

Phase III Minimum Wage Survey: Long-Form Responses

In the comment box below, please share any additional thoughts on how your business has been impacted by the recent increases in minimum wage and how your business will change if minimum wage is eventually increased to \$15 per hour.

Number	Response Text
1	Look at economy and revise minimum wage based on that. Can't put in a \$15/hr minimum wage when economy in a downturn. People will realize that was just a election promise that is no longer feasible given the current economy.
2	Can't afford to give raises to employees that go above and beyond others. Have to pay everyone too much, they get raises and huge raises at that whether they have earned them or not.
3	For sure we will have to lay off more employees and cut hours of operation
4	It will increase my potential customer base as they will have more income to spend.
5	Prices will have to be raised to compensate however prices can only go so high and then bottom line is affected.
6	reduction in entry level employees will be significant
7	I already pay well above the min. wage so I just will not pay \$15.00 until I have to. Will not make too much of a difference.
8	With the implementation of the carbon tax and increasing minimum wages, the pressure from increased cost of goods and the labour force will cause a significant strain on profit opportunities. This will cause many businesses to re-evaluate possible investments.
9	I cannot stress enough the negative impact on my business, it will cost jobs and future job creation. Extremely detrimental to business.
10	One employee laid off. Four employees hours (and office hours) reduced. Three employees did not receive raise oct 1. They are the three most deserving but after increasing four at minimum wage, doing menial work, there is nothing left for the employees who deserve it based on the contribution to my business. The 40 hours of work time reduced have all been added to my plate -- more to come in January. There is only so much the market can bear in terms of price increases. I deal business to business - with those being hurt most by the minimum wage increases, which makes things more challenging. I am embarrassed that I can't do right by all my staff. The next increase has very strong potential to close my doors.
11	Government's lack of concern for small business and going ahead with unwanted programs re: carbon tax and minimum wage increase
12	Non-profit organizations mostly pay above the minimum 15\$/hr already.
13	I am somewhat in favour of an increase in minimum wage, however I believe there should be a stipulation that the \$15 minimum wage should only apply to people 18 years or older. Anyone 17 and younger should be left @ \$12.20.
14	Although minimum wage doesn't directly effect our businesses (although it will over time), it will effect all Albertans. All of our costs will go up between the Carbon tax and the Minimum wage, Groceries, food, fuel will all jump in price. This will then start to effect the people earning more than minimum wage, as their costs go up... so unfortunately It doesn't directly impact us as of now, but once all of the factors start coming into place, ALL Albertans will be effected, and although an increase in wage seems nice....it has a ripple effect people don't realize.
15	My employees start as apprentices ... There is no possibility of these employees having enough clients to even cover even a small portion of their pay for at least the first year so it is a 100% cost to my business .

16	My small business will be affected greatly. Where I used to be \$6 to \$7 above min wage I am now going to be only \$2 to \$3 which limits my employee "pool" i also do not feel that a child in high school needs to be making what an adult makes. I feel like a sliding scale would be appropriate, I just don't really know what that would look like.
17	not sure right now
18	I am a small business owner and not only will my rates have to go up for the services i provide, I will be cutting back on the OT hours my staff receive and will likely cut at least one position in my business. The current provincial and federal govt have no clue what small business owners have to go thru to provide work for the general citizen.
19	Raising minimum wage will not solve poverty. It has and will continue to increase the cost of living for all Albertans through higher prices. It simply creates a larger number of low wage earners. The solution for low income earners is improved access to skills training and education. The NDP has unfairly placed a social issue on the backs of small business and small business owners. Raising minimum wage offers no improvement for lower wage earners in the short or long term.
20	no comment
21	It will make my current wage much less attractable. Working in the non-profit is very challenging so if the money doesn't attract you any more than it makes it harder to stay.
22	Although we do not have any staff currently at minimum wage, hiring of new people will result in the new hires not recieving benefits. It is the oony way that we can maintain the difference between existing staff and new. It will result in difficulty in getting new staff which will damage the existence of the company. As far as what minimum wage rates should be, I believe the market should dcide. If no one is willing to wrk for what I can pay then either I adjust the rate upward or lgo out of business. No ne forces a person to take a job at a rate they don't like. Let the market decide
23	We pay pay a fair rate for those employees that are not tip based. NDP Government is out of control and has no idea what they are doing.
24	My biggest concern with regard to the increases in minimum wage, is the unskilled, entry level workers, students, etc. who I will be forced to pay a rate that they have not earned. The experienced employees will resent the increases to those workers, and will demand appropriate increases in their wages.
25	We hire school students to give them a taste for the industry, at \$15 per hour this will probably end.
26	With such a large increase this year in minimum wage the new increases should be aligned with cost of living increases. In these tough economic times now is not the time to burden the employer with these huge minimum wage increases especially as they not envelop employees paid \$14/hour.We will no longer hire youth workers at \$15/hr & we will expect greater worker productivity or else they will not last in their job with us.
27	We have stopped hiring students. No longer possible. There should be a minimum wage for full time, parttime and students. This one high Minimum does not make sense
28	Our business recorded a loss in 2016 directly related to an across the board increase in wages due to the minimum wage increase. We increased retail prices but with the slow economy sales were down and the price increase did not offset the wage increase. We reduced the amount of wholesale business we do because of reduced profitability due to wage increases. If the mininum wage is increased to \$15 an hour it is quite likely we will close down our 20 year old small business. It is a small bakery making hand-made fresh product daily. Coupled with the economic slow-down, we cannot absorb wage increases any higher than they have gone, We as working owners would have to make less than our employees to survive. If the economy was robust, it would not be so much of a problem. But people are being very careful with their money and sales are down. Another impact is that we will very likely not employ any students. We used to give a lot of students their first-time job, Why would we do that at \$15 an hour?

29	The government is being so near sighted. We have increased the cost of goods and services to offset all their increases so now not only are the minimum wage workers not able to afford the same things they couldn't before but now the middle class wage earners have less disposable income than before
30	The cost of goods I use for my business will increase and in turn I will have to charge more. As an effect to this I may lose jobs because people may not be able to afford the cost increases. Also I will be limited on what I can afford for summer students.
31	We will expand our operations in BC. and ON.
32	I feel that as an owner of a business I will be forced to work more hours than I normally do to off set minimum wage
33	More difficulty recruiting and retaining non professional staff and support staff, especially in rural areas where quality employees are more difficult to find. This increase will force me to increase all support staff wages by 20-30% which is too high and has a trickle down effect to all wages of all staff.
34	Cut hours of opening and hours of staff.
35	I would lose my business, there is no way I could operate my business with that high of a wage.
36	Very Hard to recruit front of house supervisors and management who would be paid \$15-\$16 dollars per hour because servers will be making that plus tips.
37	Not having a wage differential for employees receiving a gratuity for their duties is counterproductive in our industry. The government has show no interest wanting to know how these minimum wage increase effect small business operators.
38	We have no min wage employees, but as soon as the wage goes up, my employees want more as the gap to min wage has narrowed. For every employee, a \$1 per hour raise costs me \$2000 per year.. 5 employees = \$10,000 etc. And this is only for one dollar. It is clear the people making the decisions are not the ones who have ever had to hire, train and make payroll decisions. Very easy to sit on the goverment side of a paycheque and act like you truly understand when you don't
39	We are in trouble!! It's not a threat or fear mongering! Our business model can not handle such a drastic increase in costs! Even our staff are starting to see the negative effects this aggressive push on minimum wage is having on them.
40	with downturn will be letting 1 go if I have to pay the \$15.00
41	Increasing minimum wage makes it impossible for inexperienced and young people to find work - Australia is a prime example, it has the 2nd highest minimum wage in the world and youth cannot get work so the social welfare system is overburdened, which in turn causes taxes to increase dramatically. Learn from other countries mistakes!
42	Costs for Child Care Fees will go up
43	We layed off min wage workers in advance of Oct 1, 2016 in anticipation of the increase. We won't be hiring any min wage workers in the future because we can't afford it. We will be working longer unpaid hours as owners to make up the difference - we do this because, as our government has indicated, we're so greedy. We are price takers in our industry so raising prices to accept continuing cost increases to our business is not an option. We have to learn to work with less in order to make a go of it. Something the government might want to try. There is a very real possibility we won't be here by the time the next min wage increase comes along.
44	The minimum wage increases are very welcome. People have more money to spend and business is up. Great to see.
45	Establish subsidy/rebate programs for small business with less than 50 employees and have annual gross earnings/revenues less than 2 mill.
46	No comenta
47	Harder to find new employees that need to be paid less until they have enough skills to cover their cost
48	First off, your survey has some response errors. On several questions where "Other (please specify)" is an option, I am not able to specify as that field is not available as it should. In the last question I would have specified that I think minimum wage should go down

	<p>by at least 3% to 5% but maybe not the 8% given as an option. There is not doubt this wage increase will have a negative effect on business. And whoever thought of this is an idiot. What you have done is compounded the effect of the rise in wages on productivity because instead of using wage/benefit increases as an incentive or as a reward for employee productivity/quality of work, you are telling everyone its okay to be mediocre because we'll pay you well all the same. Secondly, this will be an additional message to young employees of which too many do not see the absolute necessity of getting additional post-secondary education and now they are being given an incentive to NOT get an education because they will get paid just as much as the person who gained a skill or additional training. Globally, Canada has just lost any chance it might have had to compete on the global market. This also does not solve the problem of too many young, single parents, it just again says you can work, don't go to school and get a better than minimum wage job. Minimum wages are there to provide not an end but a means to gaining a better earning job or career by providing the incentive to go to school and get the training that will make you competitive in the workplace and also make Canada competitive in the global marketplace. Government is better off giving money to young people to get additional education and to make it mandatory rather than to keep more young people in minimum wage jobs. And the thinking that people who make more money (in those minimum wage positions) will not have the money to support themselves and to spend and to spur the economy must have fallen asleep in economics. Or maybe they never got an education but have found a place in a government that rewards this kind of thinking. You are killing our economy and our competitive abilities. As an employer, I need skilled people not minimum wage earners. This strategy however will add to our current problem which is the lack of trained people.</p>
49	<p>Employees should work hard and look for advancement to get wage increases. Where is the motivation to get wage increases for your performance. How can we pay a 16 year old person \$15 and hour. Minimum wage is effect for people to start work and learn how to deal with this responsibility. If you are a capable, dedicated and hard working individual you will get paid more than \$15 per hour and succeed.</p>
50	<p>I'm not effected but my clients might be so then there may be less new business or cut backs like we have seen with companies suffering because of the oil industry .</p>
51	<p>I really don't see what all the fuss is about. If Canada really is a first world country, we should be paying a liveable minimum wage.</p>
52	<p>We fully support a \$15/hr living wage for minimum wages in Alberta. We already pay our part-time unskilled employees \$15.50/hr because that is the living wage in our city. We believe in strong wages for a strong economy and think this is the right move by the government. We would like to see higher taxes on large conglomerated/corporate businesses (walmart etc) and tax-breaks for independent business owners.</p>
53	<p>The increase hurts our best employees as they will earn only a small percentage more than the new employees. It will also cause prices to increase, which will hurt everyone.</p>
54	<p>We strongly believe there will be an actual erosion of skilled labour as less people will be motivated to improve their skills as they are being paid more only due to the government intervening the higher minimum wage. Entry level workers with no skill should not be entitled to a higher wage solely because it is regulated. Raising the starting wage to \$15 is not going to influence raises to workers (especially ones with skills or experience) whom are already earning above this.</p>
55	<p>We will decrease employee hours whether through layoffs or decreased hiring or just decreased hours and are actively looking at automating more tasks.</p>
56	<p>With the Carbon taxes, minimum wage hike to \$15.00 and overall increase in taxes the Alberta Government has made it very difficult for any buisness to prosper.</p>
57	<p>My Prices haev gone up and I have noticed so has other local places prices have gone up</p>

58	It doesn't affect my business directly but it affects many of my clients which will in turn effect me. It is not reasonable to expect small, locally owned businesses to be able to pay this in our community so we will see many mom and pop operations go out of business which is very sad for the future growth of our community.
59	The NDP will do enough damage in 4 years to Alberta and it will take years to fix
60	If the minimum wage goes to \$15 a hour, there is no question that we will be forced to shut our doors.
61	More of the same compounding issues as just reported. I suggest raising tax deductions for low income rather than increasing taxable incomes.
62	LESS REINVESTMENT/GROWTH LOWER PROFITS
63	Being in the Insurance/Financial Services Industry, I will not be able to start a training employee (no license & no experience) at \$15/hr when min wage is \$15/hr. It takes approx 1 yr to have a (green) new hire licensed and have their initial training. How Can I pay that person min wage with all the expectations they will have. The 1st yr is a cost to me to begin with. Now, I am finding I have to pay \$18 - \$20/ hr to a new hire who cannot help fully for about 1 yr.
64	We have had to reduce hours worked by min wage employees by at least 15%. We have had to raise prices, and have seen a drop in revenue, and more strain on those left behind to do the work. If this is going to continue, a youth wage needs to be implemented. Paying a high school studen \$15 per hour is beyond the scope of their ability to responsibly earn those dollars. We have never paid minimum wage to any employee previous to these increases, and we took pride in that. Now we are forced to be lumped in with other's who have always just paid minimum. We try to provide the best compensation and the best work culture possible for our employees. This has been our key to retention for years. We are not seeing those now being paid a higher min wage rushing back to spend any of those dollars with us. As a small business we are being bled dry by this draconian policy. A 15 dollar minimum wage has not worked anywhere else, it won't do anything here except make those jobs more scarce as hours available decrease and businesses cut back and close.
65	People working in minimum wage jobs will not be any further ahead by increasing the hourly wage, due to the fact that businesses across the province will be forced to increase their prices, therefore rendering any wage increase mute.
66	All of our seasonal employees are paid above minimum wage and may now have to be paid closer to minimum wage. Our full time employees expect to receive raises comparable to the minimum wage increase and we can't afford to do that which affects morale.
67	Most employees were paid over minimum wage but they were FT and long term. I am ok with paying management or more skilled workers a fair wage but should not be dictated s starting wage as now if they stay with the company there is no incentive for a wage increase. I don't feel I should be dictated a wage to a worker not invested in my company that works PT, picks and chooses their hours basically and now has no incentive to work harder for a better wage. I cannot afford a manager anymore as a manager deserves more wages than a PT or even other full time employees so I can't afford one anymore. Once wages go up again next year I may have to hire new workers that don't have years invested in raises or they will just quit since I can't pay them over \$15 an hour for retail work especially with this horrid economy. I don't make much myself I am not a huge corporation taking advantage of people. I also in no way feel someone still in high school working part time needs a wage to make ends meet when they are most likely living at home. My employees do not want to make the same as a 15 year old with no experience and not the same expenses they have. The big problem for me in all of this is setting the scale higher via dictating a high min wage. Now everyone will want a raise and I don't blame them..it's degrading and it's degrading to me as an employer. How about not always putting everything on small business and lower middle class backs? Why is minimum wage dictated in a recession? Why not landlords? Most people's money goes to rent and it's sky high. Who is taking advantage of who? We have free health care here and blue cross at a good price. Rent and food main costs.. And this means rent stays same greedy price if not more since landlords now people make more, food goes up due to increased wages and carbon tax, oh rent too I guess. As usual government only cares for big biz that can afford it and are the ones screwing people over. It doesn't

	matter that I stimulate the economy paying my overpriced commercial rent, gst, provide jobs for people it is a good fit for..I'm basically told if o can't pay a living wage I shouldn't have a business. it's not rocket science what we do and not everyone wants a skilled job with schilling and training. The can afford to work somewhere like my shop and be happy, less stressed and not work hard physically. I am an entrepreneur making next to nothing do the hours I work but I bring some joy and happiness to some as well as other lil ma and pa shops do. We are a dying breed though and it's just Getting worse but it's ok for that government as everyone of us that goes someone else has stars in their eyes to make it work so government will get their tax dollars and consider landlords free enterprise. Or maybe another American company will take over like Target?
68	Catastrophic
69	The only winner from the minimum wage hike is the government. No one else wins. Period.
70	Govt should not control minimum wage. Let employers and employees find a fair wage for fair work. My business will be unable to hire adequate workers to cover the work load due to govt intereference which means current workers have higher work load and the business is unable to expand.
71	In anticipation of the plethora of regulatory, taxation, etc. decisions by this government, and given that we are PRICE TAKERS in business and do NOT have the option of raising prices in response to rising costs, we laid off employees before Oct 1, 2016.
72	I have identified that I will need to shorten hours worked, shorten store hours and reduce the amount of space I need to run this business...paying less rent, employing fewer people. I am currently working on an exit strategy to close/sell my business as I don't believe with increased costs it will continue to be viable.
73	This kind of wage increase is not proper for this time in the Alberta economy.
74	I had to pay \$17-25/ hr as a starting wage in 2006 my margins have grown since then. I and many businesses can afford \$15
75	Other employees expect more
76	I have gone from 10 FT emp to 3PT, closed 1business,3rd is failing. This increase to min wage will be death knell due to economic downturn
77	When the minimum wage goes up (by 20% plus) the guys making \$60,000.00 per year now want to make \$75,000.00 per year. That money has to come from somewhere... Minimum wage should not be broadly applied to everyone equally, but should be based on age, job type and skills.
78	Business in the province will continue to stagnate or just flat out decrease.
79	Lock it up. Literally.
80	There should be a stepped min wage so that teens in their first job don't need to earn as much as a family provider.
81	Better employee morale and decreased turnover is much more beneficial to me than any possible negative impacts.
82	will down size the business to a 3 employee operation, try to rent out the majority of the building.
83	every supplier is raising the cost of the products we buy
84	We own a small food court restaurant. The impact of the \$12.20 minimum wage combined with the current economic atmosphere we have reduced our staff hours considerably and my husband & myself are working more hours. We are not hiring any new staff when an employee leaves. We believe that if the minimum wage continues to increase we will definitely have to consider closing our store. Customers will not pay what we will be required to charge to cover our employee salaries. We are currently experiencing a 20% decrease in monthly income due to the economy, this is not including the impact of the wage increase.
85	I will stop hiring students completely

86	Our significantly anti-business government has succeeded in driving the golden goose from the province. Per Thatcher, and is being proven in Alberta, socialism only works until the socialist run out of other peoples money. The employers have left the province. Capital is fleeing the province and jobs have vanished for at least a decade.
87	In order for us to stay competitive in the labour market we will end up having to give staff large raises. Given our client base are these businesses faced with minimum wage increase and a depressed economy is makes it very hard to pass on the added cost. What it effectively amounts to is a huge decrease in the amount of money we make, therefore we are making less money for being highly skilled and educated. Feels like a slap in the face. I have a really hard time understanding how minimum wage increases are going to fix anything. If those same people have to pay more money for their groceries, clothes, etc, they are no better off.
88	The impact will be on our clients as their costs rise due to increase carbon tax and other costs that go up as a result of poor political decisions.
89	i feel as the minimum wage increases I will probably hire less staff
90	I believe with these increases small to medium size business like mine will put more of an impact with owners doing more than ever like myself I own a business and have worked many months with no day off at all except holidays I'm sure there are many like myself. I believe our businesses small and medium size drive a big portion of the economy this to, this government will eventually. SHAME ON THEM! For hurting the many businesses.
91	Our minimum wage employees were students. It was a training wage as the students we hired had no experience and required more time and training. We cannot hire students any longer as at a higher wage they cost us more money than they bring in.
92	I own a private daycare in a small town. Between the staff requirements due to government regulations and the potential increase of minimum wage to \$15 per hour, I will likely have to close my doors because I would have to increase my fees which is something the government is trying to cap. I could not afford to pay my staff and operate my business.
93	We are very concerned about the compression issue with the impact that the new minimum wage will have on current employee wages and our ability to retain our workforce.
94	We are a seasonal business and have 6 months to make a profit. The majority of our staff a minimum wage earners so this will greatly impact how we operate our business
95	I run a simple business that would and could employ a number of youth. This is not a "living wage" business! Service a treat to a child and family is NOT meant to be a career choice for anyone! We purchased our business based on a minimum wage of under \$11 dollars, months late the current government won our provincial election and the horrible policies began to flow. Attacking what was a great business plan. I now work 12 hours a day some days and have been unable to hire do to all the changes. Raising our prices in this economy would be deadly to our customer base! We could not be more frustrated and feel more hopeless.
96	COST OF GOODS SOLD WILL INCREASE ACROSS THE BOARD.....OUR PRICES WILL RISE
97	While my business does not directly deal with this impact, the impact on the NUMEROUS businesses that I work with will be affected without question. Many new/small/growing businesses can and will be put out of business. It's business suicide in many ways.
98	The only people that win is the government, the people that need the boost get no further ahead, as hourly rate goes up but number of hours is reduced. You want to make a difference, how about taking some money out of your own pockets NDP instead of just taking from everyone else
99	We will no longer be able to hire students or inexperienced people.
100	If the minimum wage continues to increase, it will make at least 50% of my employees into minimum wage earners if I don't increase their wages in accordance with the minimum wage hike. This increase in wage requires me to increase the price of my services to my clients, which has a strong possibility of decreasing the number of clients willing to use our services. And if I don't increase the prices

	my profit margin is significantly impacted. Either way there is a significant potential for my small business to suffer financially, which may result in significant layoffs for both my high and low wage earners.
101	I have had to lay off employees and reduce employer hours. I am working longer hour - up to 18 hour days. If you think a person can keep up this pace, you are sorely mislead. I would have to close my business, and risk losing everything I have worked hard to build; more people will be unemployed; and mass poverty will set in in Alberta.
102	I think it is great to raise wages. Minimum wage does not support our youth or students
103	I pay my employee above minimum wage but if minimum wage is increased it will close the gap. To keep employees I will have to increase their rate of pay/hour. With current economy I don't have the funds to be able to do that and could be forced to close my business all together.
104	I used to pay all employees above minimum wage, now most are getting paid minimum wage. This year I have had my highest staff turnover ever (almost 3x average rate) despite higher unemployment. It's impossible to raise prices by 5-10% per year to keep pace with increases in mimimum wage in the current economy.
105	the increase to all staff required
106	I pay using minimum or near minimum wage plus commission. This will impact my business negatively by fundamentally changing how we remunerate staff.
107	We have laid off all employees that required a raise do to the latest minimum wage increase. We have also laid off all student employees. So a total of 6 students and 3 full time staff. We are in a wage freeze as everyone is asking us to cut prices.
108	Better workplace for employees
109	Will have to pay inexperienced kids \$15 per hour, I would be okay with 25 year old persons
110	As wage costs increase the cost of goods to the consumer will inevitably increase to maintain the profit margin demanded by the market. If there is no expansion in the economy that increases sales then wage costs will have to be managed by reduced hours or less pay increases for existing employees.
111	There should be a separate wage for youth. They aren't worth paying \$12.00.
112	Same sale. Payroll double up.
113	You cannot pay a 14 yr old living at home the same as a 20 yr old living independently the lack of a scale like other countries also puts a strain on small business for assistance I have written to all parties regarding this issue and have sent sample scales
114	less profitable
115	BY INCREASING THE MINIMUM WAGE TO \$15.00 PER HOUR ALL THAT WILL HAPPEN IS PRICES OF GOODS WILL INCREASE DRAMATICALLY AND THOOSE MAKING MINIMUMK WAGE WILL HAVE MUCH LESS INCOME AS THEY WILL BE TAXED HIGHER AND ACTUALLY MAKE LESS TAKE HOME PAY. RAISING THE MINIMUM WAGE IS A TERRIBLE IDEA AND WILL ONLY BENIFET THE PROVINCIAL AND FEDERAL GOVERNMENTS THROUGH INCREASED TAXES.
116	MUST RETIRE OR SELL MY BUSINES CAN NOT WORK FOR NEXT TO NOTHING IN ORDER TO KEEP STAFF AND DOORS OPEN!!
117	We start at 15. an hour and Sale staff work on commission I'm worried about people losing job because of Minimum Wage
118	Raising the minimum wage will be rough on many bussinesses as they adapt during the first years. The advantage is that in many situations your employees can be your best customers and with their increased buying power we will see much off that money come right back to us in sales.
119	LET THE MARKET DECIDE WAGES

120	I think there needs to be a price differential with tipped and non tipped employees. We are not sure we will survive the minimum wage increase to 15/ hr. our business is not profitable now at this wage. We will likely close
121	the sky is not falling. it's called inflation, let's deal with it and move on.
122	Our business is not negatively impacted by minimum wage increase. In fact, many of our clients and demographic will benefit and require less social support services (food bank, santa anonymous, fine option for youth and adult offenders, school supplies etc.)
123	Due to the overall decline in the Alberta economy, clients are becoming more and more price sensitive. In order to keep employees, the overall wage cost must increase to be sensitive to the educated and experienced workers price point compared to minimum wage. Fees cannot be passed along to clients in the current economy, leaving my company to eat the difference, lower profits, less ability to pay shareholder dividends and pay down debt. very frustrating to the 5 year and 10 year plans that were in place for expansion and financial freedom of the corporation
124	This is gonna be very painful for the restaurant industry. Especially privately owned business
125	Might drive us out of business entirely
126	We've already reduced our hours to essential service hours, which has seen an effect on our walk-in business. This has also reduced my staff hours. The increase in minimum wage also devalues existing positions. Employers should not feel that they have to increase an employee's wage if they are getting above minimum wage, however this is the case because of the devaluation of jobs. The minimum wage is for those who are entering the workforce such as high school graduates or even high school students - not those with a family who need to live above the poverty line. The fact that the liquor service staff's wages also increased has drastically increased their wages too as the general public is still tipping 15% to 20% and they're wages have increased substantially, so an entry level job is now making more than some non-entry level positions.
127	As we are a seasonal, non profit recreational facility we will surely affect accessibility to people that are not rich.
128	I will work the business myself and employ only myself therefore resulting in less hours being open.
129	We are a seasonal business that is 20km from the main part of town. To attract summer employees, we need to pay them above the minimum wage to entice them to drive to travel to work. We also depend on wage subsidies to be able to have enough employees through the season. With subsidies cutting back, and wages increasing, it is becoming increasingly difficult to have the number of employees we need to staff the hours that the museum needs to be open.
130	one dollar raise cost \$30.000 per year only laborcost
131	ANY INCREASE WILL SHUT DONW THIS SECTOR OF MID PRICED RESTAURANTS
132	The provincial government has shifted the responsibility of caring for low income Albertans onto small business. As owners of our business, we have reduced our monthly draw from our business. We now earn \$6.25 per hour.
133	The current government is quite effectively killing small business in Alberta systematically. We are one of those small businesses and we are fighting hard just to survive now.
134	Why have a minimum wage?
135	We were going to bring a part time staff member on and have decided against it in one of our businesses.
136	this government doesn't understand business. People expect to be paid more than minimum wage. how do we hire teenagers? how do we train our next generation? how do we grow our economy?
137	We are in the service industry and usually have different pay types including a min. wage plus commission on top of each service they provide. It encourages them to get business (we live in a small town) and when they are folding laundry or sweeping the floor they get paid only the minimum wage. With a \$15 hr it will take away some of our flexibility. The longer term employees who make \$15 or more will expect to be getting a raise as they've earned what they have up until now and if everyone is getting that amount we will have

	to raise their wage and really have no room for wage increases for anybody any more. Where as we would normally give raises every year if they are working hard and nearly everyone is deserving of it! Currently we also pay Blue cross for employees and that will have to stop and if we increase our prices that will mean much less gratuities left for staff which is also something they work towards with exceptional customer service. It may actually be harder for us to maintain the exceptional customer service that we have been known for. I am fine with the current \$12.20 as we rarely started anyone below \$12 hr.
138	Can't wait for minimum wage increase! My staff are happier and more motivated. Becoming more invested in the work place. Can't wait for the increase to cull the business world. Better wages means a healthier economy. Surprised by the ACA on this. They obviously don't understand economy and never have had to live on poverty wages. Also questions 14 & 15 are bad. Can't respond appropriately to them. 14 is mostly irrelevant and off topic. Raise minimum wage to \$20/hr! Really, ACA, you need to get your head out if your ass over this. You are now part of the problem of the ever growing wage and prosperity gap. Yeesh.
139	We have let all our staff go and run the business our selves and have put it up for sale
140	I think that small business will suffer and that the only applicants will be under qulaified uneducated expecting \$15.00/hr when the ones that are already in the businesses are earning this and have the experience. Fairness becomes an issue. Too much too quick. Businesses need time to adapt their wages to their hours,staffing,pricing, etc.
141	The idea of minimum wage increase is not bad done right !! Having said that there is no need to have a 15 year old person making the same as someone 25. This should be on a pro rated format. 15-18 should be \$4 less, 18-21 \$2 less and once an adult min wage or higher. Our kids need to not have it handed to them. They need something to strive for! This would also help keep our costs in line as well it would help adults support their families making the higher wage. The current format will only make us raise prices and force us small family businesses out of busines
142	If minimum wage goes to \$15/hr I will have to lay off all employees
143	I will now hire less young people. I will hire more reliable older workers.
144	The most threatening factor on the horizon for our enterprise that employs over 600 and for an enterprise that has been in business for a half century
145	Let small business run there own business. We will pay employee's cometitively if they are good. We don't want to loose good workers.
146	Will not be hiring many students. Will be expecting more from each employee hired.
147	It is very difficult for a small business like ours to withstand this dramatic cost increase. Employees making more than minimum wage felt like they were getting a pay decrease, so moral has suffered.
148	Very little impact on our business
149	As the minimum wage increases to \$15/hr, we will also have to increase the wages of all staff in order to keep the competitive wage gap consistant. This of course will increase running costs which in turn will force us to increase our product pricing which will affect our competitiveness in our markets. If we can not be competitive and have lost revenue we will be forced to close our business.
150	I will have to increase prices
151	The increase will reduce the number of young inexperienced workers we will hire. A wage for students would make a huge difference, otherwise we are doing the young workers a huge disservice in the mean time.
152	Employees all seem to think that they deserve to paid more but don't need to earn their increase in pay. The quality of employees is far from par!!
153	My business will be forced to close if the minimum wage is increased to \$15/hr...or I will have to work 7 days/week and lay off my staff

154	We pay our employees above minimum wage and are funded by the government but don't get the funding increases when wages increases. We are no fee for service so we begin to loose employees to government jobs that get the wage increases and our services drop below standards because of less qualified employees being hired.
155	Our business and all small businesses will suffer and be put under immense financial pressure. Our prices will increase and our employment will decrease majorly.
156	I currently pay part time staff \$12 per hour but would definitely cut back hours if min wage was \$15!
157	I will close or sell to the government to operate a homeless centre for ex business owners.
158	If wages go any higher then I will be forced to cut back hours of operations for staff. This means I will have to put in more hours myself
159	I am a small business self funded in a field where health is still looked at being a luxury item and therefore it's always the first to do in a low economy. to pay for staff at minimum wage is hard when the business is constantly a 3month to 3month business. Hard to keep staff only giving 3 hours...
160	Patrons are beginning to tip less. We are no longer seeing a standard 15% gratitude across the board.
161	All of our employees are above the minimum wage, so this doesn't have any affect on our business
162	The employees I have on staff receiving an increase are servers, these servers with tips average about 30 dollars per hour. They don't need a raise it's ridiculous. Ask any minimum wage earner if they have more money in their pocket after 2.00 increase in 2 years? The answer is NO because all of their expenses increase due to everyone having to raise prices. They get less hours. I cut back on one salaried manager per restaurant they made 27.00 dollars per hour plus a benefits package of 500 per month plus up to 3000 per year in bonuses. I replaced that with a less qualified person at 17.50 per hour. We have a franchise operation in 3 provinces and we are not doing any more restaurants in Alberta. We will focus on Saskatchewan and Manitoba.
163	Raising minimum wage will help my business because right now Albertans making minimum wage cannot afford my services. Albertans making minimum wage spend all of their income in the community (unlike higher income Albertans). Raising minimum wage will improve the economy because lower income Albertans will have more money to spend, which will help my business.
164	We are a non-profit and have little opportunity to decrease staffing. As well, we have little control over any ability to raise prices as we exist on constant fund raising and donations. All this does is threaten our staffing levels and our organizations existence, when your staffing costs increase up to five times the rate of inflation year after year.
165	I will no longer hire students and young people. If the government forces me to pay \$15 an hour then I will seek out more mature and seasoned staff. The government should keep their nose out of private business. Market conditions will self determine minimum wage. If I need workers bad enough I will pay the going rate. I don't need the government dedicating to me what it should be. I'm living it - I know where I need to be. It's my business not the governments.
166	I have to raise all my employee's hourly wages but my sales are the same. Economy is worst ever and everyone is very broke and if i raise the price, many more ppl can't afford it. New tax has been introduced and all utilities will go up. By 15\$ an hour i might have to close.
167	Its pretty simple, if minimum wages increase then so do the cost of products (for businesses to cover their production costs) and likewise, unemployment also increases due to employers choosing not to create/maintain entry level positions at that cost
168	Higher wages means I will need to increase my prices for services to customers to cover the additional expenses associated with a \$15 min wage. I may lose higher paid employees because I will no longer be able to afford to increase their wage along with the higher min wage. Customers will not pay more for the services I provide so future of my business may not be secure for long. I will not be able to afford to offer benefits or advancement to employees who have been with my company for years - great risk of losing them.
169	I hope to sell my building so I can liquidate and get out of my retail business

170	Looking forward to see all those unfit for business go down in flames. Didn't like how Question 14 is structured. Most of that stuff is of very little concern.
171	I personally believe that attempts to help minimum wage workers are a good thing. At the same time, I think there are probably more effective means of helping lower wage workers than just a minimum wage increase. At the end of the day, there are few enough staff that the increase shouldn't effect our business much, and in fact business is picking up again which will also help counter the costs.
172	I already paid better than minimum wage; however, now I have had to increase the Supervisors wages to keep them ahead
173	I do not employ people for minimum wage as the work they do requires education and training. I would never be able to keep staff if I only paid minimum wage. There is no way an adult can live on minimum wage. I fully support the minimum wage increase.
174	Our sales are down substantially due to the economic climate. There is less money to pay bills. I am not taking a salary from my business at this point. Still, I understand I need to compete in natural economic conditions. Increasing my single largest expense by almost 40% (salaries) during the biggest economic downturn in my lifetime is absolutly senseless. I've get 20 resume's per week from people who would gladly be employed at \$8.00 and hour. All that is going to happen is I will reduce staff, staff hours and service hours, eliminate bonus and incentive plans and increase prices to help compensate for the incompetence of this government. I have worked as hard as I am now without taking a salary and now I am going to have to harm my employee's livelihood for an ideology that consists of no common sence. I was so happy when they were elected and was willing to give them a fair shot.
175	Raising to \$15 is ridiculous. My managers now make that, so everyone is supposed to get a raise?? It's ridiculous...how are we supposed to find the extra \$50,000 in a small business??
176	Along with the minimum wage increase other scary factors such as carbon tax are really going to make an impact on this province. We are a larger company and can weather these costs a little easier, but it all affects the bottom line. Small businesses are getting hit the hardest, as they are frontline to these costs and cannot produce enough revenue to compete. This province is going to really suffer now, as real estate prices are plummeting and many people are leaving the province to find work. Scary times. Uncertain times.
177	Price of all will be go very high and people can't afford that price and it will be resulted in recession of the all business. Owners mat think to curtail hours of the employee or think to decrease the employee, which will be resulted in more unemployment. And when people will go to buy any stuffs with more \$, even though he could buy less stuffs due to price increased and for unemployed people it will be more and more difficult to survive.
178	As usual, a subjective and poorly executed survey, not intent on finding facts, but instead intend to stir sedition. Any business that can't afford to pay their employees minumum wage should not be in business. Question 14 - all questions for us are ranked #9. They are irrelevant.
179	mainly, we froze highering new people, when exsisting employees left or were terminated
180	Not sure if there is any reason to stay in business when there is no positive. Our employees are as unsure of their future as we are.
181	higher paid staff will need a raise
182	I have 2 locations of fast food franchise and was planning to have 2 more but will not go further in Alberta. May be I have to go toBC or Ontario
183	decrease in hours a surety and closing of operations is a distinct possibility.
184	Stupid timing
185	I am more worried about how much it will effect my employees with personal spending.
186	as a non profit the cost of running the programs will increase which will increase the physical activity programs which will lower enrollment and accessibility for lower income
187	Part time high school students should not be included in minimum wage laws

188	Prices will have to rise, profits will still go down, customers counts will decrease because of the increased prices.
189	I won't be hiring anyone who requires experience .
190	This can't have ANY positive effect for my business! All that's going to happen is prices will continue to go up across the board. My expenses will rise without an increase in profits. This warped ideology by the NDP government will only hurt Alberta when we can't afford it. Quit kicking us when we are down. So much for the Alberta Advantage. Stop the madness.
191	Although minimum wage is not yet \$15 per hour workers see it as the new minimum. This has increased the demand on wages NOW, not slowly trickling increases over the next 4 years.
192	The increase in minimum wage provides a sense of a false economy. The consumer ultimately pays more for the product to cover the cost increase. All of my minimum wage earners are high school kids that live at home with no expenses.
193	We will get by one way or another however I fail to see how a minimum wage will benefit these workers. Business will just streamline and cutback wherever they can by cutting services and automating
194	Loss of income due to other business closing or cutting back effects my business
195	Critical consideration is the age of the worker, an independent adult trying to make a living or a student living at home requires a different lens to the policy and the bigger picture
196	LESS SERVICE
197	At the time of announced increases, we had no staff earning minimum wage - we are in stiff competition for qualified staff and have always paid above min. We also do not believe that our whole grid needed to be adjusted - the increase in min. wage is intended to decrease disparity in earnings, not maintain it.
198	Force us to increase our wages to our lower paid employees
199	We will barely be able to operate, already at bare minimum staff levels to provide any decent level of customer service.
200	Being the I will have to work more hours personally, taking time away from my family...
201	hello, my hope is that this comment doesnt fall on deaf ears. Since this NDP government was voted into power, they have done nothing to make small independant local town businesses thrive!! If they have, it has not impacted my company in a positive manner. i would encourage the NDP government to take a wage cut for 1 year, all the way to minimum wage, i would like to see you all come work in our small businesses for a solid month (its not an 8 hour day). i would like you to see the stress level remain low, you have time for family (both good and bad times) have perfect health, (no emergency trauma) that takes you away form your day to day activities. i strongly encourage NDP to step up to their small business community and BUY LOCAL. All your money should be spent with small businesses in your communities. NO box office stores. Actually our second hand store will benifit from your purchases, causes thats where your buying your high end cloths now...cause you cant afford ANYTHING new little alone BRAND NAMES! i am so very frustrsated with the government in so many ways. i have worked my ass off, blood, tears, sweat, given up on important family time, had to miss funerals, been taken to emergency from my work because of the amount of stress i feel on a daily basis. i am a fighter, i believe that im not alone in this loosing battle. there are many of us businesses that used to employ students, its their first job. unfortunatly, cant do that anymore. the millenials have been taught by the government that they are ENTITLED to text on their shift and get PAID WELL to do it. Employers cant scold them...cause they are doing us a favor, and heavens if we say "your not performing to the employers standars of basic Please and Thank-you" models. i think i have made my point. Rachel Notley and Leduc constituants, PLEASE LISTEN TO US... we ARE YOUR COMMUNITY, STAND UP FOR US!!! we pay your wages...so get your hands dirty and bring back an honest way to work, and take poverty OUT of the system instead of creating more. Help keep our business in business from generation to generation. Thank you!!
202	Other businesses in my market area will be laying off or reducing employees hours, which in turn reduces my costomer base.

203	I am a start up and the economy is so bad that I am not getting the business coming in (because people cannot afford it) and my expenses are increasing.
204	The proposed minimum wage increase will impact our business in a negative way for future sustainability. It is not as easy as giving those who earn minimum wage the increase, there is a cascading effect, particularly if we wish to retain high performing Team members. The long term result of this increase will be to reduce or eliminate hours from the very employees that this mandate is supposed to be supporting. It has a high likelihood of affecting a large number to an even greater extent when future viability of locations are affected. Closure of a location has a negative impact on the employees who are suddenly without work and to the entire community.
205	Will have to let some staff go.
206	We are struggling in general with the economy as it is. The increase in minimum wage and the carbon tax will likely close us down.
207	We are an established business that hires a number of high school students and we support the high school's off campus work programs. Unfortunately, with the minimum wage increase, we will have to minimize the number of students we employ because they just are not worth that much. This minimum wage increase should only apply to persons 18 years or older.
208	Higer wages will create higher prices to consumers who are struggling already which will create a decrease in profits and services offered
209	My starting wage is \$16.50 per hour to attract and retain quality employees
210	huge effects and there will be no jobs for students, our younger generation already has no work ethic and no experience and this will be worse.
211	Biggest affect for me is I am paying my staff higher than minimum wage on purpose - to attract higher than minimum wage skills. If this is increased, I will have to increase all of my staff costs to stay competitive when attracting higher skilled workers.
212	there should be a minimum wage for under 18 and over 18 as often students or first time workers make mistakes which costs their employers money due to inexperience
213	no coments
214	When we discussed this issue with our serving staff (18 yr olds and older who serve alcohol) they felt it was too high, as they make very good money anyways by way of additional tips thru their customers. Once minimum wage is increased, everything else will increase (prices, etc) and therefore that may decrease dining out. What this really is, is the government trying to take more money from businesses, as we have to contribute more to CPP and EI, etc. Who is really benefitting greatly? The servers who make cash tips, as most of whom I know do not report their actual tips collected, and therefore do not pay taxes fairly as everyone else who gets a regular paycheque. That's why they feel like they should not be making minimum wage like everyone else who isn't in the restaurant business. Bartenders, servers, /anyone who makes cash gratuity really do make ALOT more per hour than other "minimum wage" earners.
215	I have one employee who makes just under \$15 per hour. This is a non-issue for my business and for most of my clients.
216	I've had to lay off 2 employees, lost two more because of the cut in hours and am currently now working 16 hour days 6 days a week without pay in order to make ends meet. The wage increase has the likelihood of my business closing a possibility.
217	My business will not change as all my employees make more than minimum wage. It might effect my entry level people as that minimum wage is close to my first year workers.
218	The minimum wage should not be uniform across the province. Lower costs of living areas should have a lower minimum wage. Also, this increase to minimum wage will hurt exporting companies - especially when the province claims that diversifying away from oil & gas is a priority. The Government should not be placing the costs of assisting low income individuals on the backs of small business. The Alberta government feels that it is ok to tax those same employees that are now being paid more than \$10 per hour. Why not increase the threshold to which lower income individuals pay no tax??

219	It is difficult to judge the impact and timing however wages will increase across all levels of staffing as those with better qualifications while require wage increases commensurate with the increase in the minimum wage. Such actions are going to be inflationary and have negative effects on the economy.
220	We cannot adapt that fast. Market cannot support. Government does not care about small business. They think we make millions.
221	We will have to decrease hours staff work and possibly store hours open.
222	Expansion of our workforce will be some in our ON operation, not AB
223	I will eventually have to raise my menu prices, which will reduce customers which will reduce profits that are already tight
224	Will not be hiring new employees.
225	There will be no impact pay much higher than minimum wage
226	We have not laid off as of today but we are starting layoffs after Christmas.
227	minimul as no min. wage earners. as gets to \$15, tho, my lowest earners will expect increases
228	Many disgruntled employees as the pay equity scale is no longer valid. Servers are now receiving fewer tips.
229	It is not a good time to make any changes to wages as we have so many people out of work!
230	I have already cut staff hours and hours of operation raised prices somewhat and it will happen again. At this point I have not hired any additional seasonal staff which we usually do. Profit margins are tighter and will get worse
231	As a business in the hospitality/dining/entertainment sector, my employees never actually made minimum wage. The business spends very large sums of money to bring in customers and to ensure that our employees get very generous tips. They were making \$20/hr minimum when tips were factored in, and in many cases, as high as over \$40/hr. This minimum wage increase to 2018 will cost our company \$400,000 (25% of our EBITDA) or more annually, and virtually all employees will lose their medical, dental and vision insurance, which is an exceptional benefit for a company of our size in our industry.
232	We are in the Real Estate business so a lot of this is quite redundant for us but as a member of the Chamber of Commerce I know that it affects a lot of businesses
233	will not
234	I will spend over \$300,000 on increased wages over the next three years. I cannot increase my prices to reflect that type of an increase. Even if I could, the price increase would have to be significantly higher to offset the net effects of a massive wage increase. All increases in price do not go to the bottom line.
235	As a small, local business it is already a struggle to battle the rising costs of daily overhead. I used to employ students though the local high school program at minimum wage, to help teach them basic office skills to advance their resumes and give them work experience. With the cost of minimum wage increasing, I cannot validate hiring a student with no experience at a rate similar to my newer instructional staff with full credentials and college diplomas. My entire wage structure will need to be re-adjusted based on the years of experience and education of my trained instructors. A minimum wage of \$15 will significantly impact my hiring and my pricing, which in turn will impact my enrolment and client base. It is already extremely hard to stay competitive with larger schools in Edmonton, especially when the local economy has been effected so deeply by the lack of oil field work. I also, have a 14 year old daughter planning to enter the workforce, starting her at \$15 per hour, is outrageous, she has no training, no job skills, no experience. My daughter at 14, just like anyone else entering the Canadian workforce, should be Entitled to anything. Earning money, is just that - earning your place, earning your respect within your field, earning your way to advancement, wanting to better your training to achieve more. Raising the entry position wage to \$15 creates people being satisfied and comfortable, and put the advancement on to the owner, not onto the worker to advance their position. Why will people want to work harder and move up the ladder, when they can wait for the government to increase the wage for them. Thank-you for the opportunity to share my thoughts.

236	I am Closing the business Dec 30th/2016 I cannot make any money so why do it anymore
237	increasing minimum wage to living wage is a great thing for our country, however we have to take into consideration all the surrounding circumstances, increasing taxes and carbon tax implementation is retroactive , you are giving someone a dollar and taking 2 back. doesn't make sense. the government needs to asses the damage any of these ideologies could cause before going ahead and implementing changes. the tax payers should have a say.
238	All employees should be paid a decent, living wage
239	This increase in minimum wage is going to have negative impact (fewer jobs) for the most vulnerable (low skills or training) persons in our community.
240	lower server wage
241	Will be affected more as each year goes by.
242	I will close 1 location, sell another and work my stores more. I will hire experienced staff, there will be no entry level or learning positions when eating out I will not be tipping
243	The raise of the minimum wage is an important plan for workers and business. Business that is not already doing this must have staffing issues.
244	consideration should be given to having multiple minimum wages based on status - students, restaurant/bar servers, adults
245	It will impact us as a consumer. Higher prices for everyone.
246	Business owners may have to reduce the number of hours given out to employees, and work that time themselves.
247	Min. wage should be different for students under 17 yrs. of age, who are likely living at home, as compared to adults who must pay all their own expenses
248	we have gearthly reduced charitable contributions and local sponorships ie. minor hockey, college
249	minimal impact
250	More money in more peoples pocket to buy my products and services
251	the largest costs will be to all labour categories because you cannot change the bottom categories without changing all of the ones above it. for example if you have the following categories, 11,12,13,14,15,16,17,18,19,&20 these levels correspond to maybe years of service and employee commitment. if you raise like now the bottom to 12.20, you need to raise all of the other wage categories by the \$1.20/hour otherwise you will not have the necessary wage seperation to allow for seniority or employee commitment
252	Will be next to no impact. Only unknown is what it might mean those those getting paid above minimum today. Believe it will be negligable impact.
253	Reduced hours and employees.
254	We will not hire summer students for casual labour around our shop.
255	I am selling my business as the minimum wage & subsequent small employer costs do not make my small family cafe viable for me
256	If minimum wage is increase to \$15 per hour I will be forced to higher more senior staff with experience versus younger people. Its very hard to pay a 17 year old \$15 to clean your store when you can pay someone \$20 and have them clean as well as do sales.
257	The rate we have been paying for inexperienced Labour is \$16.00 per hour. why would you do heavy labour when you can get a job in the restaurant or hotel industries I will have to pay at least \$18 to attract Labourers, Now I will have to give everbody up the chain a raise. This could cost my company an extra 20 to 30% in wages

258	It's difficult to put a price on exactly what the financial impact will be on my business but with the increase to the minimum wage and the addition of the carbon tax, however the NDP are more concerned about their ideology rather than developing a plan to jump start the Alberta economy
259	this will lead to a hyper inflation in Alberta, the only ones who will gain by this will be the min wage earner for 1.5 years until the cost of living increases along with the increase wage. Min wage sets the price of "milk and bread" (essential basic needs) and everything is gauged from that, once that floor of the system is raised then everything will increase proportionately. Now having stated that, the ONLY true winners in this game is the govt. With the increase in income comes increase in tax revenue. As all the other jobs increase their wage to offset the difference to the new floor their taxes will increase as well. More in means more out and more consumer tax being paid, and with that increase comes businesses having to pay more taxes. From where I sit it's a very simple equation that I can see, everything is going to cost more and it will be caused by the increase in the economic floor, the only real winners will be the government.
260	We pay much higher than minimum wage already, however many of our clients work at minimum wage. Their costs will go up, which will affect our business. Once our lease expires in 3 years, I expect our direct costs to go up significantly. The Child Care pilot project recently announced will likely have a negative affect on existing child care businesses across the province.
261	We will be unable to give raises to those above minimum wage. We will lose experienced employees while being forced to pay inexperienced people a premium wage. We will lose customers as eating out will be too expensive as we are forced to raise prices. The increase is too much in a short period of time.
262	All my staff wants their wages to increase to stay a certain dollar value, or percentage, above minimum wage.
263	many of our clients in hospitality related industries are going to struggle and this will slow their spending.
264	I've never paid anyone less than \$18 an hour and I think it is ridiculous to expect people to live and raise a family on \$11.20 per hour.
265	Have high school students that I will not pay \$15 an hour at their current hours. Hours will have to be cut
266	Less staff do more work and crime increases significantly
267	no impact owner and co-owner only staff
268	Minimum wage is generally used for low paying jobs filled by unskilled workers like teens or those who choose only parttime or are further compensated by tips, etc. The increase will make everything more expensive for my business while further taxes will erode the ability to make a profit. Eventually I will potentially have to lay off staff.
269	I will not hire young students ages 14 - 16 to work in my business. This age group has a short attention span and I will not spend 15.00 hour training youngsters.
270	none
271	Our hiring methods have changed. We will not hire 'on the spot'. We have an interview process in place so that we can hire a candidate that is interested in my business, has a strong work ethic and is reliable.
272	My business has not been impacted because I pay my employees more than the \$15 hour minimum. I have to employ competent workers to keep my business going, so I am willing to pay for quality work.
273	If I have to pay unskilled school kids \$15/hr then I will stop hiring them and hire adults instead. This will hurt not help school kids.
274	I employ mostly high school or university students. Based on their duties, I do not think \$15.00/hour is adequate pay for them.
275	We have always paid substantially above min wage due to skill set required for employees. Given the cost of living that affects wage earners as well as business owners, we feel the min wage increase is warranted and that even with the increase, it will still be very challenging for min wage earners to cover costs for the necessities of life.

276	i will have higher expectation from my staff in order to deserve the increase. if they cannot meet those expectation, they will be replaced.
277	My company does not employ many minimum wage workers (only students). The impact will be marginal; however it may prevent us from giving student work opportunities in the future.
278	I'm a business owner but only have me as staff. While I see the potential of raising the minimum wage I think it should have been done over a 5 year plan. With the economy already in the crap bag it's tough for independent businesses to survive.
279	We have not laid off..but have ceased refilling positions when employees quit. We eliminate their jobs.
280	Biggest potential issue will be the other employees under \$20 hour expecting the same increase, 8% across the board would be very hard to take.
281	Our employees are all paid more than the eventual \$15/hr, so it doesn't impact us.
282	Does not affect my business I already pay my workers 15\$ an hr
283	much less likely to hire summer studentms
284	A 23% increase is too much! How do we afford to pay our educated and qualified staff when our entry level positions start at \$15? We will have less qualified staff working for this pay.
285	Most of the staff receiving minimum wages at my establishment are the ones receiving tips as well. Most days they walk away with over \$100.00 IN TIPS. They will suffer due to reduced hours. I believe that the previous law which allowed servers serving alcohol to be paid less better.
286	Our biggest concern as a business is the fact that all pricing is going to be increasing which will in turn will force us to raise our prices to the consumer
287	fewer staff, longer hours for myself and maybe shutdown
288	Until the economy rebounds, there should be no change to the current amount.
289	This is a biased survey and you should publish a full list of the questions that were asked along with the the answers. The biased questions will bias the results.
290	I just won't hire workers for those jobs.
291	Government should govern - not have the sad belief that it should control business.
292	will not hire minimum wage people they are not skilled to earn 15.00 per hour it is like throwing money into the wind
293	Even though I have no employees making minimum wage I am forced to give all of my employees a raise to make sure I stay ahead of the proposed increases in minimum wage. It will cost me at least \$10,000 per year more to employ my staff without any reciprocal decrease in my taxes that might offset some of the lost revenue. It will absolutely affect my ability to expand my business and force me to reconsider how many staff members I have in the future. The brunt of the minimum wage increase is shouldered by small businesses who are struggling to make any money during the difficult economic times we are experiencing. My customer count is down significantly but my expenses continue to grow. I am not opposed to raising the minimum wage every year but to increase it so dramatically over the course of such a short period of time is unfair unless the Alberta government has some tax relief plan in place to offset some of this expenditure by small business.
294	My business is not effect by the increase in minim wage but many business's are, why does everyone want hand outs
295	All of my employees are paid over \$15.00 per hour. I will likely be unaffected. I do not know how to answer quesiton 15 so the answer submitted is invalid.
296	Will need to adjust service offerings (i.e. cut what we offer). Prices in the city are not competitive enough to withstand \$15/hr min wages for some of the services we offer, and therefore those will need to cease being offered, or prices increased to reflect min wage

	hike. However since the market wouldn't accept the price hike, we'd simply cut it out and offer sustainable services within our line. Unfortunately for other similar organizations, they won't have this option, and either prices will reflect the change, or they will stop their operation.
297	We are currently no longer employ teens, looking for technology to reduce labour
298	It is utterly stupid, jurisdictions without any min. wage laws always have lower unemployment rates. This is all fact. All this does is force employers such as ourselves to shed one or two support type employees and forget about hiring extra summer students. Socialism does not work.
299	We will hire no more students!!
300	We've eliminated profit share & employee perks
301	We will no longer hire entry level people as quickly. This includes students, teens, and young adults. As we usually aim to have a higher talent labour pool we will be aiming for people with experience.
302	will cripple or close our business, currently employing less people and less than 5 % youth, where we previously employed 25% youth
303	Lots of positive effects that your survey does not address
304	I don't like that I have to pay a high school student \$15 an hour when I have someone with many years experience and maturity, that I will be paying the same or a bit more. To me that is terrible.
305	I pay 3/5 employees at least \$15 per hour already.
306	It just forces the prices up making a 4 dollar burger now a 7 dollar burger
307	We will also probable not continue to employ people with disabilities as the cost may out weight the production
308	It will be very hard to afford to pay employees as a small business. Customer service will suffer and sales will suffer from that. All around it will be very hard to recover.
309	Increasing the minimum wage will force the market to increase pricing so I don't think the consumer will have any more spending money in 2018 than in 2016. The carbon tax grab will also have huge impact on what consumers will be able to afford
310	Alberta when it is the economic engine of Canada should have the highest min wage. \$15 is to high as economic conditions will set the min wage. The current governemnt has no clue about how to effectivley run the economy.
311	cut back on employees
312	If the minimum wage continues to increase along with all other expenses (carbon tax, other premiums) small businesses especially will have no choice but to make cuts or charge more for products and services in order to offset all these additional costs. There is no other way around it especially when competing with online businesses also. Something has to increase in order to offset these costs. It can't be up to the business to absorb it all without making increases prices.
313	we will have to find ways to eliminate staff requirements
314	Less hours for staff, they will be required to work harder with less hours. Have to greatly reduce any incentives that I may have offered them over and above their wages.
315	i have complelely downsized my buisness. no outside contractors (window cleaners, landscapers, reduced or cancelled all off site contracts. i have never payed minumum wages in my 34 years in this buisness . now 22% of my guys will be on minimum. i have let go of 12 people including 2, 55K a year managers and replaced all these people with minimum wage people. its so sad thatb a lot of the people i let go were the unhirable and challenged people who now have no chance of getting jobs as we worked with and around their skill levels to accombidate them .

316	We employ folks with developmental disabilities at minimum wage. Moving this wage up to \$15.00 will result in eliminating those positions as we simply cannot afford to move out wage scale up to recognize the productivity level differential. We have already start to cut hours and positions in an effort not to harm our service to the public.
317	I already pay my employees a fair, liveable wage. If you cannot afford to pay your employees a liveable wage your business structure is the problem.
318	Gone to more part time employees
319	All the negative points mentioned above - sadly I have had to lay off students, and these are the ones that need monetary help. As far as I am aware, no other country offers such high min wage. This will be the death of small businesses and small business are what keeps the economy afloat.
320	What we see is the people this is supposed to help it has done the opposite now the get less hours or no hours
321	We have recently purchased an established business. We anticipated the minimum wage increase along with increased cost of goods when starting up. We have worked extremely hard to decrease our cost of goods sold in other areas to prepare for the wage increase so that our price point to our customers remains fair. However, we have had to increase some of our prices, and will look to increasing them all by March of 2017 to offset the increases in minimum wage. We have reduced an entire full time paid staff member from front of house and are now staffing that position with one of the owners (unpaid until now) to offset the cost of the wage increase. This has resulted in the inability to grow or enhance our business in other areas. We have a great and loyal customer base, however are concerned that raising our prices higher than they are during our first year of business will send them elsewhere. We are a small business competing with chains who have the ability to stay competitive in a tight market. We pay the majority of our staff a good and fair wage, including many additional "perks" such as discounts on meals. etc. We are unable to offer or employees a health benefit plan, although it is something we had hoped to do. Our business might be able to handle an increase up to a maximum of \$13.00 per hour, but the proposed \$15.00 per hour will seriously affect our ability to be successful. A wage increase of \$15.00 per hour will impact our business greatly in a negative way and may result in the closure of our business and the resulting job loss of our employees. We also do not agree with a youth of 15 years old and living at home making the same wage as an adult trying to feed themselves and their families. We feel that this wage increase is not in favor of the worker. We feel that the wage increase is only of benefit to the government in increased taxes, benefits, CPP, etc. We do not feel that the business community, nor the worker, were properly polled, or considered in this decision.
322	I have had to raise my above minimum wage employees to keep them in line to what we were ahead of the increase. My costs of material and services has increase due to others having to raise their costs to cover the increase. I do not feel that you do not get a better quality employee with a wage increase.
323	We provide professional services. The biggest thing is business confidence in the province. The government doesn't understand business, and small business is struggling. The price of oil is obviously economic hardship but current policy makes the business climate toxic and scared.
324	Reduced employees, reduced hours and more costs
325	Liquor and food servers retain gratuities increasing their hourly wage. Increasing their hourly rate only hurts the guests pocket book and decreases visits and gratuities left, leaving service staff further behind rather than further ahead.
326	the minimum wage increase is a ploy to make the people receiving minimum wage feel better until they realize that businesses have to raise their prices so basically it doesn't help them afford to buy any more than they could... increases in the businesses means less sales in my business and it means that i cut hours and put in my time doing the basics, cleaning, reception, phones when i should be doing the bookkeeping and marketing, etc... so unimpressed with this flipping NDP government that 'puts the environment (solar panel installers) above the people and that is a comment Notley made in the House!

327	We are a non-profit community ski hill that has primarily staff aged between 14-17 years old, with limited surrounding community to draw on for business. We already have a Casino and a major truck raffle as our major fundraising efforts to make ends meet. Last year we had to reduce our prices to match industry rates and be able to offer an affordable service to draw in our patrons. With the increases in minimum wage we will not be able to pay wages and stay open - we are already staffed at the lowest possible and cannot reduce any more staff than what we have unless we lose customers. \$15 / hr minimum wage would likely force us to close. This season we raised our returning staff up and above minimum wage, start the new ones at minimum wage, both myself and the other manager are at the same pay rate as last year, but we were started in our positions a month late in order to reduce staffing costs. Our snowmakers now work one person per shift and utilize a call in center hourly - not something we wanted to do but had to do in order to even open up our doors for the season. I think MOST of our employees are worth a small minimum wage increases, however, I don't feel that a 16 year old needs to make \$15 an hour to start just to operate a t-bar or to run a cash register and frankly we will likely end up closing our doors after 50+ years of business.
328	I am a 1 person operation at this point. Have been considering bringing on a second person, but with a wage increase to \$15.00. I don't think I could afford to hire someone.
329	for small business like mine, increases in wages can in most cases cause undue hardships. it just means that i will be back at work more, doing the job that i would have hired staff to complete. if i get too busy, i will cut down on my clients, or close the doors
330	It is very interesting that our organization receives funding from the Provincial Government to provide services. Some of the activities of employees are rightfully paid at minimum wages such as sleepover shifts (the employee is basically paid minimum wage to sleep) Although the GOA has mandated an increase in minimum wage to activities such as this, they have not increased their funding to pay for the increased cost of minimum wage on these activities.
331	No longer can afford to give raises to employees that deserve them, however that is more of a result of the oil & gas crash.
332	No impact as we hire our staff above minimum wages
333	The only workers making minimum wage in my business are part time high school students. The others make more. The increase to \$12.20 has eliminated jobs in the short term. I may eliminate them altogether. When the wage goes up higher than \$12.20 they will be gone for sure. Thats less part time jobs for experience and a little spending money. Controlling the minimum wage to the degree the ab nap have has been a complete disaster.
334	We have to cut back hours and increase prices to try and maintain any form of profit - which means fewer people can afford our products, fewer hours to work, etc.
335	With the economy the way it is we have to increase employees wages and charge less. Therefore the business is less profitable. We have gotten around this by not filling one of our empty positions and working harder.
336	No Impact. We already pay our employees twice the Minimum wage
337	We just have a bunch of kids a raise, who really didn't earn the increase. Not one person the got this increase was supporting a family, from my perspective.
338	We went ahead and instituted a \$16 min wage right when the new min wage plan was announced. This allowed us to attract new and more productive employees. Also out existing ones that got raises due to this are less stressed due to home concerns, take less sick days and are happier and more productive. It has been a huge net gain for our company and we are looking at raising it even higher to find the break even point. Our experience has shown that people who think their employees making a living wage is a bad thing just do not understand how our economic system works and are not big picture thinkers.
339	put it simple....less staff and more hours for me to work. I will be looking to hire more mature staff instead of younger people. I would rather hire someone with more life experience and work experience than to hire students and young adults. Its unfortunate to say but i

	have already started doing that . i think the younger generation will be affected by this wage increase alot. my last 2 hires were over the age of 40.
340	Any mandated increase in cost to any workforce ultimately reaches the consumer. The Government should not be the cause of increase to the consumer in a slowed economy
341	In our restaurant business some servers receive gratuity 80% more compare to their wage. 15 to 20% increase in wage is good but tips are better. However, our problem is that we have to increase wages of 15 to 20 % across the board for all staff otherwise we will have a great disparity between servers and kitchen staff. We can not run a business if no one is willing to work in the kitchen. We will see huge price increase then sales decrease and eventually business closure.
342	I believe raising the income of the huge portion of society that is comprised of the lowest earners will boost the economy and help each individual business more than it hurts them to pay their employees more.
343	Its been tough but in reality it has had very little impact on my business. I believe that it will make for a stronger economy in the long run. It will also make us more competitive when it comes to output and operational efficiencies.
344	Increased minimum wage is just a wolf in sheep's clothing by the NDP. Creating more taxes by upping minimum wage. By an increase in the minimum wage, consumer items and higher then minimum wager earners wages will have to increase to the same degree, making no help for minimum wage earners and causing people to pay more tax.
345	I am a small business. I have had to increase my personal hours up to 70 hours a week. I will never hire another person under 25 because the return is not worth it. Not every income earner is the ONLY INCOME EARNER! One of the biggest complaints in our town is jobs for spouses of people working in the oil & coal industry. We would provide those jobs but can longer because of this wage increase.
346	We employ teenage kids who's we train as their first job. It makes no sense paying \$15 for someone who doesn't know what they are doing. It should be a tiered system
347	I have laid off 30% of my staff at this point and have taken on the shifts myself. I do not agree with the increase in minimum wage at all as I still have the same standard of worker. This increase especially among workers serving alcohol is unfair as gratuity is often given to them and in other areas of my business I have workers that were paid above minimum wage to make up the difference. Now there is no difference. At the end of the day the money made by the worker ends up in taxes paid to the government anyhow. If the increase continues to \$15 per hour. I will cut the hours of operation back, lay all staff off and hire my family in a salary. I think you will find more people out of work than ever and more small businesses closing their doors. Whoever is making these decisions ha quite obviously never run a small business.
348	There should be NO minimum wage increase. Simple supply and demand and let the market decide. We have a stable business that employees just under 20 employees. We had plans to continue to grow. But due to the government and all the hidden taxes and fees and costs of operating a business we are very seriously considering cutting back. At the very minimum we are no longer looking to hire any new employees. At the end of the day the minimum wage increase won't end up effecting us as business owners as much as it will the employees we have to either lay off or cut back their hours on in order for us to continue to be a profitable business. This is the worst government ever. Nothing they have done has supported this economy or small businesses. Their ideolistic views without any common sense does nothing but cripple our economy and small businesses and as a result leave us in an even less influential position to do anything positive from an environmental or social standards perspective!
349	If you cannot operate your business and pay a reasonable wage to the people that keep your business operational than shut the doors and go work for someone else for \$12 per hour and see how well you survive. The Chamber of Commerce should quit wasting time and effort on resisting fair wage legislation, there are more important issues to focus on.
350	We feel that there will be no change until a different government is elected in 2019

351	Plans to expand and hire more employees may be halted to a stop if wages, employer premiums and carbon taxes are all implemented.
352	Not only will my overall expenses go up, but my childcare will go up as well. I employ a lot of students and I think it is a terrible decision to start them out at \$15. It breeds entitlement into an already entitled generation that I find hard to get \$15/hr value out the work they do. The area I live in cannot afford price increases. I am not sure what will happen to my business in the next year.
353	I just will not hire any extra people
354	We will not be hiring any students or new RAP students
355	I consider selling or close my business and move to other province or country.
356	We used to hire 13-14 year olds as workers in training and unfortunately we can't afford that anymore which leads to the quality of our services going down.
357	We're supportive of the increased minimum wage. Yes it means somewhat lower profits and a small increase in prices but overall this is a policy we support. As for question 14, yes those are items that we keep an eye on but by no means are they top priorities for us. Sustainable access to crown lands for tourism, reduced flat-rate user fees, increased support for destination management organizations and better municipal licensing done at the regional level are all much bigger issues for us.
358	We are a non profit and always operate very skimpy. We provide a wonderful service but do not make a profit doing so. This will just help to make our existence in the industry that much more difficult to maintain.
359	the increase in minimum wage will benefit my business as more people will have money to be able to do repairs to there homes. It will create more work for my business and hopefully i can hire 3-5 more tradesman at 40/hr each to assist in the greater work load. I see the increase in minimum wage as a benefit to all Albertans who struggle.
360	Labour in our area of AB is poor - poor skills, poor work ethic. As a result I strive to employ as little as possible to be able to control my costs and efficiency. i
361	Its is very sad that after building a business for almost 20 years and providing a good wage for my employees in the Hospitality business, the Govt can decide how to destory businesse like mine. Hospitality get a base wage and were tipped for service. They were making good money, sometimes better than an owner. Now with the increase, the owner pays more and they are actually getting tipped less . This will force alot of independent owners to close. So the end result is those employees (who we also paid Health benefits to) will loose their job. Also how do those that are attending School and post secondary school find a job to help them with living expenses. We wont be able to hire "green employees for the same wage as thos who worked up the ladder. Wish someone who makes these bold decision, actually work in our Industry.
362	There will be less people that can afford my services and costs will need to be picked up by health care.
363	Increasing minimum wage is good for all. Business should start being realistic in developing their business plan.
364	This business has always employed people higher than what the minimum wage is. We will have to compensate our currant employees when minimum wage increases to keep them at a level that is higher than the new minimum.
365	We have never paid anyone below the minimum wage of \$15 except some junior part-timers. We believe in paying our employees a living wage, it helps them keep a good morale and work ethic. Strongly support this initiative.
366	Question 19 - All of them are my primary concern. We will not be hiring any min wage workers in the future; we'll have to do more with less - something all levels of government might try. We did our layoffs prior to Oct 1, 2016. Now running very short staffed in order to avoid running in the red and hopefully result in keeping our business open until this government loses the next election.
367	Business will not be impacted whatsoever by minimum wage increase. In fact, a minimum wage increase will increase spending capacity of consumers in retail.

368	People making more money per hour can only help the economy. I'm sadden at how negative your organization is towards paying people a fair wage. I will not be renewing my membership.
369	economical growth is low and minumum wage is increasing make hurt employment. Will bring bad situation of retail biz.
370	Immidiately... no change... long term, when minimum wage employees get a 23% raise, the higher earners want the same percentage of raise, not the same dollar amount!
371	INFLATION IN ALBERTA WILL INCREASE FAST THEN MINIMUM WAGE INCREASE
372	Will not hire anyone without experience, job expectations will be higher
373	as business owner only option I have is to put in more unpaid hours myself, cannot afford to hire any more poeple due to increased minimum wage, CPP, taxes, etc.
374	I have seen no impact at all.
375	I won't hire students.
376	Higher wages attract better workers and increase revenue as other workers have more to spend.