



**TOWN OF AMHERSTBURG
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING**

AGENDA

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**Council Chambers
271 Sandwich Street South, Amherstburg, ON, N9V 2A5**

**Thursday, November 21, 2024
5:00 PM**

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Pages

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF**
- 4. LAND ACKNOWLEDGMENT**

We will begin by acknowledging that the land on which we gather is the traditional territory of the Three Fires Confederacy of First Nations (comprising the Ojibway, the Odawa, and the Potawatomie Peoples), and of the Huron-Wendat and Wyandot Peoples. We recognize the land as an expression of gratitude to those whose traditional territory we reside on, and a way of honouring the Indigenous people who have been living and thriving on the land since time immemorial. We value the significant historical and contemporary contributions of local and regional First Nations and all of the Original Peoples of Turtle Island.

5. MINUTES OF PREVIOUS MEETING

5.1 Economic Development Advisory Committee Meeting Minutes - September 19, 2024

4

That the Economic Development Advisory Committee Meeting Minutes of September 19, 2024 **BE ADOPTED**.

6. DELEGATIONS

7. ORDER OF BUSINESS

7.1 Economic Development Advisory Committee First Meeting of 2025

That the first Economic Development Advisory Committee meeting of 2025 **BE HELD** on January 16, 2025.

7.2 Report Back on Open Air Business Open House

8

That the report on the Open Air including the Business Survey and Open House **BE RECEIVED** for information.

7.3 Temporary Patio Extension Report

65

The report dated November 7th, 2024 regarding the User Fee for Temporary Patio Extension on Municipal property **BE RECEIVED**.

7.4 Succession Planning for Local Businesses

68

7.5 Howard Industrial Secondary Plan Update

7.6 Flashvote

8. UNFINISHED BUSINESS

9. NEW BUSINESS

10. ADJOURNMENT

That the Committee **ADJOURN** at p.m.



TOWN OF AMHERSTBURG
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE MEETING
MINUTES

Thursday, September 19, 2024

5:00 P.M.

Council Chambers

271 Sandwich Street South, Amherstburg, ON, N9V 2A5

PRESENT Patricia Simone – Chair
Alan Buterbaugh – Vice Chair
Mayor Michael Prue – Ex-officio
Councillor Linden Crain
Councillor Diane Pouget
Jack Edwards
Michael Deneau

STAFF PRESENT Kevin Fox - Clerk
Melissa Osborne - Staff Liaison, Director of Development Services/Deputy CAO
Jennifer Ibrahim – Manager of Economic Development, Tourism and Culture
Selena Scebba - Recording Secretary

ABSENT Kenneth Morrison (Regrets)

1. CALL TO ORDER

The Chair called the meeting to order at 5:00 p.m.

2. ROLL CALL

3. DISCLOSURE OF PECUNIARY INTEREST & GENERAL NATURE THEREOF

Councillor Pouget declared a conflict on items 6.1 and 7.1 due to her house being in close proximity to Belle Vue.

4. LAND ACKNOWLEDGMENT

The Chair has read the following land acknowledgment: We will begin by acknowledging that the land on which we gather is the traditional territory of the Three Fires Confederacy of First Nations (comprising the Ojibway, the Odawa, and the Potawatomie Peoples), and of the Huron-Wendat and Wyandot Peoples. We recognize the land as an expression of gratitude to those whose traditional territory we reside on, and a way of honouring the Indigenous people who have been living and thriving on the land since time immemorial. We value the significant historical and contemporary contributions of local and regional First Nations and all of the Original Peoples of Turtle Island.

5. MINUTES OF PREVIOUS MEETING

Moved by A. Buterbaugh
Seconded by J. Edwards

That the following Economic Development Advisory Committee meeting minutes **BE ADOPTED:**

5.1 Economic Development Advisory Committee Meeting Minutes - June 20, 2024

The Chair put the motion.

Motion Carried.

6. DELEGATIONS

6.1 Delegation-Item 7.1- Belle Vue Expression of Interest Update - The Belle Vue Conservancy Board

Moved by A. Buterbaugh
Seconded by Councillor Crain

That the delegation **BE RECEIVED**.

The Chair put the motion.

Motion Carried.

Moved by Councillor Crain
Seconded by J. Edwards

That the delegation **BE RECEIVED**.

The Chair put the motion.

Motion Carried.

7. ORDER OF BUSINESS

7.1 Belle Vue Expression of Interest Update

Moved by A. Buterbaugh
Seconded by J. Edwards

That the Economic Development Advisory Committee recommend to Council that:

1. The report back on the evaluation of the Belle Vue Expression of Interest proposal dated September 6th, 2024, **BE SUPPORTED** in concept;
2. The Town of Amherstburg should not consider long-term ownership of the property at the expense of taxpayers. From an economic development perspective, it is recommended that the Town of Amherstburg **SUPPORT** developers and business owners, not compete with them. There are many safeguards and processes available to protect heritage and public access goals without owning the property;
3. Should Council decide not to proceed with the Amico-Loop proposal that a future report **BE BROUGHT** back to Council with further options.

The Chair put the motion.

Motion Carried.

- 7.2 Economic Development Newsletter – Content
- 7.3 Update on Business Consultation
- 7.4 Economic Development Division Engagement Update
- 7.5 Update on Night Market and Business Market

8. UNFINISHED BUSINESS

9. NEW BUSINESS

10. ADJOURNMENT

Moved By A. Buterbaugh
Seconded By J. Edwards

That the Committee **ADJOURN** at 6:58 p.m.

The Chair put the motion.

Motion Carried

Patricia Simone - Chair

Selena Scebba - Recording Secretary



THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF DEVELOPMENT SERVICES

Mission Statement: As stewards of the Town of Amherstburg, we strive to improve the quality of life of all residents through the delivery of effective, efficient, and affordable services.

Table with 2 columns: Author information (Name, Phone, E-mail) and Report details (Date, Council date, Resolution #).

To: Mayor and Members of Town Council
Subject: Report Back on Open Air and Business Survey

1. RECOMMENDATION:

It is recommended that:

- 1. The report on the Open Air including the Business Survey and Open House BE RECEIVED for information.

2. BACKGROUND:

At the March 25, 2024 Council meeting the following resolution was made:

Resolution: 20240325-018
Moved By Councillor Allaire
Seconded By Councillor Courtney

That at the end of Open-Air events in September administration, businesses, and council if they so wish TO PARTICIPATE in a meeting together to discuss the footprint, frequency, benefits, and improvements for open air for all businesses within and outside the footprint up to 500m.

Table with 3 columns: Name, Yes/ Concur, No/Not Concur. Rows for Councillor Allaire, Courtney, Crain, and Deputy Mayor Gibb.

Councillor McArthur		X
Councillor Pouget	X	
Mayor Prue	X	

The Deputy Mayor put the Motion.

Motion Carried.

This report is to provide an update on Open Air as well as the results of the business survey in advance of budget deliberations.

3. DISCUSSION:

Business Survey - 2024

The direction from Council was to survey all businesses within the Open Air footprint as well as those within 500m of the footprint. In order to determine those within 500m of the footprint the clock tower in the courtyard at the foot of Dalhousie and Richmond was used. There are 118 businesses identified as being within the defined area, Appendix A provides a listing of those businesses. Given the unique nature of this survey and open house the Economic Development Coordinator hand delivered the survey and invitation to the Open House to each business.

The Open House was held on September 11, 2024 from 3pm to 6pm at Flow Café and Bikes at 274 Dalhousie. This location was selected based on proximity to the businesses invited to the Open House in an effort to provide the most opportunity for attendance by reducing the need for them to travel to the Libro Centre.

There were 19 businesses which attended the Open House to discuss Open Air. They were provided the opportunity to ask questions or raise concerns with staff and those members of Council in attendance. Business owners were directed by staff to share their comments through the survey to ensure their feedback could be reported out correctly.

In total 49 business survey responses were received, 29 from businesses inside the footprint and 20 from outside, which equates to approximately 42% of the total businesses submitting a survey response. The results of the survey are attached to this report as Appendix B– Open Air Business Survey Results 2024. The results of this survey are consistent with the challenges in obtaining a format for Open Air which all businesses could support.

Of note: The attached survey results currently shows a minor discrepancy. More specifically the beginning of the report indicates 50 survey entries submitted however the metrics for each question indicates 49 responses. Efforts to resolve with matter through collaboration with Talk the Burg is in process and if corrected before November 22nd an addendum will be provided.

Open Air Survey – 2023

As per Council direction in August 2023 an Open Air survey was completed after the 2023 season.

Resolution # 20230814-026
Moved By Councillor Allaire
Seconded By Councillor Pouget

That the Town of Amherstburg **TO POST** a survey on Talk the Burg which includes questions regarding frequency, duration, activities and a comments section for 30 days to solicit comments on Open Air and the CAO to approve.

The Mayor put the Motion.

Motion Carried.

The survey was made available to the public from September 14, 2023 to October 15, 2023. There were 549 survey responses received and a report on the findings was brought to Council on November 13, 2023.

The following summary of the results of the survey was included in the November 13, 2023 report:

Talk the Burg Residents Survey (549 respondents).

- 89.3% attended Open Air Weekends
- 77.8% liked the 2023 Open Air Weekends Footprint
- 83.2% would like to see Open Air Weekends return
- 74.8% would like Open Air Weekends to return every weekend

The following resolution was made on November 13, 2023

Moved By Councillor Allaire
Seconded By Councillor Crain

That the Open-Air Weekends 2023 Survey Report from the Manager of Tourism and Culture dated October 19, 2023 **BE RECEIVED for information.**

The Mayor put the Motion.

Motion Carried.

Resolution # 20231113-008
Moved By Councillor Allaire
Seconded By Councillor Pouget

That the Open-Air footprint, activities and ideas **BE SENT** to the Accessibility Committee for an accessibility review before budget.

The Mayor put the Motion.

Motion Carried

Open Air Event

The program initially launched mid-summer and operated through to November 1 2020, with hours from Friday at 2 pm to Monday at 8 am. In 2022, Open Air achieved its longest stretch, running for 19 consecutive weekends. Over time, operational efficiencies have been identified and implemented, leading to adjustments in program hours. Initially set at 66 hours, the road closure hours have been refined to 53 hours in 2023 & 2024, now running from Friday at 3 pm to Sunday at 8 pm over a span of 14 consecutive weeks.

This option was selected by Council on March 13, 2023, along with delegated authority to the Chief Administrative Officer to approve exemptions and permits required for noise and road closures.

During the 2024 season Open Air themed programming aligned with various festivals occurring on four (4) of those weekends.

1. Ribfest
 - a. Regular programming costs were reduced as the Ribfest provided for additional entertainment and programming.
2. Horticulture (every other year)
 - a. Tourism Students gathered ballots for the Garden Tour participants.
 - b. A hands-on planting experience was coordinated.
 - c. Jack's Organics was engaged and handed out free tomato plants
3. Art Crawl
 - a. Regular programming costs were reduced as the Art Crawl provided for additional entertainment and programming
4. Cars Gone Crazy
 - a. The streets are reopened on that Sunday to provide for this event and no additional entertainment or programming is done.

These events are funded and organized by local businesses, residents and non-profit groups. Since they are held in the downtown core Administration has developed, and continues to improve, on themed programming for Open Air complementing these events to provide a cohesive and enhanced experience for those attending.

Local businesses, residents, and non-profit groups fund and organize these events. Since they are held in the downtown core, Administration has developed and continues to improve themed programming for Open Air, complementing these events to provide a cohesive and enhanced experience for those attending.

New in 2024

Non-Profit Engagement:

During the 2024 season, Administration actively connected with local non-profit organizations to offer them valuable opportunities to raise awareness and foster community engagement. Examples include weekend pickleball events led by Amherstburg's Pickleball Association, bringing residents together for enjoyable activities and showcasing local initiatives. The Amherstburg Pickleball Association reported 60 members enjoyed the engagement Downtown, where they taught 48 people to play pickleball.

Night Markets:

During the 2024 Open Air season, Night Markets were held every Friday evening, featuring a total of 37 predominantly non-brick-and-mortar businesses. Vendor participation each week varied between 11 and 17 vendors. Initial findings indicated strong vendor engagement and perceived benefits early in the season, though these benefits lessened toward the end. Despite this trend, there is potential for a successful Friday Night Market in the future. Planned adjustments include reducing space availability for each Friday, curating a diverse selection of vendors to avoid duplicate offerings, and

coordinating vendor participation for three themed weekends: Latin Fest, Carousel of Nations, and Agricultural Weekend.

Brick and Mortar:

In 2024, we introduced Business Markets on Saturdays and Sundays, offering a valuable opportunity for Amherstburg's brick-and-mortar businesses and local non-profits to set up a booth in our Open Air footprint at no cost. Despite our strong marketing efforts, participation from local businesses was lower than anticipated, while interest from out-of-town businesses was notably high. The Business Market had the following outcomes:

- 6 not-for-profits attended 15 business markets
- 4 brick-and-mortar businesses attended 6 business markets, and 2 of these businesses were no-shows.

To better prioritize the local businesses that actively support our community and contribute to our commercial tax base, we're refining our approach for 2025. Amherstburg brick-and-mortar businesses will continue to enjoy complimentary booth space in the Open Air footprint on Saturdays and Sundays. For out-of-town businesses interested in joining, we will consider their participation with a vendor fee. This adjustment lets us showcase Amherstburg businesses first and foremost while welcoming outside vendors to enhance the market experience for all.

Local Entertainers:

This year, we elevated our local programming by holding an open audition, tapping into a rich, diverse pool of local talent across all ages and music genres. This initiative welcomed new artists, with performers ranging from 10 to 70 years old, creating a vibrant mix of seasoned entertainers and first-time performers eager to showcase their skills. The open audition not only highlighted the depth of talent in our community and provided us with a unique talent resource that allowed us to enrich our summer schedule. The tourism team is excited to continue this successful approach in 2025, bringing even more local talent into the spotlight and creating memorable experiences for residents and visitors alike.

Development Stage for 2025

During the 2025 season Administration is looking at providing for three (3) additional festival weekends within the 14 weeks, more specifically:

1. Latin Fest

In 2024, the August 23rd weekend was Latin-themed to gauge interest. The weekend proved successful, and the tourism team is exploring programming to enhance resident/visitor engagement.

2. Carousel of Nations

In 2024, the tourism team began conversations with the Multi-Cultural Centre about the feasibility of becoming a satellite hosting site for the Carousel of Nations. Administration is reviewing this potential themed programming as one of the Open Air weekends.

3. Agricultural Weekend

A founded opportunity to engage our agricultural community in a place where our residents/visitors can learn more about the various types of agriculture in Amherstburg including wineries, craft beverages, farm markets, greenhouses, farm animals and crops.

To maintain the effectiveness of Open Air’s branding and maximize grant funding moving forward it is suggested that Open Air continue to be the 14 weeks, including 7 festival weekends and 7 weekends focused on Open Air-only programming. Sustained promotion of Open Air as a unique attraction is essential to fulfilling the terms of the grants awarded to the Town, as outlined in the Revenue Generation section of this report. Notably, in 2023/24, we have seen a propensity for grantors to support events with longevity that embody the core principles of placemaking, which Open Air consistently delivers.

Attendance

During the 2024 season Administration revisited the attendance counting process. Each weekend attendance was counted at the following times:

Friday	7:00pm-8:00pm
Saturday	12pm-1pm
	4pm-5pm
	7pm-8pm
Sunday	12:00pm-1:00pm
	4:00pm-5:00pm

Staff was stationed at the following locations: Murray St and Ramsey; Richmond and Ramsey and; Dalhousie and Richmond counting people as they entered the Open Air footprint. This process was put in place to reduce double counting of people as it only counted those coming into the area from one of the three (3) locations. The hours selected were based on when businesses were already open, and therefore the majority of staff likely already on site. This reduced the probability of counting staff going to work. While efforts were taken to minimize double counting or counting staff, Administration recognizes there is still at some level of double counting or staff counting, however that probability is deemed as minimal by putting these new control measures in place.

These counts were used to determine an average daily count for Friday, Saturday and Sunday. When determining the average count Administration recognized early morning and later evening are lower in attendance and therefore we did not apply the daily average to the full number of hours each day. More specifically the table below shows the Open Air hours and how many hours were actually used for the daily average so as to avoid overstating activity during what is known to be slower times:

Day	Hours Open	Hours Used for Average	Average Hourly Attendance	Average Count over 14 weeks
Friday	3pm to 11pm – 8hrs	2	668	18,714
Saturday	8am to 11pm – 15hrs	8	529	59,293
Sunday	8am to 8pm – 12hrs	5	374	26,212
	Total Count for 14 weeks			104,219

Had the full number of hours each day been used rather than the reduced number of hours noted above, the resulting total count for the 14 weeks would have been 248,941. The total count of 104,219 for the 14 weeks, based on the process changes and conservative approach to the number of hours which are most active during Open Air is deemed by Administration as a more reasonable and reliable number.

In 2024 staff also conducted attendance surveys to provide for additional key insights into visitor demographics, engagement, and event appeal. These insights provide for greater insight and planning for future programming. Below is a summary of the key insights received through these surveys:

Attendance Awareness: Most attendees learned about Open Air through social media, followed by word-of-mouth and radio, underscoring the importance of digital and community-based marketing.

Visitor Origins: While 46.5% of attendees were Amherstburg locals, 15.5% came from Windsor, 9.1% from LaSalle, 5% from Essex, 4.4% from Kingsville, and smaller percentages from Leamington, Lakeshore, Tecumseh combined came to 4.9%. Those that travelled from Ontario (outside of Windsor-Essex) were 8.3%, other parts of Canada were 0.7%, the United States were 4.4%, and internationally were 1.1%.

Frequency of Attendance: The event enjoys strong local engagement, with 26.8% attending weekly and 22% monthly.

Group Sizes: Attendees primarily came in small groups, with 57.1% arriving in groups of 2-3, highlighting Open Air's appeal for family and friend gatherings.

Main Attractions: Dining and entertainment topped the list of reasons for attending, followed by the opportunity to spend quality time with family or friends.

Overnight Stays: Only 10.1% of out-of-town visitors stayed overnight, indicating that most opted for day visits.

Overall, Open Air is a community-centered event that draws a mix of local and regional visitors, primarily for food, entertainment, and social experiences.

Open Air Financials

Financial Investments from Businesses in Footprint

Administration gathered information in 2023 regarding investments made by businesses in the Open Air footprint which include, but is not limited to, the following:

\$40,000

Investment in additional programming for Open Air including but not limited to:
WSO performance, live entertainment, bagpipers and family activities;

\$72,000

Investment in additional events in 2024 to be held over an Open Air weekend funded by businesses in the downtown: Art Crawl, Ribfest & Pride Weekend

\$38,000

Investment in outdoor spaces and entertainment provided in businesses expanded footprint, examples outdoor story time, musicians, artists etc.

Other investments not specific to Open Air and benefits all our festivals as well as downtown public spaces:

\$198,000

Public space investments including but not limited to murals, art work, on air promotion of the Town.

\$25,000

Sponsorship of other Town events.

In total approximately \$385,800 in investments to date from the businesses within the Open Air footprint contribute to community festivals and year round enhancements in the downtown and Kings Navy Yard Park area.

Town Financials for Open Air

Base Budget

At the 2024 budget deliberations Administration presented information as it relates to the Community Events general expense line only, to support the base budget increase being requested.

2023 Community Event Expenditures	
Total 2023 Expenditures	\$ 297,000
Less: Expenditure funded by Grants and Sponsorships	(119,000)
Total Base Budget Community Event	\$ 178,000
Allocation of \$178,000 by Community Event	
Open Air	\$ 30,156
Car Shoe	\$ 5,000
River Lights	\$ 57,652
Truth and Reconciliation	\$ 8,141
Uncommon	\$ 28,026
Canada Day	\$ 12,158
True Fest	\$ 12,099
Santa Parade	\$ 16,000
New Events and General Costs	\$ 8,162
Total	\$ 177,394

The Tourism 2024 approved operating budget includes the following general expenses:

2024 Tourism General Expense Budget

Uniforms	1,000
Office Supplies	3,000
Advertising	35,000
Contracted Services	-
Community Events	180,000
Mobile Devices	3,200
Memberships	1,000
Training and Conferences	6,000
Travel and Mileage	1,000
Promotions	10,000
Bank Charges - Special Events	500
	240,700

Of note the Community Events budget of \$180,000 includes a one-time amount of \$20,000 for 2024, meaning the annual base budget for this line item is \$160,000.

Open Air 2024 Financials – as of October 31, 2024

During the 2024 season Administration put in place additional changes to further define the actual expenditures which relate to specific community events. As a result, for 2024 the following expenditure types are also being tracked at the event level: Advertising; Student and Contract Labour and; Promotions. All other expenditures, full time salaries, uniforms, office supplies, mobile devices, memberships, training and conferences, travel and mileage and bank charges are not able to be tracked at that level as they are general in nature and not unique to a specific event.

In a focused effort to enhance operational efficiency and support work-life balance, adjustments were made to the scheduling practices for full-time staff during the 14-week Open Air event. Previously, staff often worked overtime on weekends and evenings to ensure adequate coverage. The revised approach introduced flex shifts, allowing each staff member to maintain a standard five-day workweek, with shifts arranged to cover both weekends and weekdays.

This shift in scheduling reduced the accumulation of banked time, minimizing the need for payouts of unused hours, and significantly lowered the demand for extended shifts and workweeks.

As of the writing of this report the 2024 actual costs for Open Air which can be reported are as follows:

2024 Open Air costs - As of October 31, 2024	
Student and Contract Labour *	\$ 42,650
Overtime Public Works *	\$ 6,345
Advertising	\$ 6,316
Printed Material and Promotions	\$ 651
Community Events	\$ 23,710
Total	\$ 79,673

*Included in the Student and Contract Labour is approximately \$14,900 for a contracted Tourism Co-ordinator. This cost is funded 100% by the My Main Street grant. Overtime for Public Works, which is required to close and open the streets, is included in the PW operating budget however included in this table as it is that direct cost for Open Air can be determined.

These numbers are not final and will be subject to change until year end is closed and all invoicing and payments have been processed.

Administration has also put in place further processes to track actual events costs which are funded by base budget (taxpayer) vs those costs funded by sponsorships and or grants. As this process was not put in place until May and submission claims for awarded grants is still in process the table below is reflective of all Open Air costs to date, however as can be seen in the Revenue section of this report a significant amount of the expenses for Open Air will be off set by sponsorship, grants and new revenue.

Based on 2024 revenue to date, revenue, sponsorship and grant funding specific Open Air is noted in the table below. Of note, in addition to the \$23,935 in funding from My Main Street directly attributable to Open Air, there is an additional \$32,477 in expenditures funded by the grant for Open Air which are for investments which can be leveraged for other events and use. Examples of these include but are not limited to the Tourism Carts; outdoor furniture; decent costumes and lighting for Kings Navy Yard Park.

2024 Open Air Revenue- As of October 31, 2024	
Night Markets	\$ 9,700
Whimsical Signs	\$ 1,550
Experience Ontario Grant 2024/2025	\$ 20,000
My Main Street	\$ 23,935
Libro Credit Union Sponsorship	\$ 2,000
Total	\$ 57,185

In considering the total costs to date of \$79,673 less the grant and sponsorship funding of \$57,185, the estimated tax payer cost for Open Air in 2024 was \$22,488. The table below outlines the average cost per day for Open Air funded from taxpayers is \$643 and the cost per attendee \$.22.

# of Days	Taxpayer Cost	Average Cost per Day	Event Attendance	Average Cost Per Attendee
35	\$ 22,488	\$ 643	104,219	\$ 0.22

Economic Impact

Tourism Regional Economic Impact Model (TREIM):

The Tourism Regional Economic Impact Model is a tool which has been developed by the Ontario Ministry of Tourism, Culture, and Gaming. This tool generates a report which details an event's broader fiscal and employment impacts across multiple sectors. This tool is also used for various grants awarded to festivals or events in order to gauge impact to the economy as key indicators for grant investment value. By example

Experience Ontario 2024/2025 grant of \$20,000 awarded for Open Air will require this report and is therefore included as Appendix C.

The 2024 Amherstburg Open Air Weekends delivered a notable economic impact throughout Ontario. 104,219 attendees participated in the event, with approximately 19,540 visitors who travelled to Amherstburg from outside the Windsor-Essex region, including areas across Ontario, other Canadian provinces, the United States, and overseas. These visitors contributed an estimated \$4,286,911 in spending, underscoring the event’s capacity to draw tourism dollars and support economic activity beyond the local area.

4. RISK ANALYSIS:

There is no risk in receiving this report.

5. FINANCIAL MATTERS:

Financial information has been provided in Discussion section of this report. There are no financial matter directly attributable to this report.

6. CONSULTATIONS:

Jennifer Ibrahim
Eric Chamberlain

7. CORPORATE STRATEGIC ALIGNMENT:


Vision: Preserving our past while forging our future.

<i>Amherstburg Community Strategic Plan 2022 - 2026</i>	
<p style="text-align: center;">PILLAR 1 Deliver Trusted & Accountable Local Government</p> <ul style="list-style-type: none"> <input type="checkbox"/> Improve trust between council and staff, and residents, by strengthening governance and internal accountability structures. ✓ Deliver transparent and efficient financial management. ✓ Increase effective communication and engagement with residents. <input type="checkbox"/> Develop our staff team, resources, and workplace culture. <input type="checkbox"/> Continue to deliver strong core municipal services. <input type="checkbox"/> Ensure Amherstburg is an inclusive accessible and welcoming community committed to reconciliation. 	<p style="text-align: center;">PILLAR 3 Encourage Local Economic Prosperity</p> <ul style="list-style-type: none"> <input type="checkbox"/> Encourage development of commercial and industrial lands. ✓ Continue to promote local tourism industry, especially overnight accommodation. ✓ Continue to facilitate downtown development for residents and visitors. ✓ Continue to leverage partnership opportunities with other provincial, federal, and local governments, agencies, and organizations.

<p align="center">PILLAR 2 Invest in Community Amenities and Infrastructure</p>	<p align="center">PILLAR 4 Shape Growth Aligned with Local Identity</p>
<ul style="list-style-type: none"> <input type="checkbox"/> Maintain safe, reliable and accessible municipal infrastructure and facilities. ✓ Increase access to recreation opportunities for all ages. <input type="checkbox"/> Finalize and execute plans for town-owned lands (e.g. Duffy’s site, Belle Vue) <input type="checkbox"/> Create public access to water and waterfront <input type="checkbox"/> Prioritize opportunities to reduce environmental impacts of Town operations and increase Town resilience to climate change. 	<ul style="list-style-type: none"> <input type="checkbox"/> Define and communicate a vision for the Town’s future and identity. <input type="checkbox"/> Promote and plan for green and “climate change ready” development. <input type="checkbox"/> Review and implement policies that promote greater access to diverse housing. <input type="checkbox"/> Protect the Town’s historic sites and heritage. <input type="checkbox"/> Preserve the Town’s greenspaces, agricultural lands, and natural environment.

8. CONCLUSION:

That Council receive this report for information.



Melissa Osborne
Deputy CAO/Director of Development Services

Report Approval Details

Document Title:	Report Back on Open Air and Business Survey .docx
Attachments:	- Appendix A - Businesses within 500 metres of Open Air.pdf - APPENDIX B - 2024 Open Air Business Survey Redacted.pdf - APPENDIX C - Tourism Regional Economic Impact Model - Open Air 2024 (002).pdf
Final Approval Date:	Nov 15, 2024

This report and all of its attachments were approved and signed as outlined below:



Tracy Prince





Valerie Critchley



Kevin Fox

OPEN AIR INSIDE FOOTPRINT IN-PERSON DELIVERY			
S. No.	Business Name	Date Visited	Left Survey
1	Owls Nest Emporium	27-Aug	x
2	LA Hairstyle	27-Aug	x
3	Ambiance	27-Aug	x
4	Manulife - Michael Orchard	27-Aug	x
5	White Woods	27-Aug	x
6	Musicland	27-Aug	x
7	Evelyn's	27-Aug	x
8	River Bookshop	27-Aug	x
9	Towne Shoppe	27-Aug	x
10	Acai Shack	27-Aug	x
11	Precision Jewellers	27-Aug	x
12	A La Mode	27-Aug	x
13	Pavel's Alterations	27-Aug	x
14	Amanda Bieber Sunlife	27-Aug	x
15	Dan Gemus Real Estate Team	27-Aug	x
16	Dominion Lending Centres	27-Aug	x
17	Guiding Light Counseling Services	27-Aug	x
18	Bouffard Tax Preparation	27-Aug	x
19	Bridge Logistics	27-Aug	x
20	Creating Space Psychotherapy	27-Aug	x
21	Purple Vixen Beauty	27-Aug	x
22	JANK Media & Design	27-Aug	x
23	Alexandra McGinnis	27-Aug	x
24	Simply Close Real Estate Lawyers	27-Aug	x
25	Amherstburg Chamber of Commerce	27-Aug	x
26	LC Bookkeeping CAN/US Taxes	27-Aug	x
27	Awesome Amherstburg	27-Aug	x
28	Insight Advantage	27-Aug	x
29	Vintage and Vinyl	30-Aug	x
30	Hotel STRY	30-Aug	x
31	Frate	30-Aug	x
32	Ritual Spa	30-Aug	x
33	Burger 67	30-Aug	x
34	CIBC	31-Aug	x
35	BMO	31-Aug	x
36	Downtown Espresso	31-Aug	x
37	Lot 10	31-Aug	x
38	Artisan Grill	31-Aug	x
39	Sushi	31-Aug	x
40	Dawg House	06-Sep	x
41	Clinic Supply (on Murray)	09-Sep	x
42	Masonic Lodge	10-Sep	x
43	Barber Shop	31-Aug	x
44	Lavender	31-Aug	x
45	pure day spa	30-Aug	x

	Attended Open House for Open Air
	Attended Open House for Business Licensing

OPEN AIR OUTSIDE FOOTPRINT IN-PERSON DELIVERY			
S. No.	Business Name	Date Visited	Left Survey
1	Nuccelli Frozen Yogurt	28-Aug	x
2	Cynthia Thrasher Law	28-Aug	x
3	Balance Yoga	28-Aug	x
4	Flow Café and Bikes	28-Aug	x
5	Meal Prep	28-Aug	x
6	"older lawyer office"	28-Aug	x
7	Lil Buddies Daycare	28-Aug	x
8	Beer Store	28-Aug	x
9	Amico - Bois Blanc	28-Aug	x
10	Legion Branch	28-Aug	x
11	Salty Dog	29-Aug	x
12	Country Bliss	29-Aug	x
13	Waterfront Ice Cream	29-Aug	x
14	Bondy Bed and Breakfast	29-Aug	x
15	Park House Museum	29-Aug	x
16	Fort Malden Park	29-Aug	x
17	Bullseye Pizza	29-Aug	x
18	CKBG Radio	29-Aug	x
19	Dominos Pizza	29-Aug	x
20	McDonalds	29-Aug	x
21	Petra Family Clinic	29-Aug	x
22	Embrace Dental Hygiene	29-Aug	x
23	Fashion Taylor Alterations	29-Aug	x
24	House of Mario	29-Aug	x
25	Naturopath	29-Aug	x
26	67 Richmond	29-Aug	x
27	Rivertown Dental	29-Aug	x
28	No Frills	29-Aug	x
29	Shoppers	29-Aug	x
30	Rosas	29-Aug	x
31	Gumballs and Overalls	29-Aug	x
32	Dare your Hair	29-Aug	x
33	Beauty By Breton	30-Aug	x
34	HL Hamilton Insurance	30-Aug	x
35	Bornais Insurance	30-Aug	x
36	7th Wave Tax Solutions	30-Aug	x
37	Panetteria	30-Aug	x
38	Malden Automotive	30-Aug	x
39	Community Living	30-Aug	x
40	Specks Restaurant	30-Aug	x
41	River Dance Academy	30-Aug	x
42	Cannabis	30-Aug	x
43	Fort Malden Animal Hospital	30-Aug	x
44	WFCU Bank	30-Aug	x
45	Bob's Leather	30-Aug	x
46	Car Wash	30-Aug	
47	Super Green Convenience	30-Aug	x
48	Flowers by Anna	30-Aug	x
49	Town Diner	05-Sep	x
50	Four Paws Groomer	30-Aug	x
51	DC Auto Care	30-Aug	x
52	Heritage Tires	30-Aug	x
53	Poseidon Pool and Spa	30-Aug	x
54	Duby's Paint	30-Aug	x
55	Veterinary Clinic	30-Aug	x
56	Gibson Gallery	30-Aug	x
57	Game Place	30-Aug	x
58	Essex County Library	30-Aug	x
59	Dr. Peter DiPasquale	31-Aug	x
60	River Town Times	31-Aug	x
61	Old Town Pharmacy	31-Aug	x
62	Service Ontario	31-Aug	x
63	TD Bank	31-Aug	x
64	Scotiabank	31-Aug	x
65	A'burg Lube	31-Aug	x
66	Bucket List Coffee	31-Aug	x
67	Forever Nails	31-Aug	x
68	Garage Gym	31-Aug	x
69	Dr Janice Davies	31-Aug	closed
70	Computer Data Products	31-Aug	x
71	Caffeine and Co.	31-Aug	x
72	Riccardos	31-Aug	x
73	Carol's Unisex	31-Aug	x

BUSINESS

SURVEY RESPONSE REPORT

22 September 2017 - 13 November 2024

PROJECT NAME:

Open Air Stats



SURVEY QUESTIONS

Q1 | Business Name

mdonnipad
8/28/2024 09:16 AM

[REDACTED]

mdonnipad
8/28/2024 09:57 AM

[REDACTED]

mdonnipad
8/28/2024 10:13 AM

[REDACTED]

mdonnipad
8/28/2024 10:18 AM

[REDACTED]

mdonnipad
8/28/2024 10:22 AM

[REDACTED]

mdonnipad
8/28/2024 10:53 AM

[REDACTED]

mdonnipad
8/28/2024 10:56 AM

[REDACTED]

mdonnipad
8/28/2024 04:04 PM

[REDACTED]

mdonnipad
8/30/2024 06:25 PM

[REDACTED]

mdonnipad
8/30/2024 06:50 PM

[REDACTED]

mdonnipad
8/30/2024 06:54 PM

[REDACTED]

mdonnipad
9/03/2024 09:06 AM

[REDACTED]

mdonnipad
9/03/2024 12:44 PM

[REDACTED]

mdonnipad
9/04/2024 10:40 AM

[REDACTED]

mdonnipad
9/04/2024 04:22 PM

[REDACTED]

mdonnipad
9/04/2024 04:24 PM

[REDACTED]

mdonnipad
9/05/2024 11:45 AM

[REDACTED]

mdonnipad
9/05/2024 03:28 PM

[REDACTED]

mdonnipad
9/06/2024 10:04 AM

[REDACTED]

mdonnipad
9/06/2024 10:37 AM

[REDACTED]

mdonnipad
9/06/2024 02:01 PM

[REDACTED]

mdonnipad
9/06/2024 02:10 PM

[REDACTED]

mdonnipad
9/06/2024 02:20 PM

[REDACTED]

mdonnipad
9/10/2024 09:31 AM

[REDACTED]

mdonnipad
9/11/2024 10:57 AM

[REDACTED]

mdonnipad
9/12/2024 09:31 AM

[REDACTED]

mdonnipad

[REDACTED]

9/12/2024 09:35 AM

mdonnipad

[REDACTED]

9/12/2024 09:45 AM

mdonnipad

[REDACTED]

9/12/2024 10:30 AM

mdonnipad

[REDACTED]

9/12/2024 11:45 AM

mdonnipad

[REDACTED]

9/12/2024 12:03 PM

mdonnipad

[REDACTED]

9/12/2024 03:37 PM

mdonnipad

[REDACTED]

9/12/2024 03:49 PM

mdonnipad

[REDACTED]

9/12/2024 04:00 PM

mdonnipad

[REDACTED]

9/17/2024 09:15 AM

mdonnipad

[REDACTED]

9/17/2024 09:18 AM

mdonnipad

[REDACTED]

9/17/2024 09:46 AM

mdonnipad

[REDACTED]

9/17/2024 09:57 AM

mdonnipad

[REDACTED]

9/17/2024 10:06 AM

mdonnipad

[REDACTED]

9/17/2024 10:17 AM

mdonnipad
9/17/2024 11:56 AM

[REDACTED]

mdonnipad
9/17/2024 12:01 PM

[REDACTED]

mdonnipad
9/17/2024 12:11 PM

[REDACTED]

mdonnipad
9/17/2024 12:18 PM

[REDACTED]

mdonnipad
9/17/2024 12:23 PM

[REDACTED]

mdonnipad
9/17/2024 12:26 PM

[REDACTED]

mdonnipad
9/26/2024 02:15 PM

[REDACTED]

mdonnipad
11/12/2024 02:58 PM

[REDACTED]

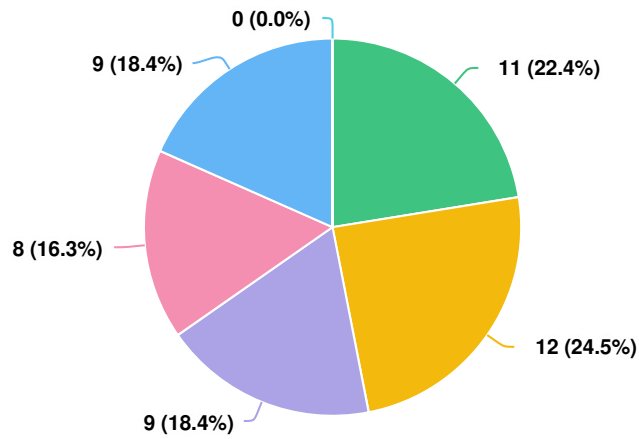
mdonnipad
11/12/2024 03:01 PM

[REDACTED]

Mandatory Question (49 response(s))

Question type: Single Line Question

Q2 | Type of Business

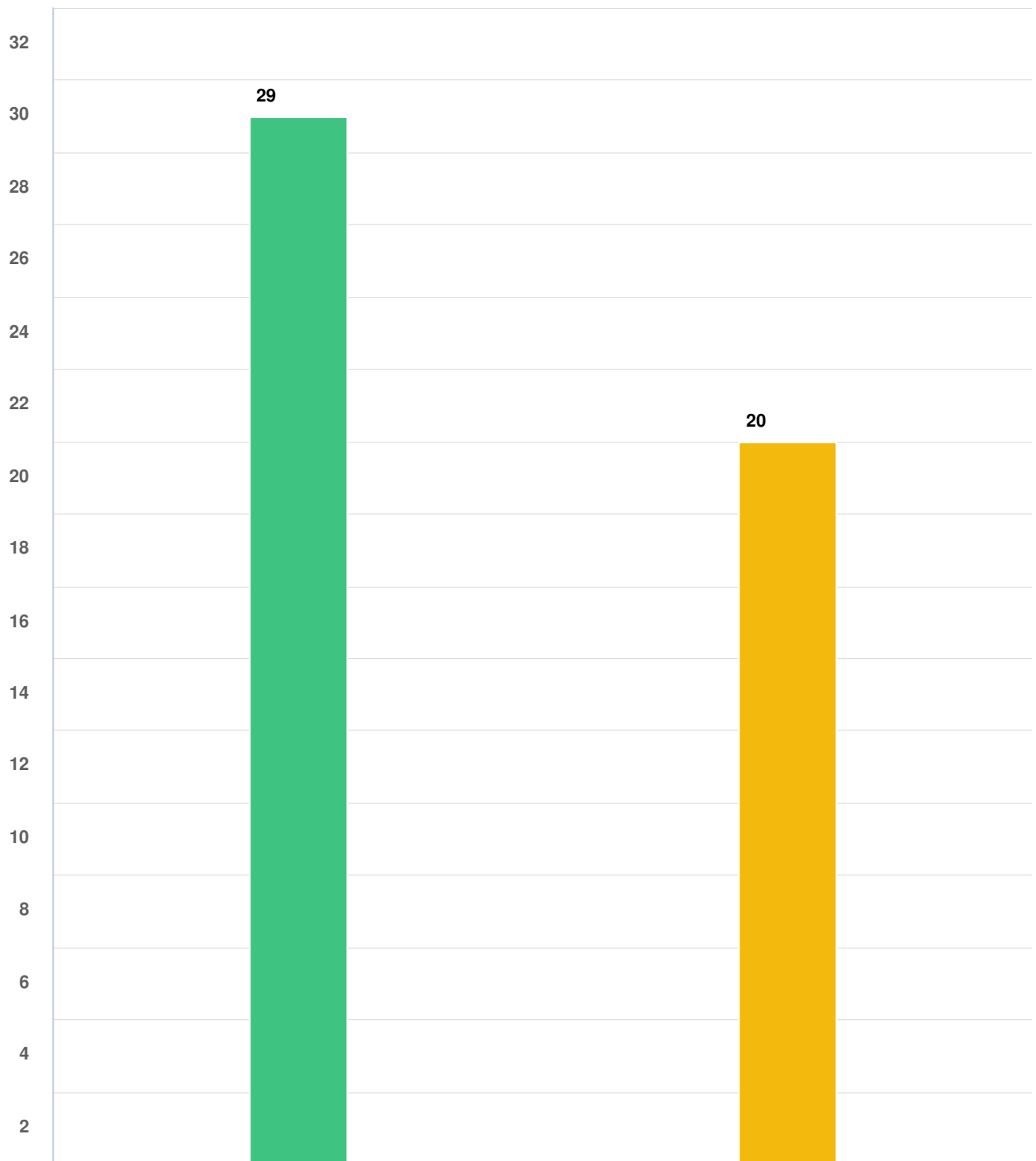


Question options

- Food Service
- Retail
- Personal Services
- Financial/Professional Services
- Other
- Historic Sites

Mandatory Question (49 response(s))
Question type: Dropdown Question

Q3 Is your business located inside or outside the Open Air street closure area?



Question options

- Inside
- Outside

Mandatory Question (49 response(s))
Question type: Checkbox Question

Q4 | Contact Name

mdonnipad [REDACTED]
8/28/2024 09:16 AM

mdonnipad [REDACTED]
8/28/2024 09:57 AM

mdonnipad [REDACTED]
8/28/2024 10:13 AM

mdonnipad [REDACTED]
8/28/2024 10:18 AM

mdonnipad [REDACTED]
8/28/2024 10:22 AM

mdonnipad [REDACTED]
8/28/2024 10:53 AM

mdonnipad [REDACTED]
8/28/2024 10:56 AM

mdonnipad [REDACTED]
8/28/2024 04:04 PM

mdonnipad [REDACTED]
8/30/2024 06:25 PM

mdonnipad [REDACTED]
8/30/2024 06:50 PM

mdonnipad [REDACTED]
8/30/2024 06:54 PM

mdonnipad [REDACTED]
9/03/2024 09:06 AM

mdonnipad [REDACTED]
9/03/2024 12:44 PM

mdonnipad
9/04/2024 10:40 AM



mdonnipad
9/04/2024 04:22 PM



mdonnipad
9/04/2024 04:24 PM



mdonnipad
9/05/2024 11:45 AM



mdonnipad
9/05/2024 03:28 PM



mdonnipad
9/06/2024 10:04 AM



mdonnipad
9/06/2024 10:37 AM



mdonnipad
9/06/2024 02:01 PM



mdonnipad
9/06/2024 02:10 PM



mdonnipad
9/06/2024 02:20 PM



mdonnipad
9/10/2024 09:31 AM



mdonnipad
9/11/2024 10:57 AM



mdonnipad
9/12/2024 09:31 AM



mdonnipad
9/12/2024 09:35 AM



mdonnipad
9/12/2024 09:45 AM



mdonnipad
9/12/2024 10:30 AM



mdonnipad
9/12/2024 11:45 AM



mdonnipad
9/12/2024 12:03 PM



mdonnipad
9/12/2024 03:37 PM



mdonnipad
9/12/2024 03:49 PM



mdonnipad
9/12/2024 04:00 PM



mdonnipad
9/17/2024 09:15 AM



mdonnipad
9/17/2024 09:18 AM



mdonnipad
9/17/2024 09:46 AM



mdonnipad
9/17/2024 09:57 AM



mdonnipad
9/17/2024 10:06 AM



mdonnipad
9/17/2024 10:17 AM



mdonnipad
9/17/2024 11:56 AM



mdonnipad
9/17/2024 12:01 PM

[REDACTED]

mdonnipad
9/17/2024 12:11 PM

[REDACTED]

mdonnipad
9/17/2024 12:18 PM

[REDACTED]

mdonnipad
9/17/2024 12:23 PM

[REDACTED]

mdonnipad
9/17/2024 12:26 PM

[REDACTED]

mdonnipad
9/26/2024 02:15 PM

[REDACTED]

mdonnipad
11/12/2024 02:58 PM

[REDACTED]

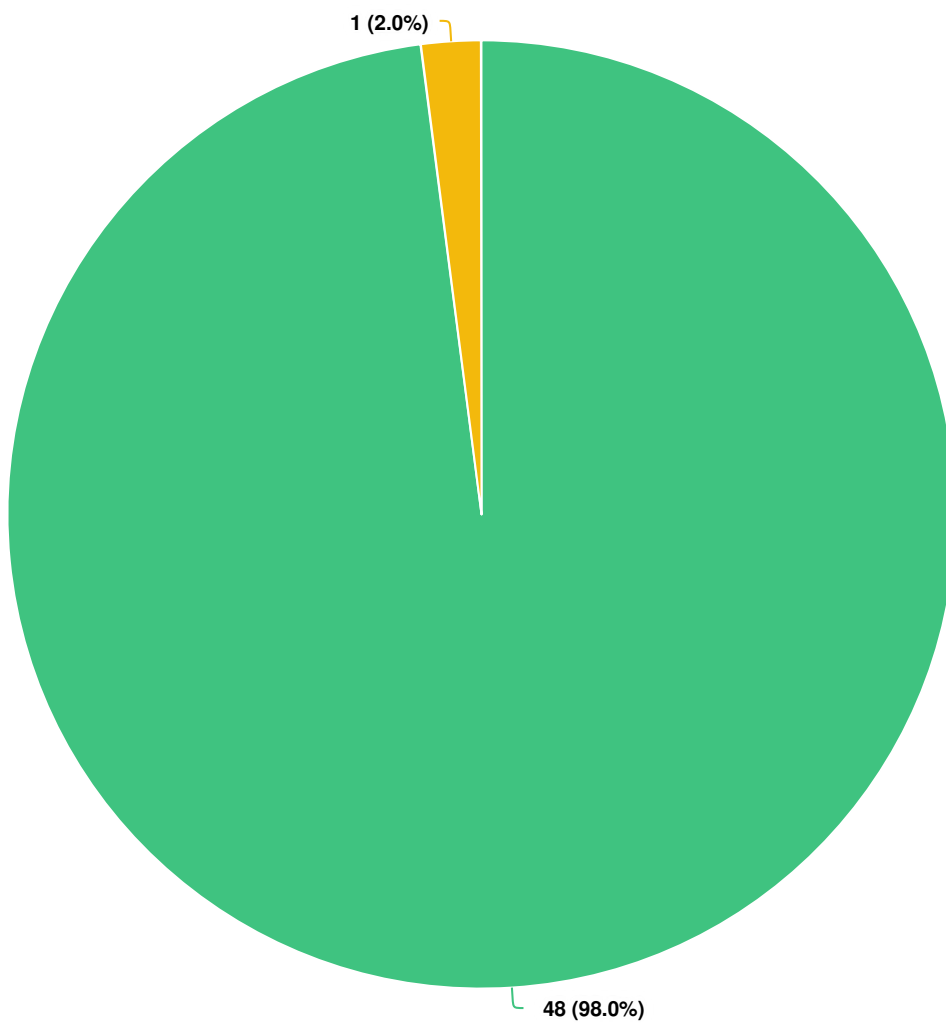
mdonnipad
11/12/2024 03:01 PM

[REDACTED]

Mandatory Question (49 response(s))

Question type: Single Line Question

Q5 | Agreed to complete survey or decline. Please note that information will be collected in accordance with the Municipal Freedom of Information and Privacy Protection Act. With the exception of personal information, all comments will become part of th...



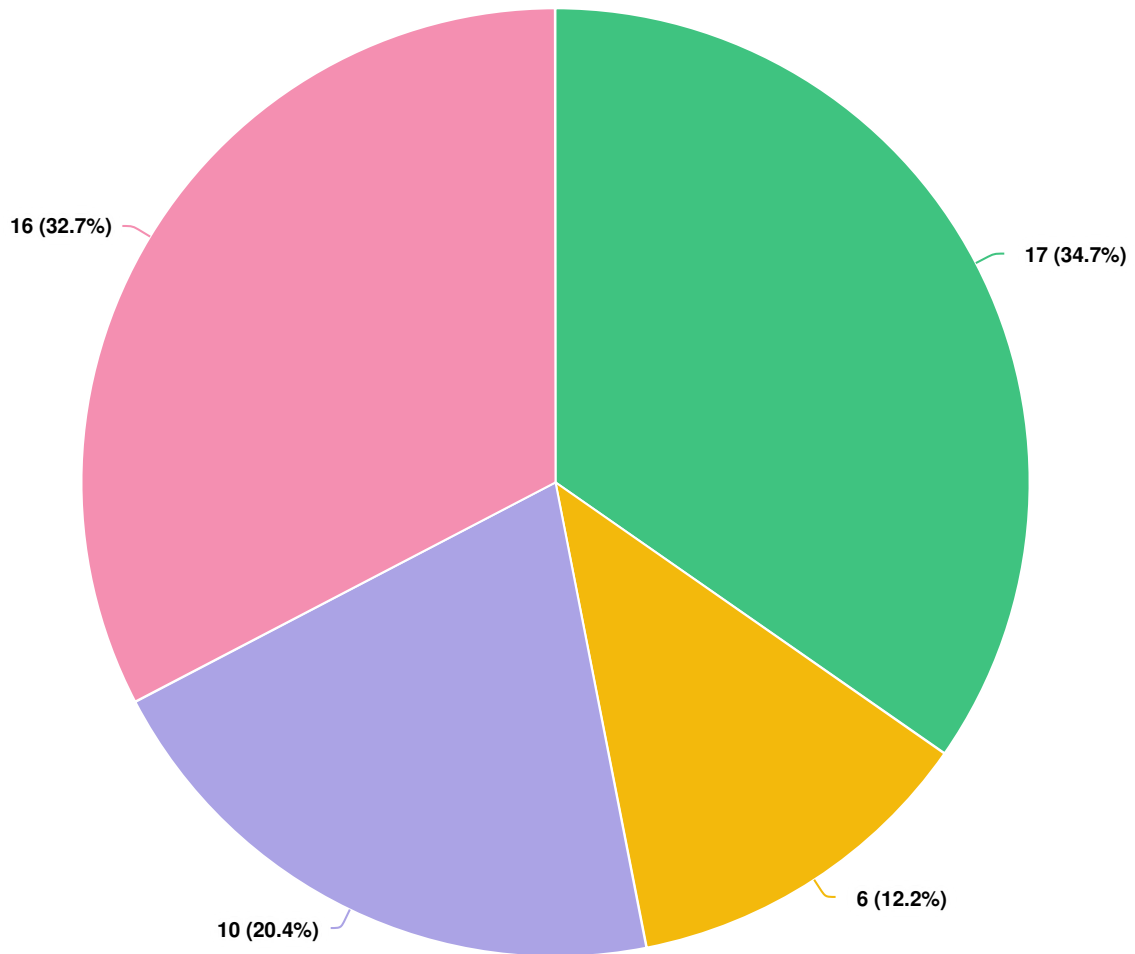
Question options

- Agreed
- Declined

Optional question (49 response(s), 1 skipped)

Question type: Radio Button Question

Q6 | What percentage of time is your business open during Open Air? Open Air's hours of operation are Friday at 5pm to Sunday at 8 pm. (total of 29 hours)

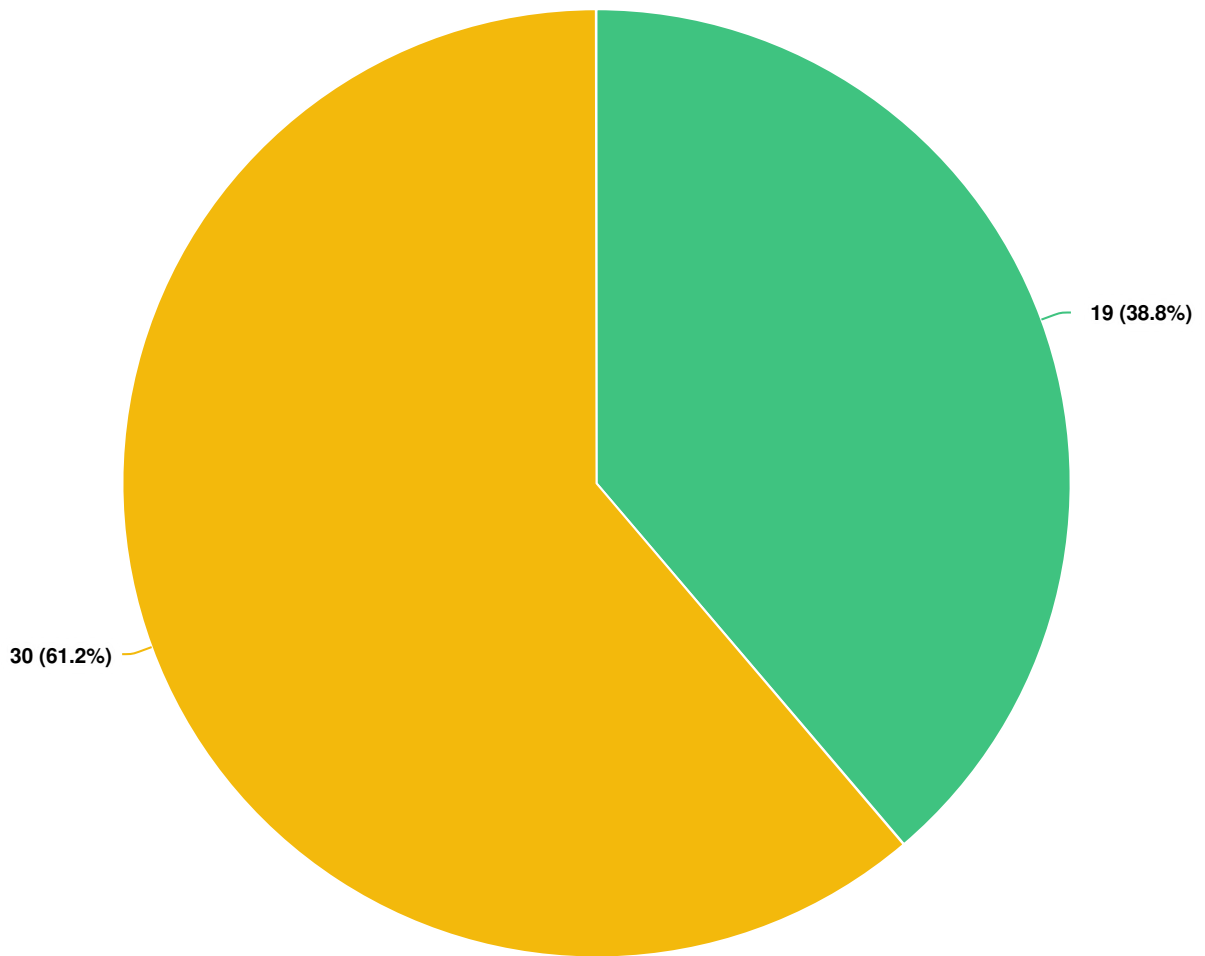


Question options

- 0-25% of the time I'm open
- 25-50%
- 50-75%
- 75-100%

Mandatory Question (49 response(s))
Question type: Radio Button Question

Q7 Did you actively participate in Open Air 2024?



Question options

- Yes
- No

*Optional question (49 response(s), 1 skipped)
Question type: Dropdown Question*

Q8 | If you answered YES to participating in Open Air, how did you participate?

mdonnipad

8/28/2024 09:16 AM

1. Live music from front of garage during Open Air. 2. Collaborate on other events: Art Crawl, Rib Fest, Amherst Palooza. 3. Sponsor every weekend.

mdonnipad

8/28/2024 10:13 AM

1. Every week watched for the theme & offered/did windows to the theme. 2. Merchandize. 3. Offered indoor specials 4. Gift draw of a local featured artist. 5. Outdoor sales merchandize 6. Extended hours to support open air.

mdonnipad

8/28/2024 10:18 AM

- bought new tables & chairs & umbrellas to provide more space for customers to sit outside and enjoy their bowls and watch the activities happening. - created 10 events doing morning yoga and pilates followed by an acai bowl in the streets.

mdonnipad

8/28/2024 10:22 AM

- bought new tables and chairs for customers to sit outside and enjoy their acai bowl and look at the clothing store and events. - held fashion shows 3xs - yoga or pilates in front of the store 10xs this summer.

mdonnipad

8/28/2024 10:53 AM

Fashion show on the street Selling merchandize

mdonnipad

8/28/2024 10:56 AM

Yes via fashion show on the street

mdonnipad

8/30/2024 06:25 PM

Put tables outside Musicians

mdonnipad

9/03/2024 09:06 AM

Personally, yes. Business, No. Shop, have dinner, attend market.

mdonnipad

9/04/2024 04:22 PM

I attended

mdonnipad

9/06/2024 02:01 PM

We place a tent outside to feature products that we want to highlight. We staff the outside + employees engage with passers by about events + new products. We also set up a second tent on Sundays where we do Story Time for kids. Families see this happening + may choose to join as they pass by.

mdonnipad

9/06/2024 02:10 PM

██████████ set up a tent all hours of Open Air. We have featured products displayed. Employees engage with customers about our products and events happening in Amherstburg. Our cotton candy machine swirls every weekend and sweet memories are made.

mdonnipad

9/06/2024 02:20 PM

████████████████████ placed a tent in the street and featured products, and demonstrated through out the season.

mdonnipad

9/10/2024 09:31 AM

We had a booth for awesome A'burg Foundation, selling t-shirts (Awesome A'burg t-shirts) to raise funds & Awareness for the A'burg chapter. We also had a contest for kids for Awesome ideas for Amherstburg & surrounding areas.

mdonnipad

9/11/2024 10:57 AM

██████████ and or associated artists presented an activity on Sundays from 12-2, in a tent set-up by the town, located by the clock tower.

mdonnipad

9/12/2024 09:35 AM

Friday Markets

mdonnipad

9/17/2024 09:57 AM

My business does not participate but I personally participate by going at night with my husband and Friends. My husband, friends and family enjoy going out to dinner at different restaurants and mingle with new friends at different bars and open streets.

mdonnipad

9/25/2024 08:44 AM

We presented performances and taught lessons that the public/community could engage in.

mdonnipad

9/26/2024 02:15 PM

Patio in street Themed specials Live music outdoors Saturdays

mdonnipad

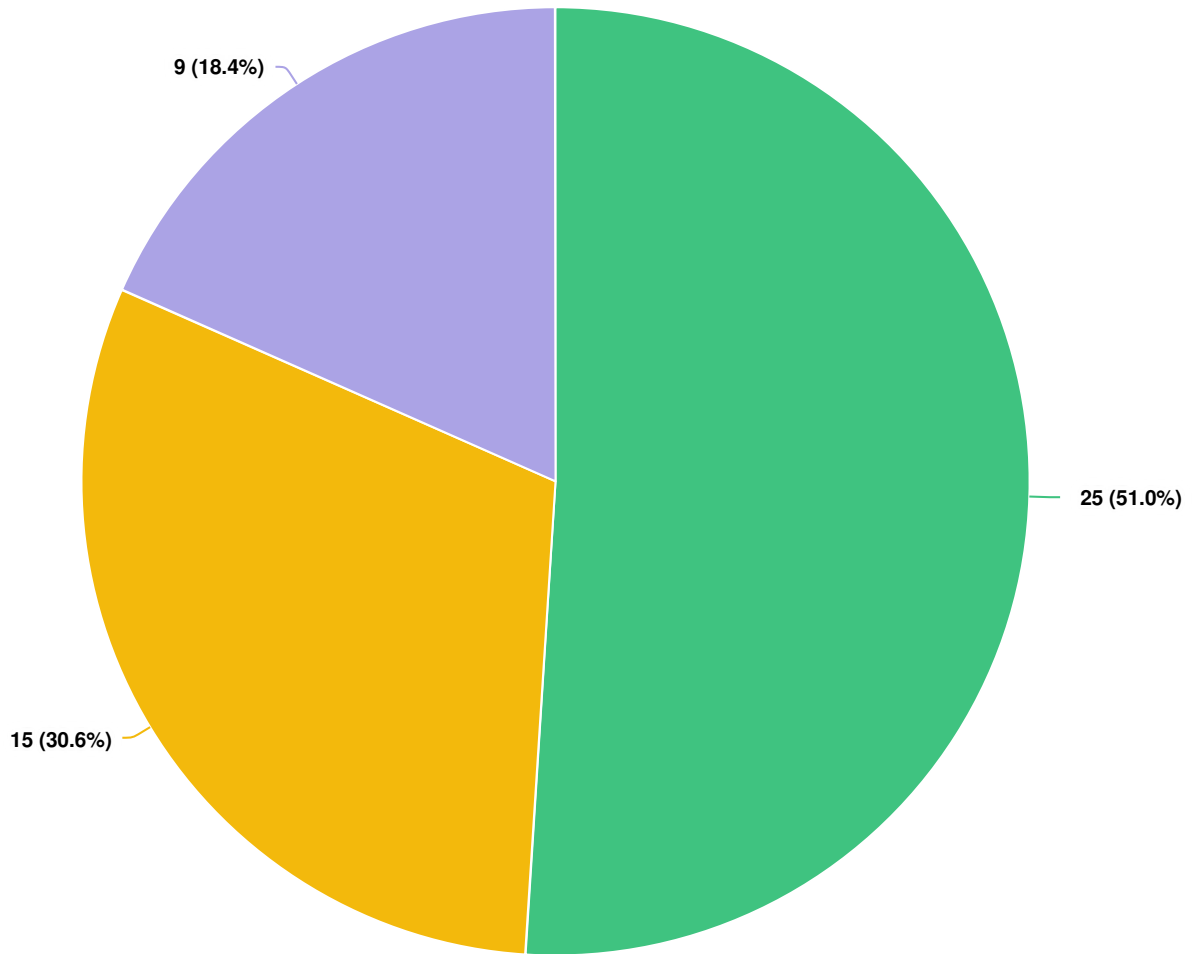
11/12/2024 02:58 PM

We will extend patio tables onto the street allowing patrons the view of 2 of Amherstburg's heritage buildings while they sip and drink and watch the restoration in progress.

Optional question (19 response(s), 31 skipped)

Question type: Essay Question

Q9 Has your business benefitted from Open Air?



Question options

- Yes
- No
- No opinion - my business is not impacted by Open Air

Mandatory Question (49 response(s))
Question type: Dropdown Question

Q10 | If you answered YES to experiencing benefits to Open Air, would you like to share how your business benefited?

mdonnipad

8/28/2024 09:16 AM

Started business in 2022 with 13 students. Since participating in Open Air, we are now at 150 students. With every Open Air weekend, we receive at least 1-2 new students. "Foot traffic is what drives interest". For us, being a goods (products) & services center, lots of our sales occur from Thursday to Sunday. There are no sales from Monday to Wednesday. Music lessons or event space - every Friday, we get at least 1-2 students.

mdonnipad

8/28/2024 10:13 AM

1. Sales either doubled or tripled. 2. New customers. 3. Out of town visitors (75%) during Open Air were from Michigan, Toronto, Ottawa, and other communities.

mdonnipad

8/28/2024 10:18 AM

brings all new faces into the shack

mdonnipad

8/28/2024 10:22 AM

Brings lots of people to the town and new faces

mdonnipad

8/28/2024 10:53 AM

"I think the whole town benefits" - All new people - they are enjoying it - its fantastic

mdonnipad

8/28/2024 10:56 AM

New people "I think the whole town benefits from it" they are enjoying it its fantastic

mdonnipad

8/30/2024 06:25 PM

More traffic flow More business

mdonnipad

8/30/2024 06:50 PM

Open Air allows me to keep doors open. Exposure & foot traffic "on a weekly basis comments on "Oh! I didn't know this was here" No benefit in terms of sales. People are curious & passers by come in.

mdonnipad

8/30/2024 06:54 PM

Passive advertising. Foot traffic along Dalhousie benefits my business. People slow down and have a better chance of seeing my window signage.

mdonnipad

9/03/2024 12:44 PM

More traffic; more business

mdonnipad

9/05/2024 11:45 AM

We notice new faces and foot traffic we might not normally see. But truthfully, we serve repeat customers mainly.

mdonnipad

9/06/2024 10:04 AM

I believe on Fridays we do benefit I also believe it hurts us on Sunday

mdonnipad

9/06/2024 02:01 PM

Open Air brings an increase of foot traffic to our store. We frequently meet new people who have only just discovered the store as they were passing by. See people discover products outside and come in to purchase or look at others.

mdonnipad

9/06/2024 02:10 PM

Open Air brings increased traffic to our store. Both local + out of town customers come in every weekend who have come just for the first time. We also see a lot of customers that come back from the Open Air experience.

mdonnipad

9/06/2024 02:20 PM

Open Air brought increased traffic to our store. This increased exposure brought new customers.

mdonnipad

9/10/2024 09:31 AM

Great exposure for Awesome A'burg chapter which our [REDACTED] & Design company sponsors. We gather a lot of awesome ideas from kids and raised some funds for the chapter.

mdonnipad

9/11/2024 10:57 AM

The gallery benefitted in a minimal way from the exposure to the public from our presence and the related signage. Very few, of the few people that stopped by at the tent, made their way over to the gallery on Richmond.

mdonnipad

9/12/2024 09:31 AM

Town recognition and brand recognition through people visiting during Open Air.

mdonnipad

9/12/2024 10:30 AM

Guests who stayed during Open Air reported even greater satisfaction with their impressions of Amherstburg. Return guests had hopes Open Air would still be available. New guests had added that impressed them. It was a great show case for Amherstburg.

mdonnipad

9/12/2024 03:49 PM

Advertising for Open Air has benefitted our business. Having newspaper pick up locations inside the open air footprint has increased our readership.

mdonnipad

9/17/2024 09:15 AM

More street and foot traffic More people are able to see our store front

mdonnipad

9/25/2024 08:44 AM

We met potential students. Inspired people and encouraged others to consider [REDACTED] as a means of exercise and artistic expression and dance training.

mdonnipad

9/26/2024 02:15 PM

Increased customers Increase daily sales Increase in staffing increase in our brand

mdonnipad

11/12/2024 02:58 PM

We have already experienced benefits as a result of so many people coming into town and walking past our building. We are continuously getting emails stating that they saw us while at Open Air.

mdonnipad

11/12/2024 03:01 PM

- People have come into my business that didn't know we existed. - Brand recognized

Optional question (25 response(s), 25 skipped)

Question type: Essay Question

Q11 | If you answered NO to experiencing benefits from Open Air, would you like to share why?

mdonnipad

9/04/2024 04:22 PM

No benefit.

mdonnipad

9/12/2024 09:45 AM

Extreme decrease in parking causes a "huge" issue to my customers. Especially "mature ones". "Senior" Saturdays my businesses revenue cut in more than 1/2.

mdonnipad

9/12/2024 12:03 PM

Open Air greatly reduces traffic to my business, takes parking and reduces my profit by more than 50% compared to weekends the streets are open.

mdonnipad

9/12/2024 04:00 PM

We are a retail store with a large outdoor garden area selling metal art, outdoor furniture and garden decor not being easily accessible has hurt are ability to sell these large items as people do not want to carry items far. Also little to "no people" on a Saturday or Sunday during most business hours, this is a huge decrease since Open Air began. We were much busier before. We don't understand how games on roads and brining in vendors to sell products is beneficial to any business. We have baked goods, clothes, etc. operating in a store front. We have heard from many locals who tell us they do not come downtown from Friday till Sunday Night because "No Parking" too much hassel to get around down here.

mdonnipad

9/17/2024 09:46 AM

To be honest the only feedback we typically get is that our customers don't come downtown as often on the weekends due to lack of parking and the inability to drive through our downtown. The hot rod car enthusiasts and motorcycle groups have stopped coming entirely. I understand this might only pertain to our business, but a loss is a loss. We have built our customer base for 45 years and don't enjoy hearing from them that they don't come anymore. The irony is that I'm confident that you all already know this because I have shared my concerns for the past 4 years. You're still asking the same questions and the answers remain the same and so does the open air frequency. So many businesses in the footprint are closed by 5 pm or 6 pm on Sundays with literally nothing going on, but we are locked out of downtown until 8 pm??? Any knowledgeable business person would know this is non-sensical yet you are still doing this to us. Shameful! Have you ever heard of drive by impulse buying? That is gone now too.

mdonnipad

9/17/2024 09:57 AM

My business doesn't benefit. I am a service business. It affects my business in a negative way by 2-3 pm on Fridays because my clients start to panic if their cars might get towed away. Saturdays my salon opens at 8 am therefore the clients have to walk a further distance. But by looking around at that time. The streets seem to be very empty "I feel that the Open Air is a Famous Idea as far as at Night" But during the day, Open Air is not for everyone or every business. The only business that benefit is "Bars and Restaurants"

mdonnipad

9/17/2024 10:06 AM

I have been here a long time, I am reservation based with my own parking and patio space. My customers complain it is hard to get into my parking lot during Open Air. Others take my parking, this was never the case before Open Air.

mdonnipad

Decreased business because of constant business of open air, open

9/17/2024 10:17 AM

air clients are taking our parking spaces around salon areas.

mdonnipad

9/17/2024 11:56 AM

Most clients refuse weekend appointments due to lack of parking - we don't accept walk-in appointments - people come to eat and shop (if anything), not to get their hair done

mdonnipad

9/17/2024 12:01 PM

We are busy with or without open air

mdonnipad

9/17/2024 12:11 PM

1. Difficult Parking 2. Senior difficulties with heavy foot traffic 3. Increased risk of accidents due to disruptions i.e. banging on windows i.e. basketball or cornhole games

mdonnipad

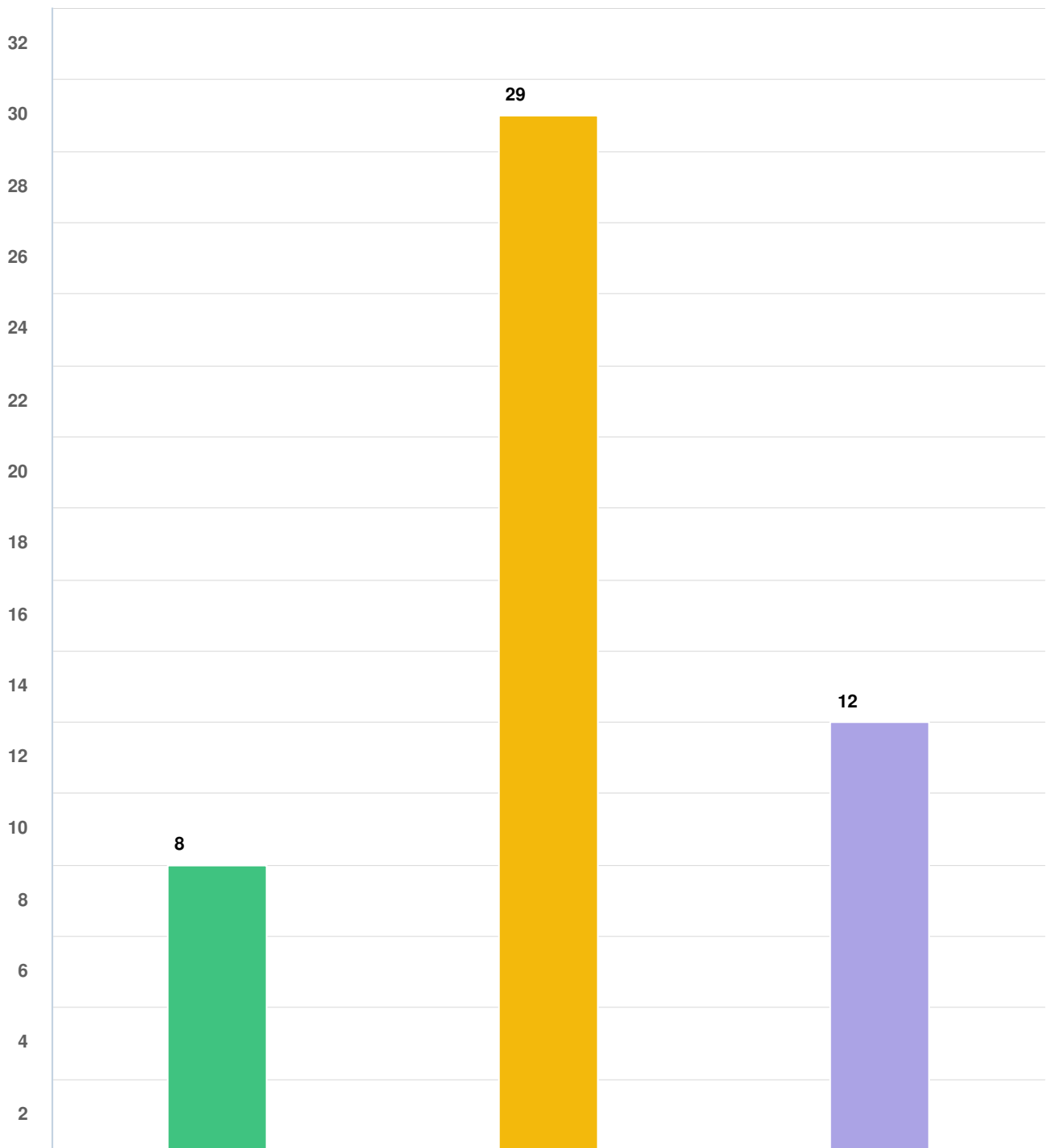
9/17/2024 12:23 PM

We have a banquet hall that is available all weekends - any food and supplies need to be catered - street closure - no access

Optional question (12 response(s), 38 skipped)

Question type: Essay Question

Q12 | Do your staff levels fluctuate during Open Air hours?

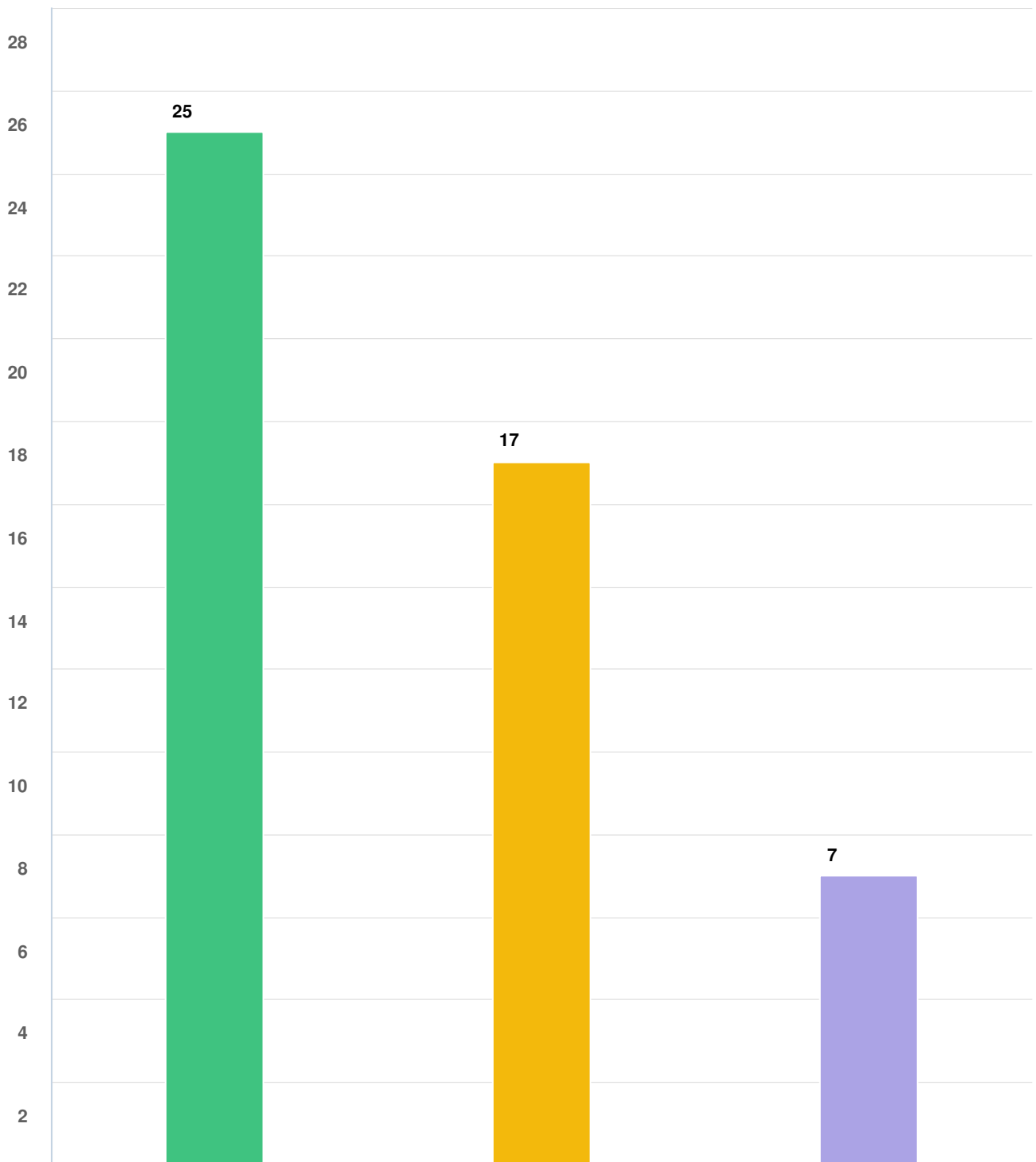


Question options

- My staff levels are decreased during Open Air hours
- My staff levels remain the same during Open Air hours
- My staff levels are increased during Open Air hours

Mandatory Question (49 response(s))
Question type: Checkbox Question

Q13 From your businesses' perspective, do you like the current Open Air Footprint?

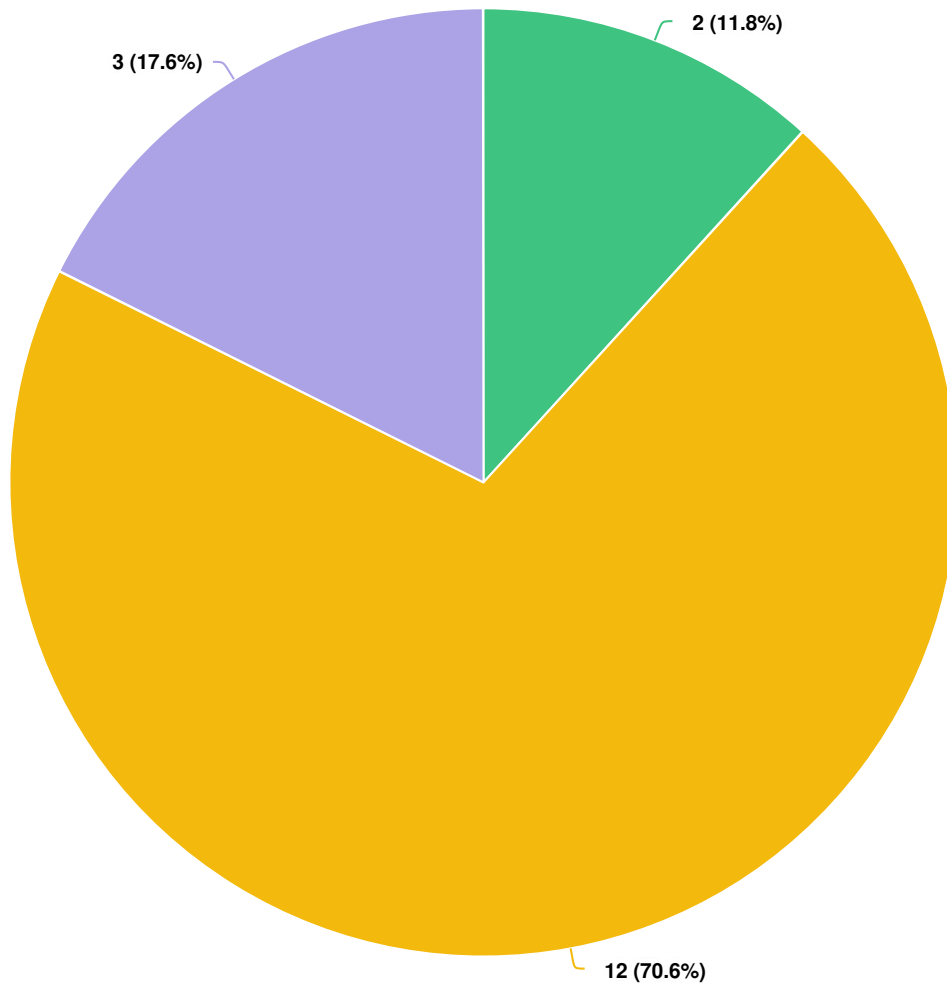


Question options

- Yes
- No
- No opinion - My business is not impacted by Open Air

Mandatory Question (49 response(s))
Question type: Checkbox Question

Q14 | If you answered NO to liking the Open Air Footprint, how would you like to see it changed.



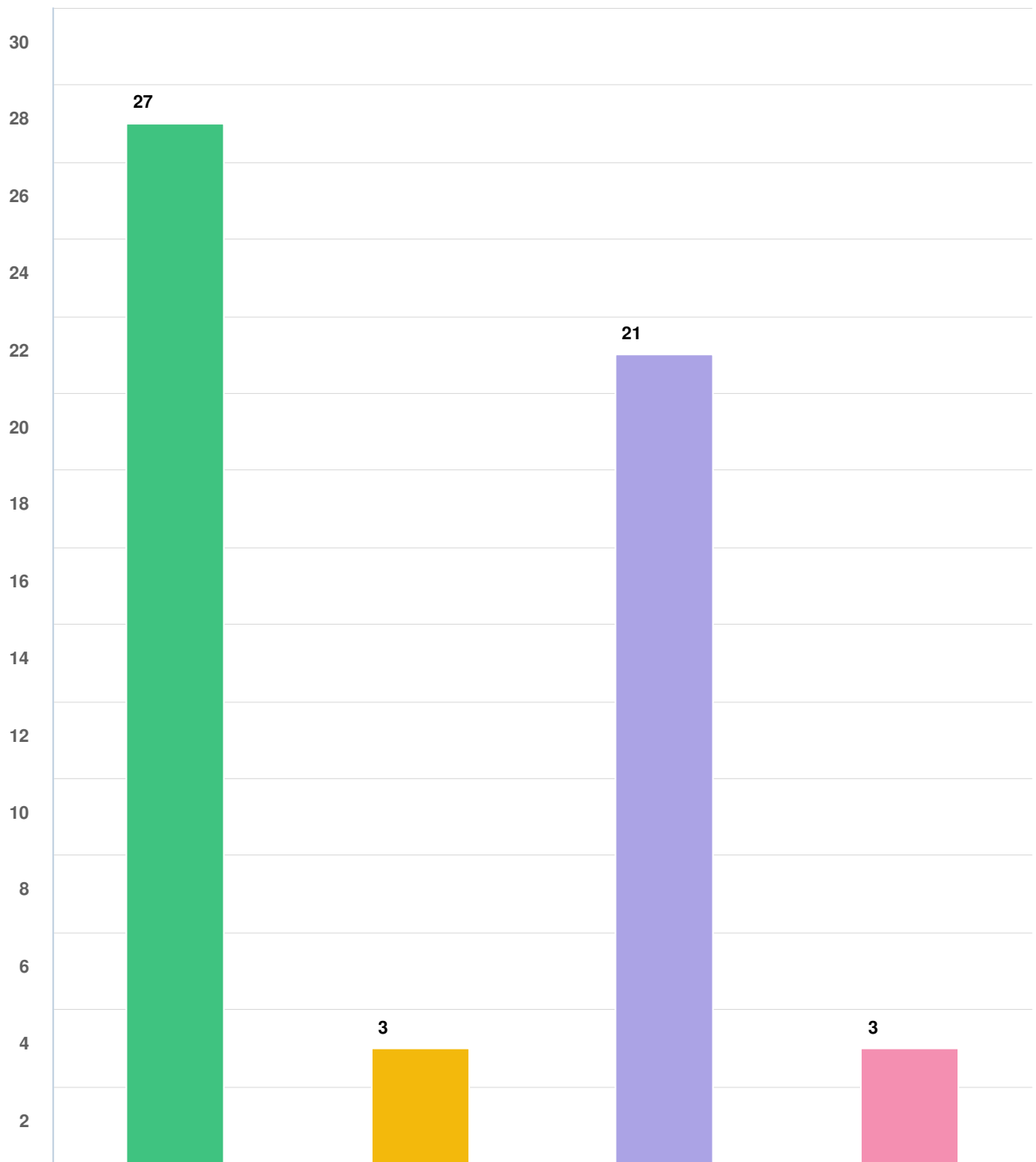
Question options

- Decrease the footprint
- No Open Air road closures
- Increase the footprint

Optional question (17 response(s), 33 skipped)

Question type: Radio Button Question

Q15 From your businesses' perspective, how often should Open Air take place?

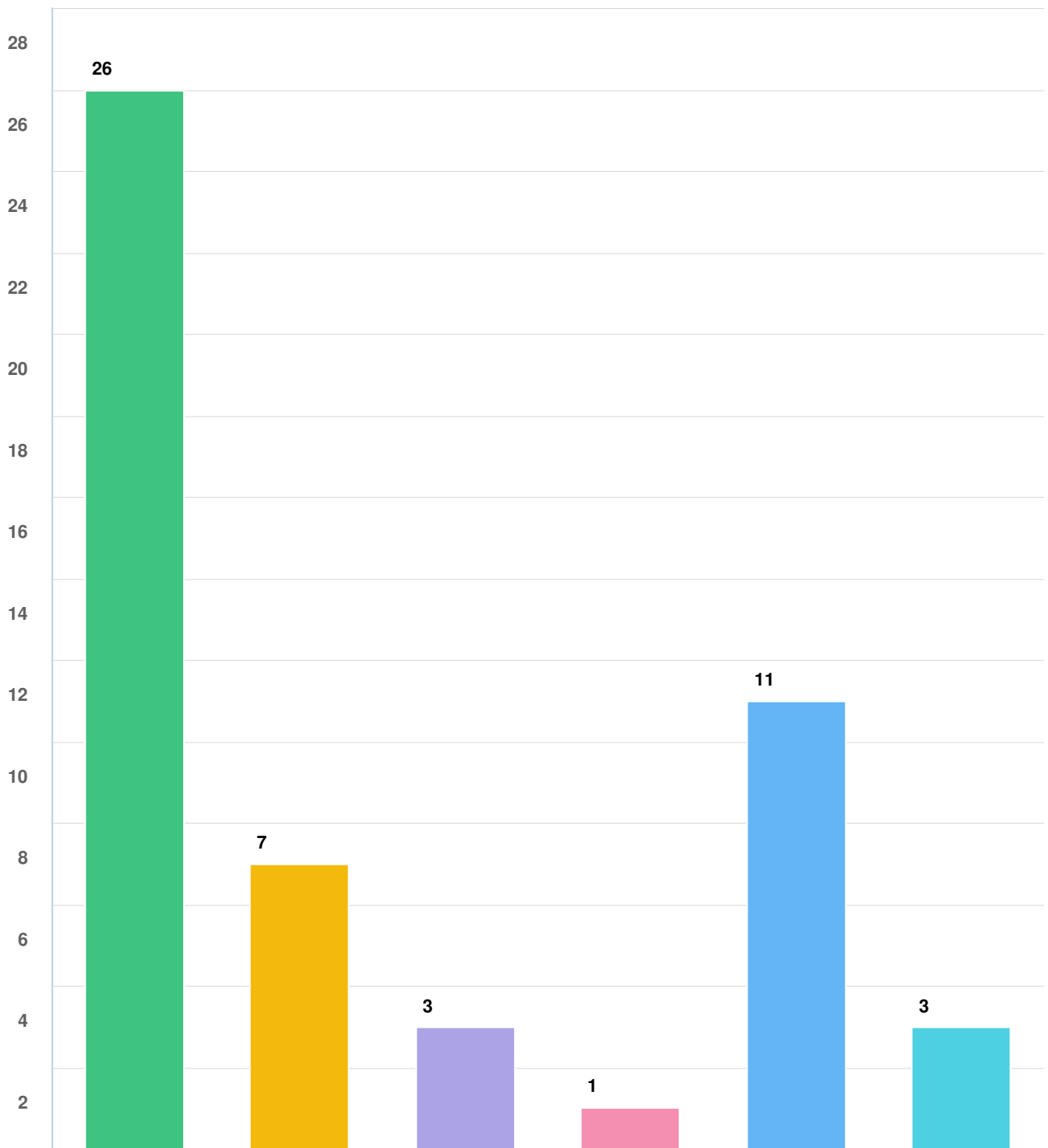


Question options

- Every Weekend
- Every Other Weekend
- Once a Month
- Never

Mandatory Question (49 response(s))
Question type: Checkbox Question

Q16 As a business owner, what hours of operation are best for Open Air Weekends?

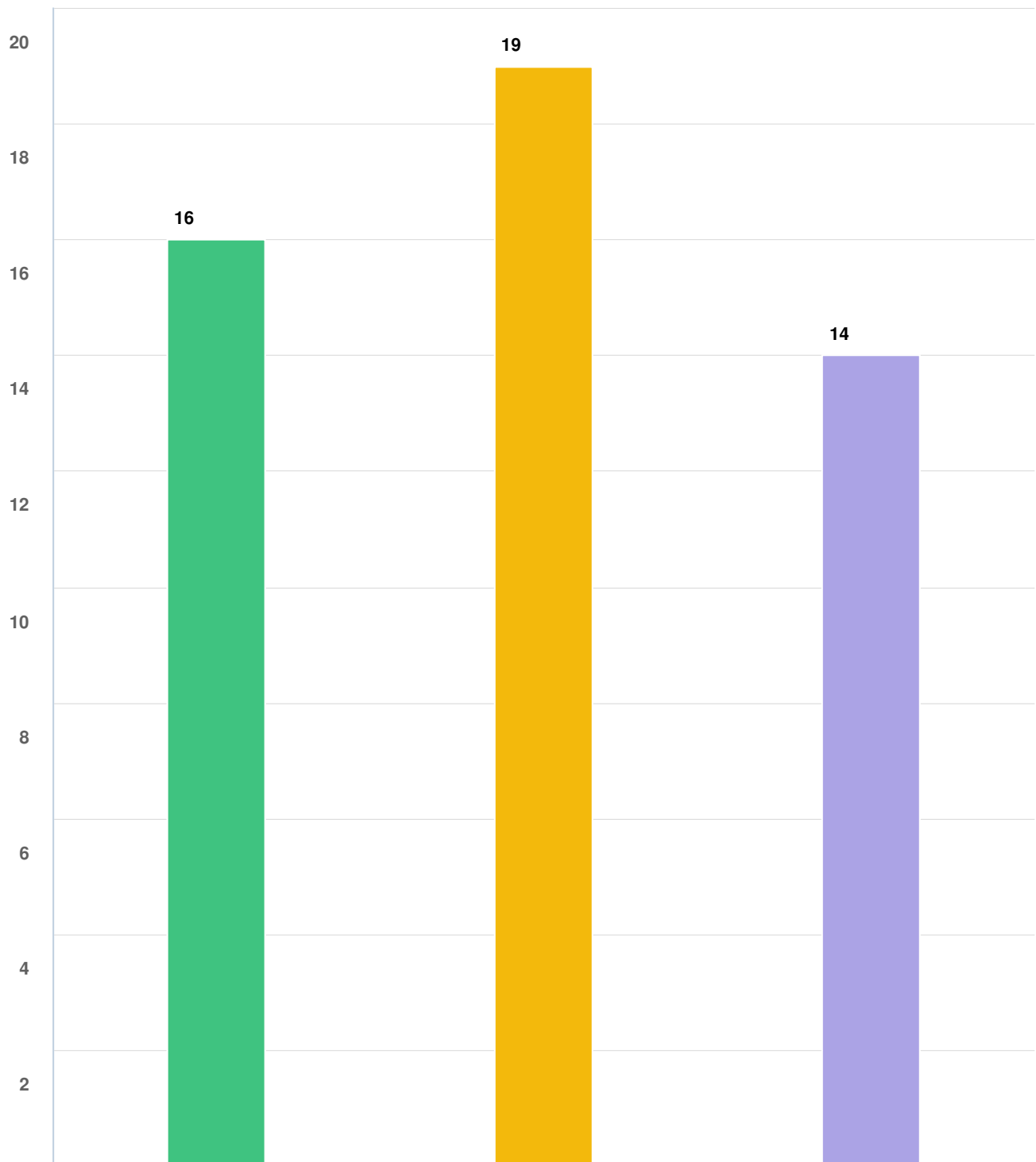


Question options

- Friday 3:00 PM through Sunday
- Saturday & Sunday
- Friday 3:00 PM & Saturday
- Friday, only
- Saturday, only
- Sunday, only

Mandatory Question (49 response(s))
Question type: Checkbox Question

Q17 | If Open Air reduced frequency or did not exist, would your business see a decrease in traffic?



Question options

- Yes
- No
- My business is not affected by Open Air

Mandatory Question (49 response(s))
Question type: Checkbox Question

Q18 | Any other comments.

mdonnipad

8/28/2024 09:16 AM

"We probably would not exist without Open Air". Strongly support expanding the footprint: All business owners work together & we do well because we promote each other. Regarding increased hours at the store during Open Air: For events especially, it was owner operated before, now, 3 part-time employees adding a total of approximately 60 hours per week. This is individuals hired to manage and organize the storefront while 7 subcontractors teach at the location.

mdonnipad

8/28/2024 09:57 AM

"By-law officers are harassing customers from 2 pm onwards." - Generally, people are coming to a festival or coming to enjoy festivities not for a haircut. - Older clients have a hard time walking to the store. His hours are impacted by OA negatively and he closes early now. He used to be open until 3 pm on Saturday and now only until 12 pm. And he's by appointment only. He's okay with open air as long as its busy and activities are taking place. He thinks there's nothing going on and the streets are closed for no reason. He's not against open air. "I need to see money spent on good entertainment ALL DAY & I'd like to see food trucks down here. Because these restaurants cannot serve the needs of a crowd. Need wineries out here to have good entertainment & to hang out. Bring buskers down here to entertain people Saturday/Sunday. Save the kid entertainment for Sunday family day. Friday/Saturday is your 40 somethings to come down and spend money on food and drink. Footprint is good: have the businesses pay for entertainment if they are benefitting from it.

mdonnipad

8/28/2024 10:13 AM

Amherstburg has become a destination because of Open Air. People are looking for houses and wanting to move here. Amherstburg is attracting other businesses. Exploring business opportunities, which would add to the tax base. Housing; Business Expansion. - gives opportunities to artists & musicians; whole families would come - very multicultural this year - all had pop corn and ice cream when they walked in the store - a chain like beaver tails must've done their home work to come here. - nobody ever complained or mentioned parking.

mdonnipad

8/28/2024 10:53 AM

Open Air should be Every Weekend - "You do it or don't do it" - If it weren't for open air, I wouldn't be open on Sundays. Wouldn't have the traffic from outside town. - "We love everything this town is doing." - We're supporting everything the Town's doing

mdonnipad
8/30/2024 06:25 PM

"Do not stop Open Air"

mdonnipad
8/30/2024 06:50 PM

Its great for businesses at open air Make it less frequent and more of a draw, headlining act, draw more entertainers for residents, they'll come once and be done; appreciate the foot traffic, customer retention of residents, keep them engaged.

mdonnipad
9/03/2024 09:06 AM

We love Open Air. Have never had an issue finding a parking spot. Keep it going! - [REDACTED]

mdonnipad
9/03/2024 12:44 PM

We both LOVE what Amherstburg is doing for this downtown core. Keep it going and growing.

mdonnipad
9/04/2024 04:22 PM

Too many, so its not anticipated and not well attended.

mdonnipad
9/04/2024 04:24 PM

Amherstburg is a great Town. Let's keep it going!

mdonnipad
9/05/2024 11:45 AM

"Slightly" We love the vibrancy Open Air brings to our core but we also want all businesses to flourish and respect that others maybe negatively affected. Perhaps if we slightly reduce frequency but enrich programming further we can find a happy medium to keep the streets full, fun and active.

mdonnipad
9/05/2024 03:28 PM

- Parking Issues - Discriminates against persons with mobility limitations

mdonnipad
9/06/2024 10:04 AM

I think you are doing a wonderful job with the various activities. Keep up the good work.

mdonnipad
9/06/2024 10:37 AM

Have not seen increase or decrease in my business activity, but being located in the area does provide good exposure.

mdonnipad
9/06/2024 02:01 PM

Yes, we increase staffing during Open Air hours so that staff can engage with customers outside and offer customer service outside. The Friday Night Markets were successful in bringing more people downtown. I suggest expanding them with more vendors or changing

up vendors.

mdonnipad

9/06/2024 02:10 PM

Yes, our staff hours are increased for extended hours, increased customer service and special event activities. [REDACTED] loved the Friday Night Markets. Increased traffic customer engagement and overall atmosphere!

mdonnipad

9/06/2024 02:20 PM

Yes, we increase staff levels for extended hours and outdoor customer service. The night market on Friday evenings definitely increased traffic - great feature.

mdonnipad

9/10/2024 09:31 AM

Open Air is Awesome. We met a lot of people, out of town & local.

mdonnipad

9/11/2024 10:57 AM

[REDACTED] would need to reconsider our participation if no Open Air sponsor stepped forward.

mdonnipad

9/12/2024 09:31 AM

I enjoy Open Air personally. I like that my kids are safe in the enclosed area to run around while we have a meal or drink or ice cream.

mdonnipad

9/12/2024 09:45 AM

Once a month (themed popular event) Fri-Sun. Or if every weekend May-Sept, Sat at 3 or 4 pm to Sun. That is fair for all businesses in the downtown core.

mdonnipad

9/12/2024 10:30 AM

Open Air is a signature tourist draw + could impact start earlier & go longer to link with uncommon festival. Guests have commented disappoint that their stay will not include the experience after labour day. It is also a wonderful community attraction for local citizens to meet. Being present at the event you can experience sheer JOY. These businesses who do not participate have the opportunity to think outside the box on how to adjust their business plan. To attract customers. Some who object and are outside the footprint have had no noticeable decrease in their customers from my observation. It is also a family experience for children to come down + enjoy the activities. The entertainment variety meets several genres + people have comments. Musicland attracts all ages. People bring their own chairs + create a great audience. People get to meet new friends + dogs parade through as a side entertainment. - also my guests & pets have a place to eat with their pets. That is a big plus for our businesses. - It allows restaurants to secure revenue streams to

survive lower tourist months & keep businesses open + thrive. It also attracts new businesses.

mdonnipad

9/12/2024 12:03 PM

Street closures should only take place for events such as Canada Day, Car show, and Uncommon Festival.

mdonnipad

9/12/2024 03:37 PM

Although my business is not affected by Open Streets, myself and my staff do really enjoy attending (usually on Fridays after 5PM) to patronize the businesses that do participate and to enjoy the various entertainment and social activities.

mdonnipad

9/12/2024 04:00 PM

We feel strongly about this street closing every weekend and feel it would be way better attended if it occurred once a month with the addition of more parking, and going all out on those weekends with lots of activities going on and would be a willing participant. Also better signage on Sandwich St. indicating there is a shopping area down here, we hear from many customers, tourists that they have driven through our beautiful town many times and were unaware of all this parks, restaurants, shops, waterfront were down here. Hopefully, you will listen to our input as we don't know how much longer we can do this with the Open Air closure, we rely on our summer business to get through the winter.

mdonnipad

9/17/2024 09:46 AM

I understand that many of you think Open Air is the best thing ever and "still hasn't reached its full potential". I don't know how many businesses you want to see suffer for this idea to come to fruition. We are here 7 days a week from 9 am - 10 pm, we were here before Open Air and hope to be here long after. We can tell you first hand that Open Air is busy the first 2 weekends (weather permitting) then loses its allure quickly. Open Air is busiest after 5 pm on Saturdays and some Fridays. In speaking with vendors on Friday nights, their sales occur mostly between 7 pm - 9 pm... they set up at 3 pm to be busy at 7 pm? Maybe this is why some of the vendors do not even show up. Last weekend there were 6 vendors out of 15. Our end of the street is exponentially better than when it was closed at Rankin but I will forever be baffled as why you let this event hurt the hairdressers and a few others, and yet you still do it all weekend. It's shameful on so many levels. Amherstburg has historically been known for its amazing festivals. It would make sense to have open air attached to a festival. Stop hoping that it will grow while playing Russian Roulette with other people's livelihoods. We're 4 years in and there are so many ways to make it work. I'm saddened that after all this time we're still begging for actual consideration... not a compromise, actual consideration. A solution that doesn't hinder

some businesses... the ones that were here long before the trendy ones that require street closures to be successful. I hope this open house meeting and new set of surveys will prompt you to have some empathy and intelligence in making decisions regarding Open Air. Thank you for your consideration. [REDACTED]

mdonnipad

9/17/2024 09:57 AM

During covid, that was a great idea but I do believe now its just too much, just Saturday or once a month is efficient.

mdonnipad

9/17/2024 10:17 AM

Every weekend is too much for Open Air. It is not busy enough. Clients have told us they are actually boycotting the downtown area because its inconvenient to find parking to get down there, older clients and handicapped are finding it very inconvenient. Therefore, the downtown businesses are actually losing business. From a salon perspective, Saturdays are extremely busy and its not fair their business can't be accessed during the day as are resident who lives in the downtown area. it is very unfair for every weekend for us not to be able to access everything and the constant parking problem around our downtown roads. If you look at when the streets are open, everyone can access everything and its very busy. There is no need to close the roads. Most times if you look at pictures throughout the weekend it is definitely not busy enough to close every weekend. Also most businesses, shopping mostly is not open after 6 pm so only restaurants are benefitting. What is the point? To only eat?

mdonnipad

9/17/2024 11:56 AM

We feel as though some businesses are profiting at other businesses expense. - extremely frustrating feeling as though our voices aren't being heard. - parking is our biggest issue. We've had clients with accessibility issues who can't find parking. - our by-law officers are extremely rude and disrespectful to our staff and clients. - we have staff who no longer work weekends due to open air. - clients don't want to come during open air because they can't find parking - we lose money every weekend of open air so that others can have a beer in the street - why do we as tax payers have to fund open air? If these businesses want it to happen THEY should have to pay for it. - the residents should have a say just as much as business owners - multiple times we've seen the musicians playing to no one, and our tax dollars are paying for that - this was created during covid, when the restaurants couldn't have customers inside. Now, customers eat at the outside tables meanwhile no one is inside. - stop trying to count number of people attending - it is not accurate and never will be. People live here, have guests here, work here, and come down for reasons other than open air. - we pay thousands annually to maintain our park and waterfront - why close access? Why not add picnic tables, restaurants offer take out specials, no closed streets

needed. Mayor Prue and Amherstburg Councillors, I would like to give you some insight from a business who does NOT profit from Open Air, but yet struggles due to open air. We opened our business in December of 2020. Being a non-essential service, we were forced to close for more than 3 months prior to our opening, and then again 2 weeks after our Grand Opening. We were once again able to open up, only to be shut down 6 weeks later for another 3 months. It was a struggle to say the least. In comes Open Air, our next big hurdle. Solely for the profit of the bars, restaurants, ice cream, and retail shops who were allowed to stay open and continue making money during every one of these lockdowns. During the Open Air weekends, streets are closed, our EXTREME lack of parking is even more lacking, and many of our clients refuse to come in for this reason. Half of our stylists no longer work weekends because they no longer have the business they once did. In our first year of business, which was the second year of Open Air, we had attended a meeting with all downtown business owners and the Tourism Committee to discuss timing and footprints of Open Air. It was very clear to us that roughly 50% of the downtown businesses also were not in favour of hosting Open Air weekends. Because of this, times and footprints were adjusted slightly as a way to create fairness for all. Somehow in the Summer of 2022, these notes had been forgotten and everything went back to exactly the way it was run in the first year, but with a slightly different and much more dangerous footprint. It was a complete disregard for those of us who simply pleaded with the creators to stop taking more of our business away. Is this the type of "support" we are to assume we will always get from the Town of Amherstburg? Also in regards to support, we'd like to bring to your attention that our clients have been disrespected during Open Air by our Bylaw Officer on more than one occasion. Some people who visit our salon actually do not live in Amherstburg, do not know about Open Air and street closures at certain times, and cannot see the tiny signs posted far away from parking spots. A couple of our clients have accidentally parked in spots that were to be closed at 3 pm past that time. One time in particular, a Windsor Police Officer called our client to inform them that they needed to move. Instead of coming into the salon where they already had foot patrol. Is this what our tax dollars go to? Harassing people about where they've parked to close the street at 3 pm so one person can walk down the middle of the street as opposed to the sidewalks? On another occasion, our client left the salon to move her vehicle, and the bylaw officer yelled across the street to her "You got lucky!". How incredibly embarrassing for us and for our guest. I can't imagine she'd want to visit us or the town again. Another fine example of the "support" we receive from our town. We find it incredibly difficult to fully support Open Air weekends and the current number of days and hours and the footprint in which it occurs. We have witnessed countless beautiful, warm, sunny days where the streets are closed and completely bare of

patrons at multiple times during the day. Almost all early morning hours, MANY lunch hours, and even many dinner hours have proven to us that the event is not gaining the traction some may think it does. We have taken countless videos and photos of these beautiful summer days as proof that Open Air is already overdone. I'd like to also address the "statistics" that have recently been brought to light in regards to Open Air. It is stated that 122,020 people have visited our downtown core specifically for Open Air. And according to these calculations, the supposed Return on Investment is a whopping \$13,261,204. If we break these numbers down, that's 2033 visitors/day of Open Air. The countless videos and photos that myself, my coworkers, family and friends have taken of quiet, empty streets during Open Air would beg to differ. Also, these numbers are claimed to have been recorded by the students know the faces of all of the downtown residents and guests, business owners, employees, and regular customers of these businesses? How about the faces of those who enjoy a morning walk along our beautiful waterfront? Councillors, I am asking you today to please realize that while some may be thriving, others are being stolen from. I would be interested to see how those that are in support of Open Air might feel if the shoe was on the other foot. It has been mentioned by one resident on social media that the "handful" of downtown business owners who are opposed to Open Air do not want our community to move forward with the times. I fail to see how any of the fine entrepreneurs who specifically chose to invest in our downtown area would not want it to thrive. We have all chosen this location and created business plan to suit our needs. We have all poured blood, sweat and tears, and countless dollars toward our dreams. Unfortunately, in the last year alone we have lost three businesses who were severely hurt by Open Air. How many more are we going to let slip through the cracks? Please understand that we are not entirely against Open Air weekends. But we are against the length and amount of Open Air weekends, and also the parking problem that has never been addressed. Please consider that majority of "2 hour parking" is taken up by residents, employees and owners of the downtown businesses and even those surrounding. As one small example, please understand that there are approximately 150 employees at Richmond Terrace Nursing Home, as well as, 150 residents who's family members visit on occasion. Where do they park? In their parking lot, all down Rankin Street, and in the Heritage Square parking lot. Where do the employees of the Heritage Square businesses park, and so on? In conclusion, we request that the major parking issues that have always loomed over our downtown area are addressed immediately. Paid parking lots and/or a parking garage would go a long way. Parking lots and monthly passes for employees and owners would also probably fare well, instead of throwing parking tickets at them. We also propose that Open Air weekends are hosted one weekend per month, and that they are hosted Saturday at 3pm until Sunday at

10 pm only. Perhaps the private parking lot owned by two of our downtown business owners could be offered up as "market space"? We are pleading with you to please consider and fight for fairness for all residents and businesses; not just those with charisma and deep pockets. Thank you for your time.

mdonnipad

9/17/2024 12:01 PM

We have other less travelled roads, (Murray + Ramsay), Ramsay St parking lot, and parkland that could be used for the purposes of open air. No need to close main roads. Also noteworthy, the Ramsay St parking lot, and navy yard park are within steps from the businesses.

mdonnipad

9/17/2024 12:18 PM

I think that Open Air was for businesses and restaurants during COVID! COVID is over. if the businesses can't run their establishments without the closures of streets they shouldn't be in business. The businesses in town that benefit from this are few. A lot of businesses are hurt from this. When did the town of Amherstburg become a source for peoples entertainment. You have to remember that it is not just the businesses downtown that make up our town it is the WHOLE TOWN. Don't just think in a narrow way every business needs to benefit from this.

mdonnipad

9/17/2024 12:23 PM

Our business suffers a disproportionate amount of hardship due to lack of access. Businesses on Dalhousie and Richmond still have rear access, We don't! The activity on Murray St. doesn't warrant closure at our expense.

mdonnipad

9/17/2024 12:26 PM

When I have been in the office on Fridays during Open Air, clients have had to be sure to park outside of the footprint and on occasion the volume of the live music has been distracting during therapy sessions. Otherwise, Open Air has not impacted my business.

mdonnipad

9/25/2024 08:44 AM

We believe that we could be more involved in the future if we were part of the planning process and creating visions together. Open air is a great event!

mdonnipad

9/26/2024 02:15 PM

Would like to see more weekends May long weekend into October Halloween street festival?

mdonnipad

11/12/2024 02:58 PM

Open Air is Amherstburg's point of difference. We need to compete; we need to stand out. Being 'nice' isn't good enough as 'nice' will not support this town's economy. This isn't about inconvenience for a

limited number of residents and businesses that have chosen to locate in the footprint. These same people will be upset by rising property tax and all of the other expenses they will incur if visitor's don't keep our economy alive with the money they spend when they come to enjoy this attraction. Tourism+Economic Development in the Town of Amhersburg is gaining in strength + focus. We need to 'stay the course', continue to focus on our goals as a community + support one another not bicker over what minor inconvenience it might cause. Council ---- educate yourselves so that you might accurately inform your constituents! Don't use rumours and misinformation to cause negativity in this town. The streets are accessible during open air!! There is ample parking!! And there is a sense of community. Council needs to put an end to this 'me' mentality and lead by example.

mdonnipad

11/12/2024 03:01 PM

We love Open Air!

Optional question (37 response(s), 13 skipped)

Question type: Essay Question

The Economic Impact of Open Air 2024 in Ontario in 2024

**This report was generated by
the Ontario Ministry of Tourism, Culture and Gaming TREIM model**

November 14,2024

Note: The Ministry of Tourism, Culture and Gaming does not take any responsibility for inputs that the user has provided, nor for the interpretation of the results.

1. Introduction

This report provides an estimate of the economic impact that Open Air 2024 is expected to have on Ontario's economy, in terms of Gross Domestic Product, employment and taxes generated. The analysis is based on the following information the user has provided to the MTCS Tourism Regional Economic Impact Model:

Number of Visitors for Activity (or Event) of Type Festivals/Fairs

	Total Number of Visitors	Same Day (% of visitors' origin)	Overnight (% of visitors' origin)	Average Length of Stay (nights)
Ontario	13,079	90.00%	10.00%	0
Rest of Canada	730	90.00%	10.00%	0
USA	4,585	90.00%	10.00%	0
Overseas	1,146	90.00%	10.00%	0
Total	19,540			

The user also has selected the following parameters:

- The visits take place in Ontario in 2024
- The impact is to be shown for Ontario
- Induced impacts of household spending are included
- Induced impacts of business investment are included
- Local government property tax revenue impacts are included

2. Summary of Findings

Table 1. Economic Impacts of Open Air 2024 in Ontario in 2024 (in dollars)

	Ontario
Total Visitors' Spending	\$4,286,991
Gross Domestic Product (GDP)	
Direct	\$2,206,978
Indirect	\$893,953
Induced	\$1,003,549
Total	\$4,104,480
Labour Income	
Direct	\$1,223,644
Indirect	\$575,992
Induced	\$625,794
Total	\$2,425,430
Employment (Jobs)	
Direct	28
Indirect	7
Induced	7
Total	43
Direct Taxes	
Federal	\$361,177
Provincial	\$499,434
Municipal	\$55,459
Total	\$916,070
Total Taxes	
Federal	\$672,533
Provincial	\$723,772
Municipal	\$159,793
Total	\$1,556,098

Table 2. Economic Impacts of Open Air 2024 in Ontario on GDP by industry (in dollars)

Industry	Impact on Ontario	
	Direct GDP	Total GDP
Crop and Animal Production	\$2,757	\$14,635
Forestry, Fishing and Hunting	\$79	\$2,444
Mining and Oil and Gas Extraction	\$0	\$17,633
Utilities	\$0	\$45,379
Construction	\$0	\$121,973
Manufacturing	\$40,442	\$168,703
Wholesale Trade	\$37,616	\$140,371
Retail Trade	\$164,073	\$301,991
Other Transportation and Warehousing	\$600,028	\$726,813
Ground Passenger Transportation (excl. Rail)	\$25,931	\$37,244
Information and Cultural Industries	\$12,303	\$88,846
Other Finance, Insurance, Real Estate and Renting and Leasing	\$11	\$406,147
Car Renting and Leasing	\$15,530	\$27,490
Owner Occupied Housing	\$0	\$148,941
Professional, Scientific and Technical Services	\$0	\$129,287
Other Administrative and Other Support Services	\$0	\$73,828
Travel Agencies	\$0	\$7,418
Education Services	\$7,393	\$38,661
Health Care and Social Assistance	\$1,891	\$42,919
Arts, Entertainment and Recreation	\$244,936	\$264,940
Accommodation Services	\$128,217	\$132,880
Food & Beverage Services	\$301,505	\$337,808
Other Services (Except Public Administration)	\$31,158	\$75,840
Operating, Office, Cafeteria, and Laboratory Supplies	\$0	\$0
Travel & Entertainment, Advertising & Promotion	\$0	\$0
Transportation Margins	\$0	\$0
Non-Profit Institutions Serving Households	\$27,524	\$39,792
Government Sector	\$26,556	\$60,372
Net Indirect Taxes on Production	\$539,027	\$652,125
Total	\$2,206,978	\$4,104,480

Appendix:

The Economic Impact of Visits in Ontario and, if applicable, the rest of Ontario: since no Ontario region is economically self-sustaining, in order to produce the goods and services demanded by its visitors, it will need to import some goods and services from other regions. As such, some of the economic benefits of the visitors' spending in Ontario will spill over to the rest of the province and to regions outside Ontario. Impacts outside Ontario are not estimated by the TREIM.

Gross Domestic Product (GDP): value of goods and services produced by labour and capital located within a country (or region), regardless of nationality of labour or ownership. GDP is measured at market prices which include net indirect taxes on products. Tourism GDP refers to the GDP generated in those businesses that directly produce or provide goods and services for travelers.

Direct impact: refers to the impact generated in businesses or sectors that produce or provide goods and services directly to travelers, e.g. accommodations, restaurants, recreations, travel agents, transportation and retail enterprises etc. Direct impact on GDP, employment and tax revenues is also called tourism GDP, tourism employment and tourism tax revenues.

Indirect impact: refers to the impact resulting from the expansion of demand from businesses or sectors directly produce or provide goods and services to travelers, to other businesses or sectors.

Induced impact: refers to the impact associated with the re-spending of labour income and /or profits earned in the industries that serve travelers directly and indirectly.

Employment: refers to number of jobs, it include full-time, part-time, seasonal and temporary employment (based on the share of the year worked), for both employed and self-employed workers.

Federal tax revenues: include personal income tax, corporate income tax, commodity tax (GST/HST, gas tax, excise tax, excise duty, air tax and trading profits) and payroll deduction that is collected by the federal government.

Provincial tax revenues: include personal income tax, corporate income tax, commodity tax (PST/HST, gas tax, liquor gallonage tax, amusement tax and trading profits) and employer health tax that is collected by the Ontario provincial government.

Municipal tax revenues: include business and personal property and education taxes that are collected by the municipalities. Collection, however, does not follow immediately the consumption or production of goods and services in a municipality by visitors (as is the case with HST or personal income taxes). Rather, these taxes show the percent of the total property taxes collected by a municipality that can be attributed to tourism because of tourism's contribution to the economic activity of the municipality and hence its tax base.

Industry: The industry follows Statistics Canada's North America Industry Classification System (NAICS) Input-Output small aggregation industry classification.



THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF THE CAO

MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.

Table with 2 columns and 3 rows containing metadata: Author's Name, Report Date, Author's Phone, Date to Council, Author's E-mail, Resolution #.

To: Mayor and Members of Town Council

Subject: User Fees for Temporary Patio Extensions on Municipal Property

1. RECOMMENDATION:

It is recommended that:

- 1. The report dated November 7th, 2024 regarding the User Fee for Temporary Patio Extension on Municipal property BE RECEIVED; and
2. Council DIRECT Administration to update the User Fee By-law to include a User Fee for Temporary Patio Extensions on Municipal Property.

3. BACKGROUND:

At the October 15th, 2024 meeting, Council directed Administration to explore the possibility of implementing a user fee for Temporary Patio Extensions placed on Municipal property. While the Temporary Patio Extension By-law was passed on May 27, 2024, no fee was included in the by-law at that time.

4. DISCUSSION:

By-law 2024-026, which establishes requirements for patios and grants authority for temporary patios and temporary patio extensions in the Town of Amherstburg, specifies that entities must enter into an agreement with the Town and provide a certificate of insurance naming the Town of Amherstburg as an additional insured. To gather insights on fee structures, Administration conducted research to align with other municipalities across Ontario that have implemented similar Patio Extension By-laws. The following summarizes the information obtained:

City of Windsor

- \$275 per application

Town of Tecumseh

- \$250 per application

Town of Lakeshore

- \$250 per application

City of St. Catherines

- \$250 per application

Town of Ingersoll

- \$50 per application

City of Peterborough

- \$320 per application

Town of Wasaga Beach

- No fee

Town of Whitby

- \$100 per application

City of Stratford

- \$650 licence fee, plus \$2.80 sq ft

Port Colbourne

- \$300 per application

The research indicates that in all municipalities where a municipal by-law has been adopted, it is common practice to apply a one-time application fee. This practice ensures that the municipality recovers administrative and processing costs associated with the review, approval, and issuance of the permit.

Given that this approach is widely adopted across similar municipalities, Administration recommends updating the User Fee By-law to align with this standard practice.

4. RISK ANALYSIS:

There is no risk analysis associated with this report.

5. FINANCIAL MATTERS:


By developing a fair, transparent fee structure and regularly reviewing its impact, the Town can maximize the benefits of increased revenue while ensuring the long-term success and vitality of the local economy.

6. CONSULTATIONS:

Melissa Osborne, Director, Development and Building Services/Deputy CAO
Tracy Prince, Director of Financial Services
Valerie Critchley, CAO

7. CONCLUSION:

Research conducted on similar municipalities across Ontario indicates that a minimal application fee is commonly applied for Temporary Patio Extensions. In light of this, Administration is recommending a one time application fee of \$300 per year for allowing a temporary patio extension to be installed between March 31 and November 7 each year as per the Town's By-law. This fee would help cover the staff time required to review applications and perform inspections related to the agreement.



Bill Tetler
Manager, Licensing and Enforcement

BT



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Taking Care of Business: The State of Business Succession and Planning in Ontario

Commentary | March 2024

By: William Dunstan & Dr. Martin Lefebvre

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Land Acknowledgement

NPI would like to acknowledge the First Peoples on whose traditional territories we live and work. NPI is grateful for the opportunity to have our offices located on these lands and thank all the generations of people who have taken care of this land.

We recognize and appreciate the historic connection that Indigenous peoples have to these territories. We support their efforts to sustain and grow their nations. We also recognize the contributions that they have made in shaping and strengthening local communities, the province, and Canada.

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Northern Policy Institute (NPI) has partnered with the Ontario Chamber of Commerce (OCC) and Société Économique de l'Ontario (SÉO) to understand the state of business succession and succession planning in Ontario.



About the Authors



William Dunstan

William Dunstan graduated from Carleton University in 2022 with an Honours Bachelor of Public Affairs and Policy Management. During his undergraduate studies, William learned about the wide world of public policy and developed a particular research interest in economic policy and regional development. Professionally, he has worked in several policy-related roles both in the think tank sphere and with the federal government. Originally from Ottawa, William developed a love for Northeastern (or Central) Ontario and the region's high quality of living during his time as an Experience North intern in 2021.



Dr. Martin Lefebvre

Martin Lefebvre, PhD, is a true northerner, born in Kirkland Lake and raised in Timmins. After pursuing graduate studies at the University of Western Ontario, he returned to his beloved region. His doctoral thesis focused on institutional investor location preferences in the USA over the past two decades. Martin's research interests also encompass sports analytics, spatial statistics, and location theory. Alongside his contributions to NPI, he imparts his knowledge as a part-time Economics professor at Northern College. In his spare time, Martin enjoys reading, painting, fencing, and watching baseball and Canadian football. With an unwavering passion for his craft and a dedication to education, Martin embodies the spirit of a multifaceted northerner.

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Executive Summary

Succession planning is critical to the long-term sustainability and success of Ontario's businesses and economy. To understand the state of business succession and succession planning in Ontario, Northern Policy Institute (NPI) partnered with the Ontario Chamber of Commerce (OCC) and Société Économique de l'Ontario (SÉO) to survey businesses and other employers across the province.

The survey found that while many organizations have developed succession plans or are in the process of doing so, a large share of Ontario employers have not prepared for a future change in leadership. Notably, 73 per cent of business owners do not have a completed succession plan in place. The survey also found that the leaders of many organizations are planning to sell or retire soon; most business owners plan to sell or retire within the next 15 years. This represents an opportunity for people in Ontario to take over existing businesses, but also risks economic disruption.

Economic risks are exacerbated by the fact that many of the organizations that will undergo succession soon are unprepared for a change in leadership; one-third of business owners who plan to sell or retire within the next five years do not have a succession plan in place or in the process of being created. Rates of succession planning are even lower for organizations that do not anticipate a change in leadership soon. Rates of succession planning are also lower for smaller organizations (fewer than 100 employees) than for larger organizations (100 employees or more). This is concerning, as survey responses indicate that smaller organizations are more likely to undergo succession within the next 10 years.

Poorly managed succession can lead to worse organizational performance and lost business value. This can result in reduced economic growth, job losses for employees, and reduced options for consumers. Therefore, increasing the number of businesses that adequately plan for succession will be crucial to ensuring that Ontario's successful existing businesses continue to provide employment opportunities, goods and services, and economic growth even as their current leadership departs.



Introduction

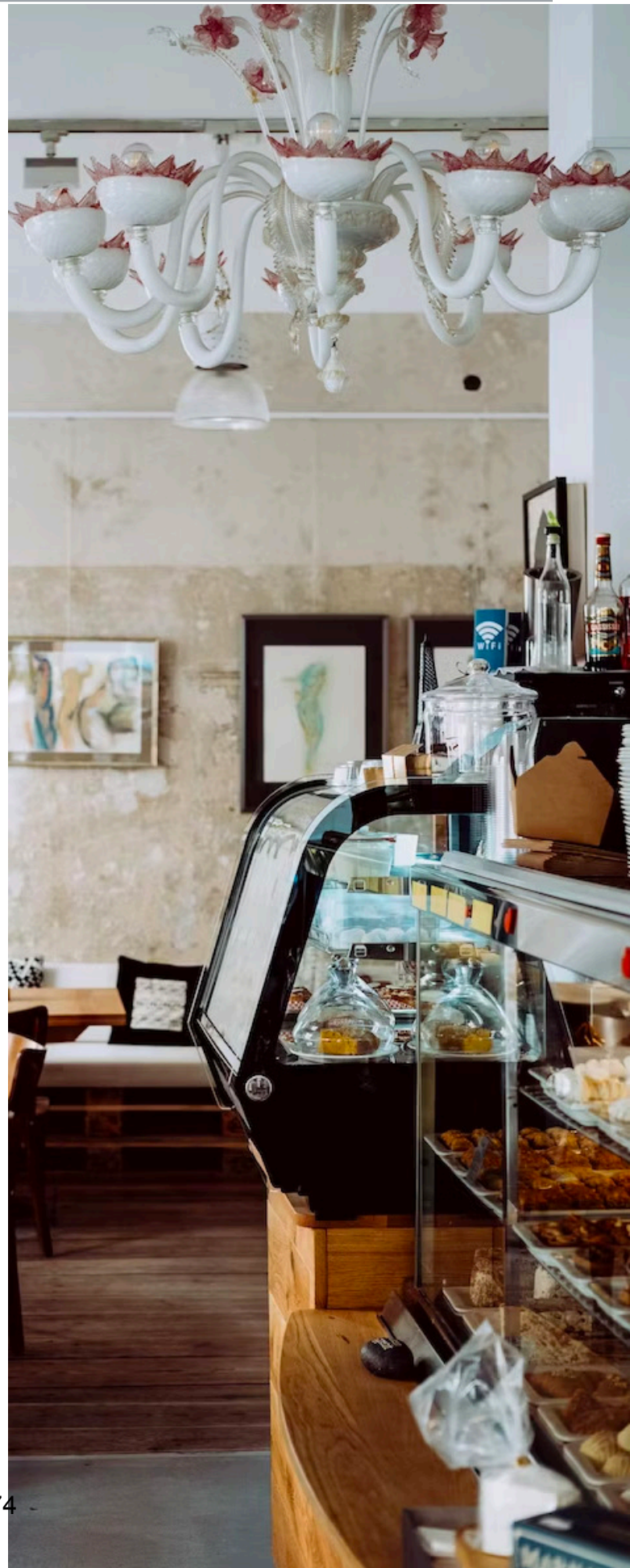
As many of Canada's large baby-boomer generation (those born between 1946 and 1965) are reaching the typical age of retirement, the Canadian economy is poised to see many experienced workers exit the labour force, likely including many business owners and leaders (Lu and Hou 2022). This process by which an organization changes ownership or leadership is known as "succession." Related to succession is the concept of "succession planning," whereby owners or leaders develop an exit strategy that best serves themselves and the future of their organization.

Northern Policy Institute (NPI) has partnered with the Ontario Chamber of Commerce (OCC) and Société Économique de l'Ontario (SÉO) to understand the state of business succession and succession planning in Ontario. Through this partnership, a survey was developed to ask businesses and other employers about their succession plans. This survey found that many business owners and leaders are likely to sell or retire soon, creating opportunities for people in Ontario to take over existing businesses. Many organizations, however, lack adequate succession planning.

The Importance of Succession Planning

Succession planning plays an important role in the smooth transition when a business or other organization changes ownership or leadership. Planning allows organizations to establish timelines for succession, identify new leadership, and prepare employees to take over leadership roles through talent development and knowledge transfer. For an owner-managed business, planning is needed for the various technical aspects of succession, including financial, tax, and legal considerations (Cruz 2018). Such planning can benefit owners by helping them receive the full value of their business (ibid.). Conversely, businesses that fail to plan for succession are at a higher risk of experiencing gaps in knowledge and leadership that could result in reduced performance and business value.

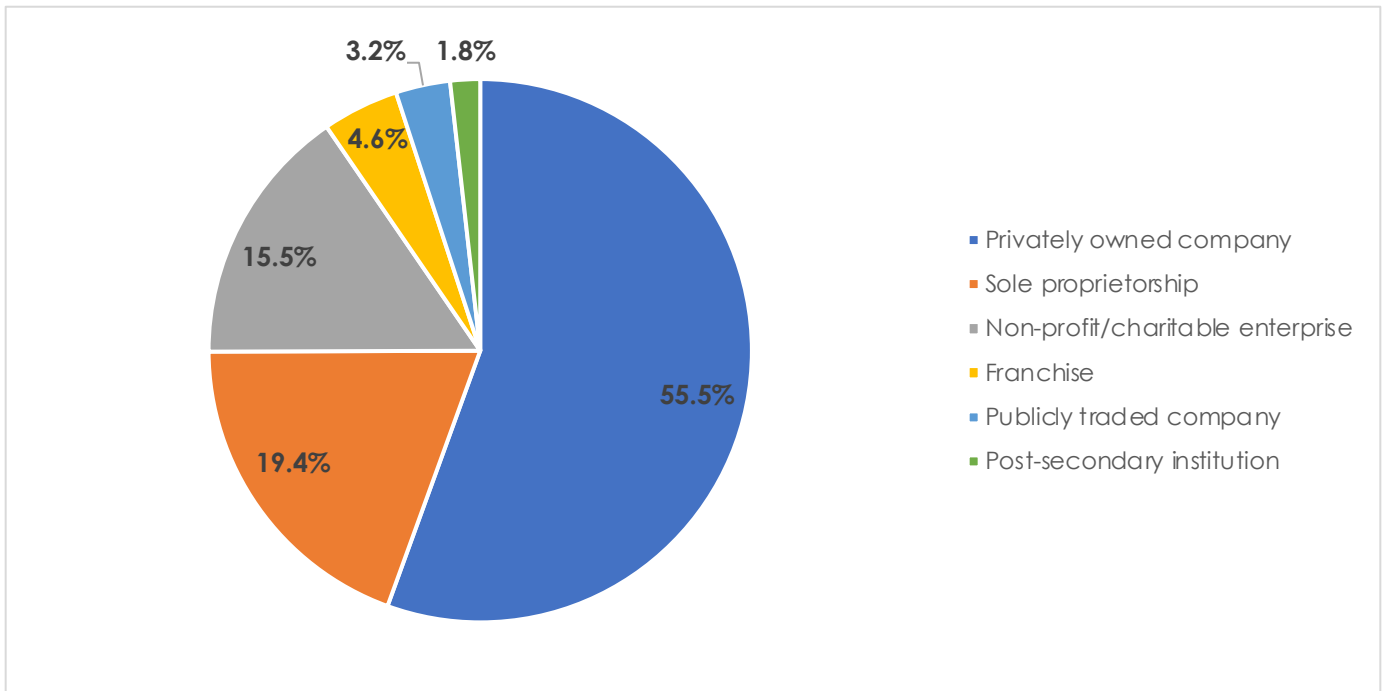
Succession planning is important for more than just business owners. Inadequate business succession planning risks job losses, reduced productivity, and lost government revenue (Geobey and Ronson 2018). Consumers can also suffer if businesses they rely on for goods and services are disrupted by poor succession planning. Ultimately, succession planning is important because it helps ensure the long-term sustainability and success of an organization and, in turn, the wider economy.



The Business Succession Survey

To gauge the state of business succession planning across Ontario, NPI and SÉO partnered with the OCC to add five questions to its 2022 Business Confidence Survey (BCS).¹ This survey was conducted by Golfdale Consulting from October 18 to November 30, 2022. Furthermore, NPI included a longer series of questions in its employer survey as part of the Institute’s second annual Measurement Month. The answer rate for this extended survey was too low, however, to be a reliable indicator. The 1,912 organizations that completed the BCS were a mix of private businesses, non-profits, and post-secondary institutions. Figure 1 provides a detailed breakdown of responding organizations by organization type.

Figure 1: Organizations Responding to the Business Confidence Survey, by Organization Type



Source: 2022 Business Confidence Survey

¹ See Ontario Chamber of Commerce (2022); the questions are provided in the appendix.

Of the 1,912 responses, 1,317 were from the owner of the business or organization in question, while 595 were from another representative of the business or organization. When asked about the size of the business or organization responding (in terms of numbers of employees), 1,636 organizations reported having fewer than 100 employees, 152 reported having between 100 and 499, and 101 reported having 500 or more employees. Twenty-three did not know or chose not to answer.

The survey received responses from a wide range of industries. The industries that provided the most responses were retail trade, professional, scientific and technical services, and the non-profit sector. Table 1 shows the number of responses received from each industry.

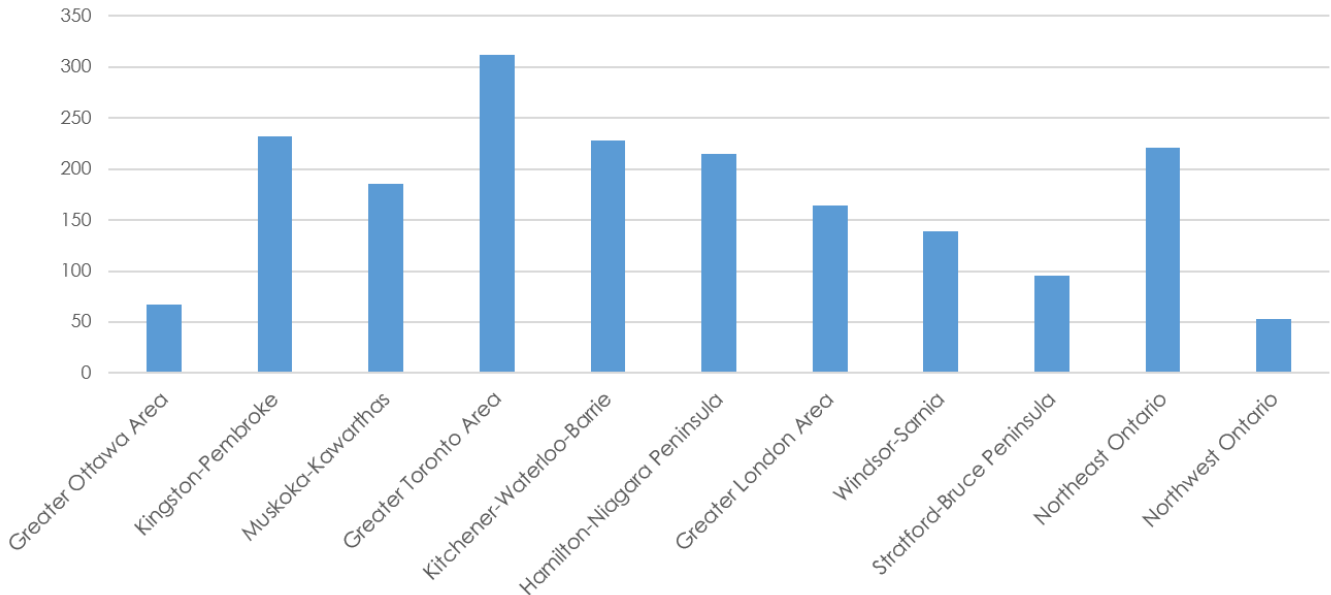
Table 1: Organizations Responding to the Business Confidence Survey, by Industry

Industry	Number of Responses
Accommodation and food services	131
Administrative and support, waste management and remediation services	17
Agriculture, forestry, fishing and hunting	45
Arts, entertainment and recreation	99
Construction	150
Educational services (including post-secondary institutions)	50
Finance and insurance	129
Government	26
Health care and social assistance	102
Information and cultural industries	33
Labour	22
Management of companies and enterprises	26
Manufacturing	136
Mining, quarrying, and oil and gas extraction	15
Non-profit	152
Professional, scientific and technical services	183
Real estate and rental and leasing	62
Retail trade	187
Transportation and warehousing	47
Utilities	13
Wholesale trade	26
Other	255
I don't know / prefer not to answer	6

Source: 2022 Business Confidence Survey

Survey responses were received from across Ontario. Figure 2 shows the number of responses received from each of Ontario's economic regions. The Greater Toronto Area provided the most responses, while the fewest responses came from the Greater Ottawa Area and Northwest Ontario.

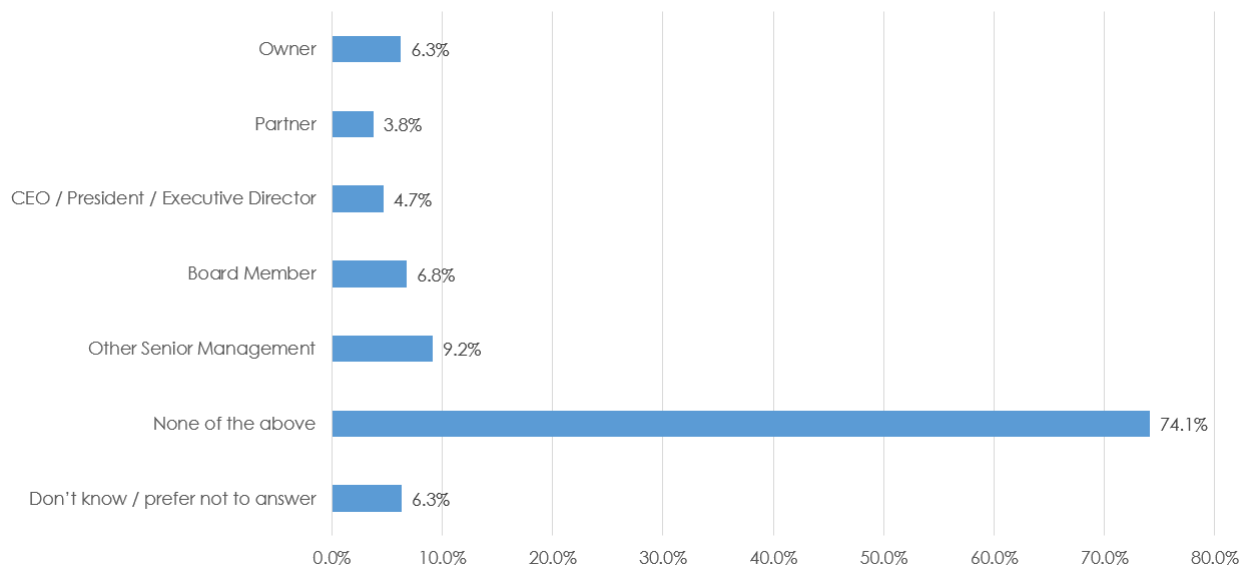
Figure 2: Organizations Responding to the Business Confidence Survey, by Ontario Region



Source: 2022 Business Confidence Survey

Additionally, the survey asked respondents whether various individuals within their organization speak French as a first language or at home. Figure 3 shows the percentage of respondents who indicated that a given individual in their organization speaks French as a first language or at home. Seventy-four per cent of respondents indicated that none of the listed individuals at their organization speak French as a first language or at home.

Figure 3: Share of Organizations in Which an Individual Speaks French as a First Language or at Home, by Leadership Position



Source: 2022 Business Confidence Survey

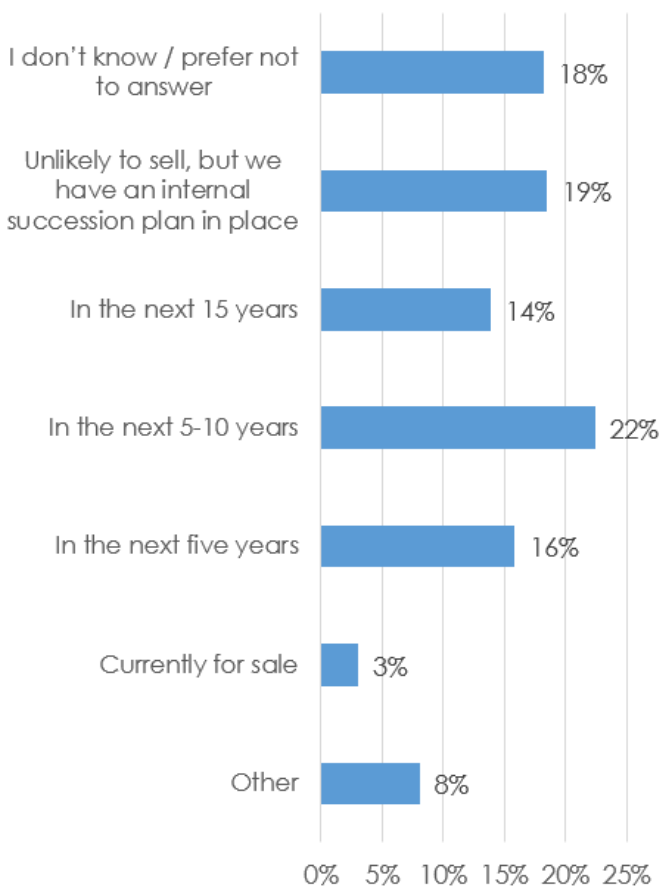
Results

The responses to the survey provide insight into how many organizations are likely to undergo succession soon and how many of these organizations have completed succession planning. Respondents indicated that many, and possibly a majority, of Ontario employers expect to undergo succession within the next 15 years; however, many organizations continue not to have a succession plan in place.

Succession

The survey asked business owners if they were likely to be retiring or selling their business and non-owners if they believed their organization's leadership was likely to be selling or retiring. As shown in Figure 4, a majority (55 per cent) of owners planned to sell or retire within the next 15 years. Nineteen per cent responded that they were unlikely to sell but have an internal succession plan, while 8 per cent indicated another situation and 18 per cent did not know or preferred not to say.

Figure 4: Business Owners' Responses to "Are you likely to be retiring or selling your business?"



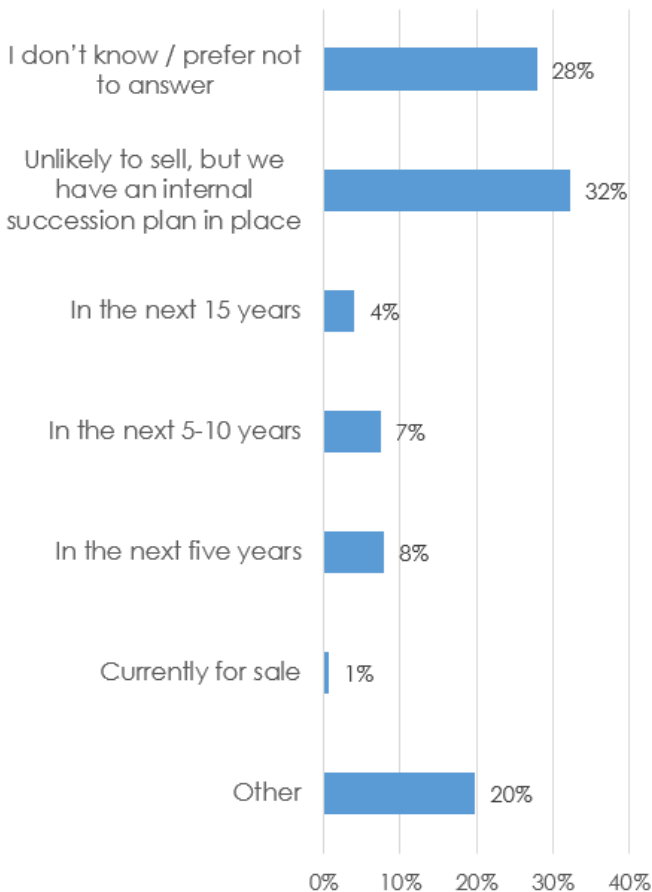
Source: 2022 Business Confidence Survey



Figure 5 shows non-owners' responses. Only 20 per cent of non-owners believed their organization's leadership was likely to sell or retire within the next 15 years. Compared to owners, a larger share of non-owners selected "other," "unlikely to sell, but we have an internal succession plan in place," or "I don't know / prefer not to answer." Higher rates of "I don't know / prefer not to answer" responses might be attributable to non-owners being less likely to know what their organization's succession plans are.

Together, Figures 4 and 5 show that many organizations in Ontario expect to undergo succession within the foreseeable future. Similarly high rates of succession planning are needed to guide these organizations through a change in leadership.

Figure 5: Non-owners' Responses to "To the best of your knowledge, is your company leadership likely to be retiring or selling the business?"



Source: 2022 Business Confidence Survey

A New Option for Business Succession: Employee Ownership Trusts

In the 2023 budget, the federal government committed to enacting legislation to establish employee ownership trusts (EOTs) in Canada (Canadian Employee Ownership Coalition 2023). EOTs are a dedicated legal vehicle designed to own company shares on behalf of its employees. Business owners can sell to employees through an EOT, which in turn allocates benefits to employees.

With the right supporting legislation, EOTs can incentivize succession planning by business owners. EOTs have been adopted widely in the United States and United Kingdom, and 53 per cent of Canadian business owners say they would be more likely to sell to employees if these policies existed (Canadian Federation of Independent Business 2021). In the United States, people working at employee-owned businesses tend to enjoy higher wages and longer job tenure (National Center for Employee Ownership 2017). Accordingly, EOTs should be an attractive option to the 61 per cent of Canadian business owners who say that protecting employees is very important in a business sale (Canadian Federation of Independent Business 2021).

Before discussing the state of succession planning in Ontario, it is valuable to consider some data on who and which types of organizations are likely to undergo succession soon. Table 2 combines responses from owners and non-owners and sorts them according to their organization's number of employees. This reveals two notable patterns. First, respondents from smaller organizations are more likely to say their organization will be up for sale or have its leadership retire within the next 15 years. For organizations with 0 to 99 employees,

48 per cent of respondents indicated that leadership is likely to sell or retire within 15 years, compared with 30 per cent and 18 per cent for organizations with 100 to 499 and 500 or more employees, respectively. Second, larger organizations are more likely to report that they are unlikely to sell but have an internal succession plan in place. Forty per cent of responses from organizations with 500 or more employees indicated that an internal succession plan is in place, compared with 21 per cent of organizations with 0 to 99 employees.

Table 2: Expected Date of Retirement or Business Sale by Organization Size

When is Current Leadership Likely to Sell or Retire?	Number of Employees		
	0–99	100–499	500+
	<i>(per cent)</i>		
Other	11	13	19
Currently for sale	3	1	1
In next 5 years	14	8	6
In next 5–10 years	19	16	6
In next 15 years	12	5	5
Unlikely to sell, but succession plan is in place	21	34	40
I don't know / prefer not to answer	21	22	24

Source: 2022 Business Confidence Survey

Table 3 similarly combines owners' and non-owners' responses. For each response option, Table 3 shows what share of organizations had a given leadership role occupied by someone who speaks French as a first language or at home. For example, 2 per cent of organizations that are currently for sale have a Francophone board member. Notably, 14 per

cent of businesses that are currently for sale have a Francophone owner. Considering that only 3.3 per cent of Ontarians speak French as a mother tongue (Statistics Canada 2023a), this suggests that relative to their share of the population, there are many opportunities for Francophones in Ontario to take over existing Francophone businesses.

Table 3: Succession Plans and Francophone Leadership

Share of Organizations with Francophone Leadership	Succession Plan in Place					
	Other	Currently for sale	In the next 5 years	In the next 5–10 years	In the next 15 years	Unlikely to sell, but we have an internal succession plan in place
	<i>(per cent)</i>					
Other senior management	11	5	6	9	1	15
Board member	14	2	2	11	1	9
CEO/ president/ executive director	8	0	3	5	4	6
Partner	3	7	1	8	4	5
Owner	4	14	4	9	8	6

Source: 2022 Business Confidence Survey

Comparison with the Canadian Survey on Business Conditions

Statistics Canada's quarterly Canadian Survey on Business Conditions (CSBC) asks a question that is similar to that of the BCS regarding whether business owners and leaders are likely to sell or retire. The question in the CSBC, however, is more limited in its timeframe and has different available cross-tabulations, since the goal of the quarterly survey is to gather near "real-time" information on Canadian business conditions. Specifically, the CSBC asks businesses if they plan to transfer ownership or sell within the next 12 months.

The CSBC results from Q4 2022, Q1 2023, and Q2 2023 (shown in Table 4) are similar to the responses the BCS received in two ways. First, a similar share of businesses indicate that they plan to sell soon. In the BCS, 3 per cent of business owners (and 1 per cent of now-owners) indicated their organization is currently for sale. In the CSBC, around 3 per cent of respondents indicated they planned to sell within the next 12 months. Second, in both the BCS and the CSBC, businesses with fewer than 100 employees indicated that they plan to sell soon at higher rates than businesses with 100 or more employees. The Q1 2023 CSBC did receive a large number of responses from businesses with 100 or more employees indicating that they intended to sell within the next 12 months, but this figure is subject to a data-quality warning from Statistics Canada and is not repeated in the following quarter (Statistics Canada 2022). These similarities represent some evidence that responses to the BCS are an accurate representation of reality.



Table 4: Share of Ontario Businesses Indicating They Plan to Transfer or Sell within the Next 12 Months According to the Canadian Survey on Business Conditions

Size of Business	2022 Q4		2023 Q1		2023 Q2	
	Plan to Transfer	Plan to Sell	Plan to Transfer	Plan to Sell	Plan to Transfer	Plan to Sell
	(per cent)					
All businesses	1.3	2.7	1.0	3.6	1.2	3.5
1–4 employees	1.1	1.3	0.4	3.3	0.0	1.3
5–19 employees	2.1	5.9	2.3	4.4	2.9	6.8
20–99 employees	0.2	1.5	1.1	2.4	2.8	7.1
100+ employees	0.1	1.7	0.0	7.2*	0.2	0.4

* Statistics Canada notes a lower level of data quality ("good" rather than "excellent") and a larger confidence interval for this number.

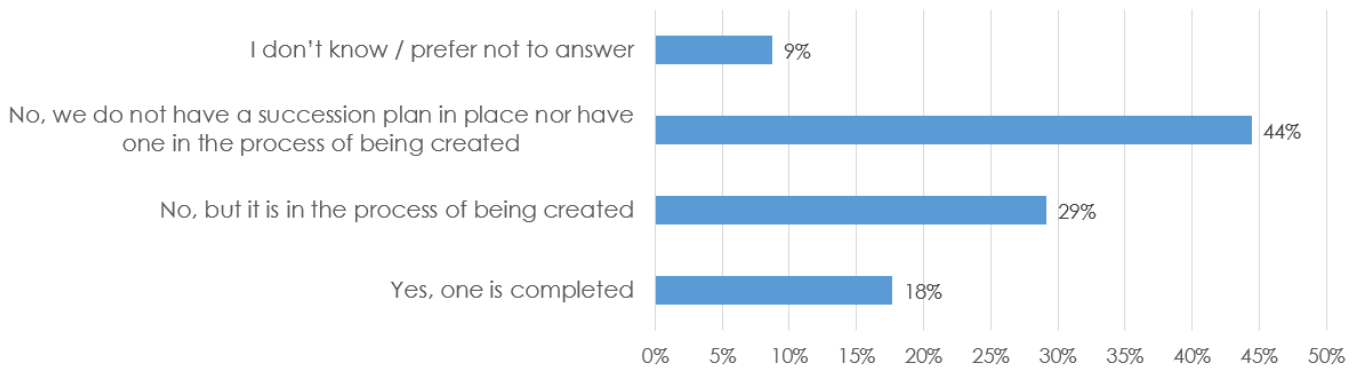
Sources: Statistics Canada (2022, 2023b, 2023c).

Planning

It is clear that many Ontario employers will have to navigate succession within the foreseeable future. But how many of these organizations are prepared? The BCS sought to answer this question by asking business owners if they have a succession plan in place and non-owners if, to the best of their knowledge, their company leadership has a succession plan in place. The responses suggest that many organizations are not prepared adequately for succession.

Figure 6 shows that only 18 per cent of business owners have completed a succession plan, while 29 per cent reported that one is in the process of being created. Nevertheless, 44 per cent of owners reported not having a succession plan in place and not being in the process of creating one. These low rates of business succession planning mean that many Ontario businesses and the wider Ontario economy are exposed to the risks of lost productivity, business value, and jobs.

Figure 6: Business Owners' Responses to "Do you have a succession plan in place?"

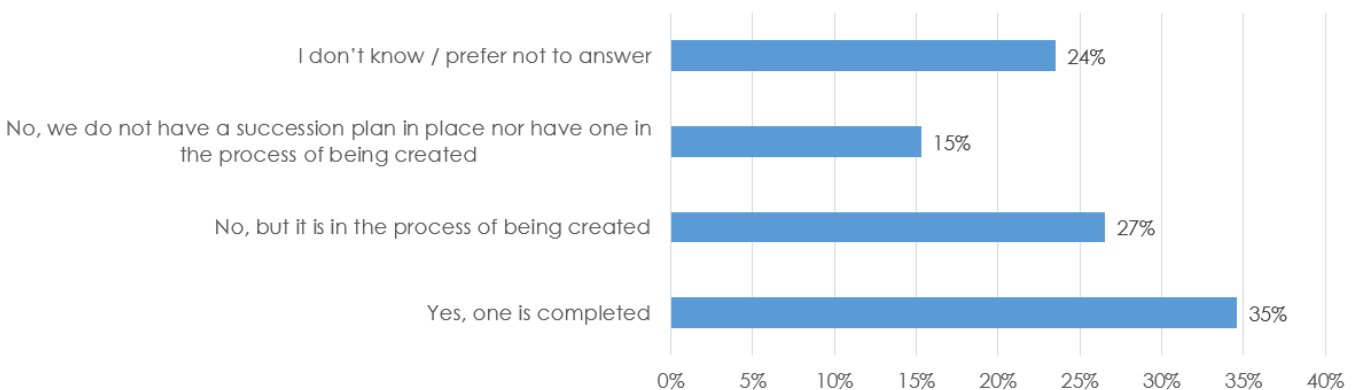


Source: 2022 Business Confidence Survey

Figure 7 shows that 35 per cent of non-owners reported that, to the best of their knowledge, their organization's leadership has a succession plan in place. Only 15 per cent of non-owners reported that a succession plan is not in place and is not in the process of being created, compared with 44 per cent of owners. As well, non-owners were more likely than owners to

select "I don't know / prefer not to answer." Again, this might reflect non-owners' being less aware of the state of their organization's succession plans. Overall, responses suggest that organizations where a non-owner responded to the BCS are more likely to have a succession plan prepared.

Figure 7: Non-owners' Responses to "To the best of your knowledge, does your company leadership have a succession plan in place?"



Source: 2022 Business Confidence Survey

Table 5 compares owners' responses regarding when they are likely to sell or retire and whether they have a succession plan in place. Apart from businesses that have an internal succession plan in place, owners of businesses that are currently for sale are most likely to have completed a succession plan. Still, most owners who are planning to sell or retire soon do not have a succession plan in place: 58 per cent of owners with a business currently for sale do not have a succession plan, nor do 73 per cent of owners who are likely to sell or retire in the next five years. It is a positive sign that owners looking to sell or retire soon are more likely to have a succession plan completed; however, succession planning rates among these owners remain worryingly low. Overall, the results presented in Table 5 show that businesses and the wider Ontario economy are not only at risk of encountering disruptions from inadequate succession planning eventually; many organizations are set to experience these challenges now or in the near future.



Table 5: Comparison of Owners' Responses Regarding When They Are Likely to Sell or Retire and Whether They Have a Succession Plan in Place

Succession Plan in Place?	Succession Plan in Place					
	Other	Currently for sale	In the next 5 years	In the next 5–10 years	In the next 15 years	Unlikely to sell, but we have an internal succession plan in place
	<i>(per cent)</i>					
Yes	13	28	19	12	10	39
No, but it is in the process of being created	13	23	40	38	27	38
No, we do not have a plan in place nor have one in the process of being created	66	35	33	46	57	20
I don't know / prefer not to answer	8	15	8	4	6	3

Source: 2022 Business Confidence Survey



Table 6 compares non-owners' responses regarding, to the best of their knowledge, when their organization's leadership is likely to sell or retire and whether those leaders have a succession plan in place. At organizations that are currently for sale, 75 per cent of respondents reported that a succession plan was completed, as did 59 per cent at organizations with an internal succession plan. Most respondents who believed their organization's leadership is likely to sell or retire

within 10 years reported that a succession plan is not in place; however, approximately half these respondents reported that one is in the process of being created. Like Table 5, Table 6 indicates that the sooner it anticipates succession taking place, the more likely an organization is to have planned for succession. Nevertheless, once again, many organizations that are currently undergoing succession or that will undergo succession soon do not have a plan in place.

Table 6: Comparison of Non-owners' Responses Regarding When Their Organization's Leadership Is Likely to Sell or Retire and Whether It Has a Succession Plan in Place

Succession Plan in Place?	Intention to Sell or Retire					
	Other	Currently for sale	In next 5 years	In next 5–10 years	In next 15 years	Unlikely to sell, but we have an internal succession plan in place
	<i>(per cent)</i>					
Yes	27	75	23	27	13	59
No, but it is in the process of being created	26	0	53	45	38	24
No, we do not have a succession plan in place nor have one in the process of being created	26	0	17	18	42	6
I don't know / prefer not to answer	20	25	6	9	8	10

Source: 2022 Business Confidence Survey

Farm Succession

The problem of inadequate succession planning spans multiple industries. One industry where this problem might warrant special concern, though, is farming. A recent report from the RBC Climate Action Institute estimates that 66 per cent of Canadian agrifood producers do not have a succession plan in place. The report encourages farm operators to plan for succession and to consider selling "to eager new producers entering the industry, productive operators, or farmers new to Canada [to] help ensure the farm's productivity does not slow" (RBC Climate Action Institute 2023, 12).

Responses to the BCS support the argument that farming should be an area of special concern in regard to succession planning. The survey does not identify which respondents were farm operators; however, because it asked for respondents' primary industry, one can analyze responses from the broader industry of "Agriculture, forestry, fishing, and hunting." Compared with the total for all industries (63 per cent), respondents from that industry were more likely to indicate that their business does not have a succession plan in place (80 per cent).²

² With only 45 responses from the "Agriculture, forestry, fishing, and hunting" industry, it is difficult to draw reliable conclusions from other questions in the BCS. For example, while a larger share of respondents from "Agriculture, forestry, fishing, and hunting" indicated that their businesses' owners or leadership are likely to sell or retire within the next 10 years, the difference between responses from this industry and the total sample are not statistically significant.

Table 7 combines owners' and non-owners' responses and sorts them according to their organization's number of employees. This table shows that larger organizations are more likely to have a completed succession plan: 50 per cent of organizations with 500 or more employees have a succession plan completed, compared with only 20 per cent of organizations with fewer than 100 employees. Furthermore, a concerningly large number of organizations with fewer than 100 employees (40 per cent) neither have a succession plan in place nor are in the process of creating one. Overall, 48 per cent of organizations with 0 to 99 employees report having a completed succession plan or that one is in the process of being created, compared with 79 per cent of organizations with 100 to 499 employees, and 68 per cent of organizations with 500 or more employees.

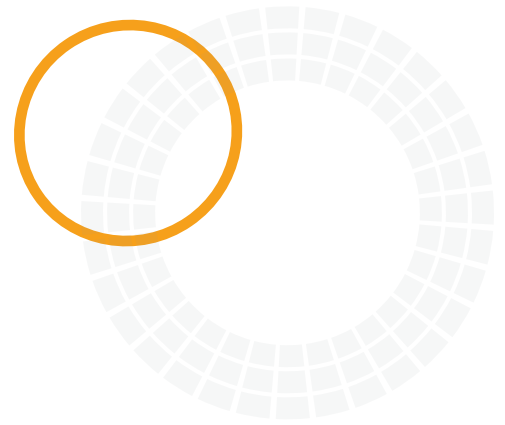


Table 7: Existence of a Succession Plan by Organization Size

Succession Plan in Place?	Number of Employees		
	0-99	100-499	500+
	<i>(per cent of organizations)</i>		
Yes	20	41	50
No, but it is in the process of being created	28	38	18
No, we do not have a succession plan in place nor have one in the process of being created	40	8	10
I don't know / prefer not to answer	12	13	22

Source: 2022 Business Confidence Survey



Table 8 similarly combines owners' and non-owners' responses. For each response option, the table shows what percentage of organizations have a given leadership role occupied by someone who speaks French as a first language or at home. Businesses with a Francophone owner make up a larger share of organizations without a succession plan than do organizations with a completed succession plan. As noted earlier, with many Francophone business owners looking to sell or retire soon, there might be many opportunities for Francophones in Ontario to take over existing Francophone businesses. For these Francophone businesses to navigate succession successfully, greater planning is needed.



Table 8: Existence of a Succession Plan and Francophone Leadership

Succession Plan in Place?	Succession Plan in Place?		
	Yes	No, but it is in the process of being created	No, we do not have a succession plan in place nor have one in the process of being created
	<i>(per cent of organizations)</i>		
Other senior management	15	10	4
Board member	9	9	4
CEO / president / executive director	7	6	3
Partner	5	3	4
Owner	5	7	8

Source: 2022 Business Confidence Survey



Key Findings

The tables and figures in the preceding section can be condensed into four key findings.

1. Many Ontario employers will need to navigate succession within the foreseeable future.

Most business owners indicated that they are planning to sell or retire within the next 15 years. Twenty per cent of non-owners believed their organization's leadership is likely to sell or retire over the same period. For both groups, some organizations have internal succession plans in place.

2. Many organizations do not have a succession plan in place, including some that are likely to undergo succession within the foreseeable future.

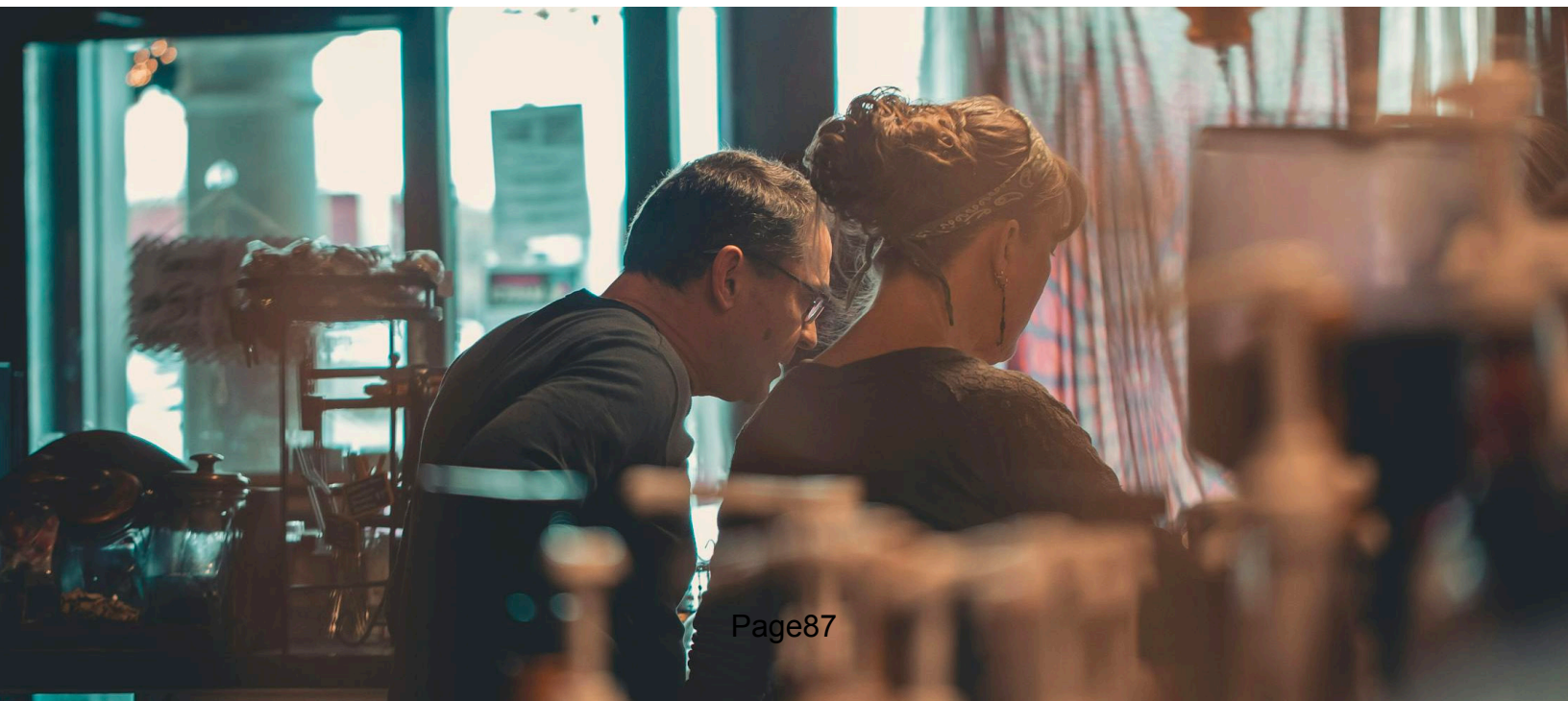
Seventy-three per cent of business owners and 42 per cent of non-owners said their organization does not have a succession plan in place. Approximately one-third of owners who plan to sell or retire within the next five years have no succession plan in place or in the process of being created.

3. Smaller organizations are more likely to expect to undergo succession soon but less likely to have a succession plan in place.

Leadership of organizations with 0 to 99 employees were 36 per cent more likely to say they plan to sell or retire within 10 years than leaders of organizations with 100 to 499 employees. However, they are 48 per cent less likely to have a succession plan in place or in the process of being created.

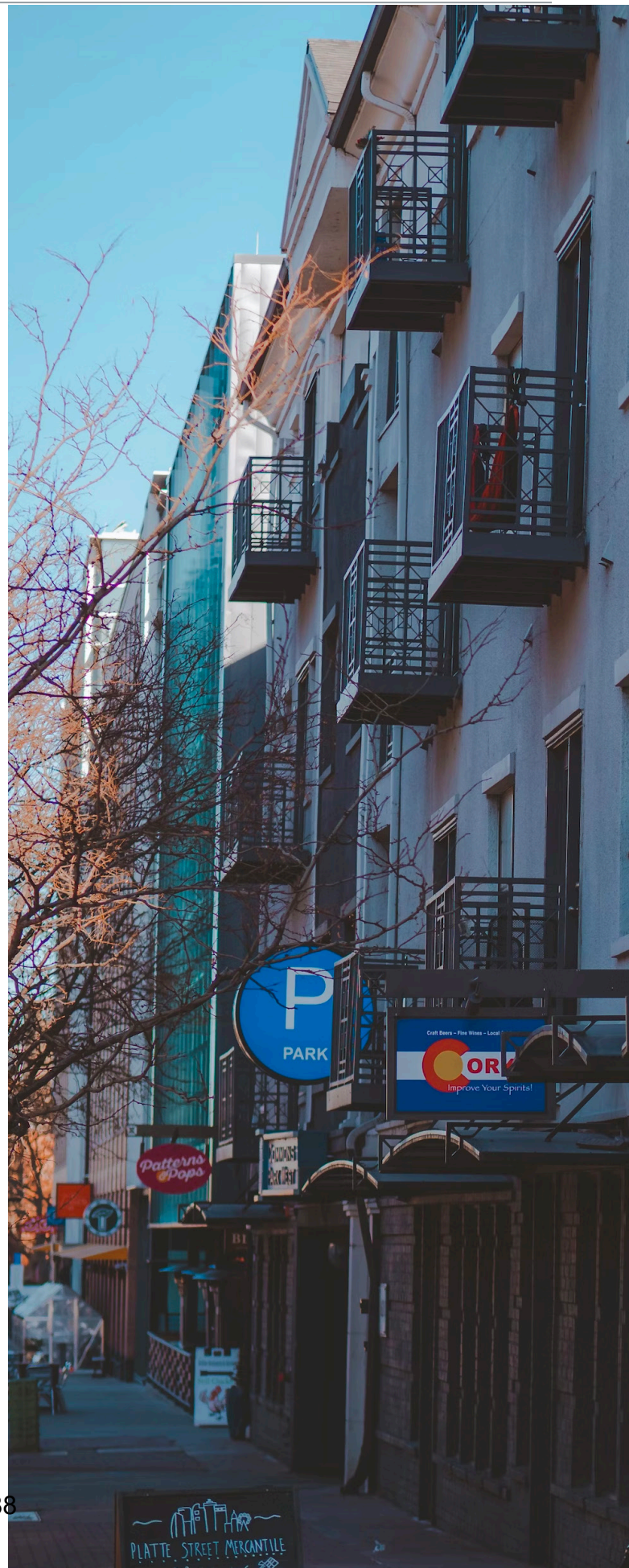
4. Many Francophone organizations are likely to undergo succession soon, but many of these organizations do not have a succession plan in place.

Fourteen per cent of businesses currently for sale have a Francophone owner. However, Francophone-owned businesses make up a larger share of organizations without a succession plan than organizations with a plan in place.



Conclusion

Many organizations in Ontario can expect to see their owners or leadership sell or retire within the next 15 years. This presents both opportunities and risks. High rates of business succession create an opportunity for people in Ontario, including newcomers, youth, and Francophones, to take over existing businesses. At the same time, high rates of business succession create a risk of disruption to existing businesses and the wider economy. Increasing the number of businesses that adequately plan for succession will be crucial to ensuring that Ontario's successful existing businesses continue to provide employment opportunities, goods and services, and economic growth even as their current leadership departs.



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Appendix: Questions added to Business Confidence Survey

1. Which of the following best describes ownership of your organization?

- It is a franchise
- It is a sole proprietorship (one person company)
- It is a privately owned company
- It is a publicly traded company
- It is a non-profit/charitable enterprise
- It is a post-secondary institution

2. Are you the owner of this business/organization?

- Yes
- No

If “yes”:

I. Are you likely to be retiring or selling your business:

- a. Currently for sale
- b. In the next five years
- c. In the next 5-10 years
- d. In the next 15 years
- e. Unlikely to sell, but we have an internal succession plan in place
- f. I don't know/ prefer not to answer
- g. Other (please explain)

II. Do you have a succession plan in place?

- a. Yes, one is completed
- b. No, but it is in the process of being created
- c. No, we do not have a succession plan in place or have one in the process of being created
- d. I don't know/ prefer not to answer

III. Do the following individuals in your organization either have French as their first language or speak French at home? Please select all that apply.

- a. Owner
- b. Partner
- c. CEO/President/Executive Director
- d. Board Member
- e. Other Senior Management
- f. None of the above
- g. I don't know / prefer not to answer

If “no”:

I. To the best of your knowledge, is your company leadership likely to be retiring or selling the business:

- a. Currently for sale
- b. In the next five years
- c. In the next 5-10 years
- d. In the next 15 years
- e. Unlikely to sell, but we have an internal succession plan in place
- f. I don't know/ prefer not to answer
- g. Other (please explain):

II. To the best of your knowledge, does your company leadership have a succession plan in place?

- a. Yes, one is completed
- b. No, but it is in the process of being created
- c. No, we do not have a succession plan in place or have one in the process of being created
- d. I don't know/ prefer not to answer

III. To the best of your knowledge, do the following individuals in your organization either have French as their first language or speak French at home? Please select all that apply.

- a. Owner
- b. Partner
- c. CEO/President/Executive Director
- d. Board Member
- e. Other Senior Management
- f. None of the above
- g. I don't know / prefer not to answer

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Northern Policy Institute is Northern Ontario's independent, evidence driven think tank. We perform research, analyze data, and disseminate ideas. Our mission is to enhance Northern Ontario's capacity to take the lead position on socio-economic policy that impacts our communities, our province, our country, and our world.

We believe in partnership, collaboration, communication, and cooperation. Our team seeks to do inclusive research that involves broad engagement and delivers recommendations for specific, measurable action. Our success depends on our partnerships with other entities based in or passionate about Northern Ontario.

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