

Hubbards and Area Business Association

Final Report March 2009

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Introduction

This report examines the responses of business operators to a survey on the state of the Hubbard's and Area business environment and the initiatives of the Hubbard's and Area Business Association (HABA). The results of this survey will serve an important role in determining not only the priorities of the HABA but other development organization in the foreseeable future.

The survey consisted of 19 questions and had a total of 53 respondents. These questions aimed at elucidating different types of information - from broadly establishing the profiles of respondents, the perception of the future for the enterprises, to exploring the effectiveness of marketing initiatives of business operators and the HABA. There was a balanced mix of open-ended questions, rankings and forced selections.

The survey was administered via an electronic form accessible to respondents via an email link. All contacts on the HABA email list were sent a message encouraging members to participate in this survey to help determine the state of Hubbard's business environment and their perceptions of the future. The use of an online survey was conducted for a two-fold reason: to make use of an accurate database to analyze results, and because of the cost effectiveness of online surveys. The entire process was coordinated by the Acadia Centre for Small Business and Entrepreneurship (ACSB E) with the auspices of the HABA and its partners.

Survey Results

This section explores the responses of participants to the 19 questions posed in the questionnaire. We have attempted to aggregate responses where necessary, and to expand on others when appropriate.

Question 1

What type of business do you own? (If you feel that your business fits equally into more than one category, please select the one you feel best represents it)		
Answer Options	Response Frequency	Response Count
Accommodations	8.9%	5
Business Services	7.1%	4
Educational Services	0.0%	0
Financial Services	3.6%	2
Health Services	7.1%	4
Manufacturing	10.7%	6
Property Rental or Sales	5.4%	3
Restaurant	3.6%	2
Retail Sales	10.7%	6
Technology	1.8%	1
Other (please specify)	41.1%	23
<i>answered question</i>		56
<i>skipped question</i>		0

Fig. 1 – Type of Business

Question 2

How long has your business been operating in Hubbards or the surrounding area?		
Answer Options	Response Frequency	Response Count
less than 1 year	8.9%	5
1 year to under 2 years	7.1%	4
2 years to under 5 years	23.2%	13
5 years to under 10 years	17.9%	10
10 to 20 years	23.2%	13
More than 20 years	19.6%	11
Additional comments		6
<i>answered question</i>		56
<i>skipped question</i>		0

Fig. 2 – Length of Operation

The survey indicates a relatively even distribution of “new” and “old” businesses in the area. The area has nearly 57% of its businesses over 5 years of age. The 5 year milestone is important as this traditionally indicates a level of sustainability for the business in the area as they have established themselves in the community. Alternatively, younger businesses have a much higher turnover rate as they struggle to establish a viable business model and overcome the traditional start up hurdles. Our research indicated that over 43% of the businesses are under the age of 5 years old indicating a higher degree of turnover could be experienced.

Question 3

Do you consider your business to be financially stable?		
Answer Options	Response Frequency	Response Count
Yes	79.6%	43
No	20.4%	11
Additional comments		9
<i>answered question</i>		54
<i>skipped question</i>		2

Fig. 3 – Financial Stability

A significantly large proportion of respondents, 78%, stated that their businesses are financially stable. The response to this question indicates that the majority of the business community is sustainable. The degree of financial instability of 1/5 of the business community is a significant concern. Clearly the loss of such a significant percentage of business would be devastating unless a strategy was in place to encourage new developments to replace the unsuccessful ventures.

If we look more closely at the data and explore the responses of the businesses that are less than five years of age the level of financial stability becomes even more troubling as nearly 40% had a negative response.

Question 4

Please rate the local (Hubbards and surrounding areas) business climate.		
Answer Options	Response Frequency	Response Count
Excellent (It is a great place to do business)	18.2%	10
Good	47.3%	26
Fair	27.3%	15
Poor (I don't know how businesses survive here)	7.3%	4
Additional comments		9
<i>answered question</i>		55
<i>skipped question</i>		1

Fig. 4 – Local Business Climate Rating

When asked to rate the business climate for the Hubbards and surrounding area is was indicated that over 64% of the businesses responding positively as the area being either being an “Excellent” or “Good” business climate.

Additional comments attached in Appendix A.

Question 5a

During the past 2 years, your business has:		
Answer Options	Response Frequency	Response Count
Grown	56.9%	29
Remained consistent	27.5%	14
Declined	15.7%	8
Additional comments		8
<i>answered question</i>		51
<i>skipped question</i>		5

Fig. 5 – Historical Growth of All Businesses

When asked to report on the financial direction their businesses have taken over the last 2 years, over 57% reported that they have grown. This is a positive indication and supports a previous question concerning the businesses financial stability. An issue of concern is the 17 percent of businesses that indicated a decline over the last 2 years. Once again we see evidence that approximately 1 of every 5 businesses are facing difficulties.

The Nova Scotian tourism industry has reported a decline in recent years and tourism is a significant pillar for the Hubbards' economy. For that reason, we examined how the tourism based businesses performed. To our surprise these business responding slightly less favorable results but indicated a very similar trends.

Question 5b

During the past 2 years, your business has:		
Answer Options	Response Frequency	Response Count
Grown	53.8%	7
Remained consistent	30.8%	4
Declined	15.4%	2
Additional comments		0
<i>answered question</i>		13
<i>skipped question</i>		0

Fig. 6 – Historical Growth of Tourism Businesses

The results from Question 5b have been filtered to include only the local businesses that are involved in the tourism industry (Accommodations, Restaurant, and Retail).

Question 6a

In the next two years, you expect your business will		
Answer Options	Response Frequency	Response Count
Grow	64.2%	34
Remain consistent	32.1%	17
Decline	3.8%	2
Additional comments		4
<i>answered question</i>		53
<i>skipped question</i>		3

Fig. 7 – Expected Growth of All Businesses

The business community perception of the future is a critical indication of the perceived health of an economy. The majority of businesses (67.3%) expect their business will grow in the next two years and nearly 33% will remain the same. This question's response does not always remain true as statistically more than 4% will have a decline in sales. However, the business community's perception of the next two years is relatively optimistic despite of the economic downturn.

Question 6b

In the next two years, you expect your business will		
Answer Options	Response Frequency	Response Count
Grow	46.2%	6
Remain consistent	46.2%	6
Decline	7.7%	1
Additional comments		0
<i>answered question</i>		13
<i>skipped question</i>		0

Fig. 8 – Expected Growth of Tourism Businesses

The outlook of the tourism industry, based on this question, is far less optimistic as only 46.2% of businesses in this sector anticipate growth and the number of business remaining the same is 14% higher. Clearly the non tourism based businesses have a much more optimistic view of the next two years as seen in Figure 8.

Question 7a

Please indicate the extent to which each of the following presents a challenge to your business (where 1=not a challenge and 4=a major or extreme challenge)						
Answer Options	1 (not a challenge)	2 (a small challenge)	3 (a large challenge)	4 (a major or extreme challenge)	N/A	Rating Average
Accessing money to expand my business	17	17	5	9	7	2.13
Marketing my business	15	21	16	3	0	2.13
Finding staff	7	14	12	5	15	2.39
Retaining staff	12	17	6	2	16	1.95
Town bylaws or regulations	25	13	1	3	12	1.57
Provincial laws or regulations	19	14	6	6	9	1.98
Increase in competition	23	18	10	1	2	1.79
Changing demographics	19	17	7	4	7	1.91
Identifying new products or services	16	21	8	1	5	1.87
Other (please specify)						
					<i>answered question</i>	55
					<i>skipped question</i>	1

Fig. 9 – Business Challenges

The three biggest issues in the management of the business in the local community are Finding Staff, Marketing and Accessing Money to Expand. Once again we explore the variances that exist between non tourism based operations and each of these issues has slightly a higher priority or level of difficulty.

Question 7b

Please indicate the extent to which each of the following presents a challenge to your business (where 1=not a challenge and 4=a major or extreme challenge)						
Answer Options	1 (not a challenge)	2 (a small challenge)	3 (a large challenge)	4 (a major or extreme challenge)	N/A	Rating Average
Accessing money to expand my business	4	8	3	3	3	2.28
Marketing my business	2	9	7	3	0	2.52
Finding staff	4	2	4	1	9	2.18

Fig. 10 – Business Challenges facing Young Businesses

The responses from Figure 10 have been filtered to include only young businesses (operating for less than 5 years).

Question 8

What are the greatest opportunities for the development of the Hubbards’s area business community?

The response to this question was very provocative as it clearly indicated that the area has significant untapped potential. The responses identified several ways of encouraging development utilizing the natural assets that are available. The following is a summary of the issues raised:

- Opportunity to better position ourselves as a tourism destination
- Opportunity to take advantage of Halifax expansion through residential development and attracting customers
- Opportunity to develop a stronger brand for the area
- Opportunity attract businesses to strengthen the commercial core

The complete list of responses has been enclosed in Appendix A.

Question 9

What are the greatest threats against the developments of the Hubbards' area business community?

The response to this question identifies a significant degree of frustration of the pace to which change occurs. The following is a summary of the issues raised:

- Challenges created due to the placement of the municipal line
- Slow growth of population growth
- Reluctance to change/ not open to change
- Lack of a common vision

The complete list of responses are enclosed in Appendix B

Question 10

In your estimate, where do your primary customers come from? (please rank in order, with 1 being the most prevalent and 5 being the least prevalent). NOTE that only one answer is allowed per column.							
Answer Options	1 (greatest source of customers)	2	3	4	5 (least greatest source of customers)	N/A	Rating Average
Within Hubbards (residents)	11	7	9	4	10	1	2.88
Within Lunenburg County but outside of Hubbards	2	9	13	7	3	1	3.00
Lunenburg County	3	6	9	13	7	0	3.39
In other parts of Nova Scotia	17	5	3	8	8	1	2.63
Outside the Province of Nova Scotia	6	10	2	1	7	11	2.73
Other (please specify)							
<i>answered question</i>							51
<i>skipped question</i>							5

Fig. 11 – Primary Customers

Question 11

Which customers do you feel you most need to reach to grow your business? Please rank in order from 1 (most important) to 5 (least important). NOTE that you can only select one answer per column (no ties allowed)							
Answer Options	1 (most important)	2	3	4	5 (least important)	N/A	Rating Average
Within Hubbards (residents)	16	11	6	3	4	3	2.20
Within Lunenburg County but outside of Hubbards	4	12	8	11	4	0	2.97
Lunenburg County	4	4	21	8	2	0	3.00
Other parts of Nova Scotia	15	10	3	12	4	1	2.55
Outside the Province of Nova Scotia	6	7	0	2	13	11	3.32
Additional comments							
<i>answered question</i>							51
<i>skipped question</i>							5

Fig. 12 – Customer Importance

Question 12

Please estimate the amount you spend each year on marketing your business.		
Answer Options	Response Frequency	Response Count
Less than \$500	21.6%	11
\$500 - \$2,000	35.3%	18
\$2,001 - \$5,000	25.5%	13
More than \$5,000	17.6%	9
Additional comments		1
<i>answered question</i>		51
<i>skipped question</i>		5

Fig. 13 – Expenditures on Marketing

The amount of marketing expense presents an interesting look at how proactive and visible the business community is in the Hubbards area. Over 55% of the business community is spending less than \$2000 per year on marketing. Conversely, only 17% are spending over \$5000. The lack of marketing by the business community reduces that level of awareness that people have of the area. Many commercial zones have a few key anchored businesses that are seen as a key destination for consumers. These anchors tend to market extensively creating both increased awareness and “spin off” in the region.

Question 13

Please indicate how effective you feel your marketing initiatives have been over the past two years.		
Answer Options	Response Frequency	Response Count
Extremely effective	2.0%	1
Effective	60.8%	31
Neither effective nor ineffective	29.4%	15
Ineffective	7.8%	4
Extremely ineffective	0.0%	0
Additional comments		6
<i>answered question</i>		51
<i>skipped question</i>		5

Fig. 14 – Effectiveness of Marketing Initiatives

A significant challenge that many small businesses face in Rural Nova Scotia is their ability to market and promote their businesses. The local businesses appear to be very successful in their marketing activities as only 8.5% of the businesses indicated that they were ineffective.

Question 14a

Please indicate the extent to which each of the following promotional tools is effective in developing your business (with 1 being not at all effective, and 10 being extremely effective).												
Answer Options	1 (not at all effective)	2	3	4	5	6	7	8	9	10 (extremely effective)	Rating Average	
Radio	25	6	4	2	3	1	0	0	0	0	1.90	
Local newspaper	8	3	5	9	4	4	2	6	2	1	4.52	
Provincial newspaper	17	7	1	3	6	2	2	2	1	0	3.10	
Local publications (i.e. Flying Cow, Coffee News)	21	2	4	3	3	1	4	2	2	0	3.14	
Direct-mail flyers	12	2	3	3	4	1	6	5	3	2	4.68	
Brochures	10	1	1	2	9	5	1	5	6	2	5.21	
Signage	10	1	2	2	6	4	4	7	2	4	5.29	
Website	5	0	2	1	2	6	4	7	7	12	7.13	
TV	22	6	2	0	3	1	1	0	0	2	2.38	
Other	6	0	0	1	0	1	2	3	4	5	6.36	
Additional comments												
<i>answered question</i>											50	
<i>skipped question</i>											6	

Fig. 15 – Effectiveness of Promotional Tools for All Businesses

The small business community is always in search of effective and efficient methods to promote their businesses. The type and size of a business is often critical in selecting a promotional tool. The Hubbards' business community strives to maximize every advertising dollar. As seen in the above chart, the business community ranks the use of their website as the most effective promotional tool. This recognition and utilization of technology is an interesting trend. The more traditional promotional options such as **signage, brochures** and **direct mail** were also well utilized.

Due to the commercial mix of the area, the tourism industry is a key industry sector. The below chart provides the responses of the tourism sector only. The information has some slight variations in responses but the most prevalent tools remain consistent.

Question 14b

Please indicate the extent to which each of the following promotional tools is effective in developing your business (with 1 being not at all effective, and 10 being extremely effective).												
Answer Options	1 (not at all effective)	2	3	4	5	6	7	8	9	10 (extremely effective)	Rating Average	
Radio	5	2	2	0	0	0	0	0	0	0	1.67	
Local newspaper	2	0	2	3	3	1	0	1	0	0	4.08	
Provincial newspaper	4	0	0	2	2	1	0	1	0	0	3.60	
Local publications (i.e. Flying Cow, Coffee News)	5	1	2	0	1	1	0	0	0	0	2.40	
Direct-mail flyers	2	1	1	1	1	1	2	0	0	1	4.60	
Brochures	3	0	0	0	3	2	1	1	0	0	4.50	
Signage	0	1	0	1	3	2	2	0	2	2	6.54	
Website	1	0	1	0	0	2	1	0	3	4	7.50	
TV	4	0	1	0	2	0	1	0	0	0	3.00	
Other	2	0	0	0	0	0	0	1	2	2	6.86	
Additional comments												
											<i>answered question</i>	13
											<i>skipped question</i>	0

Fig. 16 – Effectiveness of Promotional Tools for Tourism Businesses

The responses from Figure 16 have been filtered to include only the businesses that are involved in the tourism industry (Accommodations, Restaurant, and Retail).

Question 15

Please indicate the importance of the following cultural activities and events to your business.							
Answer Options	Extremely unimportant	Unimportant	Neither important nor unimportant	Important	Extremely important	N/A	Rating Average
Canada Day Ceilidh on the Cove	7	4	14	7	5	10	2.97
Wine and Art Show	6	3	18	6	3	9	2.92
World 'Tuna Flat' Rowing Races	6	2	16	9	6	7	3.18
Hubbards Cove Days	7	3	16	7	6	7	3.05
Ceilidh on the Cove	7	4	16	8	5	6	3.00
62nd Annual St. Luke's Variety Show	6	4	26	0	2	8	2.68
Grand Street Parade	8	3	18	8	2	7	2.82
Firefighter's Fair and Supper	8	4	21	4	1	8	2.63
Torpedo Ray's Treasure Hunt Dive	6	8	19	3	1	8	2.59
Terry Fox Run	6	6	17	8	2	6	2.85
OctoberFest	6	6	18	4	3	7	2.78
Founders Day Dinner Theater	6	6	21	3	1	8	2.65
Girls Night Out	6	5	15	10	4	6	3.03
Hubbards Farmers Market	4	4	7	11	12	6	3.61
Lobster Suppers	7	6	11	9	5	7	2.97
Saturday Night Dances	7	5	17	3	5	7	2.84
Additional comments							
						<i>answered question</i>	49
						<i>skipped question</i>	7

Fig. 17 – Importance of Cultural Activities

The planning and coordination of community events and activities require countless hours of effort and significant financial support. These activities are done to create or enhance a sense of community with the citizens and secondly to create economic spin offs for the business community. Generally no one event helps all businesses but the impact must be considered when evaluating weather a project is supported in the future. The above chart explores all the events that take place in the designated area. The following is a list of events bases on the respondents who indicate that the event is either important or extremely important to their business.

Hubbards Farmers Market	54.8%
Canada Day Ceidh on the Cove	26.7%
World Tuna Flat Races	34.1%
Hubbards Cove Days	29.5%

Question 16

Please indicate your interest in participating in the Hubbards and Area Business Association's projects and committees.		
Answer Options	Response Frequency	Response Count
I have no interest in being involved with the Hubbards and Area Business Association	9.1%	4
I have a little bit of interest in being involved with the Hubbards and Area Business Association	47.7%	21
I am very interested in being involved with the Hubbards and Area Business Association	43.2%	19
Other (please specify)		7
<i>answered question</i>		44
<i>skipped question</i>		12

Fig. 18 – Interest in HABA Projects and Committees

It is very evident that a significant percentage of the business community has an interest in being involved in the HABA. This creates a significant opportunity to involve and expand its membership base. The challenge for membership based organization will be to keep them interested and ensuring that they are receiving value for their time and investment.

Question 17

The development of the business community often requires improved management skills. As noted in the following graph, key topics are related to topics such as Growth, Marketing, and Customer Research. It is important to recognize that several topics have lower rating averages but have been identified as highly demanded by a percentage of the respondents. Topics such as Succession and Strategic Planning are a recognized as priorities for a segment of the business but had lower average scoring.

For each of the following business themes, please indicate the likelihood that you would participate in.							
Answer Options	It is very UNLIKELY that I would participate in a workshop based on this topic		I would consider participating a workshop based on this topic		It is very LIKELY that I would participate in a workshop based on this topic	N/A	Rating Average
Work the Room: How to Networking Effectively	15	5	8	3	11	0	2.76
Creating Financial Projections	21	3	5	1	7	2	2.19
Analyzing Financial Statements	22	3	5	2	7	1	2.21
Growing Your Business	11	3	12	3	13	0	3.10
Business Communication and Email Etiquette	19	7	4	2	8	0	2.33
Evaluating Promotional Tools and Media	14	4	10	4	9	0	2.76
Customer Service and Relations	13	4	10	3	10	0	2.83
Purposeful Planning- Strategic Planning for Achieving Success	12	6	8	2	11	0	2.85
Cash Flow Management For SMEs	20	8	2	4	4	0	2.05
Balancing Business,Family, and Lifestyle	19	4	4	3	9	0	2.46
Knowing Your Customer Inside and Out	12	7	6	4	12	0	2.93
Succession Planning	16	6	3	0	13	0	2.68
Managing your Employees	19	7	4	3	3	2	2.00
Dealing With Difficult Customers	13	6	8	5	8	0	2.73
Igniting Your Personal Vision	17	4	9	3	9	0	2.60
Time Management	17	7	5	1	8	1	2.37
Exporting	25	5	4	0	1	4	1.49
Stress Management	20	6	4	0	9	0	2.28
Marketing on a Shoestring	12	4	7	5	11	1	2.97
Strategic Planning for Not-for-Profit Organizations	22	1	4	1	8	1	2.22

Management Training for Not for Profit Organizations	24	1	3	1	8	1	2.14
E-Business for SMEs	16	3	4	4	9	3	2.64
Others							
					<i>answered question</i>		45
					<i>skipped question</i>		11

Fig. 19 – Business Themes

Question 18

Please indicate your level of SATISFACTION with the Hubbards and Area Business Association's programs and services.											
Answer Options	1 (Not at all satisfied)	2	3	4	5	6	7	8	9	10 (Extremely satisfied)	Rating Average
Satisfaction	0	0	2	5	8	11	8	10	2	0	6.22
<i>answered question</i>											46
<i>skipped question</i>											10

Fig. 20 – Level of Satisfaction with HABA Programs and Services

Question 19

How would you prefer to receive information concerning the Hubbards and Area Business Association? (choose all that apply)		
Answer Options	Response Frequency	Response Count
Mail	8.3%	4
Fax	2.1%	1
Email	97.9%	47
Newsletter	14.6%	7
Website	18.8%	9
Monthly meeting	16.7%	8
Other (please specify)	2.1%	1
<i>answered question</i>		48
<i>skipped question</i>		8

Fig. 21 – Information Concerning HAHA

Appendix A – Comments from Question 4

1. There seems to be very low expectations from the community.
2. There are not enough people in this area for business to be successful year round.
3. NOt relevant because I don't do business in Hubbard's.
4. There is very good support for each other but we still have not successful collaborated as a destination.
5. The area definitely needs more services. We need to be able to shop here as opposed to going into Halifax.
6. The people in the area are very supportive of the library and only wish we could provide more open hours.
7. More needs to be done to advertise the business association and what it can do for its members. Provide business get together for networking
8. My business wouldn't survive if we depended upon local business. Most of our product is shipped around the province.

Appendix B – Comments from Question 8

1. City people need a break and outlying areas with as much to offer to Hubbard's and surrounding areas should do well with these opportunities.
2. World Laser Championships
3. It seems to me that the resources are here. Transportation (access by roads and highways) does not seem to be a problem, yet the community has trouble attracting and sustaining viable modern business. I should say that we could always use more access to public transportation. The town of Hubbard's needs to define itself. Is it a tourist destination and what is there to offer? Are we an 'upscale' bedroom community? We need a town 'square' and town purpose. Lots of space right off of Hwy 3 to do this. Attractive street lamps and signage would certainly add appeal. The waterfront, its greatest asset, needs redevelopment and people need to know about it. Attractiveness to tourists (restaurants, sights and amenities) needs to be 'world class'. Most of what you see driving through Hubbard's look dilapidated to me. Business people in the area need to increase their expectations. One good upscale retailer would attract others.
4. If we move fast enough, we still have the ability to have some input in the progression and growth our community. We have ground opportunities for new businesses and expanding ones. The fish plant is a lost opportunity that until it is sold to private sector, will never go anywhere. It needs the investment, experience and knowledge of an existing company or group of companies. The waterfront development has had long enough and has gone backwards. Take it away from them before we lose it completely.
5. Tourism.
6. Tourism. More population to support local business.
7. The beaches, our people, trails, biking etc. close to Halifax and Dartmouth, our stores/shopping...we have much to offer locals and not far to go. Low cost of fuel
8. Bakery, larger grocery store, clean up the mall, another financial institution, develop the waterfront, Scuba Diving
9. Hubbards is well positioned - close to Metro, but still far enough away to be a destination. We have a vibrant business community that works well together, but we are missing some pieces. A quality bakery/cafe, kayak rentals, boat tours and a few more gift shops would all be welcome additions to complete our offering.
10. Housing developments, focus on a great place to work and live
- 11.- marketing in the Halifax area - marketing on the South Shore - The Barn Market - greater use of - partnering with Developers - making use of the Waterfront area for business, tourists \$\$\$\$\$ - a common website for Hubbard's Area - Aspotigan Heritage Trust
12. Mini-port development, eco-tourism, knowledge based IT industries (in a very general sense, the benefits of living in the area outweigh the lower wages versus say setting up a white-collar IT business in Toronto).
13. Increase affordable housing opportunities for families and individuals

- 14.** Services for: residents looking for employment, setting up businesses, programs for seniors, women, etc., i.e. people needing skills upgrading, general shopping-books, clothing, better quality restaurants, places for leisure activities, more choice in food shopping, emergency medical care-weekend/evening clinic,
- 15.** The new housing developments and the twinning of the 103 to Hubbard's
- 16.** I think we will have great opportunities for our business to grow as the area is so close to Halifax and Bridgewater.
- 17.** Within 5-10 years Hubbard's will be the next hot spot for growth. As Tantallon is starting to bust at the seams.
- 18.** Attract multicultural community. Preserving and protecting access to beaches. Coastal scenery is a draw.
- 19.** Unique geographically. Hubbard's barn & farmers market should become a year round operation, drawing traffic from afar searching for "community" and unique real (not political) "green" products.
- 20.** Little to none.
- 21.** Being quite new to Nova Scotia and this area, I'm unable to answer these questions.
- 22.** In tough economic times, libraries have often seen an increase in use; people borrowing books rather than buying them, people needed access to information to develop new skills for the job market. As the community continues to grow, so will the use of the library.
- 23.** Trades people of all types.
- 24.** The shop local mentality, niche markets
- 25.** Young people with great new ideas. As well as the close proximity of the local towns and villages with different kinds of shops and businesses.
- 26.** Sharing a common vision...understanding we all contribute to each others success...shop local creating a sustainable community.
- 27.** Proximity to Halifax and Bridgewater. Growing residential community. Aspotogan Ridge golf course development.
- 28.** Diversity of people moving to the area
- 29.** Diversification, increasing visitors stay time, appealing to the local community as well
- 30.** The greatest opportunity is the fish plant property that could be built into a fabulous tourist attraction that would benefit every business in and around Hubbard's. Creating jobs and economic growth. The other great factor is the location to other major tourist attractions, making Hubbard's a location to stay!
- 31.** New developments
- 32.** Attract more local trade, Hubbards & area as well as Halifax area

33. It's proximity to Halifax, as well as being in the middle of Halifax, Peggy's Cove and Lunenburg. It is a commercial HUB for the Aspotogan peninsula. It has wonderful attributes that make it a tourism destination.

34. Condominiums and tract housing to increase the density of a "Bed-room" community for commuters

35.location, community support

Appendix C – Comments from Question 9

1. I don't see any
2. No public transportation
3. The lack of desire to move forward and evolve. People are scared to let go of the old ways. Doing nothing is allowing the town of Hubbard's to become more stagnant.
4. Not being prepared with enough business infrastructures for the influx of new people moving into our community. We still need to go outside our community for a lot of goods and services, especially if you quality. Money not easily available to start up new businesses or improve/expand existing ones.
5. Low population.
6. Low population.
7. Not getting the word out there....locally/provincially/nationally and world wide.
8. Development of the waterfront- we can not let this asset stand vacant
9. Hubbards is a split community, with the Municipal line (HRM - Chester) running through the middle. It is almost impossible to start a new business on the HRM side of Hubbard's - with all the red tape and high taxes; that is why almost all of the new businesses in the area are opening on the Chester side of the line. It would be nice to all be in one Municipality (Chester), and have a Municipal government that actually did something FOR our community. The other problem is that Hubbard's is not a walking destination, as all of our businesses are scattered, and ours roads are very busy, and especially the Shore Club Road is not walker friendly - thus everyone has to drive from one location to the next. A nice solution to this would be to have free communal bicycles, which people could just take - use - and return.
10. Slow housing /commercial development, twinning of the highway...timelines, funding for local business to keep jobs and people in Hubbard's (Snairs)
11. - volunteer time - mindset against development - a small group making decisions for many - dealing with 2 separate municipalities on many issues regarding growth - no status as a town or village - no town centre - a sidewalk that stops half way through the community (2 municipalities) - not paying attention to what really draws people here (residents or visitors); clean living, beautiful shores.... - environmental issues
12. Lack of skilled professionals (or at least the retention of them).
13. The narrow mindness of current residents. Once people move here they take up the mantra of "no changes, keep the area pristine". It seems once they have found their particular piece of property they want to prevent anyone else from coming here. Town meetings are a joke with only one view presented, "no more development".
14. Regulations against business development-the area are expanding but we do not have the services to support the additional people-children, cars, etc.
15. Big box stores
16. One of the biggest threats I see if we loose the Job Depot and Resource Center. It has been an amazing asset for us in the business community.

- 17.** The lack of land to grow to a larger business community. Some of the land in this community that could be used is blocked due to a mall that is long due for an over haul.
- 18.** Tired look of the community. Low socioeconomic status reflects in decrepit buildings with junk in people's yards. Travel distance from airport and city. Limited tourism value. Few quality restaurants that is open all year with a diverse menu. Limited sporting and cultural activities. Locals are not welcoming; suspicious of strangers in the community.
- 19.** Endless and diverse levels of taxation administered by a remote entity. The community is split between Lunenburg and Halifax in terms of governance. Confusing for everyone.
- 20.** Lack of paterents, Hubbard's is more of a tourist community.
- 21.** Decrease in municipal or provincial funding for libraries in tough economic times.
- 22.** Small community base, trade people from outside the community,
- 23.** Big-box stores
- 24.** The perceived threat of new businesses in neighboring communities. Protectionism!
- 25.**Not sharing a common vision...not understanding we all contribute to each others success...holding on to how things were done before and not moving forward with change...volunteer burnout...economic conditions...lack of access to financing for small business.
- 26.** St. Margaret's Bay Stewardship Association
.Narrow mindedness of some of the residents to new ideas and products.
- 28.** Not adapting to change
- 29.** I think the greatest threat is that some residents do not want change. They fail to see the benefits of economic development. Our children might be able to stay in Hubbard's if there were more job opportunities.
- 30.** Halifax's growth
- 31.** None
- 32.** Cost of lots, gas, 103 hwy
- 33.** Our biggest obstacle is on the HRM side of Hubbard's. Regulations and restrictions and red tape make opening and operating a business a miserable Endeavour. Instead of being helpful, they will throw every possible roadblock in the way. It would be nice if our entire community was in one Municipality and NOT HRM. As a community, we do not rely on HRM for anything - we generally just do things ourselves.
- 34.** The increasing price if land.
- 35.**the current state of the economy, infrastructure