building and land)?**

- ☐ Own
- ☐ Lease
- ☐ Other (please specify):

**A4. Do you own or lease the building?**

☐Own      ☐Lease ☐Other (please specify):

**A5. Do you own or lease the land?**

☐Own      ☐Lease ☐Other (please specify):

**A6. Where is your company's primary geographic market (choose all that apply)?**

- ☐Local (within the Town of Unity)
- ☐Regional (including: Provost AB, North Battleford, Cut Knife, Kerrobert, Wilkie, Saskatoon, others)
- ☐Provincial (Saskatchewan)
- ☐National (Canada)
- ☐International (please specify which markets)

**A7. How long has this business been in operation?**

**A8. How did you get into this business?**

- ☐Start Up
- ☐Passed down from family
- ☐Purchased
- ☐Other (please specify):

**A9. Including yourself, how many employees do you have that are...**

- ☐Full Time?
- ☐Part Time?
- ☐Other (please specify)?

**A10. Where do your employees mostly live?**

**A11. Please share any other unique characteristics of your business.**

**A12. What are your hours of operation?**

**A13. Please share when your business is most busy...**

- ☐During the Day:
- ☐During the Week:
- ☐During the Month:
- ☐During the Year:
- ☐Other (please specify):

**A14. Over the past 5 years, what have been the trends of your annual revenues?**

- ☐Increased
- ☐Decreased
- ☐Remained the Same
- ☐Other (please specify):

**A15. What are the three highest expenses for your business?**

- |   |  |
|---|--|
| <input type="checkbox"/> Advertising/Marketing          | <input type="checkbox"/> Taxes                             |
| <input type="checkbox"/> Building Costs: Utilities/Rent | <input type="checkbox"/> Training/Professional Development |
| <input type="checkbox"/> Expansion Costs                | <input type="checkbox"/> Transportation Costs              |
| <input type="checkbox"/> Insurance                      | <input type="checkbox"/> Other (please specify):           |
| <input type="checkbox"/> Labour                         |  |
| <input type="checkbox"/> Permits                        |  |
| <input type="checkbox"/> Research/Development           |  |
| <input type="checkbox"/> Supplies                       |  |

**A16. What marketing channels do you use (choose all that apply)?**

- ☐ Direct Sales Team
- ☐ Internet/Social Media
- ☐ Newspaper
- ☐ Personal Connections
- ☐ Targeted Publications
- ☐ Telephone
- ☐ Television
- ☐ Word of Mouth
- ☐ Other (please specify):

**A17. Please describe your client base and the products or services they purchase?**

**A18. Are there any products or services that you would like to purchase locally that are currently being purchased outside of the community?**

**A19. Please share any specific businesses you would like to see in Unity?**

**A20. Is your business a member of (choose all that apply)...**

- ☐ The Unity & District Chamber of Commerce?
- ☐ Regional Associations (please specify)?
- ☐ Provincial Associations (please specify)?
- ☐ National Associations (please specify)?
- ☐ International Associations (please specify)?

**A21. Do you utilize any economic development or financial incentives, programs, services, and/or supports that are available to assist with your business? Please specify.**

- ☐ Business Related (e.g. government programs, training, marketing, partnerships, mentorship, others):
- ☐ Community Related (e.g. Chamber of Commerce, infrastructure, community services, others):
- ☐ Family and Friend Connections (e.g. support, as employees, child/elder care, others):
- ☐ Other, please specify:

**A22.a. Please share if you have participated in any shop local campaigns as a business and personally (promotions, coupons, ShopportUnity Application, others)?**

**A22.b. Please share your experience with the initiatives you have participated or currently participate in? Please share any suggestions or improvements you have related to the Unity economic development initiatives.**

**PART B: LOCAL BUSINESS ENVIRONMENT AND CONTEXT**

**B1.a. What is your general impression of Unity as a place to do business?**

Poor	Fair	Average	Good	Excellent	NA
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**B1.b. Please share any additional thoughts:**

**B2. In the past 5 years, how has your impression of the local business environment changed?**

**B3. Specifically, how do you rate the following factors of doing business in Unity?**

	Poor	Fair	Average	Good	Excellent	NA
Workforce Availability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Land Costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of Space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

Development/Building Permit Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Municipal Property Taxes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local Infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provincial Roads/Highways	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proximity To Rail and Airports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of Life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of Housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support from Municipality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support from Residents	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please specify):	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**B4. What do you consider Unity's greatest business strengths and opportunities?**

**B5. What do you consider Unity's top business challenges, limitations, and gaps?**

**B6. What assistance or opportunities would be helpful to your business (e.g. networking, community involvement, partnerships, mentorship, marketing, government, environmental sustainability, financing, growth, business operations, other)?**

### PART C: UNITY'S FUTURE BUSINESS ENVIRONMENT

**C1. How might future business trends (internationally, nationally, provincially) influence Unity's business climate?**

**C2. What new opportunities does emerging science and technology have on Unity's business environment?**

**C3. Describe the ideal business environment you envision for Unity in the next 10-15 years?**

(What does this look like? What other types of businesses are located here?)

**C4. What might be some of the greatest opportunities you could see leveraged as part of Unity's future business environment (that are either in place now or need to be improved)?**

**C5. What are some of the greatest challenges that you see the community itself could prevent growth of Unity's future business environment?**

### PART D: YOUR BUSINESS' FUTURE ENVIRONMENT

**D1. In the next 3-5 years, do you anticipate that your employee base will...**

☐Increase   ☐Decrease   ☐Remain the Same   ☐Other (please specify)

**D2. During the next 18 months do you plan on (choose all that apply)...**

☐Remaining the Same?

☐Expanding?

☐Downsizing?

☐Relocating?

☐Selling?

☐Closing?

☐Other (please specify):

**D3. Please describe/share your succession plan.**

**D4. What is the outlook for your industry?**

☐Growing

☐Declining

☐Stable

☐ Unsure

☐ Other (please specify):

**D5. What do you anticipate your company sales to do in the next year?**

☐ Increase

☐ Decrease

☐ Remain the Same

☐ Unsure

☐ Other (please specify):

**D6. Are you interested in working co-operatively with other businesses in the community to pursue any of the following (choose all that apply):**

☐ Joint Product Purchasing

☐ Joint Marketing

☐ Joint Training

☐ Networking/Information Sharing

☐ None

☐ Other (please specify):

**PART E: YOUR PERSONAL EXPERIENCES**

**E.1.a. Please share which businesses you utilize the most in Unity.**

**E.1.b. Please share why you utilize these businesses most often.**

**E.2.a. How would you rate the overall quality of services in Unity?**

Poor

☐

Fair

☐

Average

☐

Good

☐

Excellent

☐

NA

☐

**E.2.b. Please share anything you would like to specifically note about the quality of services in Unity.**

**E.3.a. Outside of Unity, please share where else you access businesses and services.**

**E.3.b. Please share your reasons for accessing the businesses and services in the communities you listed above.**

**E.4 When do you prefer to go shopping and utilize services (e.g. weekdays, weekends, morning, afternoon, evenings, other)**

**E.5 What advice would you like to give community leaders on strategies to:**

a. Retain businesses:

b. Attract businesses:

**E.6 Thinking about the community overall, what else would help make Unity a thriving business centre in relation to the following:**

☐ Access (affordability & mobility):

☐ Services:

☐ Civic Services:

☐ Events/Activities:

☐ Neighbourliness:

☐ Entrepreneurship/Small Business:



☐Industrial Innovation:

☐Others:

**E.7 What would be something you could do yourself to help make Unity a thriving business centre?**

## **PART F: FINAL THOUGHTS**

**F1. Is there anything else you would like to add?**

## **PART F: SURVEY DEMOGRAPHICS**

To help us quantify this information, please assist us by filling out the following demographic information.

**G1.a. Do you live in Unity?      b. If no, where do you live?**

☐Yes      ☐No

**G2. What is your age range?**

☐ Under 18    ☐ 19-34    ☐ 35-64    ☐ 65+

**G3. What is your gender identity?**

☐Male      ☐ Female    ☐ Other, please specify:

**G4. What was your average household income last year?**

☐ Under \$10,000    ☐ \$10,000-\$19,999    ☐ \$20,000-\$29,999    ☐ \$30,000-\$39,999    ☐ \$40,000-\$49,999  
☐ \$50,000-\$59,999    ☐ \$60,000-\$69,999    ☐ \$70,000-\$79,999    ☐ \$80,000-\$89,999    ☐ \$90,000 - \$99,999  
☐ \$100,000+

**G5. What is your highest level of educational attainment?**

☐No certificate, diploma, or degree  
☐Some secondary  
☐Secondary school or equivalent  
☐Some post-secondary  
☐Apprenticeship, trades certificate, or diploma  
☐College or other non-university certificate or diploma  
☐University certificate or diploma at bachelor level  
☐University certificate, diploma, or degree above bachelor level

**G6. What is your citizenship status?**

☐Canadian Citizen  
☐Refugee  
☐Permanent Resident or Landed Immigrant  
☐Temporary Worker☐Other (please specify):

**G7.a. Do you self-identify as Indigenous?**

☐Yes  
☐No

**G7.b. If yes, would you consider yourself...**

☐First Nations  
☐Métis  
☐Inuit

**G8. Would you like to stay connected during the process to receive future updates?**

☐ Yes  
☐ No

*Thank you for taking the time to complete this questionnaire, have a good day!*

## Appendix C.3 Community Survey Analysis

### Unity Community Survey

The following is an overview of each of the questions as part of the community survey. The data was exported into Excel and the responses were sorted under themes to see if any trends emerged under each question. The common responses or themes are bolded under each question.

#### Question 1: **Please share which businesses you utilize most in Unity.**

All respondents answered the question (20). The following is a snapshot of the responses:

<b>Delta Coop: 15</b>	<b>Bargain Shop: 7</b>	<b>Grocery: 5</b>	<b>Fields: 3</b>
<b>Liquor Store: 3</b>	<b>Personal Care: 3</b>	<b>2<sup>nd</sup> Avenue Cinema: 2</b>	<b>Ag Foods: 2</b>
<b>BMO: 2</b>	<b>Gas Station: 2</b>	<b>Gilbert Insurance: 2</b>	<b>Restaurants: 2</b>
<b>Spa City: 2</b>	<b>Wildeman Sports: 2</b>	A&W: 1	Armada Restaurant: 1
Banks: 1	Blues on 2 <sup>nd</sup> : 1	Canada Post: 1	Cinema Satellite: 1
Clothing:1	Credit Union: 1	Drug Store: 1	Found Treasure: 1
Guys Furniture: 1	Home-based Business: 1	New2U: 1	Polar Express Water: 1
Trade Shows: 1	Ultra-Sports: 1		

- The responses are not intended to capture every business in town, though intended to see what community members have identified;
- The most common response was the Delta Coop:
  - It is worth noting that some responses included the generic responses: “groceries” or “gas”, these were categorized separately.

#### Question 2: **Please share why you utilize these businesses most often.**

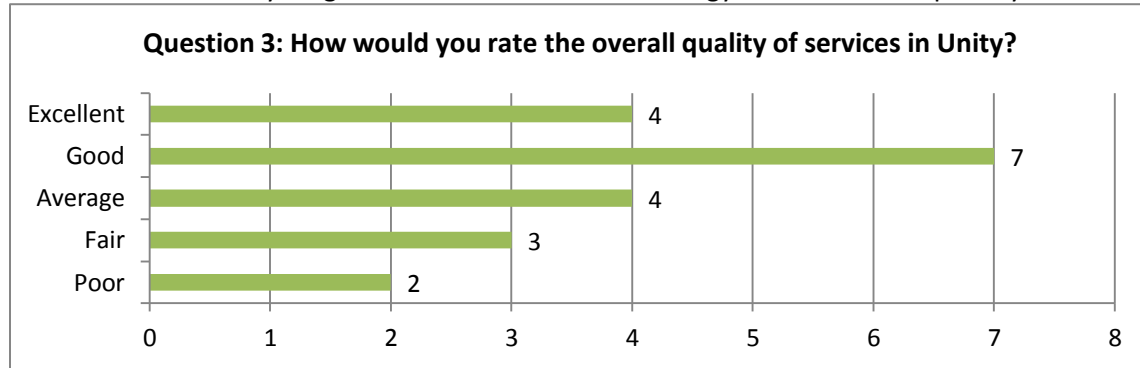
All respondents answered the question (20). The following is a snapshot of the responses:



#### Question 3: **How would you rate the overall quality of services in Unity?**

All respondents answered the question (20). The following is a graph of the responses:

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis



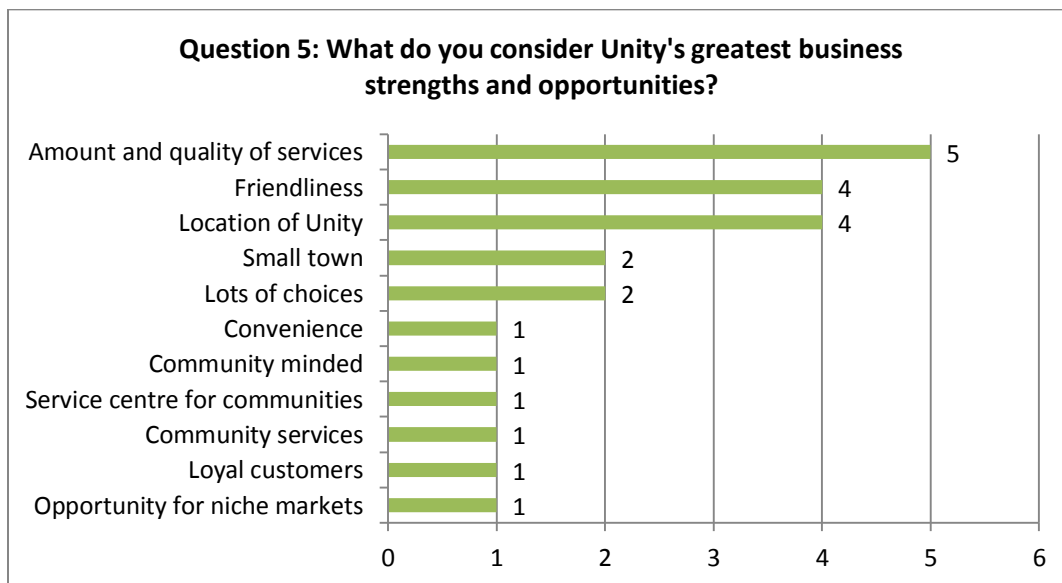
**Question 4: Please share anything you would like to specifically note about the quality of services in Unity.**

A total of 13 individuals provided a response to this question. A snapshot of the responses includes:

<b>Blank/Non-Response: 7</b>	<b>Good quality service: 7</b>	<b>Too pricey/too much money: 3</b>
<b>Small town, personable: 2</b>	Great movie theatre: 1	Lost our pizza place: 1
Clothing store hit or miss: 1	Need for a youth centre: 1	Stores close too early: 1
Decline of stores downtown: 1	Quality of products depends on stores: 1	Lots of restaurants – too much fast food: 1
Need better clothing options: 1	Need more professional staff: 1	Furniture store is great quality: 1

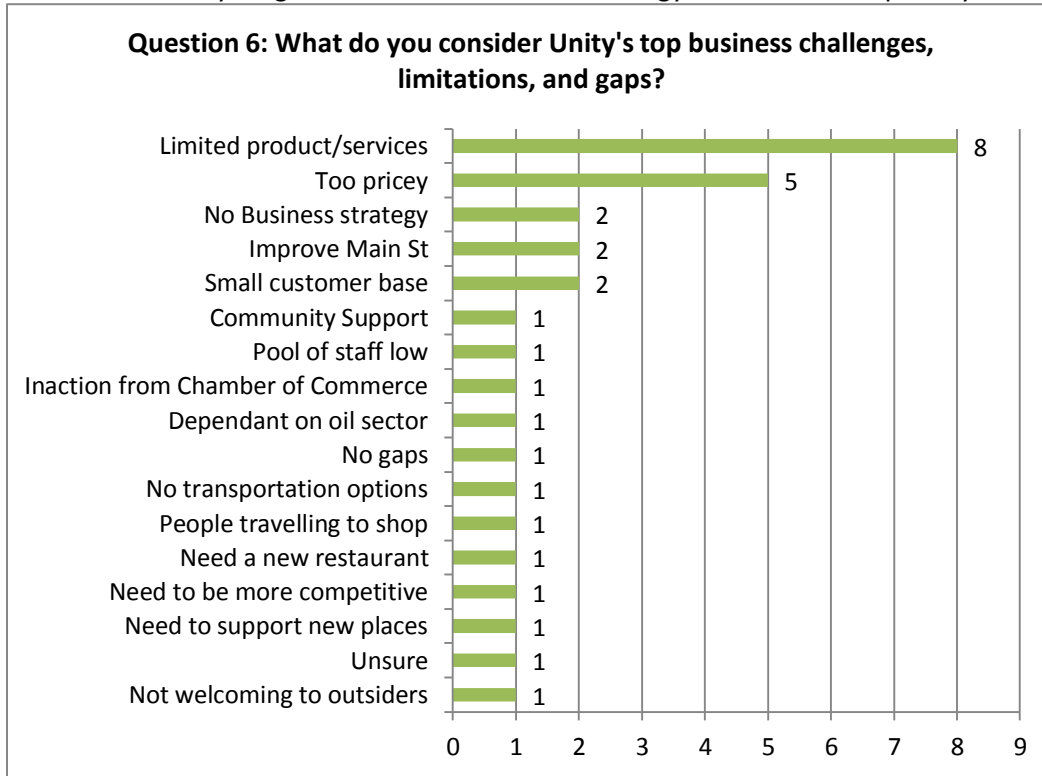
**Question 5: What do you consider Unity's greatest business strengths and opportunities?**

There were a total of 17 individuals who provided a response to this question. The graph of the responses is included:



**Question 6: What do you consider Unity's top business challenges, limitations, and gaps?**

There were a total of 19 individuals who responded to this question. A graph of their responses is included below:



**Question 7: Are you aware of the current Unity economic development initiatives?**

18 provided a response to the question. Of those that responded, it was a **50/50 split** on those that were aware of current economic development initiatives and those that were not aware.

**Question 8: Please share any shop local campaigns you have participated in (promotions, coupons, ShopportUnity Application, others).**

There were a total of 10 individuals who responded to this question. Their responses included:

Blank/Non-response: 10	None/Not sure: 3	ShopportUnity: 2
Coupon book: 2	12 Days of Christmas: 2	Unity Bucks: 1
Local business offers/cards: 1	Minimal participation: 1	

**Question 9: Please share your experience with the initiatives you have participated or currently participate in.**

There were a total of 7 individuals who provided an answer. There was only one common response with two indicating that **the participation was small**. Other comments received included that Unity Bucks were great; it was easy to participate; great experience; and they are always looking for opportunities to save money.

**Question 10: Please share any suggestions or improvements you have related to the Unity economic development initiatives.**

There were a total of 12 individuals who responded to the question. A snapshot of the responses is included:

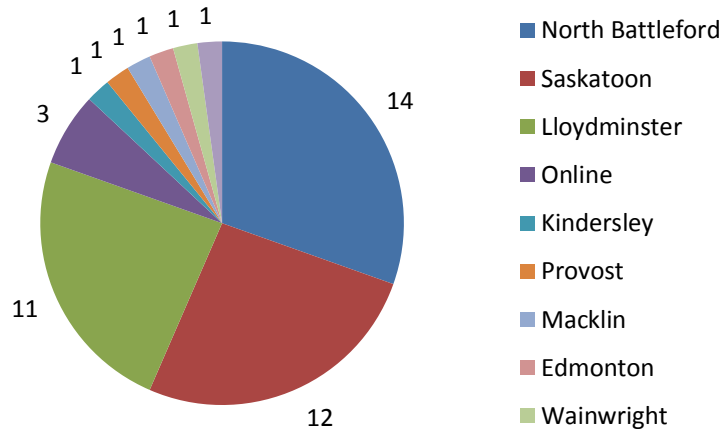
**Question 10: Please share any suggestions or improvements you have have reltaed to ec. dev. intiatives**



**Question 11: Outside of Unity, please share where else you access businesses and services.**

There were a total of 16 individuals who responded to the question. The following is an overview of the responses:

**Question 11: Outside of Unity, please share where else you access businesses and services**

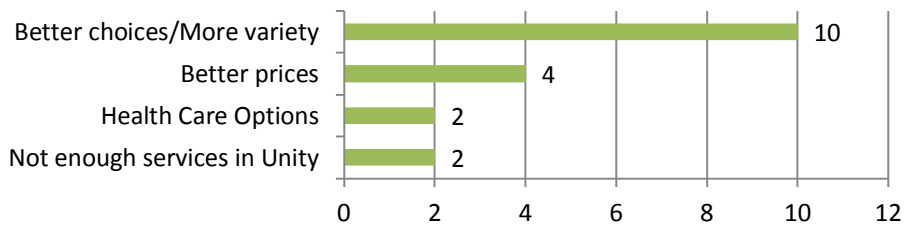


**Question 12: Please share your reasons for accessing the businesses and services in the communities you listed above.**

There were a total of 12 people who had responded to this question. A snapshot of the responses are included below:

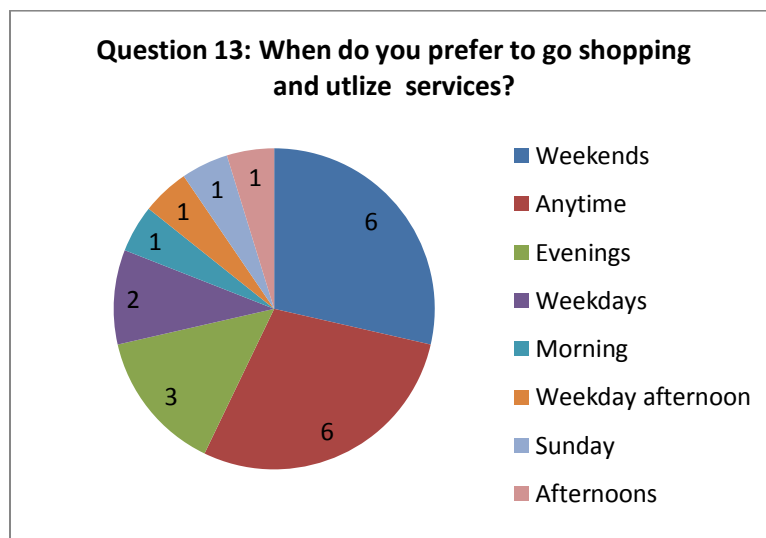
## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

### Question 12: Please share your reasons for accessing the businesses and services in the communities you listed above



### Question 13: When do you prefer to go shopping and utilize services (e.g. weekdays, weekends, morning, afternoon, evenings, other)?

16 individuals responded to the question. The following is a snapshot of the responses:



### Question 14: How might future business trends (internationally, nationally, provincially) influence Unity's business climate?

A total of 11 individuals responded to the question. The following is a snapshot of the responses:

<b>Blank/Non-response: 9</b>	<b>Impact of natural resource sector: 2</b>	<b>Impact of online shopping: 2</b>
Trends of retirement community affected: 1	Stop preventing progress: 1	Small business taxes: 1
Banking services closing: 1	Impact of big box stores: 1	Other: 1

### Question 15: What new opportunities does emerging science and technology have on Unity's business environment?

10 individuals responded to the question. The most common responses included the **idea of pursuing online ventures** more within the Town, 3 had indicated this. 3 others indicated "nothing". Other responses included cheaper expenses;

Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis  
health for the business environment; consider the impacts of the natural resource sector; and pursue renewable energy ventures.

**Question 16: Describe the ideal business environment you envision for Unity in the next 10-15 years? (What does this look like? What other types of businesses are located here?)**

A total of 9 people answered this question. A snapshot of the responses includes:

<b>Blank/Non-response: 11</b>	<b>Increased population: 3</b>	<b>Tim Hortons: 2</b>
<b>Active Main Street: 2</b>	Competitive environment to ensure lower prices: 1	Public and private health services: 1
Serving the aging population: 1	Self-sustaining and thriving: 1	More businesses: 1
Improve health services: 1	Retailers responsive to needs: 1	Not reliant on oil sector: 1
More recreational options: 1		

**Question 17: What advice would you like to give community leaders on strategies to:**

**17a. Retain Businesses?**

There were a total of 13 individuals who responded to the question. A snapshot of the responses includes:

<b>Blank/Non-responses: 7</b>	<b>Tax incentives: 5</b>	<b>More variety 2</b>
Affordable options: 1	Progressive ideas: 1	Less home-based businesses: 1
Affordable housing: 1	Flexible regulations: 1	Grow population: 1
Professional staff: 1	Improve Main Street: 1	

**17b. Attract Businesses?**

There were a total of 13 individuals who responded to the question. A snapshot of the responses includes:

<b>Blank/Non-response: 7</b>	<b>Tax incentive: 5</b>	<b>Maintain infrastructure: 3</b>
Better promotions of Town: 1	Open mind: 1	Lower taxes: 1
Create business strategy plan: 1	Branding of community: 1	Clean-up community: 1

**Question 18: Thinking about the community overall, what else would help make Unity a thriving business centre in relation to the following:**

**18a. Access (affordability, mobility)**

There were a total of 6 individuals who responded to the question. 2 indicated there is the **need for better streets and sidewalks**. Other responses included: community hall needing accessibility options; grow the population; no change; more accessible options; and lowering taxes.

**18b. Services**

There were a total of 6 respondents to this question. 3 responses included the **need for more gas stations** in the community. Other responses included maintaining current services; attract new services; ensure music plays in businesses; ensure holistic health care is offered; and bring in unique opportunities found nowhere else.



### 18c. Civic Services

4 individuals responded to the question. 2 indicated there is the need for **improved communication between the municipality and citizens**. Other responses included more public participation and improved snow removal.

### 18d. Events/Activities

There were a total of 8 individuals who responded to this question. 2 indicated they would like to see a **new arena or hall developed**. Other responses included attending trade show events; equal opportunity for community members to attend; more collaboration between organizations; continue hosting events; more variety of events; and more hockey.

### 18e. Entrepreneurship/Small Business

There were a total of 6 individuals who responded to the question. There were not common responses, which included supporting home-based businesses; having leadership; incentives to locate downtown; helping businesses understand regulations; encouragement of individuals; and assistance with writing grants.

### 18f. Industrial Innovations

There were a total of 4 people who responded to this question. 2 indicated they would like to see **expansion of services** already provided. Other responses included being open minded about initiatives and having the continued leadership.

### 18g. Others (please specify)

There were 3 individuals that responded to this question. The responses included the need for more community support; emphasize positive aspects of the community; and support and awareness of new cultures.

### Question 19: What would be something you could do yourself to help make Unity a thriving business centre?

10 people provided answers to this question. The following is an overview of the responses:

**Blank/Non-response: 10**  
Keep town clean: 1

**Shop/Support local: 7**

**Promote Unity: 2**

### Question 20: Please share any other comments you have related to Unity's business environment.

There were a total of 10 people who provided a response. The following is a snapshot of the responses:

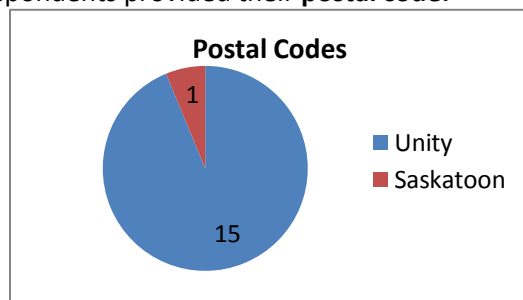
**Blank/Non-response: 10**  
Keep open minds: 1  
More specialized services/products: 1

**Enjoy the town: 3**  
Cater to aging population: 1  
More variety of options: 1

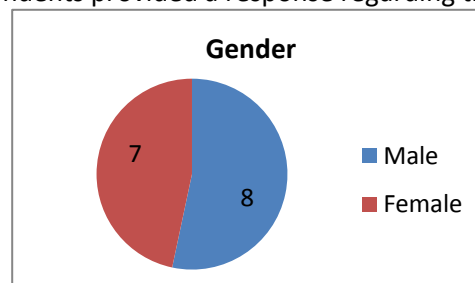
**Improve infrastructure: 2**  
Cater to young population: 1  
Improve Main Street: 1

## Demographics

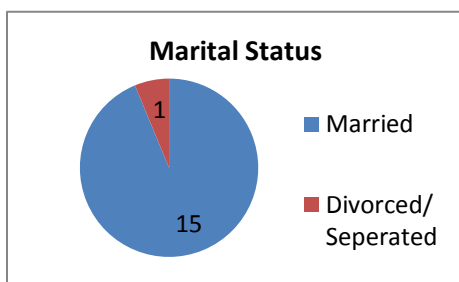
16 respondents provided their **postal code**:



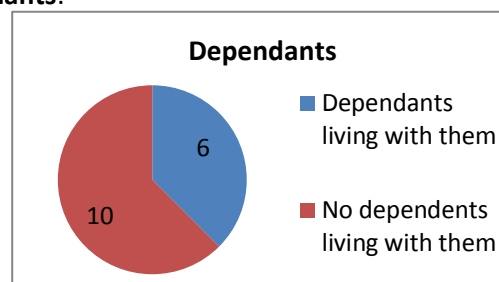
15 respondents provided a response regarding the **gender**:



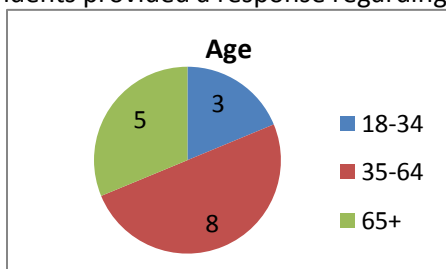
16 respondents provided a response regarding **marital status**:



16 respondents provided a response regarding **dependants**:



16 respondents provided a response regarding their **age**:



16 respondents provided a response regarding their **main occupation**:

- 5 indicated they were retired;
- 2 were homemakers;
- 2 were in the professional field;
- 1 each for merchant; farmer; business owner; natural resource sector; and maintenance.

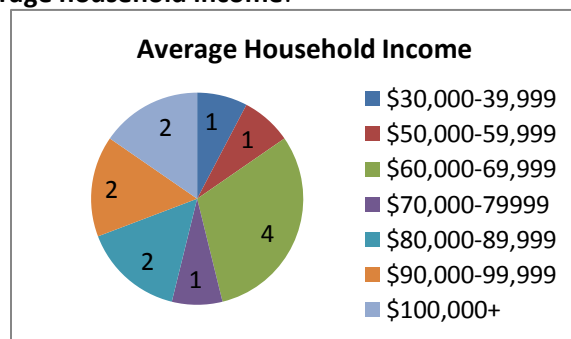
14 respondents answered the question regarding their **secondary occupation**:

- 9 indicated they do not have a secondary occupation;
- 5 indicated yes and included responses such as: home-based business; livestock; diploma; promotions; and educator

14 respondents provided a response regarding their **occupation**:

- 11 indicated they are working **full-time**;
- 3 indicated they are **retired**.

13 individuals provided a response regarding their **average household income**:



16 respondents provided a response regarding **education attainment**:

- 5 responses included apprenticeship, trades certificate, or diploma;
- 5 responses included college or other non-university certificate or diploma;
- 2 responses were secondary school or equivalent.
- 1 response each for some secondary; secondary school or equivalent; university certificate or diploma at bachelor level; and university certificate, diploma, or degree above bachelor level.

16 respondents provided a response regarding **citizenship status** – all indicated they were Canadian citizen

16 respondents provided a response regarding **self-identification of Indigenous** – all indicated they did not self-identify.

## Appendix C.4 Business Survey Analysis

### Unity Business Owner/Operator Survey Analysis Overview

The following is an overview of each of the questions that were included in the Town of Unity Business Owner/Operator Survey. The data was exported into Excel and the responses were sorted under themes to identify emerging trends under each question. The common responses or themes are bolded or shared in a figure under each question.

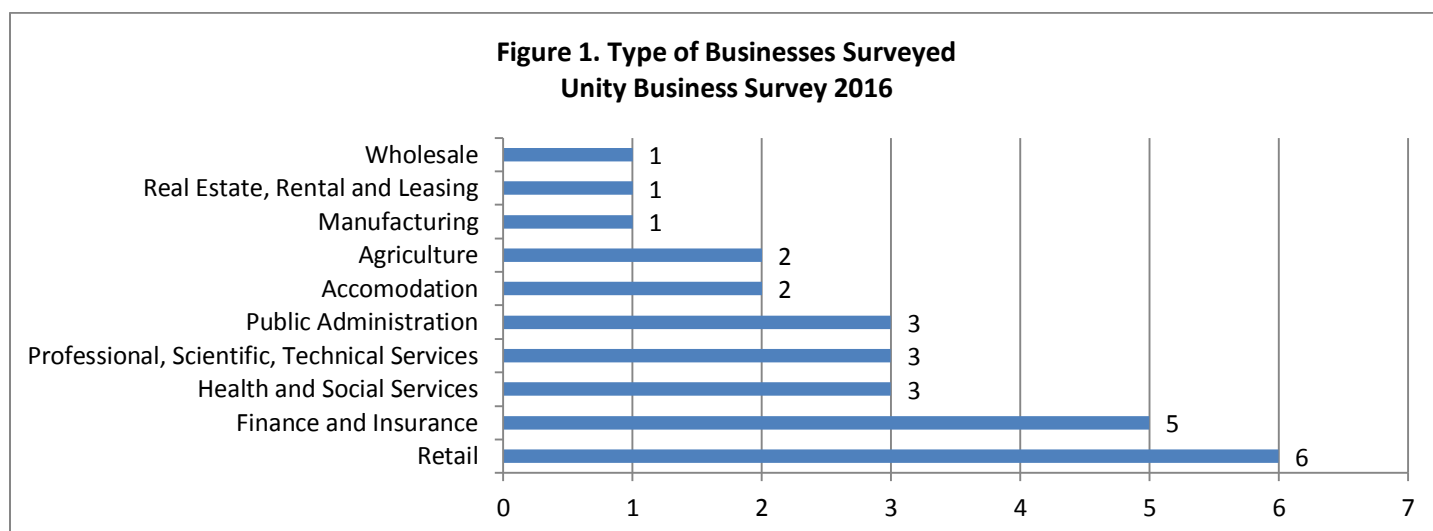
There were seven sections of the business survey that helped to cluster questions. The following is listing of the sections the survey was divided into:

<b>A.</b> About Your Business; <b>B.</b> Local Business Environment and Context; <b>C.</b> Unity's Future Business Environment; <b>D.</b> Your Business' Future Environment;	<b>E.</b> Your Personal Experiences; <b>F.</b> Final Thoughts; and, <b>G.</b> Demographics.
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#### PART A: ABOUT YOUR BUSINESS

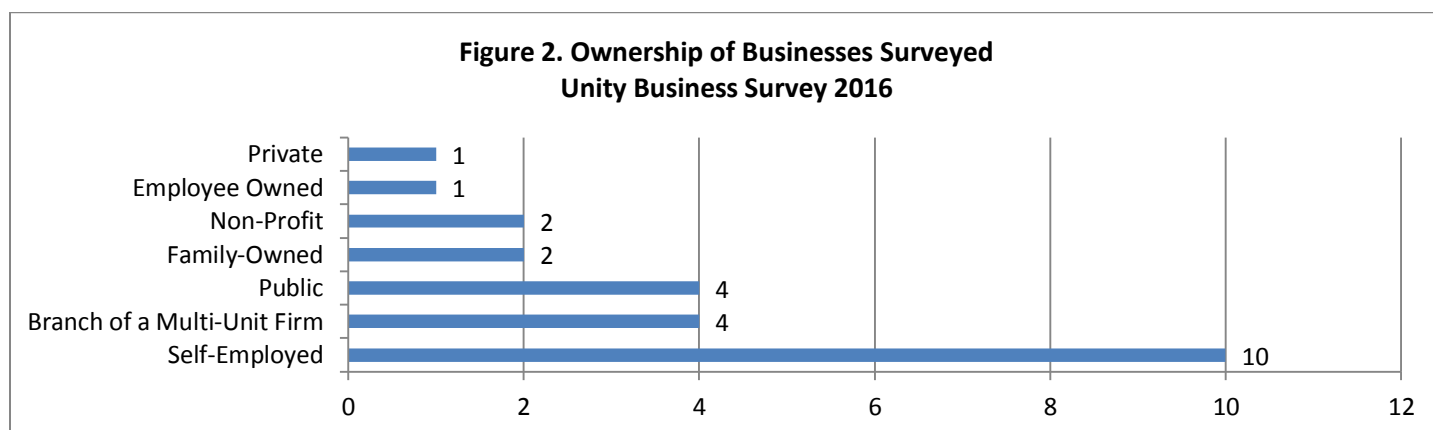
##### A1. What type of business do you operate?

All respondents answered the question (24). The following Figure 1 shows the breakdown of the types of businesses that respondents own or operate. Retail was represented the most with finance and insurance closely behind.



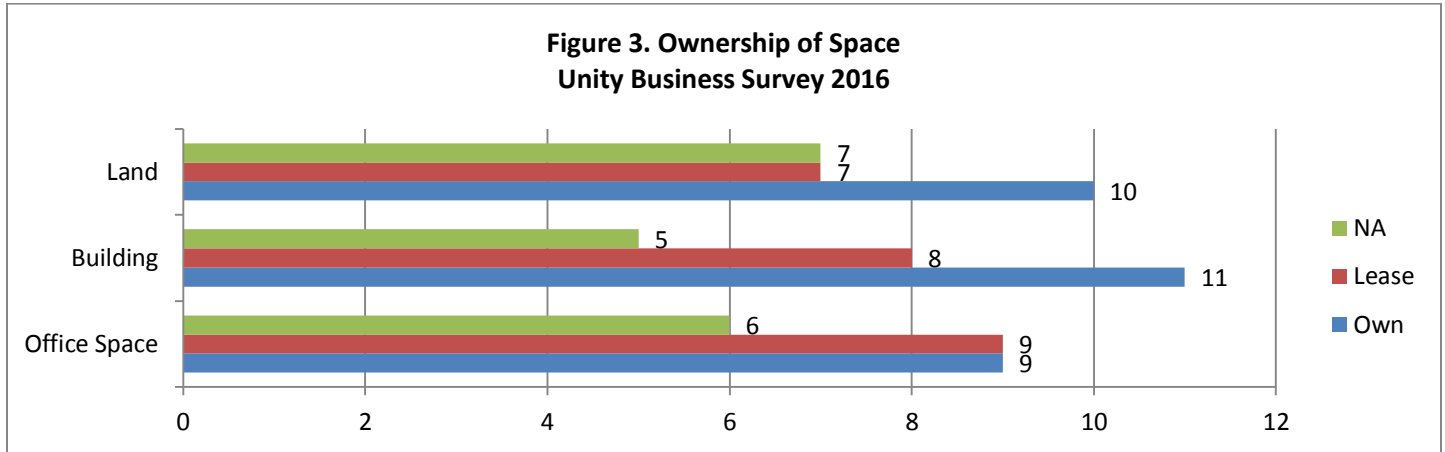
##### A1. Which of the following best describes your business?

All 24 respondents shared the type of ownership of their business. The majority of respondents, 10 or 41.67%, shared they are self-employed. The following Figure shows the ownership of businesses.



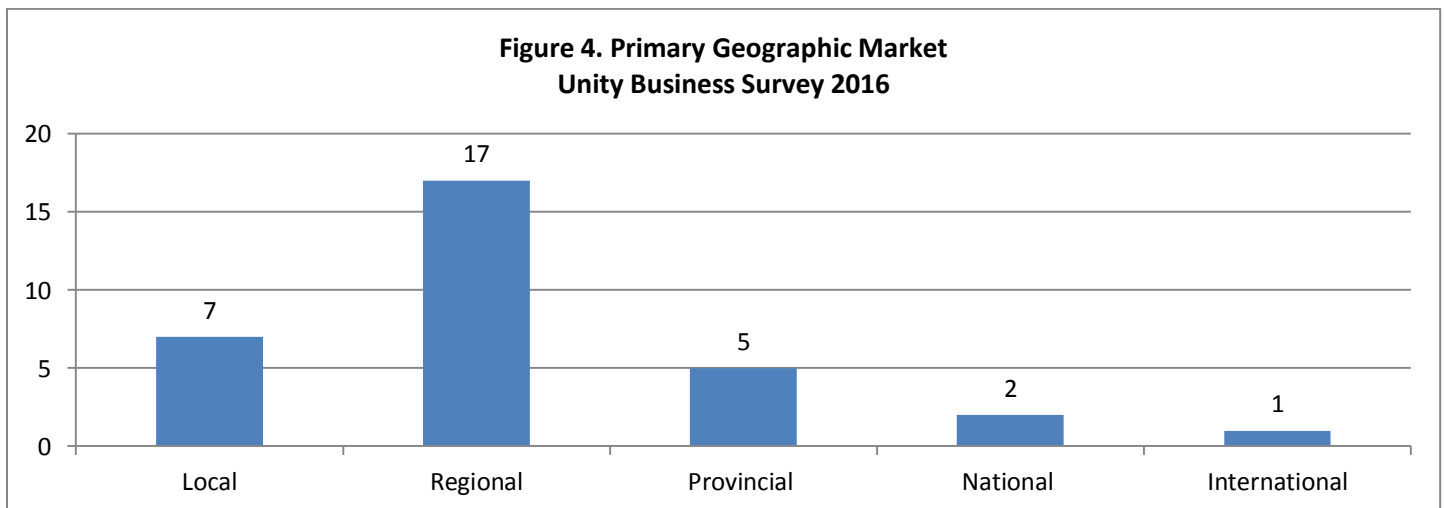
**A3-A5. Do you own or lease your office space (excluding building and land)/building/land?**

When asked if respondents owned or leased office space, 18 respondents replied or 75.00%. 17 respondents or 70.83% answered if they owned or leased their building, and 16 respondents or 66.67% answered if they owned or leased the land. Some respondents did not know whether or not they owned or leased any of the three. Figure 3 below shows the ownership of the land, building, and office space.



**A6. Where is your company's primary geographic market (choose all that apply)?**

The majority of the 24 respondents shared that their primary geographic market was regional (17 or 70.83%). The following Figure illustrates the primary geographic markets for the businesses. Respondents were allowed to check more than one option.

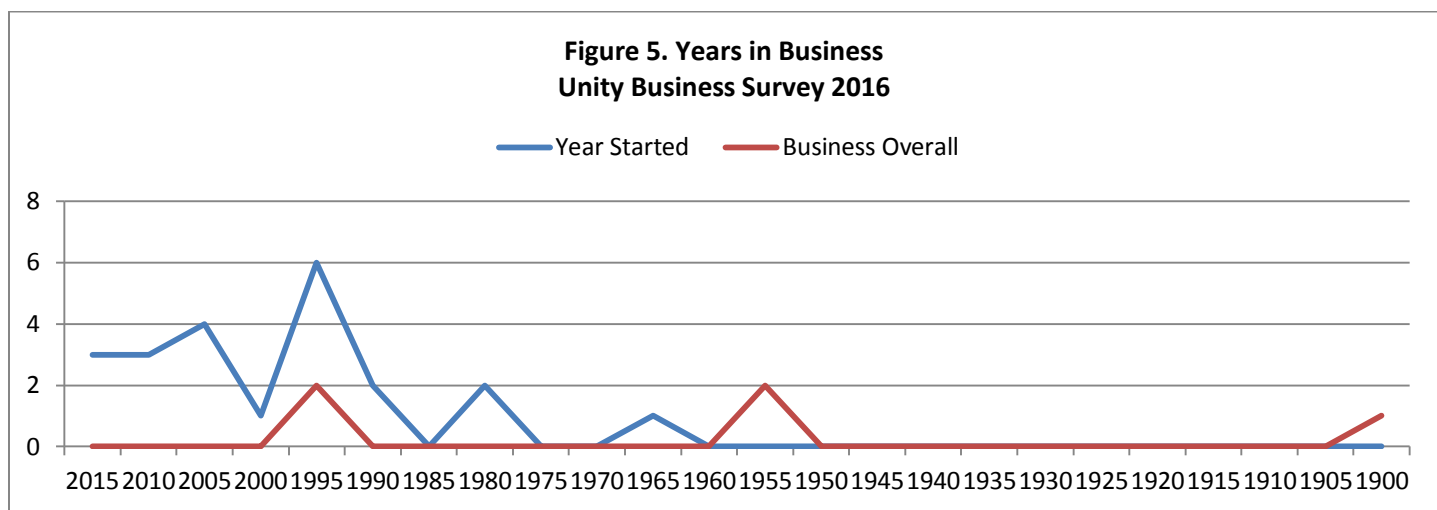


**A7. How long has this business been in operation or how long have you been in your role?**

Depending on the type of business, participants were asked to share how long they have been in business or how long they have been in their role depending on their company. For example, Town employees were asked to share how long they have been in their role as the Town was established over 100 years prior. Some respondents shared when they started to own/manage the business and when the business was originally started due to it being a multi-generational business/corporation.

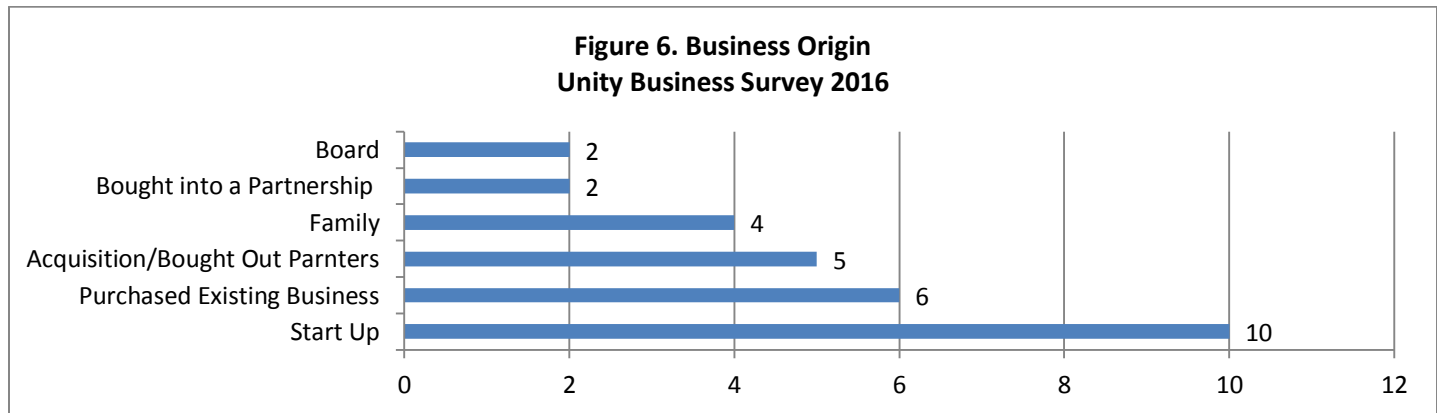
When asked how long the business has been in operation or how long they have been in their current role, the majority of respondents shared that the business or they have been in their current role for 20+ years. The following Figure 5

Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis displays a range of years that respondents started (in groups of 5) and if they shared when their business was established.



**A8. How did you get into this business?**

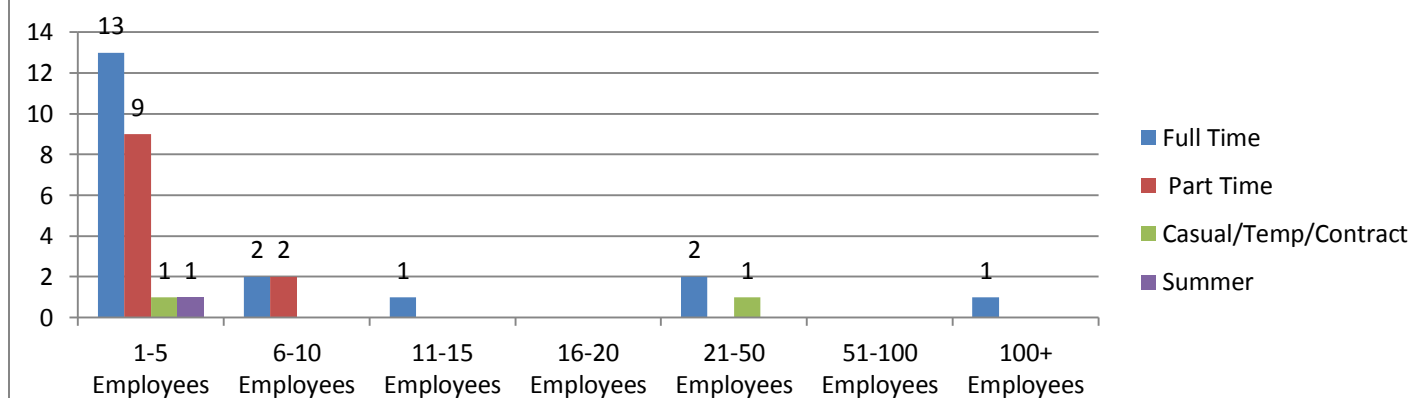
Businesses in Unity originated in many ways. Participants were asked to share how they came about to being in the business. Out of the 24 participants, 19 shared their business’ origin (79.17%). Of the 19, the majority were entrepreneurs and started the business on their own. Figure 6 displays the origins of businesses shared.



**A9. Including yourself, how many employees do you have that are...**

Participants were asked to share how many employees are: full time, part time, casual, and others. The majority of responses shared they had between 1-5 employees that were either full time or part time. The following Figure illustrates the number of employees of the businesses that participated in this survey.

**Figure 7. Number of Businesses by Number of Employees**  
**Unity Business Survey 2016**



According to Statistics Canada, small businesses are classified by the number of employees from 1-99.<sup>26</sup> All but one business shared that they had 50 or less employees, making them small businesses.

#### A10. Where do your employees mostly live?

Employees, for the most part, live in Unity, as shared by respondents. To be exact, 17 respondents of the 24 (70.83%) shared their employees lived in Unity; 4 shared their employees lived within the region, including in the Rural Municipality of Round Valley, Town of Wilkie, Town of Macklin, and others (16.67%); and, 1 shared their employees live across both Saskatchewan and Alberta (4.17%).

#### A11. Please share any other unique characteristics of your business.

Unity has a diverse mix of businesses and their characteristics can be unique. Respondents were asked to share what they thought their unique characteristics of their business were. The following is a ranked listing of those characteristics, from most to least shared:

1. Offer a full range of services in their industry (4);
2. Sell unique products (4);
3. Sell mainly Canadian-made products (3);
4. Share space with others (3);
5. Are environmentally friendly (2);
6. Known for their friendly service (2);
7. Family members, that are owners are present (1);
8. Largest privately owned firm in their industry (1);
9. Pride themselves in being the only satellite office in the region (1); and,
10. Use technology, like that of GPS (Global Positioning System), on a day-to-day basis (1).

#### A12. What are your hours of operation?

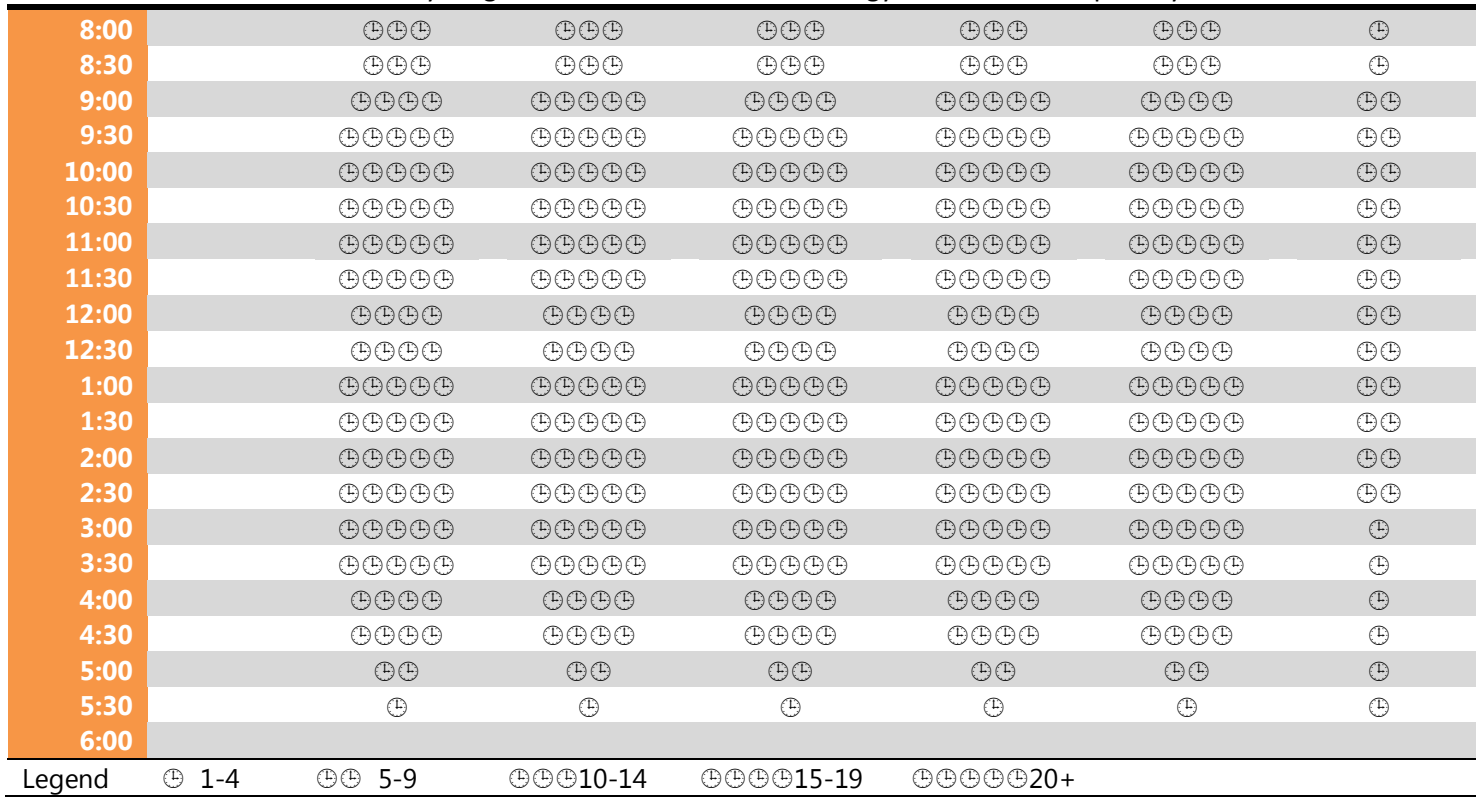
The following figure displays the hours of operation that respondents shared for their businesses in Unity. The Figure displays the amount of times per hour per day that businesses are open in Unity. Most businesses are open Monday to Friday 9:00 am to noon and 1:00 pm to 5:00 pm.

**Figure 8. Hours of Operation, Unity Business Survey 2016**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
7:00		🕒	🕒	🕒	🕒	🕒	
7:30		🕒	🕒	🕒	🕒	🕒	

<sup>26</sup> <http://www.statcan.gc.ca/pub/11f0027m/2011069/part-partie1-eng.htm>

# Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

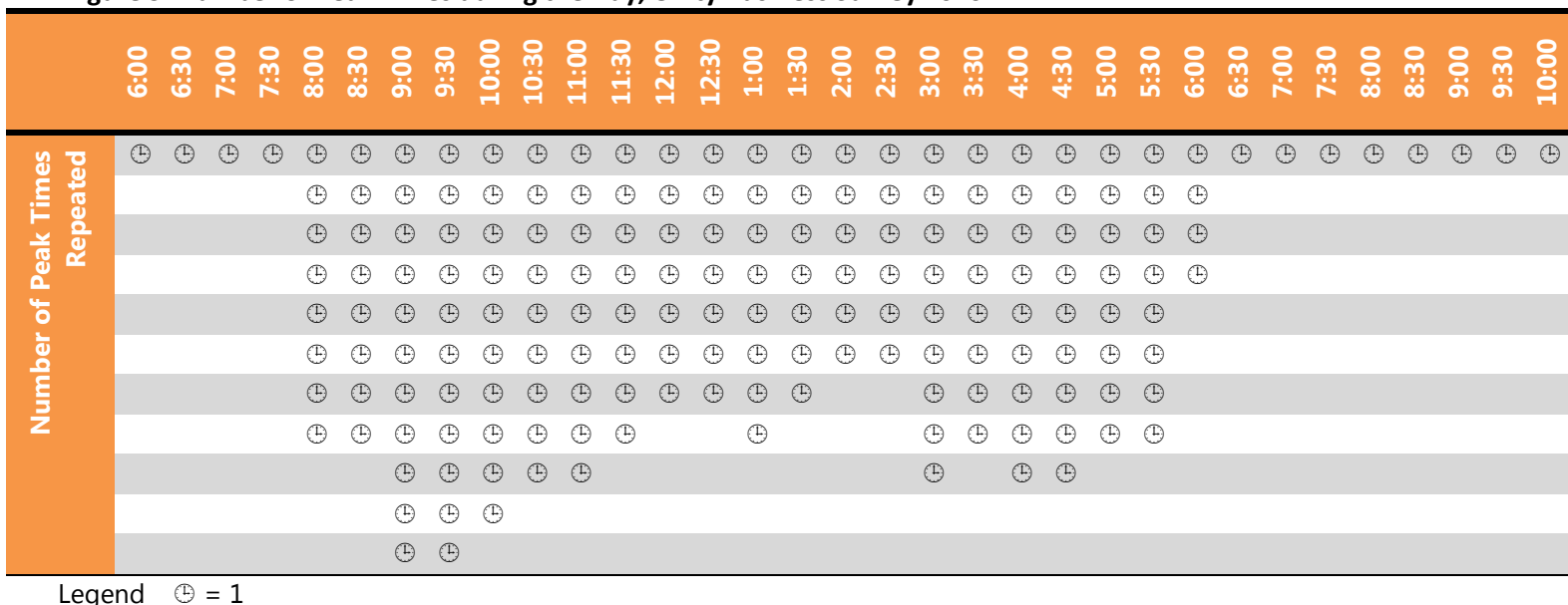


## A13. Please share when your business is most busy during... the day/week/month/year/other?

Participants of the business survey were asked to share about peak times during the day, week, month, and year of their business. Figures 9 to 11 display the busiest times in Unity for businesses by the amount of times they were mentioned by respondents. It should be noted that three participants mentioned that they are busy sporadically and consistently; two shared that they are busy only seasonally; and, one shared they are always busy.

During the month had limited responses, 3 in total. One respondent said the end of the month is the busiest, one said that the 1<sup>st</sup> and the 30<sup>th</sup>/31<sup>st</sup> were the busiest, and another said that before long weekends in a month are the busiest.

Figure 9. Number of Peak Times during the Day, Unity Business Survey 2016



**Figure 10. Number of Peak Times during the Week, Unity Business Survey 2016**

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Number of Peak Times Repeated	⌚	⌚	⌚	⌚	⌚	⌚	⌚
	⌚	⌚	⌚	⌚	⌚	⌚	⌚
		⌚	⌚	⌚	⌚	⌚	
		⌚	⌚	⌚	⌚	⌚	
		⌚	⌚	⌚	⌚	⌚	
		⌚	⌚		⌚		

Legend ⌚ = 1

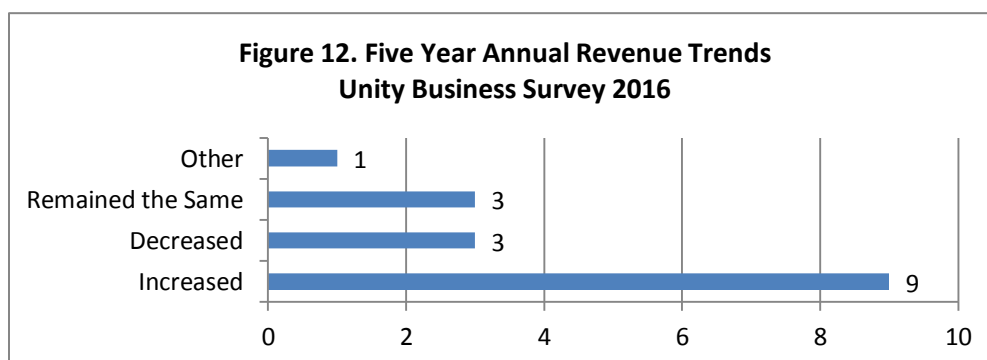
**Figure 11. Number of Peak Times during the Year, Unity Business Survey 2016**

	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Number of Peak Times Repeated	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚
	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚
	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚
	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚
		⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚		⌚
		⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚		⌚
		⌚	⌚	⌚	⌚	⌚	⌚	⌚	⌚			⌚
				⌚	⌚	⌚		⌚	⌚			

Legend ⌚ = 1

#### A14. Over the past 5 years, what have been the trends of your annual revenues?

Of the 24 respondents, 16 shared what the trends are of their business' annual revenues. The majority of those, 17, stated that their revenues have increased. Those who did not share their revenues mentioned that information related to sales is confidential or the question was not relevant to their business.



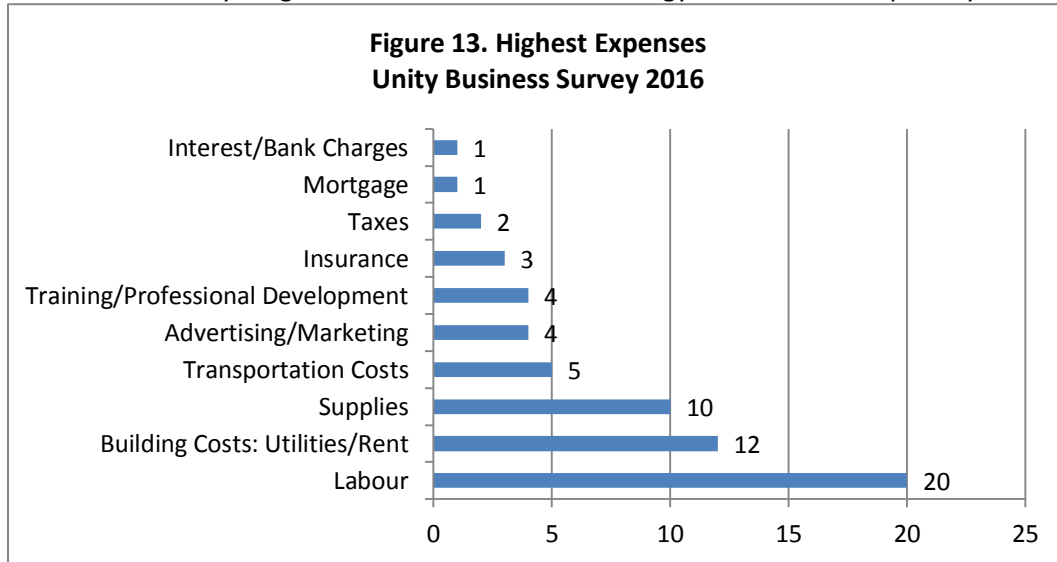
In the above Figure, "other" refers to the downturn and upswings of the oil and gas industry because their business relied on this economy.

#### A15. What are the three highest expenses for your business?

The following Figure illustrates that labour, building costs, and supplies are the highest expenses for the surveyed businesses in Unity. 23 of the 24 participants answered this question, the one who did not answer this question shared that expenses of the company are confidential.

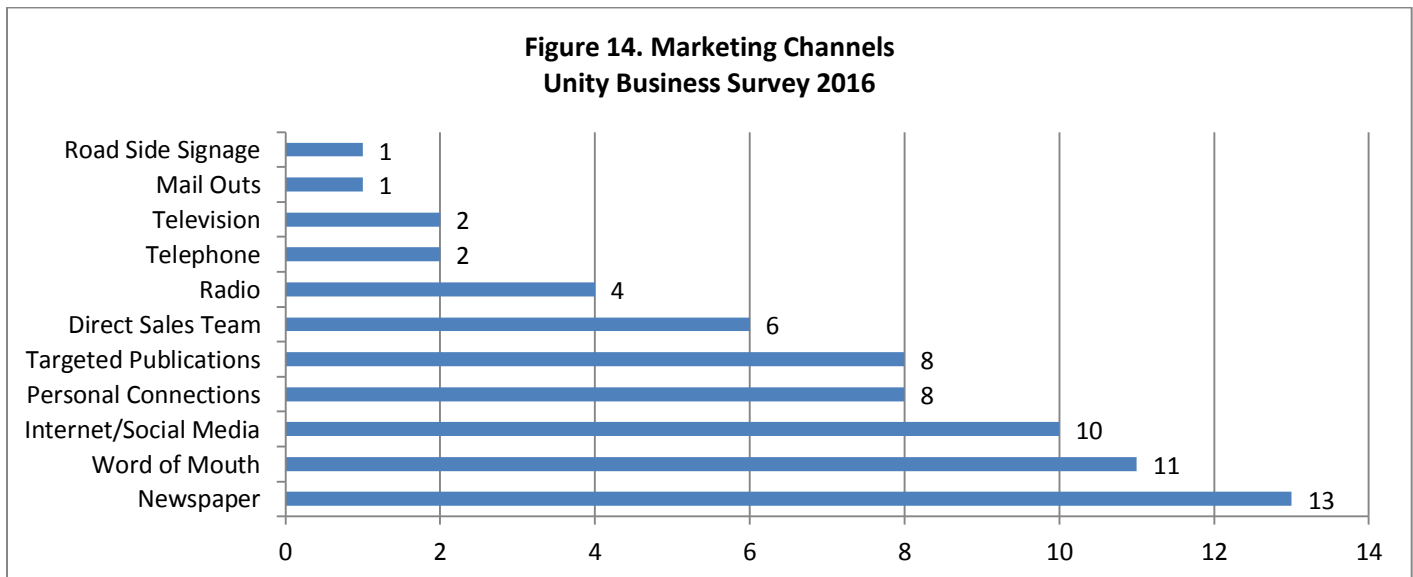


## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis



### A16. What marketing channels do you use (choose all that apply)?

Of the 24 respondents, 21 provided the marketing channels they use in their business. The most common marketing channels include newspaper; with word of mouth and internet and social media following respectively. Figure 14 shares the remaining marketing channels used in Unity.



### A17. Please describe your client base and the products or services they purchase?

Of those who completed the survey, 20 or 83.33% shared their client base and what products or services they purchase. The following is a ranked listing of the comments mentioned in this question:

1. Primarily residential focused (5);
2. Focus on residential and commercial clients (5);
3. Agriculture products and services purchased (4);
4. All ages utilize products and services (3);
5. Everyone was mentioned as clientele (3);
6. Financial assistance services was the focus (3);
7. Anyone 15 years and older (2);
8. Anyone 18 years and older (1);
9. Anyone 25 years and older (1);
10. Seniors was the main clientele (1);
11. Female clients were the majority (1);
12. Oil and gas industry was the focus (1);
13. Specialty products are purchased (1); and,
14. Commercial is the main focus for the business (1).

**A18 -19. Are there any products or services that you would like to purchase locally that are currently being purchased outside of the community? Please share any specific businesses you would like to see in Unity?**

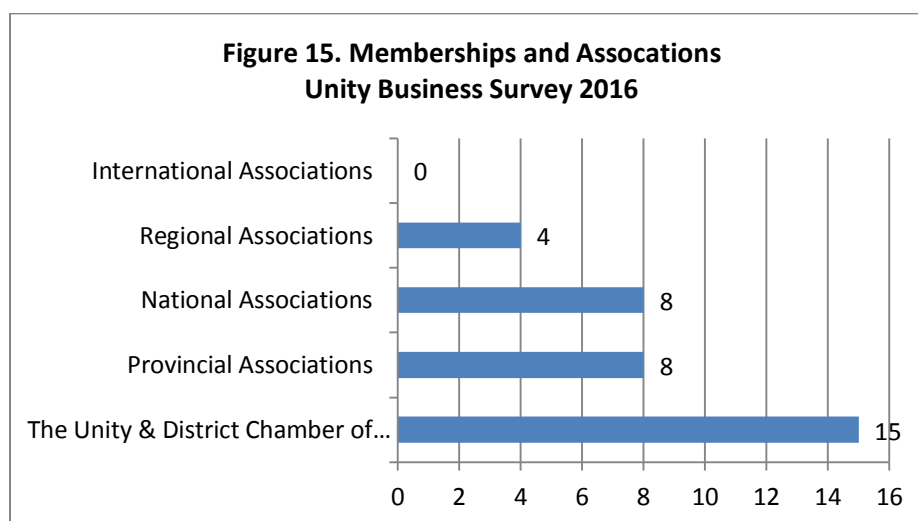
Participants were asked to identify gaps of the products and services that are not available to them in Unity and to share what they would like to see in the future.

<b>Office supplies</b>	<b>(6)</b>	Vehicle dealership	(1)	Asphalting company	(1)
<b>Coffee shop</b>	<b>(4)</b>	Grocery store	(1)	Hair dresser	(1)
<b>Clothing store</b>	<b>(3)</b>	Mobility aid store	(1)	Plumber	(1)
Gas station /convenience store	(2)	Children's store (clothing, supplies, toys)	(1)	Taxi	(1)
Hardware store	(2)	Big box stores	(1)	Open longer hours	(1)
Fine dining restaurant	(2)	Parts store	(1)	Entertainment	(1)
Clothing store	(1)	Engineering firm	(1)		

Later in the survey, some participants were reminded of what they would like to see in the community and shared that appliance repair, electricians, plumbers, and other trades services were needed.

**A20. Is your business a member of (choose all that apply)... the Unity & District Chamber of Commerce/Regional Associations/Provincial Associations/National Associations/International Associations?**

Participants were asked to share what memberships and associations that their business is a member of or is associated with. Of the 24, 15 shared they are members of the local chamber of commerce; 4 shared they were members of regional associations; 8 shared they are associated with provincial associations; likewise with national associations; and, there were no memberships with international associations. Figure 15 illustrates these findings.



**A21. Do you utilize any economic development or financial incentives, programs, services, and/or supports that are available to assist with your business? Please specify (business related/community related/family and friend connections/other).**

Businesses were asked if they use any supports that are related to business, community, friend and family connections, and others. There were 8 respondents of the 24 that shared they receive assistance from family and friends. Another 8 respondents shared they use or are a part of community related supports. This includes being members of the local chamber of commerce; providing sponsorships for events; and, receiving donations and volunteering supports from the community. Business related supports had three responses and included training, financing, marketing and other supports from government and provincial associations. One comment that was shared mentioned that because they are an entrepreneur, the only financial support they could get was from small bank loans and that it is difficult accessing

Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis  
government funding. They shared that there is a low level of trust lenders have with people starting businesses because of the high risk involved.

**A22.a-b Please share if you have participated in any shop local campaigns as a business and personally (promotions, coupons, ShopportUnity Application, others)? Please share your experience with the initiatives you have participated or currently participate in? Please share any suggestions or improvements you have related to the Unity economic development initiatives.**

The response rate for this two part question was 66.67%, or 16 out of the 24. Participants were asked to share if they had used any shop local campaign initiatives either personally or as a business. Of those that shared they did participate, four shared it was mainly on a personal scale, and ten shared it was only as a business. The follow is a list of the specific campaign initiatives that were mentioned:

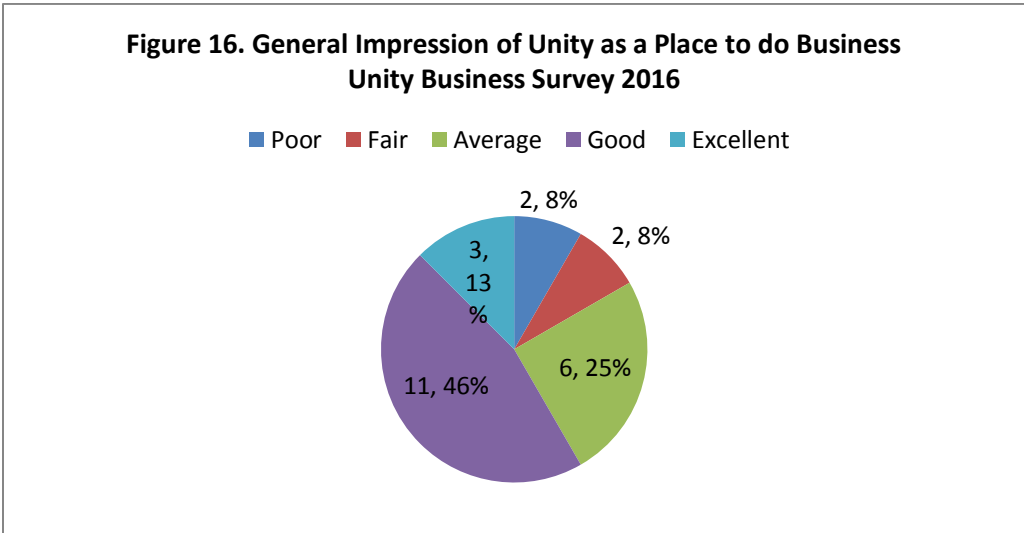
<ul style="list-style-type: none"> <li>• SHOPportUNITY;</li> <li>• Open extended hours with community events;</li> <li>• SHOPportUNITY application;</li> <li>• Christmas promotion;</li> <li>• Santa days;</li> <li>• Grand in your hand</li> </ul>	<ul style="list-style-type: none"> <li>• Sponsorship for community events;</li> <li>• Specialized discounts;</li> <li>• Mob shopping;</li> <li>• Posters;</li> <li>• Radio advertisements; and,</li> <li>• Billboards.</li> </ul>
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For those that had participated in these initiatives as businesses, they shared more about their experiences. The most common response was shared 7 times and included that businesses would like to see the benefits of participating in economic development initiatives. In addition, initiatives that are used are more focused on retail making it is more difficult for service businesses to participate (4). One of the only benefits to participating is recognition from the Town and sometimes other sources, for example the newspaper or at events (3). One comment suggested that initiatives should be focused on advertising outside of the community instead of shopping local, to help draw in more visitors, while another comment shared that these initiatives does draw in visitors to Unity.

## PART B: LOCAL BUSINESS ENVIRONMENT AND CONTEXT

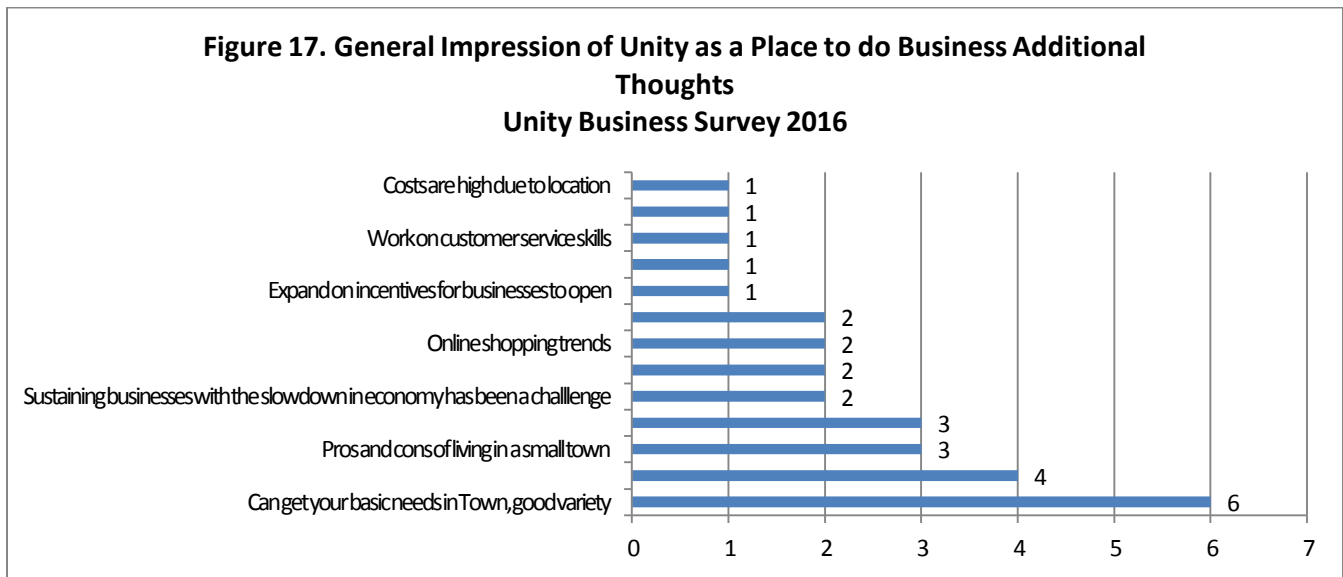
**B1.a What is your general impression of Unity as a place to do business (poor, fair, average, good, excellent, NA)? Please share any additional thoughts.**

24 individuals responded to the question. The question was a rating on a scale of poor, fair, average, good, excellent, NA with the opportunity to provide additional thoughts. The majority of respondents, 11, thought doing business in Unity was good. This was followed by 6 sharing it was average; 3 sharing it was excellent; and 2 each respectively sharing it was poor and fair. See Figure 16 below.



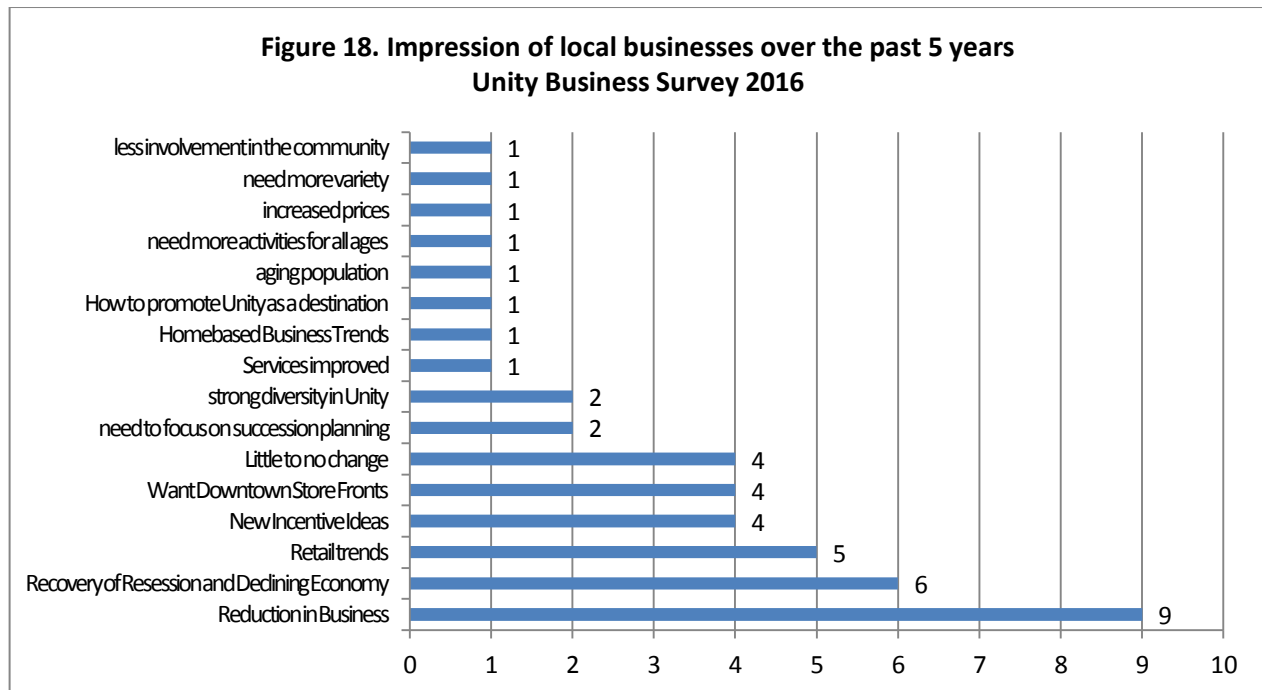
## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

Participants were asked to share any additional thoughts on their rating. The following is a graph that shows the common responses based on the theming of the data:



### B2. In the past 5 years, how has your impression of the local business environment changed?

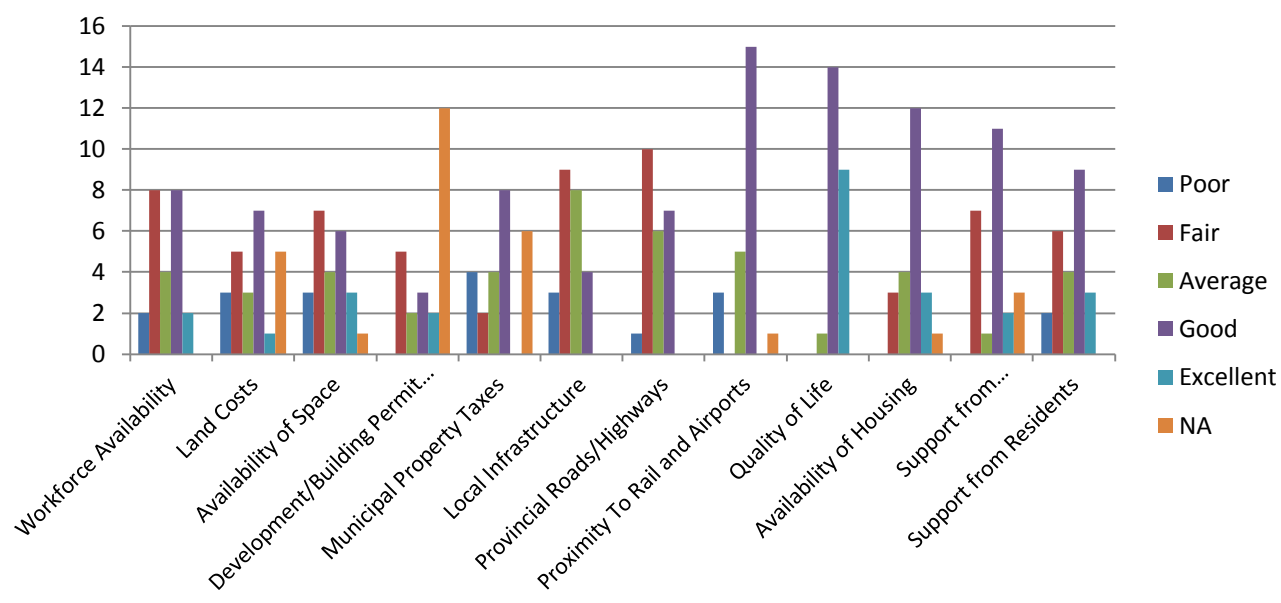
There were a total of 23 respondents who answered the question. The most common response included business owners recognizing the reduction in businesses in Unity – whether on Main Street or in the community overall, with 9 responses indicating this. The following Figure shows the number of responses received.



### B3. Specifically, how do you rate the following factors of doing business in Unity (poor, fair, average, good, excellent, NA)?

24 respondents answered the question. The following is a graph that shows the overall trends of each of the factors, this is followed by averages received from each of the factors.

**Figure 19. Rating of the Following Factors of Doing Business  
Unity Business Survey 2016**



The following table shows the average rating of each factor of doing business in Unity.

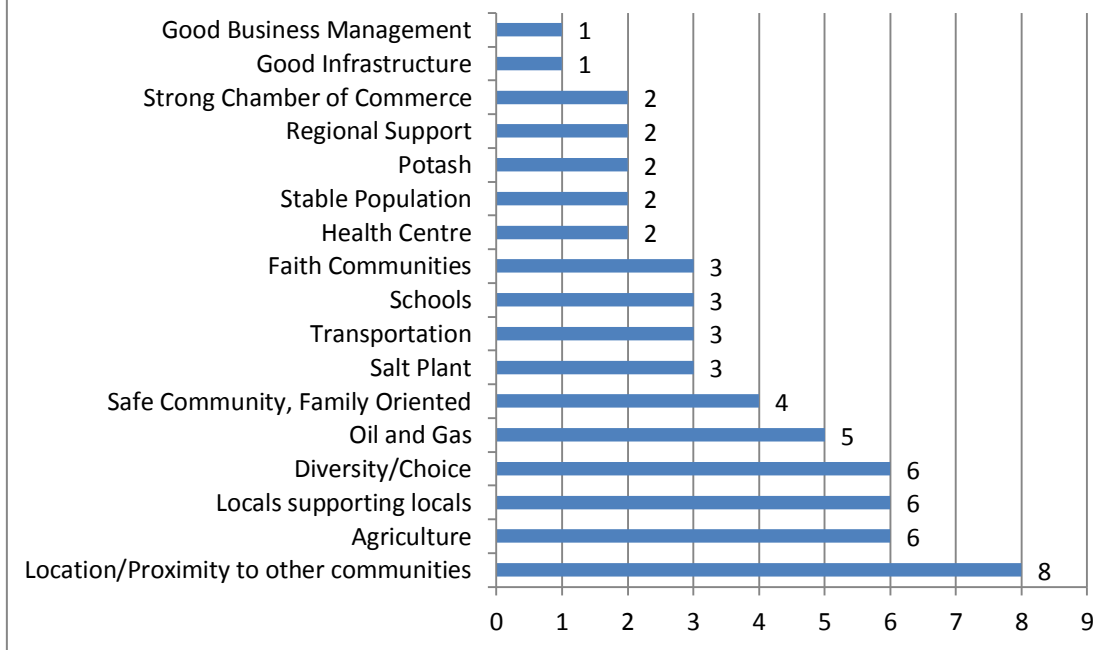
**Table 1. Average Rating of Doing Business in Unity, Unity Business Survey 2016**

Factor of doing business	Average rating
Workforce Availability	3.00
Land Costs	2.89
Availability of Space	2.96
Development/Building Permit Process	3.17
Municipal Property Taxes	2.89
Local Infrastructure	2.54
Provincial Roads/Highways	2.79
Proximity To Rail and Airports	3.39
Quality of Life	4.33
Availability of Housing	3.68
Support from Municipality	3.38
Support from Residents	3.21

#### B4. What do you consider Unity's greatest business strengths and opportunities?

A total of 21 respondents answered this question. The following graph shows the total amount of responses:

**Figure 20. Unity's Greatest Business Strengths and Opportunity,  
Community Business Survey 2016**

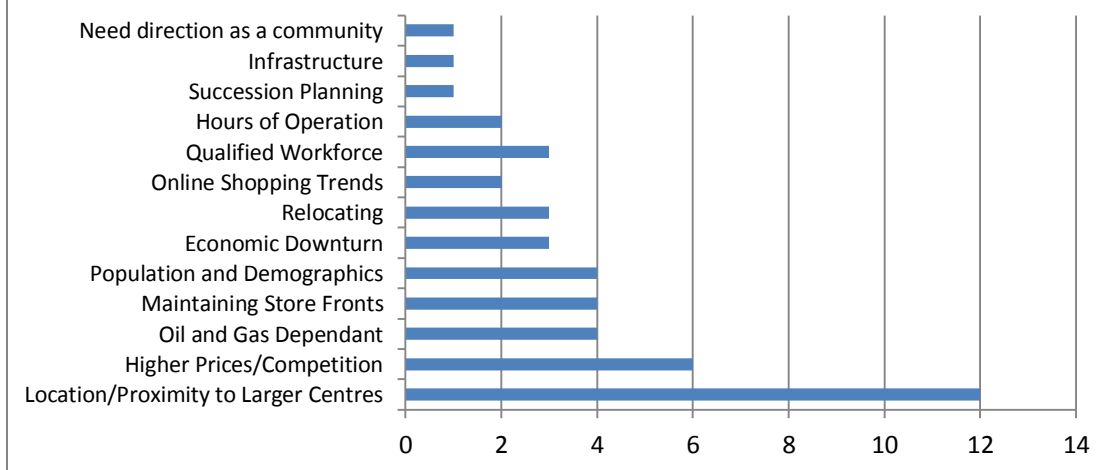


- The most common responses indicated that the location and proximity to other communities is seen as one of the greatest strengths to the community.
- This is followed by the strong agricultural based found in the area, and the notion of locals support other locals is seen as a great benefit and an asset to Unity.

#### **B5. What do you consider Unity's top business challenges, limitations, and gaps?**

A total of 21 respondents answered the question. The following graph shows the number of responses received.

**Figure 21. Unity's Top Business Challenges, Limitations, and Gaps  
Unity Business Survey, 2016**



- The most common response indicated that the location and proximity to larger urban centres is also seen as a challenge. This is because of the loss in potential customers to their business as they are accessing services and goods in other larger urban centres.

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

- Other responses indicated the higher prices found within the community due to the lack of competition and that the community is seen to be dependent on the oil and gas sector, which is felt during the economic downturn.

### B6. What assistance or opportunities would be helpful to your business (e.g. networking, community involvement, partnerships, mentorship, marketing, government, environmental sustainability, financing, growth, business operations, other)?

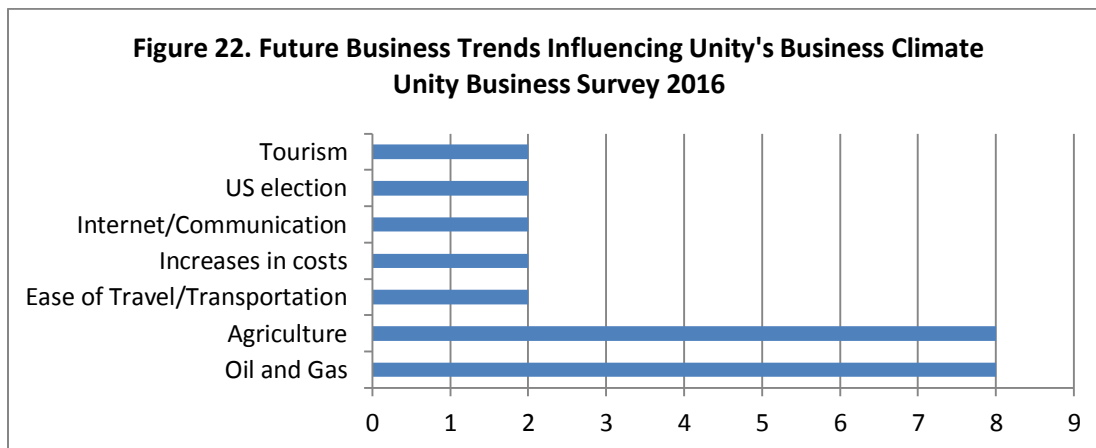
There were a total of 19 respondents to this question. The following is a snapshot of the responses:

<b>Financing: 6</b>	<b>Community involvement: 5</b>	<b>Marketing: 5</b>	<b>Networking: 5</b>
<b>Partnerships: 3</b>	<b>Training: 3</b>	<b>Government support: 2</b>	<b>Incentive to expand: 2</b>
<b>Succession planning: 2</b>	Mentorships: 1	Environment sustain: 1	Growth: 1
Mental health supports: 1	Trade show: 1	Incentive to locate in Unity: 1	Less focus on retail: 1
Lower taxes: 1	Fix infrastructure: 1	Childcare: 1	Appreciate, recognition, and celebration: 1

## PART C: UNITY'S FUTURE BUSINESS ENVIRONMENT

### C1. How might future business trends (internationally, nationally, provincially) influence Unity's business climate?

There were a total of 24 individuals who responded to the question. The following is a graph that shows the most common responses.



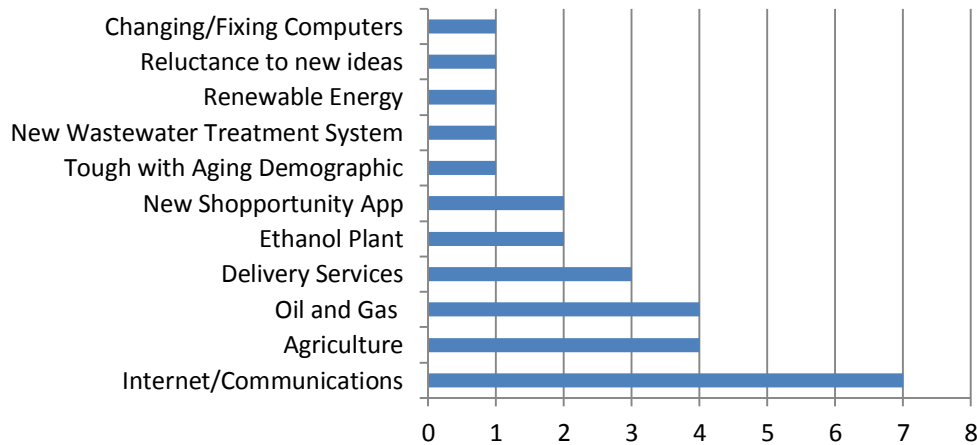
The following summarizes single responses that were received:

Entrepreneurship opportunities are good	Legislation	Renewable Energy	Ethanol Plant
Trends are always changing, we just get caught up before the next trend is trending	All natural resources	US Dollar	Recreation
Salt Plant	Focus on Industry and Manufacturing	Changes with Governments (Election)	Cultural Diversity

### C2. What new opportunities does emerging science and technology have on Unity's business environment?

A total of 21 respondents answered the question. Figure 23 below displays the responses collected.

**Figure 23. Emerging Science and Technology on Unity's Business Environment**  
**Unity Business Survey 2016**



**C3. Describe the ideal business environment you envision for Unity in the next 10-15 years? (What does this look like? What other types of businesses are located here?)**

A total of 23 respondents answered this question. The following Figure illustrates the most common responses.

**Figure 24. Unity's Ideal Future Business Environment**  
**Unity Business Survey 2016**



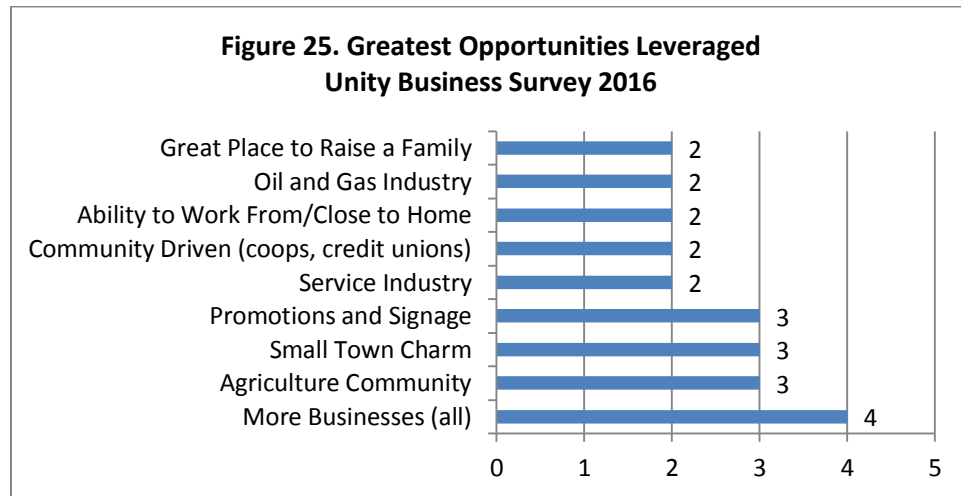
The following list includes other single responses that were received.

Best Place to Visit	Busiest Town in SK	Young Families
Infrastructure is updated and maintained	Proactive instead of Reactive	Lower Property Taxes
Partnerships	Hardware Store	Maintain Schools
Keep with Healthcare	More Long Term Care	Gas Station/Convenience Store
Longer Hours of Operation	Shopping Local is the Norm	Give Back to the Community
Internationally Known	Organic Options	Healthy Lifestyle Options



**C4. What might be some of the greatest opportunities you could see leveraged as part of Unity's future business environment (that are either in place now or need to be improved)?**

There were 18 respondents that answered this question. The following Figure 25 shows the most common responses.

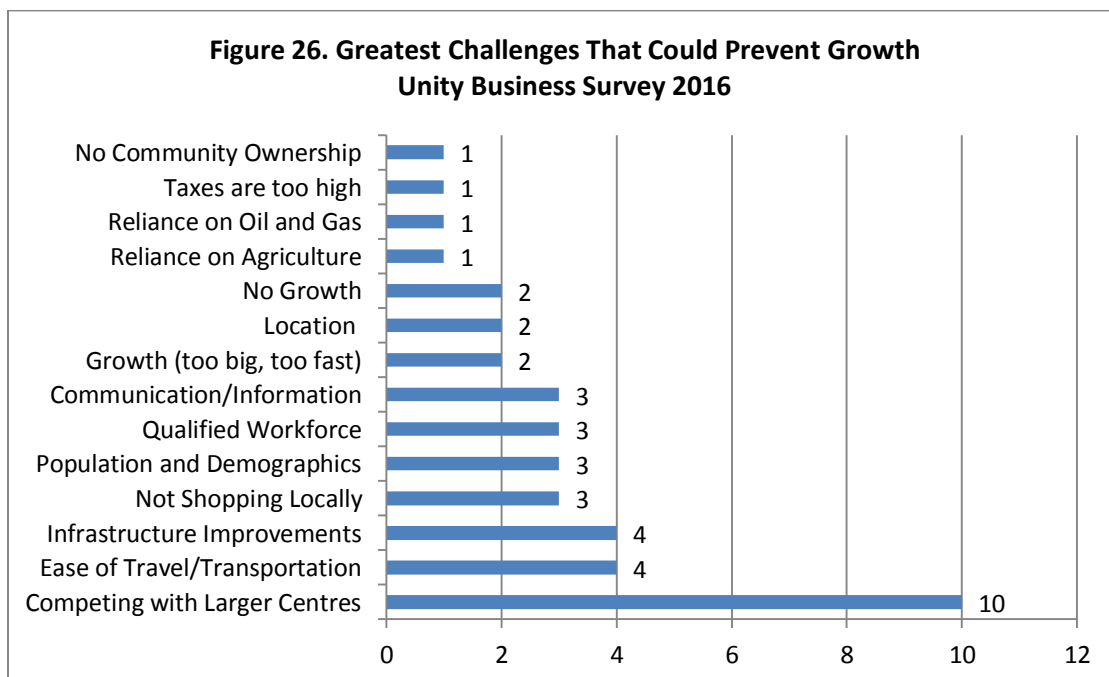


The following list includes other single responses that were received.

Ease of Travel/Transportation	Importers and Exporters	Recreation Industry
Partnerships	Innovative	High Quality of Life
Ethanol Plant	Salt Plant	Embrace Technology
Attract Investors	Infrastructure Improvements (best it can be)	Retaining Health Centre/Services

**C5. What are some of the greatest challenges that you see the community itself could prevent growth of Unity's future business environment?**

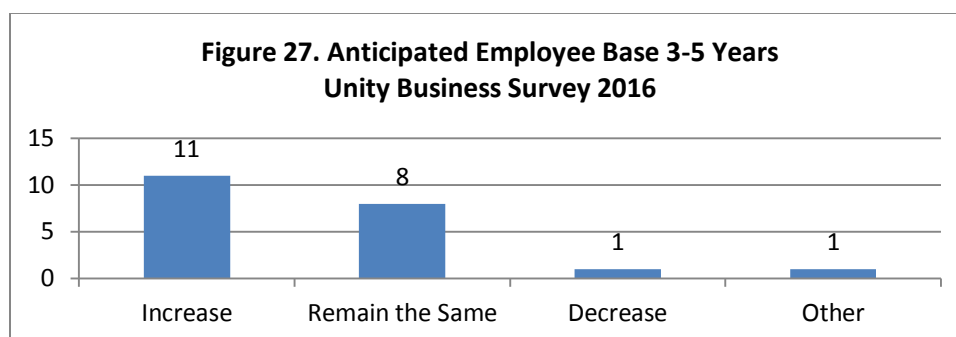
There were a total of 21 respondents that answered the question. The following is graph that shows the responses collected.



## PART D: YOUR BUSINESS' FUTURE ENVIRONMENT

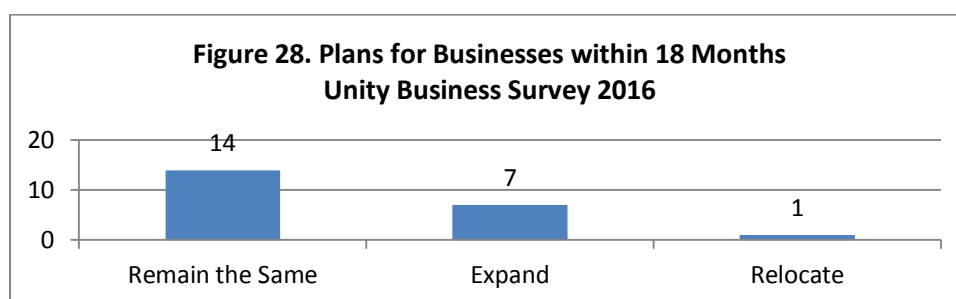
### D1. In the next 3-5 years, do you anticipate that your employee base will...

There were 24 individuals who responded to the question. Figure 27 below is a graph that displays the responses



### D2. During the next 18 months do you plan on (choose all that apply)...

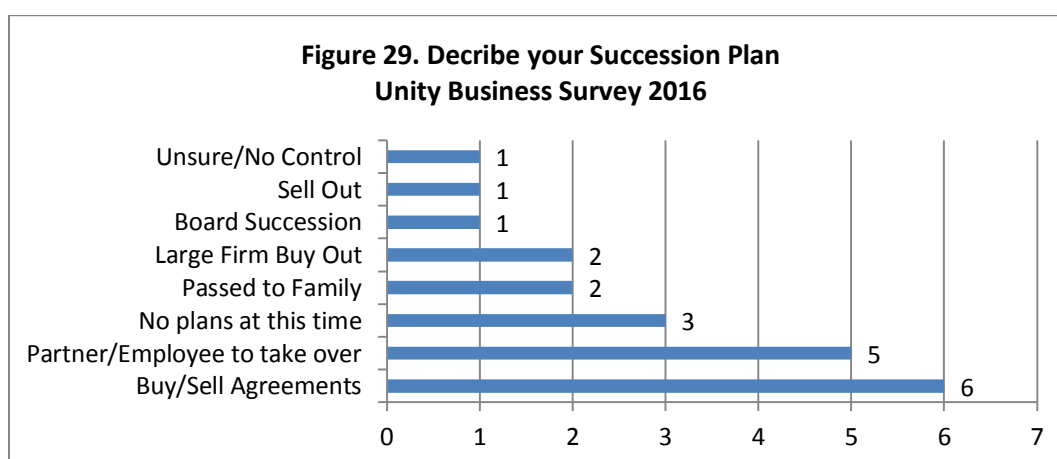
There were a total of 24 respondents to the question. The following is a graph that illustrates the responses.



- The majority of the respondents indicated they see their businesses will remain the same.

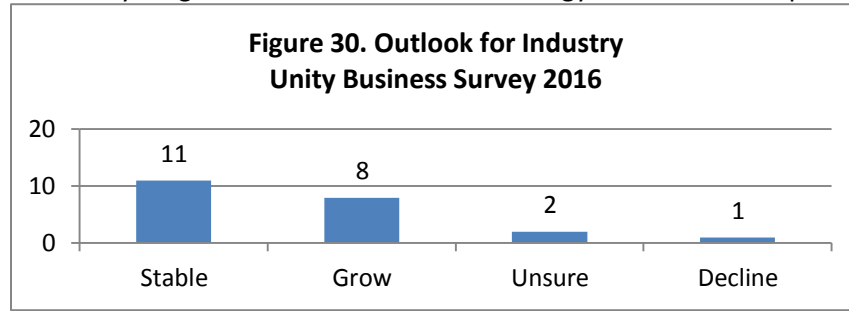
### D3. Please describe/share your succession plan.

22 individuals responded to this question. Figure 29 displays the most common responses.



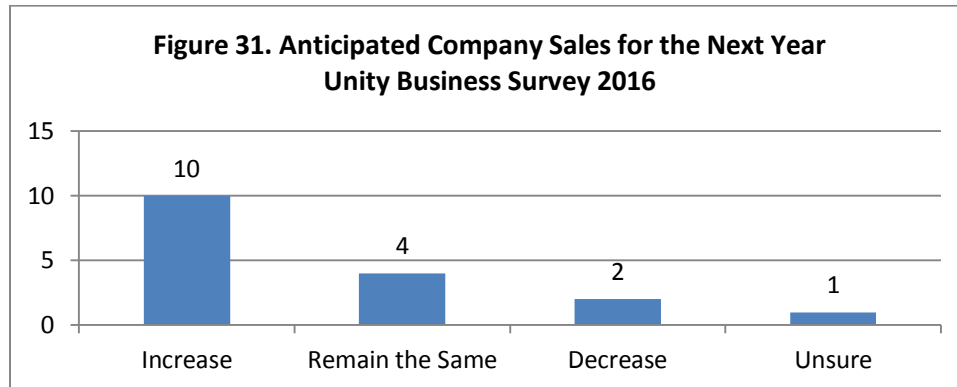
### D4. What is the outlook for your industry?

There were 21 responses to this question. Of the 21, 11 shared that the outlook for their industry was stable; 8 shared it is growing; 2 were unsure; and 1 chose not to answer. See Figure 30 below.



**D5. What do you anticipate your company sales to do in the next year?**

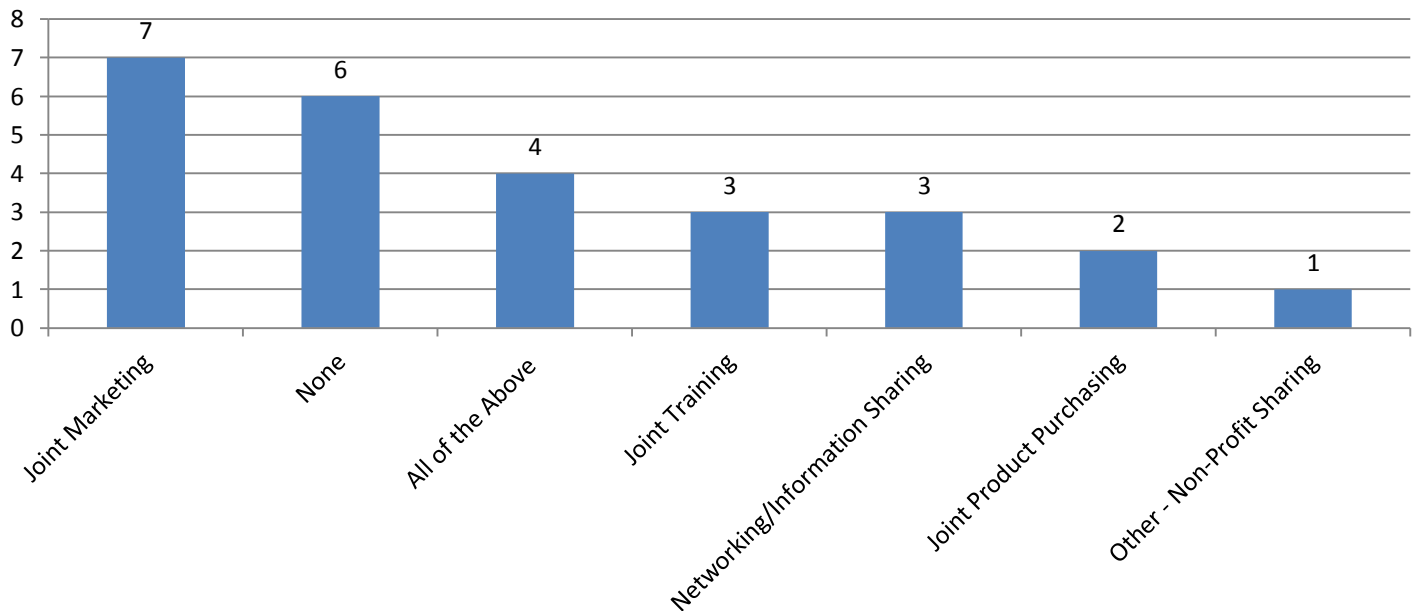
When participants were asked to share what they anticipate their sales to do in the next year, most of the responses, 10, shared they would increase. Figure 31 below summarizes all of the responses.



**D6. Are you interested in working co-operatively with other businesses in the community to pursue any of the following (choose all that apply):**

Figure 32 below displays a summary of the responses to this question. There were a total of 18 responses and participants had an option to choose none, one, some, or all of the options to work collaboratively. Most respondents indicated they would be interested in joint marketing. This was followed by not interested in any of the options (6); all of the above (4); joint training (3); networking and information sharing (3); joint product purchasing (2); and, other non-profit sharing.

**Figure 32. Interest in Working Cooperatively Together**  
Unity Business Survey 2016

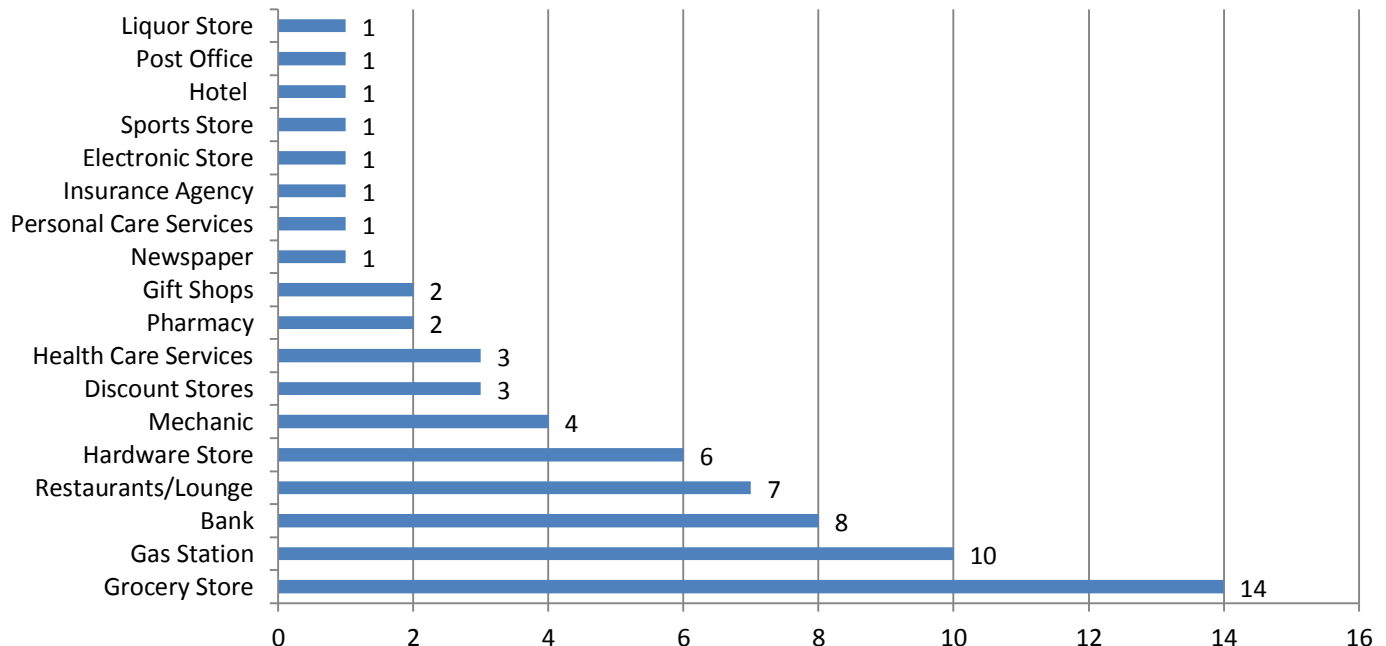


## PART E: YOUR PERSONAL EXPERIENCES

### E.1.a. Please share which businesses you utilize the most in Unity.

Survey participants were asked to share which businesses they utilize the most in Unity. The most common responses were the grocery stores (14); gas stations (10); banks (8); restaurants and lounge (7); and, the hardware store (6). Figure 33 displays the most used businesses in Unity.

**Figure 33. Unity Businesses Utilized the Most**  
Unity Business Survey 2016



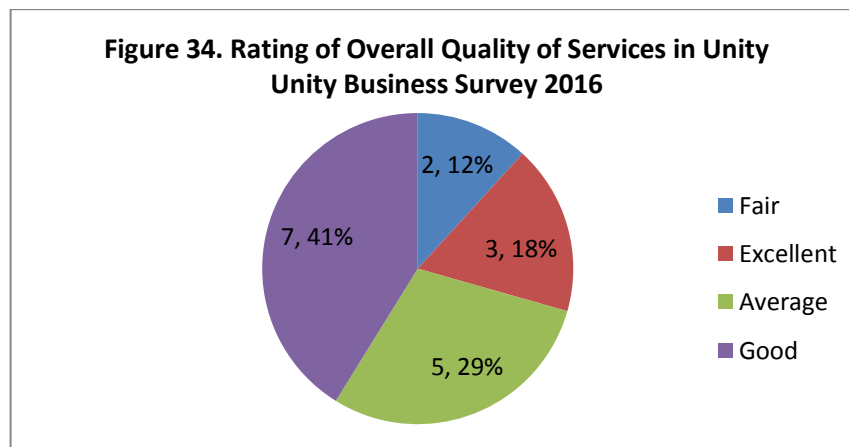
**E.1.b. Please share why you utilize these businesses most often.**

When participants were asked to share why they utilize these businesses most often, the following reasons were provided:

<ul style="list-style-type: none"> <li>• Everyday needs (10);</li> <li>• Support local (6);</li> <li>• Convenience (5);</li> <li>• Location (5);</li> <li>• Budget (3);</li> </ul>	<ul style="list-style-type: none"> <li>• More choices in Town (3);</li> <li>• Good service (3);</li> <li>• High standard of living (1);</li> <li>• For the social experience (1); and,</li> <li>• No other choice (1).</li> </ul>
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**E.2.a. How would you rate the overall quality of services in Unity (poor, fair, average, good, excellent, NA)?**

There were a total of 17 responses to this question. Most responses shared that the overall quality of services in Unity is good (7). This was followed by 5 sharing average; 3 sharing excellent; and, 2 sharing fair.



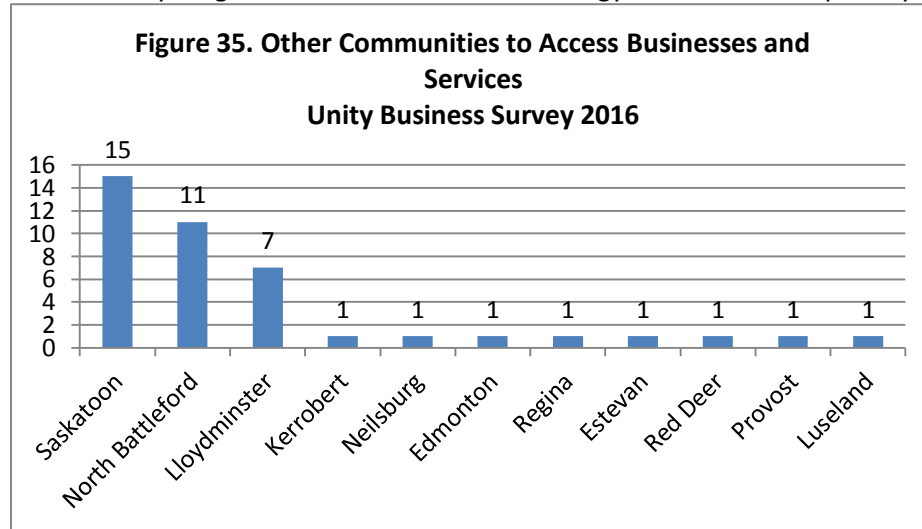
**E.2.b. Please share anything you would like to specifically note about the quality of services in Unity.**

Of the 17 who answered the first part of the question, 12 people shared more about their rating. The responses are summarized below:

- In small town people care about it, the people, and the businesses;
- Realization of what we have and that we should be fortunate;
- Quality of service goes down if there is a lack of competition;
- When others are looking in it reflects badly on the community if they don't know what is in it;
- Access to resources and services; and,
- When service is poor, it impacts the business.

**E.3.a. Outside of Unity, please share where else you access businesses and services.**

There were a total of 17 responses to this question. Most respondents shared more than one place they go to access businesses and services. The responses are shared below in Figure 35. The most common places mentioned included Saskatoon, North Battleford, and Lloydminster.



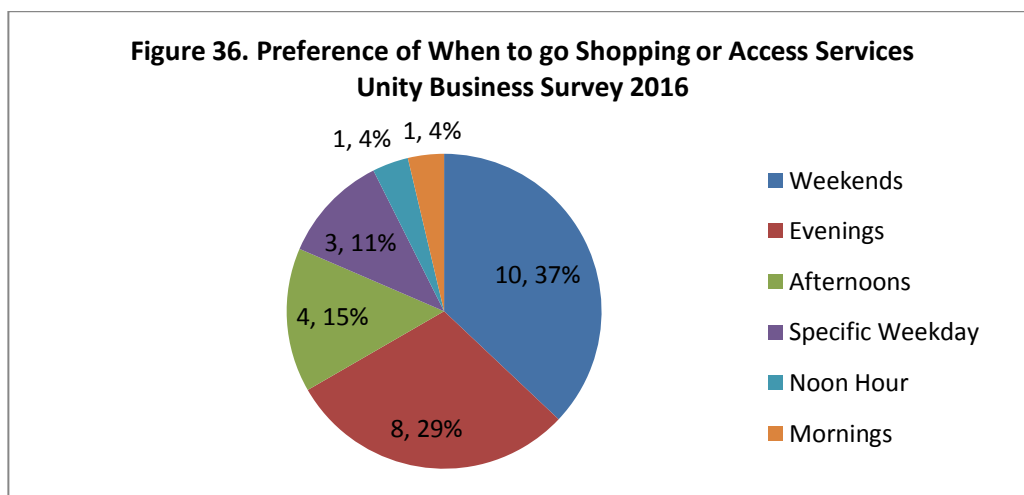
**E.3.b. Please share your reasons for accessing the businesses and services in the communities you listed above.**

As a follow up question participants were asked to share why they access businesses and services in the communities outside of Unity. The most common responses were for specific goods (7); leisure (6); have family and friends there (5); and, there are more options (3). Below shares a snapshot of all of the responses.

<b>Specific goods/services: 7</b>	<b>Leisure: 6</b>	<b>Family/Friends: 5</b>	<b>More options: 3</b>
Costs: 2	Office supplies: 2	Everyday needs: 2	Time: 1
Bulk shopping: 1	Business: 1	Where I live: 1	Quality: 1

**E.4 When do you prefer to go shopping and utilize services (e.g. weekdays, weekends, morning, afternoon, evenings, other)**

Figure 36 below summarizes the responses to this question. Of the 24 respondents, 18 answered this question. The most common response was on weekends (10); followed by evenings (8); afternoons (4); noon hour (1); mornings (1); and, Sunday, Friday, and Thursday were mentioned each once.



### E.5 What advice would you like to give community leaders on strategies to... retain/attract business?

There were a total of 13 responses when asked to share advice to community leaders about **retaining** businesses. The most common responses were equal amongst 4 categories: Competitive costs; Offer good services; More advertising; and, Training and professional development. Below shares a snapshot of all of the responses:

<b>Competitive costs: 2</b>	<b>Offer good services: 2</b>	<b>More advertising: 2</b>	<b>Training and professional development: 2</b>
Bulk shopping: 1	Lower taxes: 1	Succession planning: 1	Incentive to expand business: 1
Competitive wages: 1	Partnerships: 1	Community involvement: 1	Longer hours of operation: 1

Of the 24 respondents, there were a total of 12 responses that shared advice to leaders about **attracting** businesses. Below is a snapshot of the responses.

<b>Promote the quality of life: 3</b>	<b>Tax breaks: 2</b>	<b>Incentives to start a business:2</b>
Investments:1	Advertising: 1	Unity is seen as innovative: 1
Extend hours of operation: 1	Fill in gaps of the region: 1	Support local workforce: 1
Incorporate Community	Promotion through expansion and	Promotion through face to face/word of
Futures: 1	development: 1	mouth: 1
Attract families: 1	More housing options: 1	Information sessions: 1
Community involvement: 1		

The most common response mentioned was promoting the quality of life in Unity including the services and amenities offered. The second most common response was tied between two categories: one in regards to taxes and the other regarding incentives. For both of these response categories, respondents shared that it would be helpful to have tax breaks and incentives to start a business.

### E.6 Thinking about the community overall, what else would help make Unity a thriving business centre in relation to the following... access (affordability & mobility)/services/civic services/events and activities/neighbourliness/entrepreneurship and small business/industrial innovation/other?

There were 17 responses to this question. Some respondents did not comment on all of the factors. Below summarizes the most common responses for each of the factors

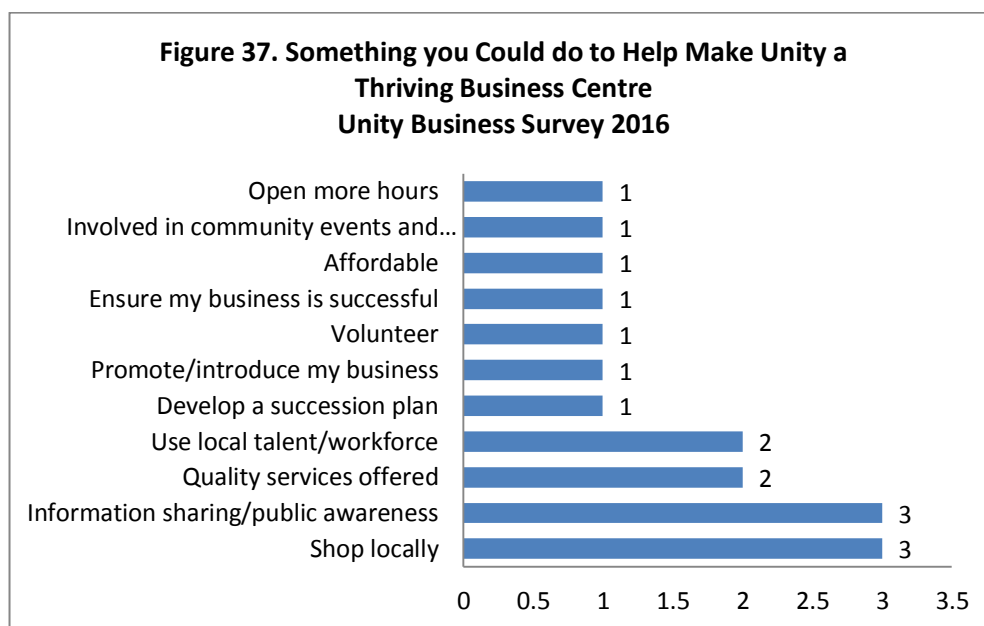
<p><b>Access (Affordability &amp; Mobility)</b></p> <ul style="list-style-type: none"> <li>• Accessible for alternatively abled people;</li> <li>• Competitive costs;</li> <li>• Good access through highways;</li> <li>• Living wages;</li> <li>• Open to the region;</li> <li>• Support for small business;</li> <li>• Taxes are too high.</li> </ul> <p><b>Services</b></p> <ul style="list-style-type: none"> <li>• Become a destination community;</li> <li>• Focus on quality services;</li> <li>• Funding;</li> <li>• Go above and beyond industry standards;</li> <li>• More for Leisure and Recreation;</li> <li>• More Variety;</li> <li>• Open to the Region;</li> <li>• Transportation services needed.</li> </ul>	<p><b>Neighbourliness</b></p> <ul style="list-style-type: none"> <li>• Be the regional hub;</li> <li>• Continue to provide opportunities to get to know one another, socialize;</li> <li>• Continue to work inter-municipally;</li> <li>• Use sports rivalries to help break down barriers and other confrontation.</li> </ul> <p><b>Entrepreneurship/Small Business</b></p> <ul style="list-style-type: none"> <li>• Bring everyone around the table - more engagement through the Chamber of Commerce;</li> <li>• Draw in younger families;</li> <li>• Have a direction - need short to long term goals outlined;</li> <li>• Information sessions on starting a business and entrepreneurship;</li> <li>• More rental/leasing options;</li> </ul>
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## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

<b>Civic Services</b> <ul style="list-style-type: none"> <li>• Ensure current services are maintained;</li> <li>• Provide leisure and recreation that changing demographics want (bring back tennis);</li> <li>• Provide more long term care beds;</li> <li>• Upgrade facilities;</li> <li>• Upgrade infrastructure.</li> </ul> <b>Events/Activities</b> <ul style="list-style-type: none"> <li>• Acknowledge volunteers;</li> <li>• Age friendly recreation;</li> <li>• Culturally sensitive events;</li> <li>• State of the art community hall;</li> <li>• More dining options;</li> <li>• Maintain and enhance current events.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote vocational training;</li> <li>• Work placements and partnerships with secondary and post-secondary schools.</li> </ul> <b>Industrial Innovation</b> <ul style="list-style-type: none"> <li>• Be the innovation capital;</li> <li>• Bring in more repair people;</li> <li>• Capitalize on our transportation;</li> <li>• Develop a strategic plan;</li> <li>• Ensure we are up to date on trends and technology;</li> <li>• Inquire on the concept of clustering.</li> </ul>
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### E.7 What would be something you could do yourself to help make Unity a thriving business centre?

There were a total of 14 responses to this question. The most common responses included people sharing that they could shop locally more and provide more information about their business through promotion.



## PART F: FINAL THOUGHTS

### F1. Is there anything else you would like to add?

When participants were asked if they had any final thoughts, there were a total of 6 people who answered. The answers are summarized below:

- Currently working on promoting the business;
- Not involved with the Chamber as much as they use to be;
- Unity is a thriving community financially;
- There is opportunity in Unity;
- Communications to promote the Town and inform residents is good;
- Provide more jobs for people in Unity e.g. oil, gas station and food industry, more stores with lower rates;
- Some uncertainty about the study.



**PART G: SURVEY DEMOGRAPHICS****G1.a. Do you live in Unity? b. If no, where do you live?**

Figure 38 below illustrates where the respondents live. From the total 24 respondents, 20 shared they live in Unity; 1 lives in the RM of Round Valley No. 410; 1 lives in Wilkie; and, 1 lives in Saskatoon.

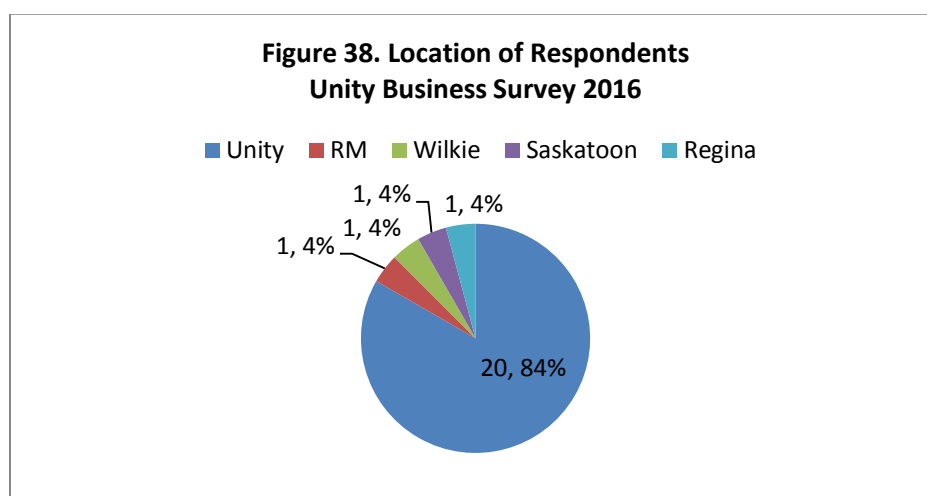
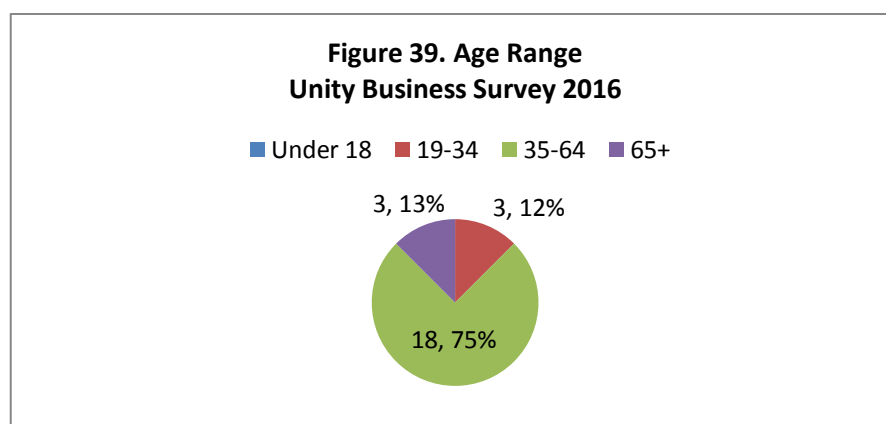
**G2. What is your age range?**

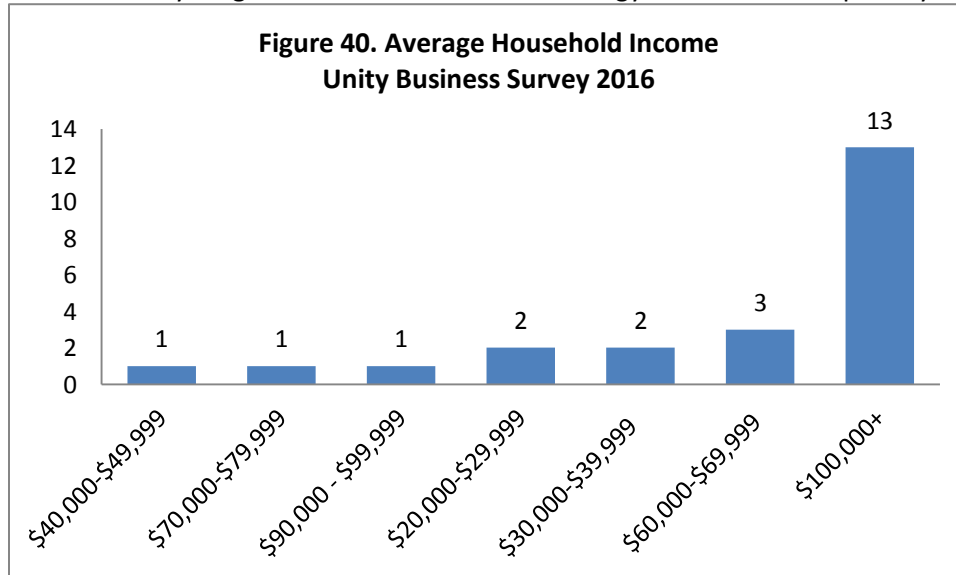
Figure 39 below illustrates the age ranges of respondents. There were 18 respondents in the age range of 35-64; 3 that were 19-34; and, 3 that were 65+.

**G3. What is your gender identity?**

There were a total of 11 females and 13 males who completed the survey.

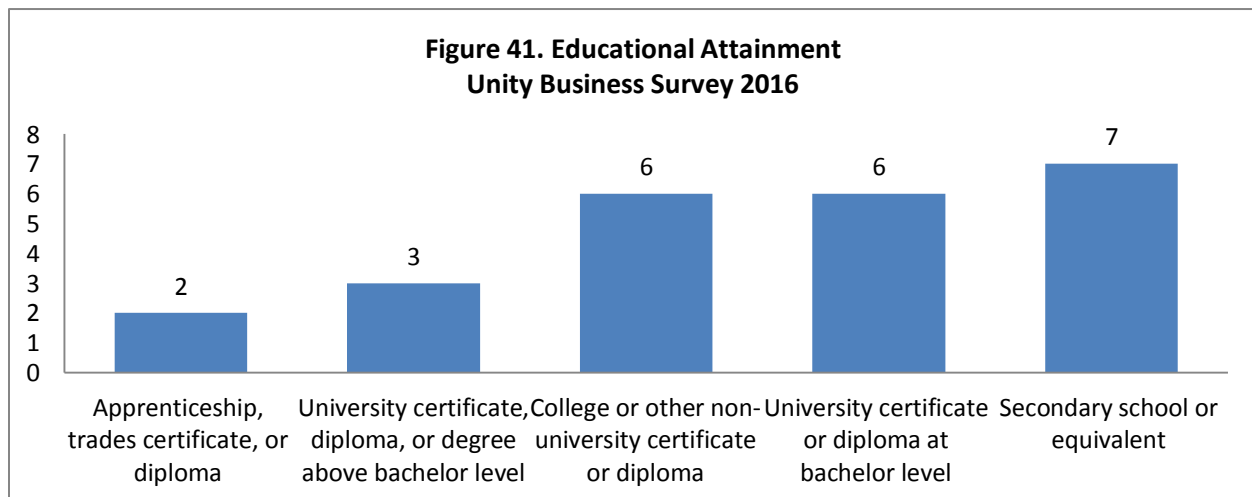
**G4. What was your average household income last year?**

When respondents were asked to share their average household income, 23 of the 24 respondents answered. 13 had an average household income of \$100,000+. This is followed by 3 with a range of \$60,000-\$69,999; 2 with a range of \$30,000-\$39,999; 2 with a range of \$20,000-\$29,999; 1 with a range of \$90,000-\$99,999; 1 with a range of \$70,000-\$79,999; and 1 with a range of \$40,000-\$49,999. See Figure 40 below.



#### G5. What is your highest level of educational attainment?

Figure 41 below illustrates the educational attainment for survey respondents. Of the total 24 respondents, 7 shared they have a secondary school or equivalent; there were 6 each who shared they have a university certificate or diploma at a bachelor level and college or other non-university certificate or diploma; 3 have a university certificate diploma or degree above a bachelor level; and, 2 have an apprenticeship, trades certificate or diploma.



#### G6. What is your citizenship status?

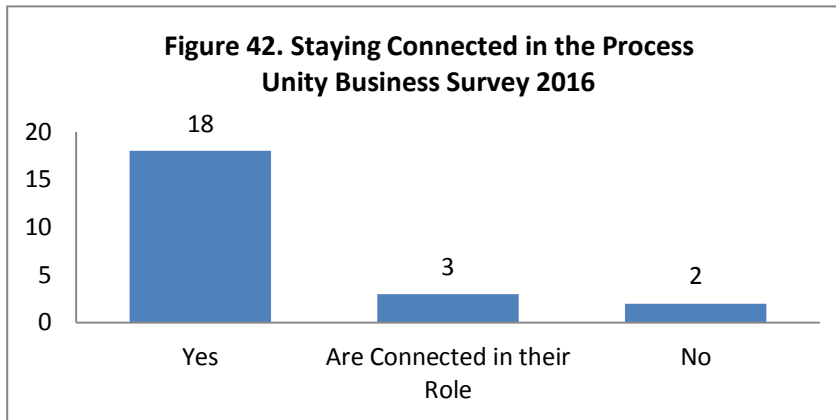
When survey participants were asked to share their citizenship status 22 of 24 identified themselves as a Canadian Citizen and 2 identified themselves as a Permanent Resident.

#### G7. Do you self-identify as Indigenous?

Of the 24 respondents, there was only 1 respondent who shared they self-identified as Indigenous.

**G8. Would you like to stay connected during the process to receive future updates?**

When the survey participants were asked whether they would like to stay connected to the process, there were 23 of 24 respondents who answered. Of the responses, 18 answered yes; 2 answered no; and, 3 are connected to the process due to their current role. Figure 42 below displays the responses.



## Appendix D: Regional Comparison of Businesses

Business Classification - Rosetown	Total Number of Businesses
Accommodation and Food Services	12
Administrative and support, waste management and remediation services (Business Services)	2
Construction Sector	10
Finance, Insurance & Real Estate	3
Other Services (Personal and Household Services)	12
Professional, Scientific and Technical Services	17
Arts, Entertainment and Recreation	3
Retail Trade	27
Transportation and Warehousing	2
Public Sector Services	7
Wholesale Trade	11
<b>Total</b>	<b>106</b>

Business Classification - Kindersley	Total Number of Businesses
Accommodation and Food Services	14
Administrative and support, waste management and remediation services (Business Services)	2
Construction Sector	10
Finance, Insurance & Real Estate	7
Other Services (Personal and Household Services)	12
Professional, Scientific and Technical Services	29
Public Sector Services	7
Mining and Oil and Gas Extraction Resource Sector	7
Retail Trade	13
Transportation and Warehousing	1

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

Wholesale Trade	9
<b>Total</b>	<b>111</b>

Business Classification - Wilkie	Total Number of Businesses
Accommodation and Food Services	8
Agriculture	11
Administrative and support, waste management and remediation services (Business Services)	4
Information and Cultural Industries	3
Construction Sector	12
Finance, Insurance and Real Estate	7
Other Services (Personal and Household Services)	15
Professional, Scientific and Technical Services	3
Public Sector Services	2
Arts, Entertainment and Recreation	4
Retail Trade	8
Transportation & Warehousing	8
Wholesale Trade	3
<b>Total Businesses</b>	<b>88</b>

Business Classification - Provost	Total Number of Businesses
Accommodation and Food Services	9
Agriculture	4
Administrative and support, waste management and remediation services(Business Services)	4
Information and Cultural Industries	1
Construction Sector	20
Finance, Insurance and Real Estate	16
Manufacturing	7

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

Other Services (Personal and Household Services)	28
Professional, Scientific and Technical Services	6
Public Sector Services	8
Arts, Entertainment and Recreation	3
Mining and Oil and Gas Extraction Resource Sector	32
Retail Trade	27
Transportation & Warehousing	5
Utilities	4
Wholesale Trade	1
<b>Total Businesses</b>	<b>175</b>

Business Classification - Cut Knife	Total Number of Businesses
Accommodation and Food Services	9
Agriculture	13
Administrative and support, waste management and remediation services (Business Services)	1
Information and Cultural Industries	2
Construction Sector	14
Finance, Insurance & Real Estate	3
Manufacturing	2
Other Services (Personal and Household Services)	13
Professional, Scientific and Technical Services	1
Public Sector Services	17
Arts, Entertainment and Recreation	8
Retail Trade	10
Transportation and Warehousing	3
Wholesale Trade	3
<b>Total Businesses</b>	<b>99</b>

## Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

Business Classification - Kerrobert	Total Number of Businesses
Accommodation and Food Services	10
Construction Sector	9
Finance, Insurance & Real Estate	4
Manufacturing	2
Other Services (Personal and Household Services)	10
Professional, Scientific and Technical Services	3
Public Sector Services	1
Arts, Entertainment and Recreation	1
Mining and Oil and Gas Extraction Resource Sector	6
Retail Trade	7
Wholesale Trade	2
<b>Total Businesses</b>	<b>55</b>

Business Classification - Macklin	Total Number of Businesses
Accommodation and Food Services	9
Agriculture	5
Administrative and support, waste management and remediation services (Business Services)	1
Information and Cultural Industries	3
Construction Sector	15
Finance, Insurance and Real Estate	5
Manufacturing	3
Other Services (Personal and Household Services)	35
Professional, Scientific and Technical Services	3
Public Sector Services	14
Arts, Entertainment and Recreation	12
Mining and Oil and Gas Extraction Resource Sector	14

Town of Unity Targeted Business Attraction Strategy and Business Gap Analysis

Retail Trade	21
Transportation and Warehousing	5
<b>Total Businesses</b>	<b>145</b>