

Fundamentals Course Homework

Session 3

Part A

In this session, we've touched on the idea of the necessity of reports and presentations for a BR&E program using a volunteer visitor methodology with a "blitz" approach.

For this session, I'd like for you to think about the benefits (and perhaps challenges) in preparing reports and presentations for the BR&E visitation program that you are envisioning in your area. Please think about the following questions:

- To whom or what groups would the reports/presentations be delivered?
- How would this benefit the strength of the BR&E program?
- What would be included in the report given that the collection of data in a continuous model is likely to be relatively slow?
- How would you turn data into information for the audience(s)?

Part B

The following Excel file (Open Ended Survey Homework.xlsx) contains a number of responses from a COVID-19 business retention and expansion survey conducted in Mississippi. What topics would you use to categorize these responses?

Due by the beginning of the July 21, 2022 session.

Part A

Response 1

TCPEP already delivers regular updates, over the course of the year, on our progress with clients to our key stakeholders...our Board and Liaison & Oversight Committee, both of which are made up of local business leaders, elected municipal leaders and senior municipal staff, as well as representatives of the Chamber, and municipal and First Nations Councils. The result of this is that our clients benefit from the perspectives and advice of leaders from multiple organizations across the region, who also promote our clients and their success stories to the broader community. TCPEP also hosts an Annual General Meeting, which is open to the public, at which we deliver all-encompassing reports across our entire mandate, including the work we are doing with local businesses. This year's AGM will also include a client marketplace. These reporting engagements not only highlight the specific challenges and opportunities facing individual clients, but also reveal systemic or broader community issues that need to be addressed.

Embracing a BR&E philosophy and approach would move the relationship between our clients and our stakeholders beyond mere information to full-on consultation and deeper engagement. This would serve to increase awareness of TCPEP's role in society and strengthen our credibility among clients, stakeholders, and the community at large. Further, it would engender a greater sense of responsibility

among stakeholders for the overall success of our clients, thus showing business owners that they are greatly valued in and by the community, and that we are all concerned with and involved in their ongoing success and growth. Ideally, civic leaders would see that they must lead on policy and investment changes, including issues such as infrastructure investment, less bureaucracy, and targeted funding, that will smooth the path to greater business growth, fuller employment, and overall productivity growth for the community.

Reports are currently somewhat high level. In a BR&E context, reports would include the client's vision and objectives for the business, key pain points, specific key performance indicators associated with TCPEP's work with them, and, when necessary, requests of the stakeholders to take action. We would also report regularly on client progress in relation to those KPIs over the course of the year or the initiative. We have already identified KPIs against which we typically measure our support. These include, at a macro level, overall growth in GDP, employment rate, population growth, number of startups, number of startups still profitable in 3 years, and number of businesses supported. At a micro level, depending on the specific needs of the client, we measure:

Incremental Revenues

Cost Reductions

Better Profitability

Expanded Workforce

Process Improvements

Funding Support for Expansion

Obviously, specific KPIs can be added if the client's challenges or objectives don't fall under one of these categories. In terms of turning data into information and knowledge, we use this regularly collected data to identify trends and systemic issues that may need to be addressed, such as our current housing crisis and skilled labour shortage.

Response 2

There are numerous groups that would benefit from a presentation and/or report with keeping in mind that some individualization might be needed for certain groups, but that most of the information shared should be consistent across stakeholder groups and prospective clients. The benefits of doing this fosters transparency and maintains alignment across decisions makers and influencers in the community. The most significant challenges are to summarize and present any information so that it is meaningful to those being presented to and actionable with suggested solutions.

Although the collection of data in a continuous model can be slow, our experience and approach with our clients has typically allowed us to obtain a significant amount of information in a relatively short timeframe as it compares to a non-continuous model. The key in doing this is to go into meetings with the objective of using active listening skills setting aside the proper amount of time for unrushed

conversational meetings. Incorporating open ended questions into the conversation and having clients speak about themselves first, their business second and their challenges or opportunities last seems to flow well for our visitation approach. You definitely don't get everything in the first meeting, so proper note taking and information collection into a worksheet and/or CRM system is key to categorizing and grouping responses to uncover trends; whether it be industry sector trends, like-minded business size trends or other market and environmental trends.

If you're using the flag review process then going back every 2-3 months to review all flags that have been identified with individual clients can be useful to identify trends that may be beneficial to prioritize for larger groups. The data itself is not information unless you interpret this data by providing a report and/or presentation which in turn provides knowledge that can be shared with relevant stakeholders and groups for actionable and ideally innovative solutions.

Response 3

To whom or what groups would the reports/ presentations be delivered?

Our presentations and reports are presented to

- City Manager(s)
- City Council
- Economic Development Council (Bowie EDC)
- City Staff
- Business Community

How would this benefit the strength of the BR&E program?

These benefits will strengthen the BR&E program by allowing all stakeholders to understand where the program is and where it needs to go.

- It helps to cultivate an inclusive culture.
- Stakeholders' engagement- Since it takes a team of professionals, community leaders and other local and state agencies to build a strong team to ensure that forward movement diversity.
- Ensure the program's sustainability.
- Advocators of the program
- Provide networking opportunities.
- Provide us with data to make changes and improvements (Ex: COVID)

What would be included in the report, given that data collection in a continuous model is likely to be relatively slow?

- The company owns or leases (How Long)
- Workforce needs.
- Jobs created and retained.
- Effectiveness of grant and incentive programs
- Participation in program.
- New concepts
- Effectiveness of resources used and not used.
- Why did you choose this city (location)?

- What do you need to help your business stay successful or thrive?
- Trends
- Testimonials

How would you turn data into information for the audience?

Data will be presented in

- Charts/ graphs
 - Status Reports
 - Public speaking hearings and meeting
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Response 4

- To whom or what groups would the reports/presentations be delivered?
 - For me it would be based on the results of the survey. You could tailor the reports based on industry sectors (manufacturing, marine, aviation) or do a general report.
 - How would this benefit the strength of the BR&E program?
 - To make businesses in your community more aware of services/benefits providers offer like a training program specific to that business at little to no cost to the employer.
 - What would be included in the report given that the collection of data in a continuous model is likely to be relatively slow?
 - The needs and concerns of the existing business community. It lets the business community know there is a fixed, and known, point of contact when they have problems or need assistance.
 - How would you turn data into information for the audience(s)?
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Response 5

- **To whom or what groups would the reports/presentations be delivered?**
 With a degree of sensitivity to information that a company would not want disclosed, I think it would be best to highlight aggregate data from the industries present in your community. These types of reports should be delivered to relevant stakeholders and those that may benefit from the presented data. Depending on whether the data is sensitive information or not, data can potentially be shared with: the public (citizenry), elected officials or boards, internal staff, partnerships/organizations, brokers and site selectors.
- **How would this benefit the strength of the BR&E program?**
 Trends become more apparent when quantifying survey responses. When analyzing the data,

we can use these trends to understand the challenges, issues and benefits of a company operating not only within our city limits, but potentially on a national or global scale. If there is a course of action we can take to remedy or mitigate further losses, it may help companies to continue operating their business. Another strength of BR&E reports and presentations help spur incentive program ideas that are more aligned with the needs of the business community.

- **What would be included in the report given that the collection of data in a continuous model is likely to be relatively slow?**

Aggregate data can be used as a snapshot of time, while noting the standard deviation of the data sets. Important to note, not all companies are created equally, nor do they offer the same economic outputs as each other. Targeting companies that have the most amount of employees can be more statistically significant than quantifying answers from a small business. Choose your survey respondents carefully and with purpose.

How would you turn data into information for the audience(s)?

Tell a story with the data – try and find certain trends and correlations that are statistically significant. This can be a great opportunity to share with the audience the importance of a BR&E program and how the absence of one can affect the community. I would also lead with strong points that shows how economic development programs can affect the citizenry of the community it serves.

Response 6

1. To whom or what groups would the reports/presentations be delivered?
 - Board of Directors
 - Stakeholders/Sponsors
 - Partnering Organizations
2. How would this benefit the strength of the BR&E program?
 - Show the value of the program
 - Increase support
 - Highlight issues that need to be addressed
3. What would be included in the report given that the collection of data in a continuous model is likely to be relatively slow?
 - Workforce data
 - Training needs
 - Supply chain issues
 - Transportation issues
4. How would you turn data into information for the audience(s)?
 - Powerpoint Presentation

- One page hand out

Invite industry rep(s) to express their needs to the group

Response 7

- **To whom or what groups would the reports/presentations be delivered?**

I believe that reports and presentations would be delivered to:

1. The local action team
2. Community Stakeholder Groups including, but not limited to.
 - a. Business Associations.
 - b. Chambers of Commerce.
 - c. Business Improvement Districts
3. Local government representative.
 - a. Municipal
 - b. Provincial
 - c. Federal
4. Others.
 - a. Non-for-profit organizations
 - b. Economic Development Groups
 - c. Community Groups

- **How would this benefit the strength of the BR&E program?**

By presenting reports on the data collected during the BRE program you will be able to create a better network of community resource. These networks will be able to focus on activities and actions that will help their community grow in a manor that is important for them.

- **What would be included in the report given that the collection of data in a continuous model is likely to be relatively slow?**

The collected data will show a mixture of quantitative and qualitative statistical results generated from the survey questions that were asked. Reports should consist of the following components; abstract, problem statement, survey procedures and methods, survey findings, implications and an appendices. The data can be displayed using various graphs and tables.

- **How would you turn data into information for the audience(s)?**

I would create a title slide showing the action team and stakeholders of the BRE. I would then present the key objectives of the BRE to the audience followed by providing the relevant key survey findings. I would then highlight the survey difficulties and any errors that were incurred. I would present the statistical information using simple graphs and charts, and conclude with a summary of the main findings and implications. Then I would follow up with discussion.

Response 8

- **To whom or what groups would the reports/presentations be delivered?**

I think many groups in a given community have a vested interest in this type of report information. I would share it with members of the community who follow business and have an interest in business outcomes. Specifically, elected officials and local government officials at a management level, utility companies, chambers of commerce, higher ed officials and finally, the business community at large. I found businesses frustrated at providing information and not getting back some kind of analysis of their contribution (and that of other businesses).

- **How would this benefit the strength of the BR&E program?**

Again, these groups have a vested interest in business so if there's policy changes that need to be made, these are the groups that can facilitate that. These groups can also act as facilitators of data analysis.

- **What would be included in the report given that the collection of data in a continuous model is likely to be relatively slow?**

Time conclusions can be made based on how the information is compiled – quarterly, yearly, etc. You've got to STOP time at some point so you can measure points in the program at different intervals. Giving them some information NOW rather than waiting can help them course correct along the way if needed.

- **How would you turn data into information for the audience(s)?**

Pictures and stories.

I once had to share data about crime in my community. Year over year, crime numbers had gone down overall. However, I showed a map of the community based on zip code and crime numbers were all over the place. In speaking to a group, I can say that crime is down, but the more important question may be – how safe are you in your zip code? The truth or conclusion was factual that crime was down, but that wasn't even the important question to ask the audience.

Response 9

In our case the most likely audience for any future BRE reports or presentations will be our EDA or City Council. Being able to present at least some data and business climate feedback to our leadership helps us better explain the reason behind our efforts as a department. Because we are able to work with local and state resources to provide or facilitate financial and service-based incentives, the data from the surveys can assist our team and leadership understand why we focus our efforts in the manner we do each year. This is especially true for our BRE department, which specifically targets traded-sector businesses. In addition to explaining the benefits of traded-sector businesses to our leadership, our surveys and corresponding data can highlight strengths, weaknesses and opportunities for generating more 'new' dollars for our municipality.

The slow nature of data collection in our continuous model (especially with only two-to-three BRE professionals) does prevent us from utilizing the survey results in the short term. However, even antidotal feedback can prove to be valuable insight if the businesses we're reaching are being selected in a very targeted manner. In our case, we not only target traded-sector businesses, but have established a core portfolio of companies we've determined are key to our city's success. By narrowing our target, we can remain hyper focused on those traded-sector and key businesses that may have the greatest effect on local revenue and job growth. While this may not be ideal for data sets and graph charts, it helps us address large potential business climate issues.

Based on our current survey questions, some of the key points of discussion I'd include in the report would be an overview of our traded-sectors' key business challenges, any hiring trends, ability to find qualified employees, current and past experience working with the City of Norfolk, and items of consideration for improving the local business climate. I see this reporting being provided with infographics. I don't believe there is enough data to provide relevant spreadsheets, pie charts and bar graphs.

Response 10

The challenges for our program in generating reports is it isn't structured in a way that supports report creation. For our program, relationship building and nurturing has far more value and importance than statistical polling and reporting. We, as an office, do prepare a staff summary report for our board meetings but keep it on a high-level summation of the months activities and observed trends whether its BR&E or prospects or lead generation. For the BR&E portion, I concentrate on the number of businesses contacted for the month and how many of those were successful visits. Whether the visits were in person or phone and what, if any, trends emerged or remained consistent month-over-month. My role also encompasses workforce development so a considerable amount of time is spent connecting business with workforce resources. This aspect also doesn't lend to creating statistical data for transforming into information for reporting purpose.

Response 11

Our city uses an ongoing, continuous approach to BRE. However, we do have a conversational guide and collect common data points that are entered by staff into Survey Monkey following the business visitation. Survey Monkey does create automatic reports. Depending on the audience, we may highlight aspects of this data or create relevant talking points about our existing business community. In preparing reports and presentations:

- To whom or what groups would the reports/presentations be delivered?
 - Local Economic Development Authority
 - City Council

- Internal staff
- Civic leagues
- Business associations
- Non-profits
- Partners
- How would this benefit the strength of the BR&E program?
 - Secure funding
 - Communicate value of the program
 - Communicate the “why”
- What would be included in the report given that the collection of data in a continuous model is likely to be relatively slow?
 - Size of businesses visited (focus on small businesses)
 - Diversity statistics
 - Percentage of businesses growing/investing
 - Knowledge of our economic zones, etc.
- How would you turn data into information for the audience(s)?

Connect the data to community goals, values and interests of the given audience presented to. Highlight relevant data and build in larger themes.

Response 12

To whom or what groups would the reports/presentations be delivered?

1. Our first line of communication for reporting is within our internal team (staff to manager)
 2. Local government. We have specified project reporting due to council and senior leadership at regular intervals. Generally, point form verbal reports monthly.
 3. Prov/fed – particularly if our program is government grant funded (currently ours is).
Therefore
 4. To community. We send a “what we know” report on our website and through e-news. This would include our why, and any final reports using aggregated data.
- **How would this benefit the strength of the BR&E program?**
 1. Awareness – the more you can make businesses aware the more likely they are to participate.
 2. Council/ municipal governance will see the engagement increase.
 3. Businesses would see by data reports that they are not the only one with the challenge.
 4. Increases awareness of the ec dev department and gives validity to our programs
 - **What would be included in the report given that data collection in a continuous model is likely to be relatively slow?**
 1. Data - Ensuring qualitative and quantitative shows that while it’s a snapshot, it also shows changes year over year.

2. As well as the survey data, updates on programming and the data from those can also help with relevant. Adding other bre data such as # of new businesses can help break the long stretches between the continuous.

- **How would you turn data into information for the audience(s)?**

1. Slide show – this is the best way to present to in-person audiences. Ensuring the context of key deliverables and objectives help with context for businesses and government. Details and question ability is the best way to get engagement as well.

For non-in-person info release, a condensed version in charts and graphs format with context and background can be effective for secondary audiences can still effectively get the info across. The key will be smaller bite size pieces – maybe that's over a couple newsletters or send outs instead of 1 large report.

Response 13

Benefits of preparing reports and presentations from a Business Retention and Expansion (BRE) visit include:

- Identifying and addressing the needs and concerns of existing businesses in the community, which can lead to increased business retention and expansion that stakeholders are informed on.
- Gathering valuable information about the local business climate, which can inform economic development strategies and policies for those who have the ability to make change
- Building relationships and partnerships between the community and local businesses - we're in this together approach
- Identifying potential opportunities for new businesses and investment in the community by identifying like-minded business.

Some challenges in preparing BRE reports and presentations include:

- Ensuring that the information gathered is accurate and reliable.
- Summarizing and presenting the information in a clear and concise manner.
- Making sure the report includes actionable recommendations for addressing the needs and concerns of local businesses.
- Ensuring that the report is accessible and understandable to a wide range of stakeholders.

The Businesses, Economic Development Team, and Community as a whole benefits from the reports as it helps in understanding the business environment, identify opportunities and challenges, and make informed decisions.

Response 14

To whom or what groups would the reports/presentations be delivered?

The reports and presentations would be shared with:

- The task force retreat team, business associations, Chambers of Commerce, Business Improvement Districts, local government representative (Provincial, Municipal, Federal,), council, economic development groups, community groups, volunteer, non-for-profit organizations, industry partners etc.

How would this benefit the strength of the BR&E program?

The Businesses Retention and Expansion (BR+E) program will benefit by helping to identify future plans and needs of local businesses, and how they feel about the community as a place to do business. Information gathered from this report will be used towards recovery efforts and to plan future economic development activities.

- the needs, concerns, and opportunities of existing local businesses in order that, where appropriate, local action can be taken to respond to the businesses' needs or development opportunities.
- Learn of the future plans of the area's local businesses with respect to expansion, relocation, and/or retention and assess where assistance can be provided. Demonstrate the community's pro-business attitude and develop an effective means of communication with local businesses.

Address immediate issues and opportunities because:

- Existing businesses create more jobs
- Existing businesses are already
- Existing businesses can be ambassadors for the community

• What would be included in the report given that the collection of data in a continuous model is likely to be relatively slow?

The data will show a mixture of quantitative and qualitative results from the survey questions that were asked. Reports would include:

- project summary (e.g., project timeline, and sectors surveyed)
- acknowledgments
- business information (e.g., primary business industry)
- workforce data
- resources and supports
- outlook/opportunities
- thoughts, issues, and actions (e.g., training needs, supply chain issues, labour, transportation issues etc.)
- community summary (e.g., trends, testimonials)

- **How would you turn data into information for the audience(s)?**

- Presentation slide (using Canva for visuals, Qualtrics report)
- 1-2 Page summary highlighting key findings with infographics (charts and graphs)

Host session meetings, provide refreshments

Response 15

To whom or what groups would the reports/presentations be delivered?

On the governmental side, our office reports key information to the Charlottesville City Council and the Charlottesville Economic Development Authority. As our two decision-making (and funding) mechanisms, we must ensure these groups have the best information to make key decisions. We also regularly conduct presentations with City leadership (City Manager, Deputy City Manager, etc.), along with other departments. On the community side, our office provides presentations and information to a variety of community business groups, such as our downtown group, the local SBDC, the local Chamber of Commerce, and our regional economic development group. Citizens are also included in our presentations and reports (via e-newsletter, meeting, etc.); however, they are not a focus group for us.

How would this benefit the strength of the BR&E program?

While the scope and scale of these organizations vary, they are ultimately our partners in the deployment of our BRE program. Many times, a business owner (new or existing) has contacted one of the above groups regarding a specific issue or challenge. Due to the pre-existing relationships we had built, the people in those organizations connected the business owner to our office. In doing so, the organization provided the business owner information on our BRE program and the benefits it provides. They also were able to provide concrete KPI metrics to back up our program (number of businesses visited, assistance provided, etc.).

What would be included in the report given that the collection of data in a continuous model is likely to be relatively slow?

Our office routinely uses the following metrics, among others, in our annual report and other presentations to stakeholders:

- Number of businesses visited
- Jobs created
- Number of businesses enrolled in programs

- Capital investment
- Number of employees supported
- Number of referrals to external organizations

How would you turn data into information for the audience(s)?

Depending on the audience we're giving the report to, our office may add additional context to explain a fact or figure. In addition, we provide qualitative information, such as trends or testimonials, to further support our KPI metrics. We've discovered that certain audiences (such as the downtown group) don't have the same understanding of BRE/economic development that we do, so the information must be delivered in a different manner.

Response 16

Reports and presentations for the BR&E (Business Retention and Expansion) program would typically be delivered to various stakeholders such as business owners, community leaders, local government officials, and economic development organizations.

Delivering reports and presentations would benefit the strength of the BR&E program in several ways:

- Demonstrating the value of the program to the community and stakeholders
- Highlighting the progress and impact of the program
- Facilitating communication and collaboration among stakeholders
- Providing a platform for feedback and recommendations for improvement

The report would typically include:

- An overview of the BR&E program's goals and objectives
- Results of surveys and assessments conducted with local businesses
- Information on the needs, challenges, and opportunities identified
- Recommendations for addressing identified issues
- A summary of the progress and impact of the program

To turn data into information for the audience, the following strategies could be used:

- Visualizing data using charts, graphs, and maps to make it more accessible and understandable
 - Highlighting key findings and trends
 - Providing context and background information to help the audience understand the significance of the data
 - Presenting the data in a clear and concise manner, avoiding technical jargon and using language that is accessible to the audience.
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Response 17

- **To whom or what groups would the reports/presentations be delivered?**

In our community these reports would be presented and utilized by several different entities and groups.

- 1) Jacksboro EDC Board would utilize the reports for:
 - a. Strategic planning purposes to determine and assist with the direction of our future programs.
 - b. Determine the best use of their business retention and expansion program funds, ensuring the most dire needs are met first.
 - c. Identification of additional services needed by the local business community that could be provided by or connected through the JEDC.
- 2) Jacksboro City Council would utilize the reports for their own strategic planning purposes to determine and assist with the direction of their future programs and services, as well as a tool with which they could measure the JEDC's effectiveness and purpose for project decisions.
- 3) Jack County Commissioners would benefit from the reports to better understand the city portion of their precincts.
- 4) Jacksboro Chamber of Commerce would benefit from the reports to better understand the needs of their local business members and for planning their future programs.

- **How would this benefit the strength of the BR&E program?**

- 1) Identification of situations, circumstances and challenges being faced by local businesses would benefit the JEDC programing by exposing any program weak points and unforeseen areas for which resources need to be sought, identified, and connected to the business community.
- 2) A better understanding of the JEDC's purpose, intentions, programs and incentives, as well as knowledge of local business needs by those receiving the reports.
- 3) Strengthened relationships with local business contacts.

- **What would be included in the report given that the collection of data in a continuous model is likely to be relatively slow?**

- 1) Support services needed by local businesses
- 2) Workforce shortcomings, necessary training
- 3) Supply chain needs
- 4) Potential upcoming retirement population
- 5) Potential upcoming new career opportunities
- 6) Housing needs
- 7) Transportation needs
- 8) Fire, safety, and infrastructure needs.

- **How would you turn data into information for the audience(s)?**

Depending on the needs of the recipient a brief summary could be provided but for more in-depth planning a detailed report would be provided based on the needs of the recipient.

Response 18

The reports and/or presentations generated would likely be presented to Council and entered into the public record, although there may be reports generated for Staff as well. These reports would likely be informational in nature, summarizing the activity that has been conducted and the sentiments of the businesses surveyed. Council would then likely provide input on how they feel the program should move forward. Again, we would have to be careful not to duplicate the efforts of the REN, but having Council's input/feedback could allow us to consider perspectives or voices that might otherwise be overlooked, as our Councillors represent the people who live and work in the County and are much closer to the ground to hear local concerns than Staff (or, at least, that is the idea).

Part B

Response 1

Communications

Customer Service

Funding support to Businesses, including self-employed

Government Policy

Customer Access (particularly to local businesses)

Response 2

In the survey responses (data) that was included in the open-ended survey responses, I would identify appropriate categories and summarize the data collected into relevant issues by category (i.e. operational challenges, government funding and regulation issues, HR problems, etc.). Once the information is gleaned I would present it as visual as possible with bullet point takeaways to fuel discussions around solutions and innovative ways to address the common issues businesses are facing. Again, these visual presentations and written summaries should be tailored to the stakeholder group audience but have some consistency of messaging for proper alignment.

Response 3

Pivoting during a crisis

- Social media marketing
- Social media help, customer support, employee support and financial support.
- Best practices for working in the office; mask and sanitizing.

Supporting the Economy through Funding

- Provide financial support to Adult Daycares as well as other entities.
- Grants for very small business
- We must have the SBA loan to continue to operate. The big items we must pay for each year are up
- Government grant

What about the workers?

- Less restrictions on service businesses
- More people need to go back to work
- Payroll and COVID infection pay for employees and employers

Benefits of COVID

- I think we have been a lucky business that was affected, but we are and have been able to recover.
- Another round of stimulus checks
- My business is self-sufficient.

There are a lot of things that are beneficial during COVID. Economic recovery depends on the return of the consumer. Globalization makes it easier than ever to access foreign cultures.

Response 4

Business Assistance – we hosted a variety of virtual webinars to discuss the PPP program, Rental assistance, access to PPE and safety guidelines for those who were allowed to stay open. We were the main source of contact despite being the EDO. I think we even took a few calls to locate toilet paper. Crazy times.

Response 5

- | | | |
|--|-------------------------|----------------------------------|
| 1) Communications | 2). Financial Resources | 3). Workforce/Employment Issues |
| 4) Potential Incentives (applicable incentives that can assist)
as CARES & PPE) | | 5). COVID (supplies, grants such |
-

Response 6

1. Nothing/Unsure
 2. More Money/Funding/PPE
 3. Better Communication from Government
 4. Assistance with Internet Service
 5. Let us Stay Open
 6. Assistance with Adult/Child Care
-

Response 7

Following the review of the responses within the Excel spreadsheet I would break the responses into the following categorize:

1. Covid Impact on Business Operations
 - a. Staffing/ employees
 - b. Clients and customer interaction
 - c. Access to supplies and inventory.
 2. Resources needed to better support business through a Pandemic
 3. Programs and support for business through Covid-19
 - a. Federal support and programing
 - b. Provincial support and programing
 - c. Municipal support and programing
 - d. Business to Business support and programing
 4. Technology, social media and E-commerce support for business during Covid
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Response 8

IMPROVED INFORMATION RESOURCES

FINANCIAL

LEGISLATIVE

PPE SUPPLIES AVAILABILITY

LOCAL MARKETING

HEALTH RESOURCES

UNSURE/UNCLEAR

Response 9

Topic Categories from COVID-19 BRE Visit:

- Government Assistance, Funding & Financial Security
- Strategies for Returning to Work Safely, Mental Health and Morale
- Local, Industry and National Economic Trends Now and Moving Forward

If we're being more direct and less formal... The real, topics and questions were simply: **How do I keep the doors open, lights on, employees paid, and everyone healthy?**

Response 10

1. Financial assistance and benefits
2. Employee retention
3. Layoffs and unemployment
4. Health and safety – maintaining a healthy environment
5. Economic recovery
6. Childcare – trans and post pandemic
7. Business resilience and recovery

Response 11

- Planning/permitting/zoning issues
- Information/communication
- Funding/grants
- Retail/small business
- Internet access
- Govt. policy/guidelines
- Access to talent/labor
- Access to PPE
- Supply chain
- Child/adult care to support workforce and the issue of closing childcare businesses

Response 12

Categories for regular folk;

- Hiring & Labour needs
- Grants & Rebates
- Tools & Templates (resources)
- Business Service Providers
- Financing
- Professional Development
- Newcomer resources

Categories for Economic Developers;

- Financial incentives and grants
- Tax breaks and abatements
- Access to capital and financing

- Business training and education
 - Workforce development and recruitment
 - Infrastructure and site development
 - Regulatory and compliance assistance
 - Marketing and promotion
 - Networking and mentorship opportunities
 - Incubation and co-working spaces
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Response 13

- Government Support/Financing (e.g., government grant, self-employment support)
 - Regulations/Communication (e.g., leadership, who remains open (private vs. public sector))
 - Operations (e.g., access to healthcare, technology such as internet)
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Response 14

1. Business operations
 - a. Staffing retention/shortage
 - b. Financial impacts
 - c. Supply chain impacts
2. Program support satisfaction
 - a. PPE requirements/covid supplies
 - b. Communication/information
3. Financial supports
 - a. Ease of access
 - b. Restrictions
 - c. Other

Business Recovery

Response 15

Communication and Information

Customer Service

Government Support and Regulation (Econ Incentives, Unemployment Benefits, etc)

Local Support

Health and Safety Measures

Sales and Hiring
Non-Profit Organizations
Business Loans and Financing
Payroll and Employee Benefits
Leadership and Government Interference
Signage and Marketing
Internet Services
Business Operations and Reopening
None/Unsure

Response 16

Information
Financial Assistance
Legislative/Policy Recommendations
Health & Safety
Marketing, Advertising, and Customer Attraction
Unknown

Response 17

- Incentives
 - EDC
 - City
 - Local Utilities
- Intra-City Communications
- Local Business Promotion Programs
- Connectivity
 - Internet capabilities
- Resources
 - Workforce needs
 - Labor solutions
 - Childcare
 - Healthcare
 - Self-employment resources
 -

Government and State funding programs

Response 18

A quick analysis of the comments from businesses surveyed in Mississippi produced the following broad categories:

1. None/Unsure
2. Capital/Funding/Money
3. Restrictions/Regulations/Pandemic Communication/Government Response
4. Access to Goods/Supply Chain
5. Promotional Activities
6. Labour

A more thorough analysis could tease out some subcategories and/or nuances in the responses, if required.
