



# Getting Your House in Order... Making BRE Work in YOUR Community

Business Retention Expansion International Conference 2017

June 22, 2017

Edmonton, Alberta

Is this how it feels in your community?



# What I am Hoping to Cover

Who we are

Ontario Context

Spotlight Communities

Why is BR+E Important?

The Ontario BR+E Program

Making BR+E Work for YOUR Community

Keys to Success and Lessons Learned

# THE ONTARIO CONTEXT





**13 million**  
**people in**  
**Ontario**

**20%** of the  
**population is**  
**considered**  
**as rural**



**444** municipalities &

**95%** have a  
population less than  
**50,000**

**60%** have a population  
Less than 10,000

# Who We Are

## Regional Economic Development Branch (REDB)

- REDB develops and delivers a number of value-added rural economic development programs, tools and resources
- Regional staff (boots on the ground) provide ongoing support, facilitation, and coaching to rural clients
- Centralized **Programs Unit** that works on program development, review, evaluation, and update.

# ONTARIO SUPERSTARS





**Justin Bieber  
and Avril  
Lavigne  
are from Rural Ontario**

# BR+E Superstars

Municipality of North Grenville – Cross Sectoral

Prince Edward County – Manufacturing and Development

Tweed Chamber/Municipality – Cross Sectoral

Regional Local Food BR+E – Go big or go home





# Municipality of North Grenville



- Population 15,000
- First BR+E undertaken in 2010; 3<sup>rd</sup> BR+E being undertaken now
- Economic Development Officer hired and BR+E Alliance (implementation team) formed as a result; numerous actions implemented





# TheCounty™

PRINCE EDWARD COUNTY ♦ ONTARIO

- 25000 population
- Tourism sector very strong; long history of food processing
- Focus on development and manufacturing sectors; including wineries and breweries
- 65 surveys completed
- Staff led project

# Municipality of Tweed



DELIVERED BY:



SUPPORTED BY:



- 6500 population
- Chamber of Commerce led and completely volunteer driven, including coordinator, completed November 2016
- Implementation team solidly in place led and funded by the municipality; draft CIP developed, survey of ag sector specifically, workplan in place for municipal community development dept.



## Regional Local Food BR+E

- Engage businesses that participate in the local food sector

### Goals

- Build stronger local food capacity
- Explore new partnership opportunities across the region
- Develop relationships between agencies and local food businesses
- Identify challenges and strategies to expand local food in the region

<b>9</b>	<b>11</b>	<b>24</b>	<b>41</b>	<b>170</b>	<b>363</b>
communities	weeks of training	training sessions	weeks surveying	volunteers	surveys completed





# Why is BR+E Important

- BR+E is Foundational
- BR+E provides tangible support for broader policy objectives
- BR+E is the best attraction tool you could have in your toolkit
- BR+E supports those who have already invested in the community
- Relationship building is invaluable to long-term success



In partnership with



Partially funded by  Ontario

## ***2010 BR+E Final Report & Implementation Strategy***





If economic development strategies were a family, business retention and expansion (BRE) would be the hardworking, reliable, but largely unrecognized often overlooked sibling...



Janet Ady  
Economic Development and Site  
Selection Consultant



# BR+E is a Proven Economic Development Process

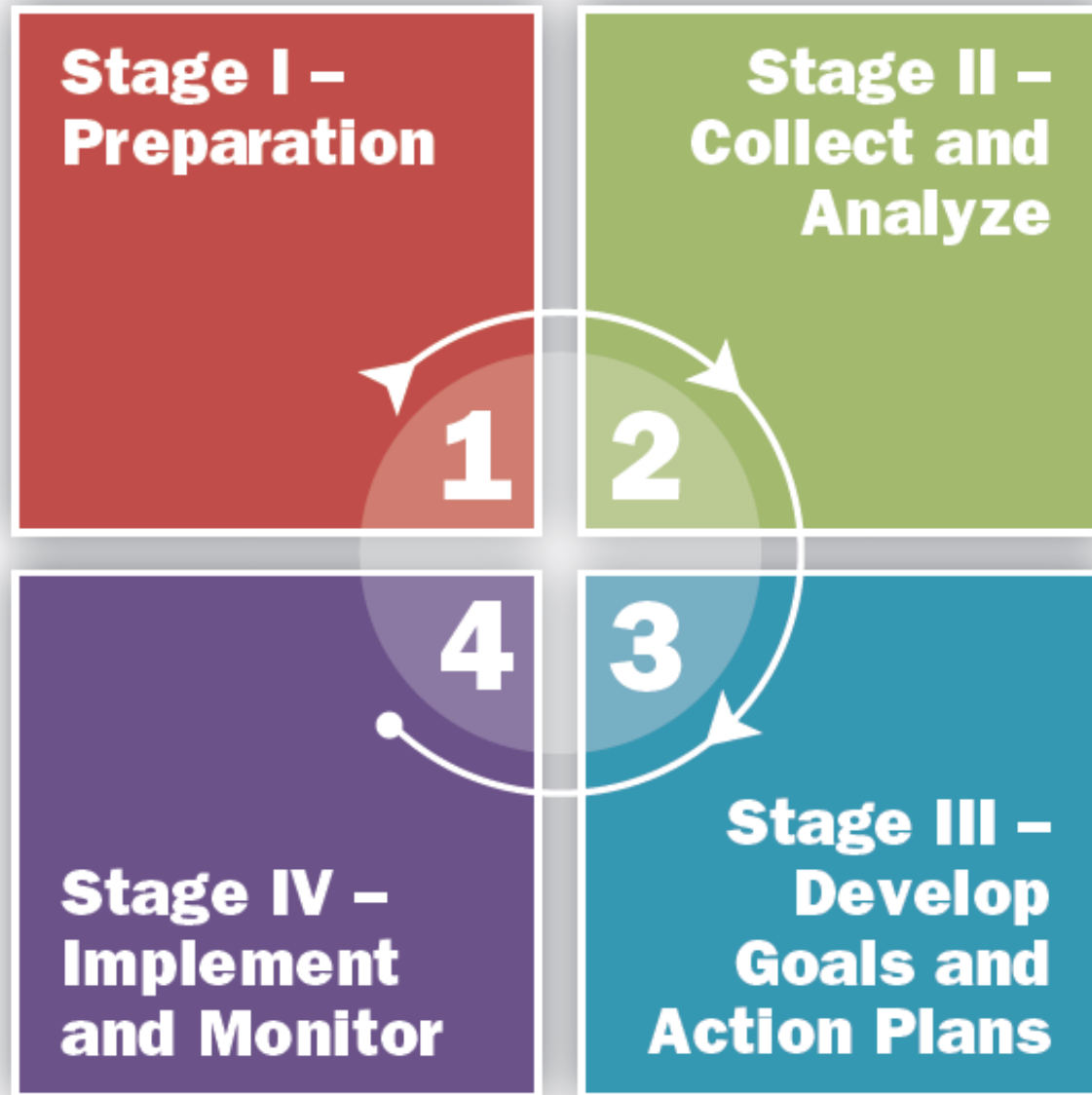
- The BR+E program was introduced in 1998 to Ontario and over 230 communities have participated
- Almost 10,000 businesses have been interviewed as part of BR+E projects across the province



# BR+E has a Suite of Tools and Resources

- Coordinator's Manual and program templates
- Comprehensive survey and sector-specific surveys
- Extensive data management system
- BR+E Coordinator training
- Ongoing staff support, both regionally and provincially
- Funding support through Rural Economic Development program

# Ontario BR+E Model - Four Stage Process





## Provincial Survey Results 2009 - 2014



**84%**

Locally owned &  
operated with one location



46%



1-4

22%



5-9

14%



10-19

6%



20-29

5%



30-49

4%



50-99

4%



100+

No. of employees  
at this location

### Primary Market for Business

35%



Local

43%



Regional

11%



National

12%



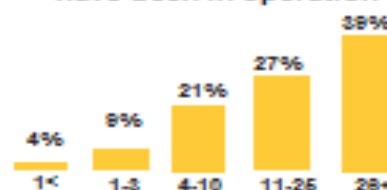
International

# Provincial BR+E Survey Results

January 1, 2015 - June 30, 2016



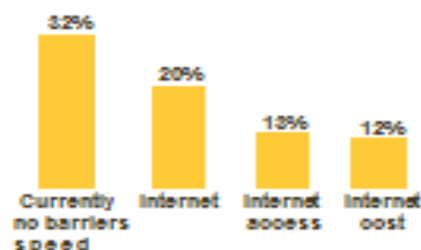
No. of years businesses have been in operation



Primary market for business

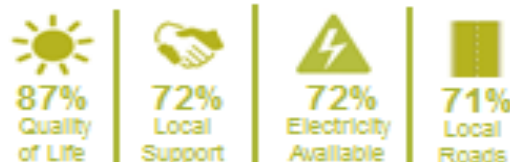


Top barriers related to information technology (IT) requirements

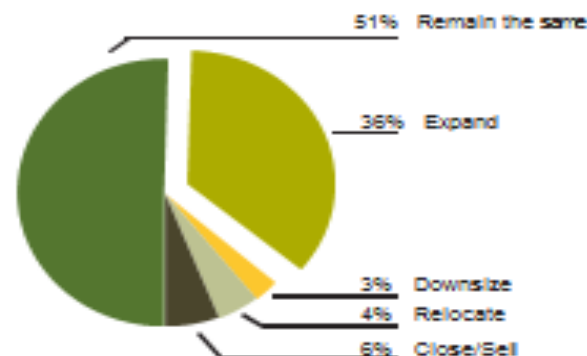


- 72% of businesses have a good or excellent impression of the community as a place to do business
- 54% of businesses have a business plan
- 45% of businesses have hiring difficulties

Positive factors for doing business



Plans for the next 18 months



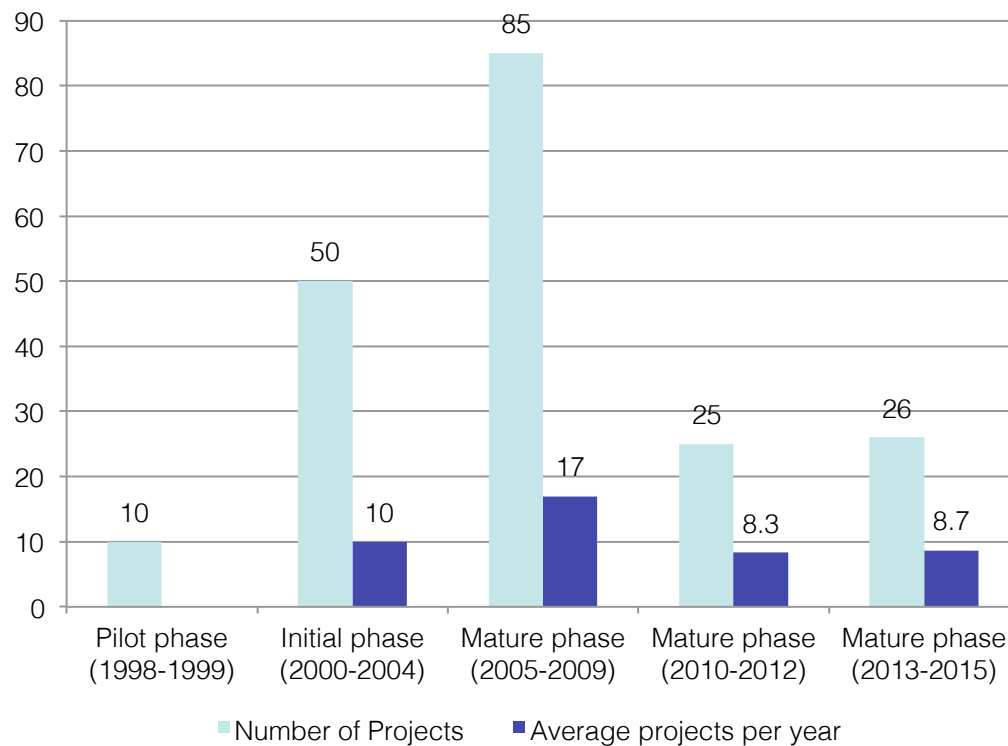
# Making BR+E Work for YOUR Community!



# Focus on Community Readiness



# Program Adaptation

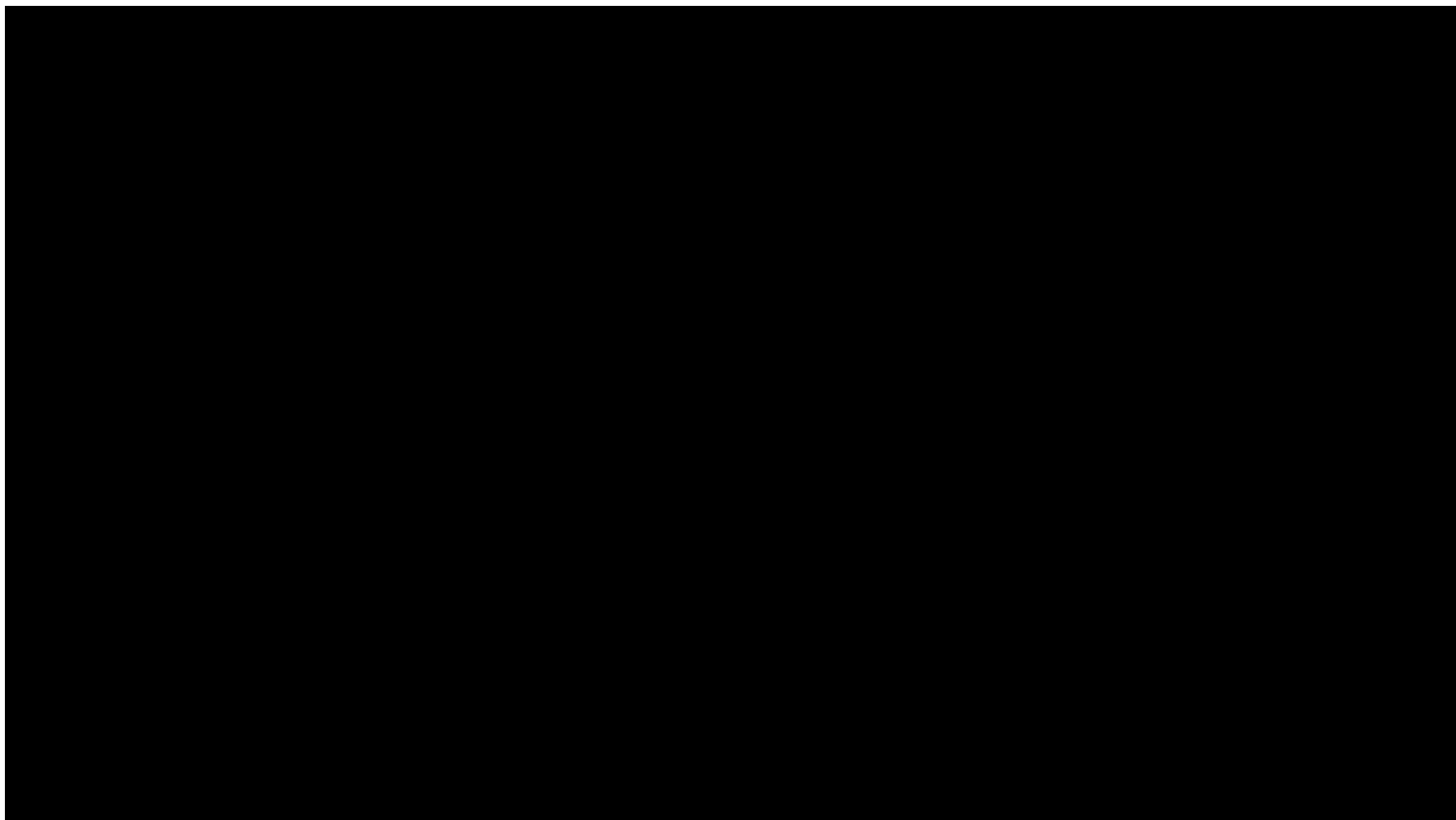




# Flexible Program Framework

4 Case Studies 4 very different

processes 4 very successful projects with  
ongoing teams and tangible successes in  
place.



## Analyst: Input-Output Modelling

A one-stop resource for data on regional economies and human capital

Analyst is a web-based tool that provides data on regional economies and workforces. It was developed to help economic development professionals understand their region so they can make informed decisions that strengthen their economy.

**NEW to Analyst is Input-Output Modelling**  
Input-Output models map out the connections between different sectors of the economy, tracking the flow of money and goods between them.

## Business Retention + Expansion

Does your community need assistance retaining jobs and expanding business?

**What is Business Retention + Expansion?**  
Business Retention + Expansion (BRE) is a structured action-oriented process that helps communities retain and expand existing businesses.

## Community Immigrant Retention in Rural Ontario

Want to know how to attract newcomers to your community?

## Downtown Revitalization

Would revitalization help improve your downtown?

**What is Downtown Revitalization?**  
Downtown Revitalization is a process of improving the economic, social, and physical well-being of a community's traditional downtown area.

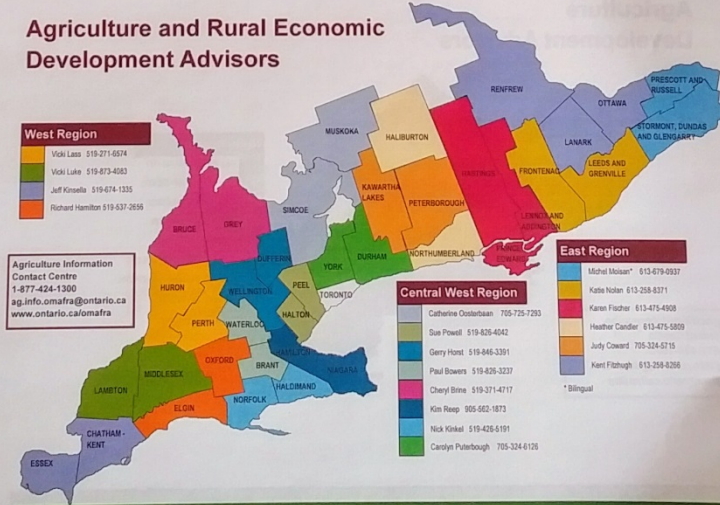
Downtown Revitalization involves the management, physical development, and economic revitalization of a town centre by:  
• Strengthening the built environment  
• Creating new jobs and opportunities  
• Providing a vibrant, safe, and attractive environment  
Each downtown has its own unique character and history. A successful revitalization plan must take into account the unique character and history of the downtown area.

## Agriculture and Rural Economic Development Advisors

### West Region

Vicki Liss 519-371-6074  
Vicki Liss 519-873-4083  
Jeff Kinzler 519-674-1335  
Richard Hamilton 519-637-2655

Agriculture Information  
Contact Centre  
1-877-424-1300  
ag.info.omafra@ontario.ca  
www.ontario.ca/omafra



## Economic Development Analysis

Using data to inform your economic development decisions.

**Why use data?**  
Data can be used to analyze a community's position in the economy. In addition, data can be used to create a development plan that is based on the community's strengths and weaknesses.

## Performance Measurement

Are you interested in measuring the outcomes of your initiatives?

## First Impressions Community Exchange

Is your community interested in developing an action plan that builds on your strengths and addresses your challenges?

**What is a First Impressions Community Exchange?**  
First Impressions Community Exchange (FICE) is a structured and facilitated process that builds on the community's strengths and addresses its challenges.










## Regional Economic Development Programs

**Economic Development Analysis (EDA)**  
EDA is a web-based tool that provides data on regional economies and workforces making it easier to do analysis. EDA helps lay out a region's data so communities can make informed decisions about how to build and strengthen their economy.

**Business Retention + Expansion (BRE)**  
BRE is a comprehensive economic development program that supports local businesses and helps them to grow and expand.

# Other Tools, Programs and Resources to Support BR+E

Support clients in the planning and implementation of their economic development activities

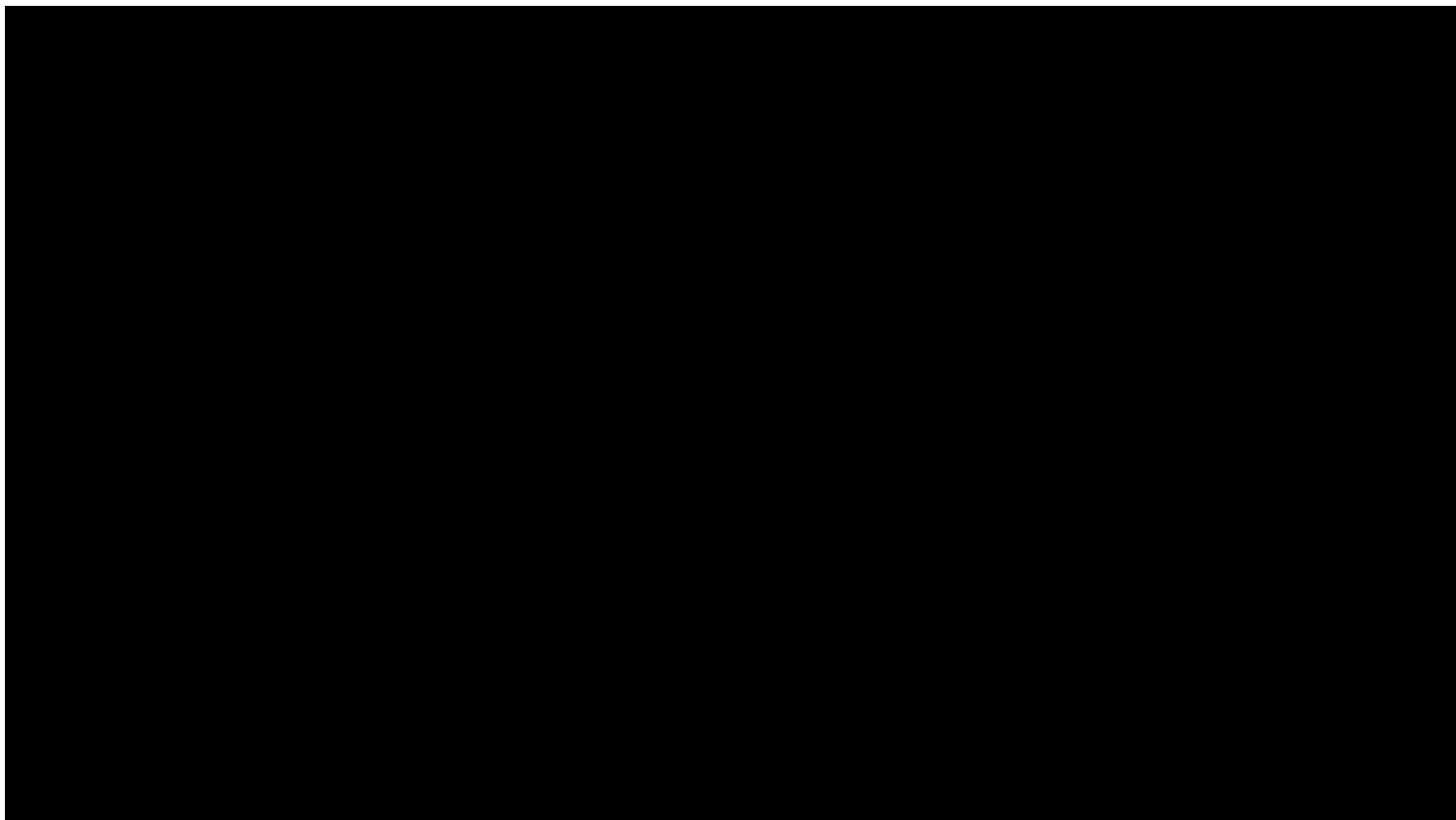
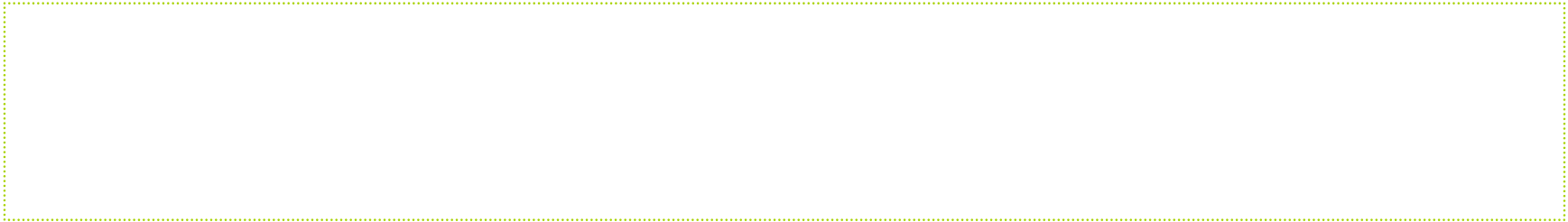
Programs & Resources	Lower Capacity	Higher Capacity
CED 101 Workshops		
Strategic Planning		
First Impressions Community Exchange		
Community Immigration Retention in Rural Ontario		
Regional Advisor Services		
Business Retention & Expansion		
Economic Development Analysis Resources		
Performance Measurement		
Downtown Revitalization		
Rural Economic Development Program		

# So what is the worst that could happen?



# Getting your House in Order....and Keeping it There!

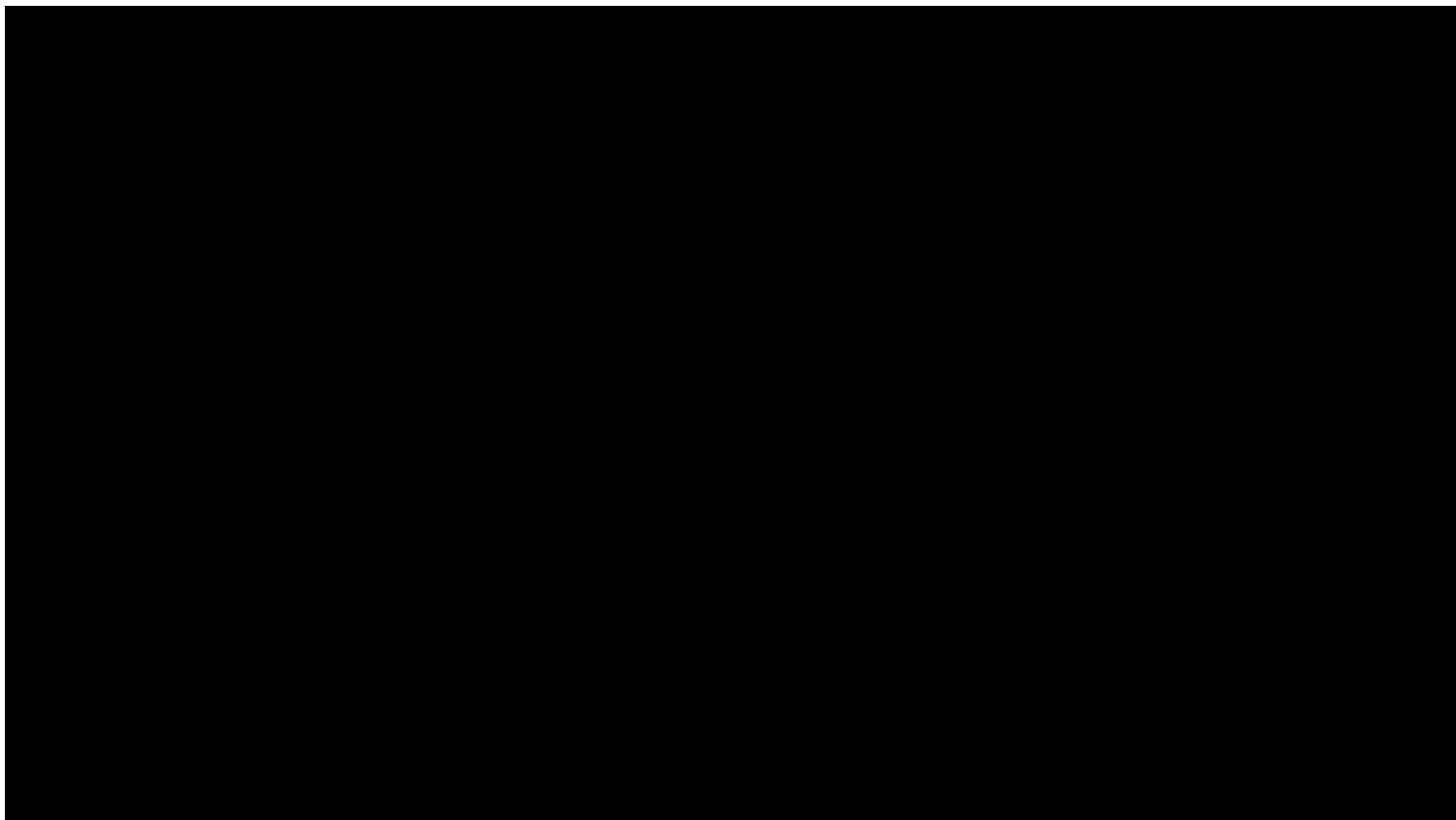
- Champions and leadership
- It takes a community
- This is only the beginning
- Patience is a virtue
- Commit!



# Getting your House in Order....and Keeping it There!

- Choose your words
- Data is your friend
- The right people...at the right time
- Shout it from the rooftops
- Take that leap of faith





# A Profound Closing from our Superstars



QUESTIONS?