

BUSINESS RETENTION AND EXPANSION (BRE)



AGENDA

- 1 Business Retention & Expansion Overview
- 2 Structuring a BRE Program
- 3 Implementing a BRE Program
- 4 BRE Success Stories

BC ECONOMIC DEVELOPMENT ASSOCIATION



BCEDA is the leading professional association of those involved in economic development throughout BC. BCEDA hosts courses, summits, and more, all designed to assist communities in meeting their economic development needs.

BUSINESS RETENTION & EXPANSION



A TOP ECONOMIC DEVELOPMENT ACTIVITY

TOP PRIORITIES IN BRITISH COLUMBIA

PRIORITIES & ACTIVITIES

65% Business retention & expansion (BRE)

48% Tourism & cultural activities

41% Business & industry attraction

25% Entrepreneurial development

In partnership:

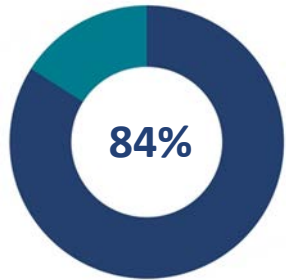


Ministry of
Jobs, Tourism
and Skills Training

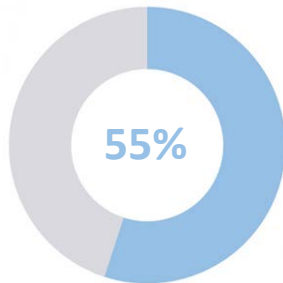


For the full report: gov.bc.ca/economicdevelopment

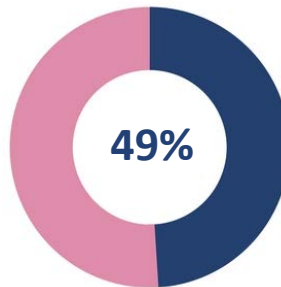
TOP PRIORITIES – NORTH AMERICA



**BUSINESS RETENTION
AND EXPANSION**



ENTREPRENEURSHIP



ATTRACTION



INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

*The Power of
Knowledge and Leadership*

www.iedconline.org

Professional Development

THIS IS BRE



- Healthy business climate
- It's all about relationships
- Never let the things you want make you forget the things you have

WHY HAVE A BRE PROGRAM?

- Business Retention
- Business Expansion

A vibrant business community contributes to a better quality of life for residents and supports visitor and investment attraction

WHY HAVE A BRE PROGRAM?



- Understand how businesses view community
- Provide information on services and resources
- Improved communication
- Identify and address concerns, risks, opportunities and challenges
- Develop trust
- Shape policy
- Compliments economic development program

WHY BRE MATTERS

Contributes to
community
stability
(job retention
and creation)

Less cost
to retain
than attract

Find out what
you don't
know

Grow what
you already
have



WHO IS INVOLVED



RELATED AGENCIES

- Community Futures
- Chambers of Commerce
- Senior Government
- Regional Managers (JTST)



ECONOMIC DEVELOPMENT/ LOCAL GOVERNMENT



EDUCATIONAL INSTITUTIONS



WORKFORCE (WORK BC)



UTILITIES



SECTOR ASSOCIATIONS



PROFESSIONAL SERVICES (ie: accounting, real estate, banking, lawyer)

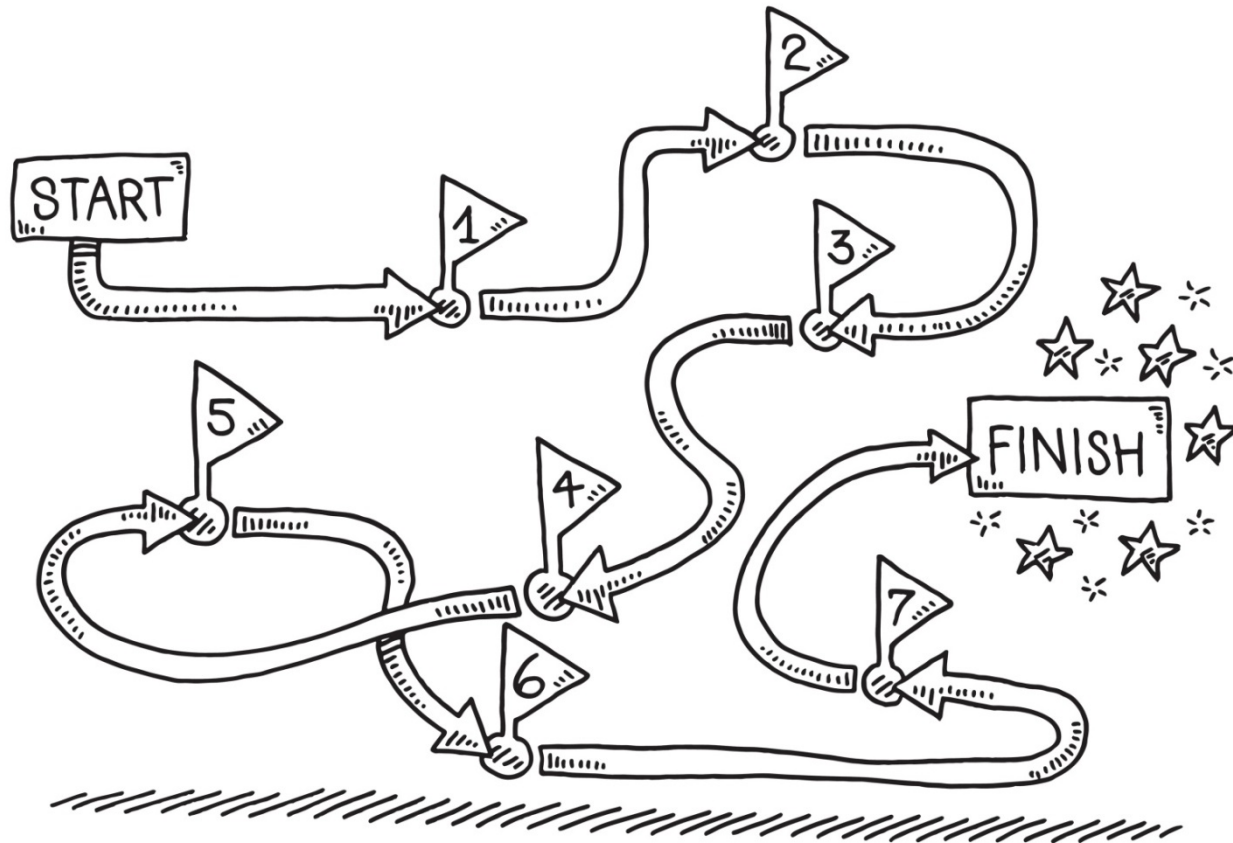
CONFIDENTIALITY



“BRE begins and ends with confidentiality”

- Grady Bachelor, President, Industrial Development Authority of Winston County

BRE DOES NOT START AND FINISH



It is an ongoing program

ESTABLISHING BRE PROGRAM AND FOCUS



- Difficult to include every business
- Determine the focus
 - Sector specific
 - Employment size
 - Geographic
 - Sample from all
- Compliments economic development plan

DATA MANAGEMENT



- Key component
- Holds data
- Client care
- Analytics

OVES Workforce, Sales and Expansion Plans (Consolidability Model) - Excel

FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW ACROBAT

Calibri 11 General Conditional Formatting Table Styles Font Styles Editing

H7 fx =B7+D7+F7

Company Information						
Life cycle stage of firm's primary product/service:						
	North Okanagan		Central Okanagan		Okanagan Similkameen	
	Count	Percent	Count	Percent	Count	Percent
7 Emerging	22	19.47	31	16.23	13	9.35
8 Growing	60	53.1	91	47.64	55	38.73
9 Maturing	24	21.24	51	26.7	54	38.03
10 Declining	7	6.19	18	9.42	20	14.08
11 Totals	113	100	191	100	142	100
What is this company's ownership status?						
	North Okanagan		Central Okanagan		Okanagan Similkameen	
	Count	Percent	Count	Percent	Count	Percent
17 Privately owned	108	89.36	185	98.4	136	94.44
18 Publicly owned	13	10.74	3	1.6	8	5.56
19 Totals	121	100	188	100	144	100
What is this company's legal status?						
	North Okanagan		Central Okanagan		Okanagan Similkameen	
	Count	Percent	Count	Percent	Count	Percent
23 Sole proprietorship	28	23.14	63	33.16	37	25.52
26 Partnership	19	15.7	13	6.84	27	18.42
27 Corporation	59	48.76	111	58.42	68	46.9
28 Limited liability partnership (LLP)	11	9.09	2	1.05	5	3.45
29 Non-profit	1	0.83	0	0	3	2.07
30 Other	3	2.48	1	0.53	5	3.45
31 Totals	121	100	190	100	145	100

Total number of employees at this facility*

Even if it is a sole proprietor with no employees this should be answered as "1" - person you are interviewing is the owner and classifies as an employee

Full-time employees

Part-time employees

Temporary employees

Total employees

Historical employment trend

☐ No response ☐ Decreasing ☐ Stayed the same ☐ Increasing

Projected number of employees at this facility in one year*

Projected number of employees at this facility in three years*

How did the number of staff change, if at all, in the last 3 years?

Fulltime ☐ No response ☐ Decreased ☐ Stayed the same ☐ Increased

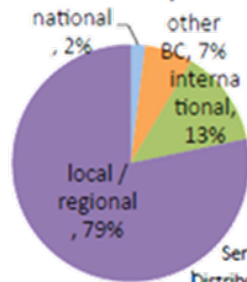
Part-time ☐ No response ☐ Decreased ☐ Stayed the same ☐ Increased

Casual ☐ No response ☐ Decreased ☐ Stayed the same ☐ Increased

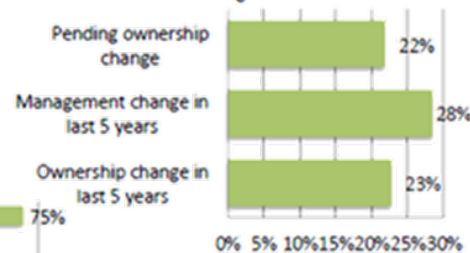
How do you expect the number of staff to change, if at all over the next 3 years?

DATA MANAGEMENT

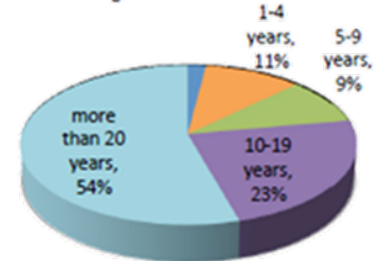
Location of Competitors



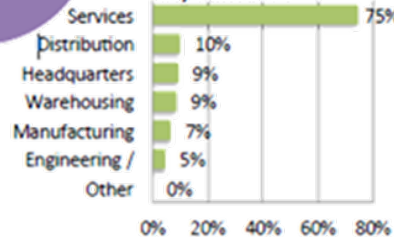
Changes in Ownership and Management



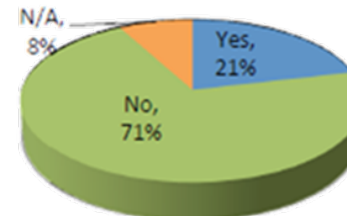
Length of Time in Business



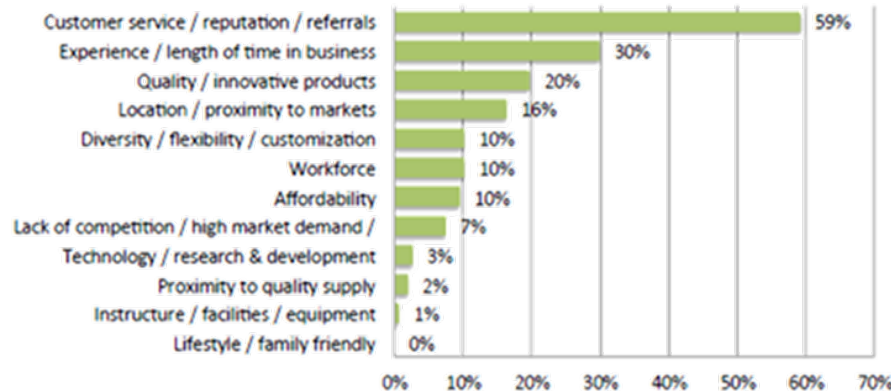
Facility Functions



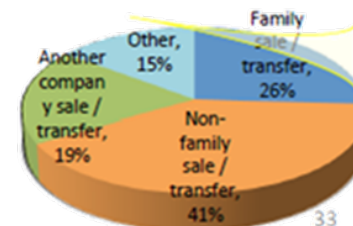
Formal Succession Plan



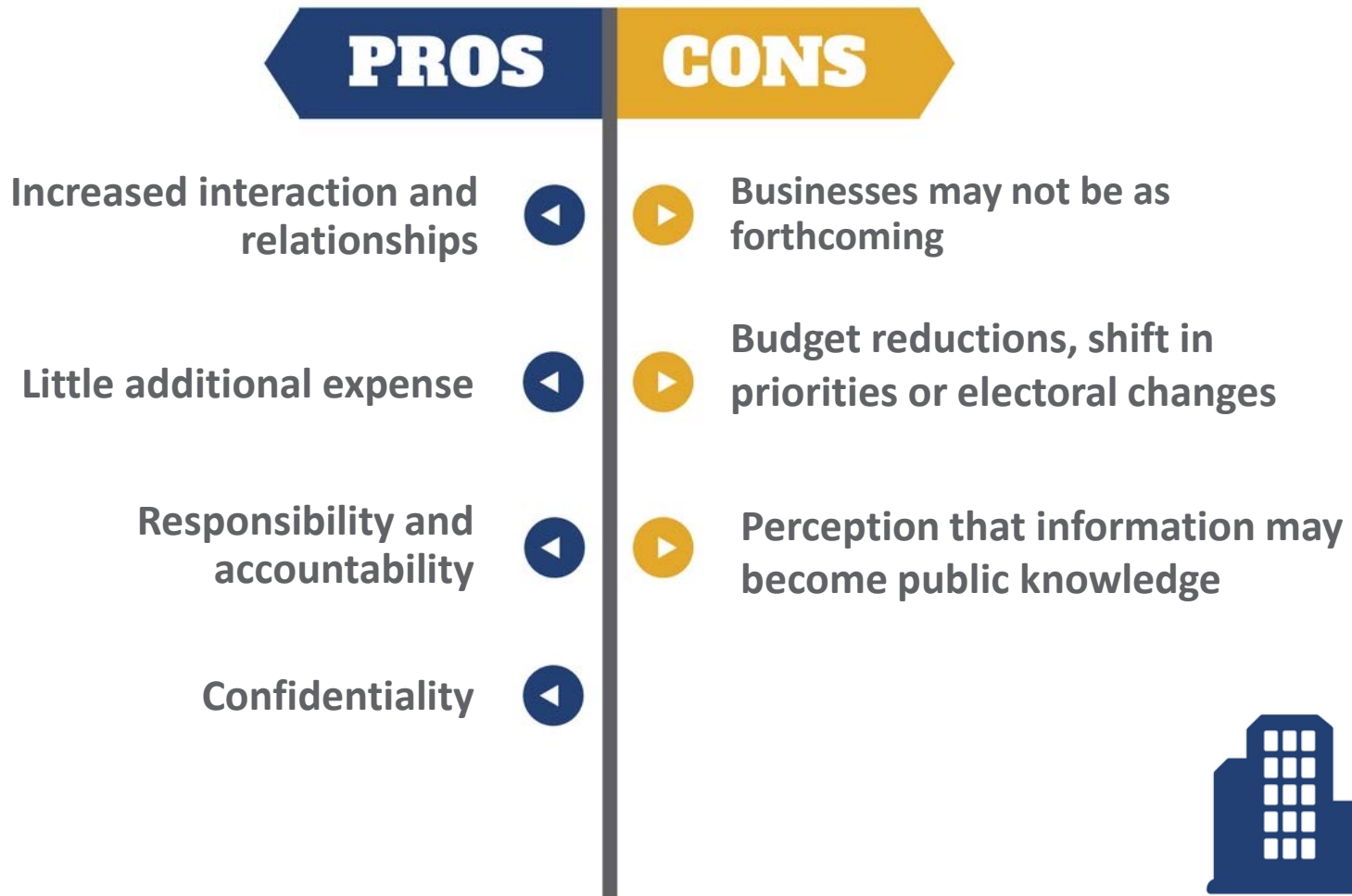
Business Success Factors



Anticipated Exit Strategy



LOCAL GOVERNMENT



COMMUNITY ORGANIZATION

PROS

Businesses may be involved in organization



Access to community leaders – volunteers on boards



Easier to maintain longer-term focus and commitment



CONS



Limited resources



Limited local government buy-in



Interaction with local government may be challenging



May not be a priority



Reliance on volunteers



Risk of confidentiality breaches

THIRD PARTY

PROS		CONS	
No conflicting demands	◀	▶	May be one time
Key leaders involved	◀	▶	Loss of control
External funding available	◀	▶	Not building relationships
Single focus	◀	▶	Single focus
Start and Finish	◀	▶	Start and Finish
Kick start	◀		



ENGAGEMENT OPPORTUNITIES



Mail/Web-based surveys



Interviews



Focus Groups



Gatherings



Business Walks

MAIL /WEB-BASED SURVEY



INTERVIEW MODELS



**INTERVIEWS
USING
VOLUNTEERS**



**INTERVIEWS
USING ECONOMIC
DEVELOPMENT
STAFF**



**COMBINED
MAIL/WEB-BASED
SURVEY AND
INTERVIEWS**



**INTERVIEWS
USING A
TELEMARKETER**

INTERVIEWS - VOLUNTEERS

PROS		CONS	
Higher # of businesses visited	◀	▶	Quality and quantity of data
Data collected at same time	◀	▶	Lack of program knowledge
Diverse and useful insights	◀	▶	Competitors
Good exposure for ED efforts	◀	▶	Coordination
Reduced staff cost	◀	▶	Only a point-in-time snapshot
		▶	Confidentiality
		▶	Lack of training

INTERVIEWS - STAFF



COMBINED MAIL/WEB SURVEY AND INTERVIEWS

PROS

Mail surveys can be annual
– site visits 3-5 years



Cost and time effective



Easily combined with other
processes – i.e.: business
license renewal



CONS



Limited information gathering
from businesses not visited



Not helpful with strategic
planning



Over emphasis on at risk
versus growth and expansion



May focus on large businesses
only

THE INTERVIEW



Identify the issues, opportunities, challenges – look for solutions

- General business information
- Workforce
- Sales and purchases
- Facilities
- Business climate
- Government services

THE INTERVIEW BEST PRACTICE

- Be prepared
 - Review questions
 - Be familiar with terminology
- Probe
- Open but confidential discussion
- Focus on specific issues of business
- No problem solving

- Promise only follow up

- No debating

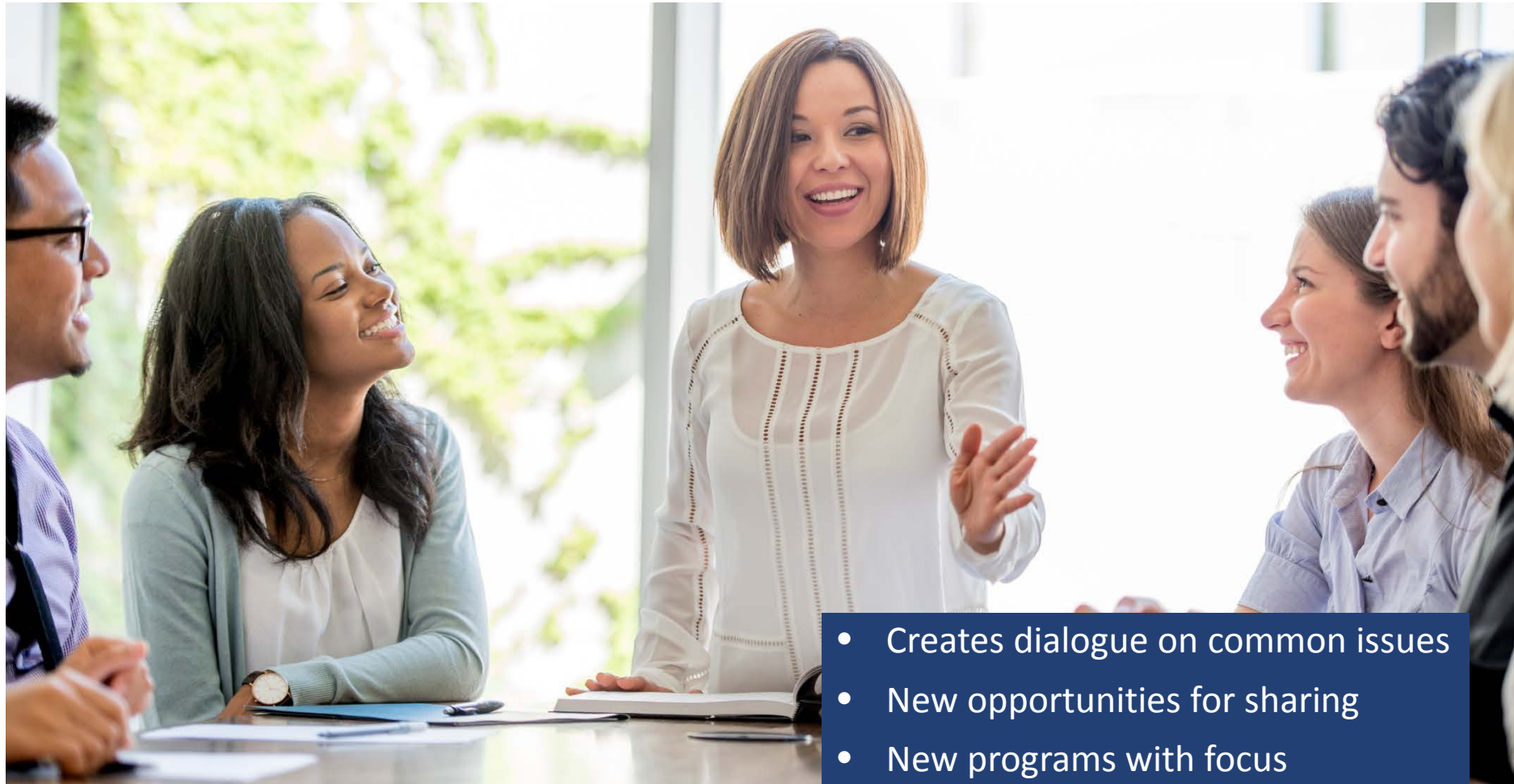
- No marketing services

- Relationship building

- Arrive early

- No tablets

FOCUS GROUPS



- Creates dialogue on common issues
- New opportunities for sharing
- New programs with focus
- Typically sector specific

FOCUS GROUPS

PROS

Greater ability to collect information quickly



Explore big ideas, themes or concepts



Explore topics in depth



Interaction between businesses



CONS



Limited number of topics



No quantitative information



Risk domination by one or two in group



Risk off topic discussion



Difficult to analyze data

GATHERINGS



SMALL BUSINESS PUB NITE

Come out and join us on ***Thursday, November 3rd, 2016 at 7:00 pm*** in celebration of "Small Business Week", and enjoy appetizers and refreshments with Mayor and Council of the District of Clearwater, and representatives of the Clearwater & District Chamber of Commerce, and the Wells Gray Country Services Committee. This event will be held at the Clearwater Lodge, and spouses are welcome to attend.



BUSINESS WALKS



BUSINESS WALKS



Business Walks are one component of a best practices BRE program, not the entire program.

MULTIPLE ACTIONS

NEWS

Chilliwack Agriculture tour looks at today and tomorrow



George Dick, of Dicklands Farms, talks about some of the science that goes into the care of the animals in his milking barn during the 12th annual Chilliwack Agriculture Tour on Friday. — Image Credit: Greg Knill/Progress



RED FLAGS



- Declining Sales
- Reduced Employees
- Unfilled positions

- Ownership changes
- Expiring leases
- New Competitors

- Negative attitude
- Aging facility
- Difficulty in recruitment

- No succession plan
- Industry trends

GREEN FLAGS



NEVER FAIL TO FOLLOW UP

A close-up photograph of a silver and black fountain pen writing the words "THANK YOU!" in dark ink on a light blue rectangular sticky note. The note is placed on a textured, brown surface. The pen is positioned to the right of the text, with its nib just finished writing the final exclamation mark. The words "THANK YOU!" are underlined with a single horizontal stroke.

THANK YOU!

LOCAL GOVERNMENT SUPPORT

- Improvement in infrastructure and public services to address business issues
- Address zoning or land redevelopment issues
- Permit and regulatory impacts
- Help with signage issues
- Assist in developing or supporting a BIA



OUTCOMES OF BRE



Investment Attraction

- Business talks to business
- Improves community reputation
- Business friendliness

- Shop Local Programs
- Fostering Entrepreneurship
- Identification of new export opportunities
- Workforce Development
- Business Continuity Succession Planning



MEASURING SUCCESS

- Number of customer (business) visits
- Number of referrals made
- Number of referrals (closed vs. open)
- Percent of market coverage
- Customer satisfaction rating
- Number of program partners
- Number of tangible success stories
- Longevity of program

Performance Measurement for Local Economic Development
Toolkit Quick Start Guide



I want to dive right in!
The best place to start is to download the [Excel workbook](#) that will guide you through choosing performance measurement indicators that relate specifically to your program goals. This fillable workbook takes you step-by-step through the process of identifying the most relevant indicators for your work and creating a performance measurement framework. Use the [Prezi guide](#) (also available in [PDF](#)) for context, tips and examples for each of the steps.

How long will this take?
We suggest taking an hour or two to work through the first stages of the workbook and getting a feel for the process. You can then complete it yourself, or convene for brainstorming in a small group setting. The whole process can be completed in a half day, or you can chip away at the stages a bit at a time. The point is to get something down to start. Don't get bogged down in the details. Work on establishing a small selection of indicators that you can move forward with right away. You can always tinker over time!

Will I be accountable for things out of my control?
The benefit of setting up your own performance measurement framework is that you get to establish what you relate directly back to your program activities. The approach used in this tool helps users differentiate between reporting on economic indicators and performance measurement. By mapping out your activities and seeing how everything fits together, it becomes very empowering to pinpoint the aspects you can track in order to demonstrate your successes.

Do I have to complete every step?
Do what makes sense for you. If you already have a framework, feel free to review the [Indicator library](#) or examples to see if there's anything you want to tweak. While we strongly suggest completing the program visualization stage, you're welcome to jump right in to brainstorming indicators and narrowing them down to a few that you want to act on right away.

What other support do you offer?
Within the toolkit, there are additional templates and examples to refer to. You can download an annual reporting template, as well as an infographic-oriented dashboard template. There's even an [image library](#) to make it easy for you to make your reports visually appealing, and lots of examples scattered throughout, including two fictional B.C. communities (one small and one larger) that will accompany you every step of the way.

Contact our Economic Development Division staff for one-on-one support.
www.gov.bc.ca/economicdevelopment

 Ministry of Jobs, Tourism and Skills Training

COMMUNICATION

WHY

- Demonstrates value for time spent
- Ensures support from partners
- Provides information on solutions and programs

- ## WHY
- Demonstrates value for time spent
 - Ensures support from partners
 - Provides information on solutions and programs

WHAT

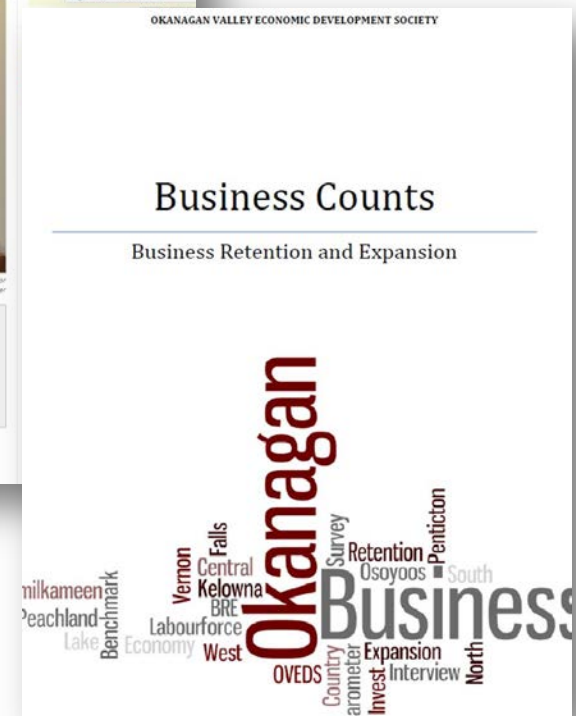
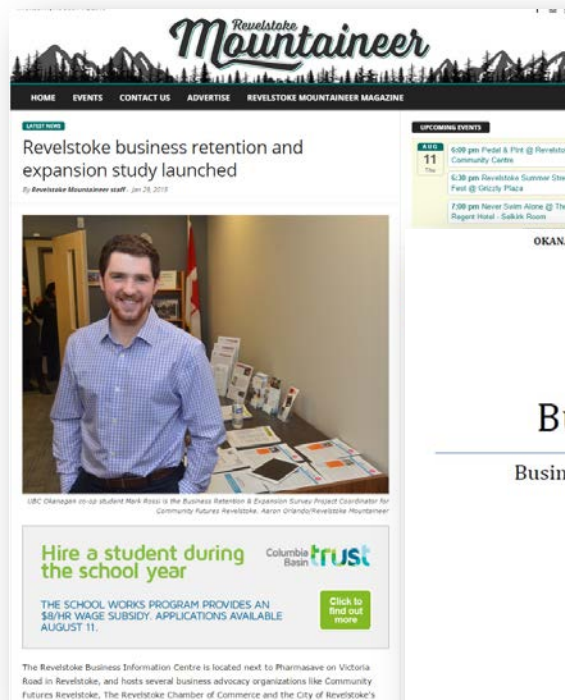
- Provide summary of aggregate results

- ## WHAT
- Provide summary of aggregate results

HOW

- Newsletter
- Report
- Website
- Event

- ## HOW
- Newsletter
 - Report
 - Website
 - Event



BC IDEAS EXCHANGE



A growing collection of inspiring success stories in economic development excellence starring B.C.'s communities

Lessons learned, best practices and the direct impact on their communities

A source of inspiration for communities



SUCCESS STORIES

Venture Kamloops Venture Advisors



Formatted after the popular CBC television show Dragon's Den.

Entrepreneurs are coached by VK staff to produce a venture capital presentation.

Program gives entrepreneurs the opportunity to benefit from the knowledge of local business leaders and build relationships with the community.

Since 2012, the program has assisted 32 entrepreneurs, representing 25 new full time equivalent jobs and several part time jobs still in existence to this day.

SUCCESS STORIES

City of Abbotsford Business Walks Week



City of Abbotsford Economic Development (CAED) started Business Walks in 2015.

Vital info is gathered to identify support services needed for business growth.

Over 143 interviews were held as one tool in the wider BRE Program, which supports over 6,000 licensed businesses.

CAED is now organizing events to provide support to businesses in the areas requested.

ECONOMIC DEVELOPMENT PORTAL

B.C.'s ECONOMIC DEVELOPMENT PORTAL



gov.bc.ca/economicdevelopment

Realize Your Community's Economic Potential

 Fostering strong and resilient local economies

VISIT
gov.bc.ca/economicdevelopment
A TRUSTED ONLINE PORTAL FOR ECONOMIC DEVELOPMENT IN B.C.

Free resources, tools and templates to support your community at every stage of economic development.

FUNDING AND GRANTS
Find financial support for your community by easily searching our database.

WEBINAR SERIES
Keep up on current trends and innovative practices with our live or recorded sessions.


BUSINESS EXPANSION & ATTRACTION
Support your business community with programs like Business Walks.

STRATEGIC PLANNING
Build an actionable economic development plan with this customizable toolkit.

PERFORMANCE MEASUREMENT
Demonstrate the value of your community initiatives with this self-guided toolkit.

LAND DEVELOPMENT PRIMER
Develop lands and attract investment by assessing your community's readiness.

 Ministry of Jobs, Tourism and Skills Training

 BRITISH COLUMBIA


Home / [Employment, Business & Economic Development](#) /

Economic Development

Economic growth and diversification benefits regions, communities, industries and families across B.C. Use tools and resources and connect with services to support job creation and growth.


<h3>Industry</h3> <p>If you're looking for information about economic development for industry, you'll be able to find what you need here.</p> <p>Explore Within ▾</p>	<h3>Search Funding & Grants</h3> <p>Find financial support for your community by easily searching our database.</p>
<h3>Develop Your Community</h3> <p>Realize your community's economic potential. Learn the basics of economic development and implement activities like business attraction and business walks.</p> <p>Explore Within ▾</p>	<h3>Resources</h3> <p>Use our resources to keep up on current trends and innovative practices, to access information on economic development activity across B.C., and to conduct an economic analysis of your region.</p> <p>Explore Within ▾</p>
<h3>Success Stories</h3> <p>Are you looking for economic development ideas and inspiration for your community? The <i>BC Ideas Exchange</i> showcases B.C. communities and their innovative approaches to economic development.</p> <p>Explore Within ▾</p>	

BC Economic Atlas



Visualize your region's potential with this powerful [economic data-mapping tool](#).

Webinars



Keep up on current trends and innovative practices with our [live or recorded sessions](#).

Need Some Assistance?

Please feel free to connect with us for questions and/or feedback - we're here to help!

Email us at:
EconomicDevelopment@gov.bc.ca

For more information: gov.bc.ca/economicdevelopment

THANK YOU!

QUESTIONS?