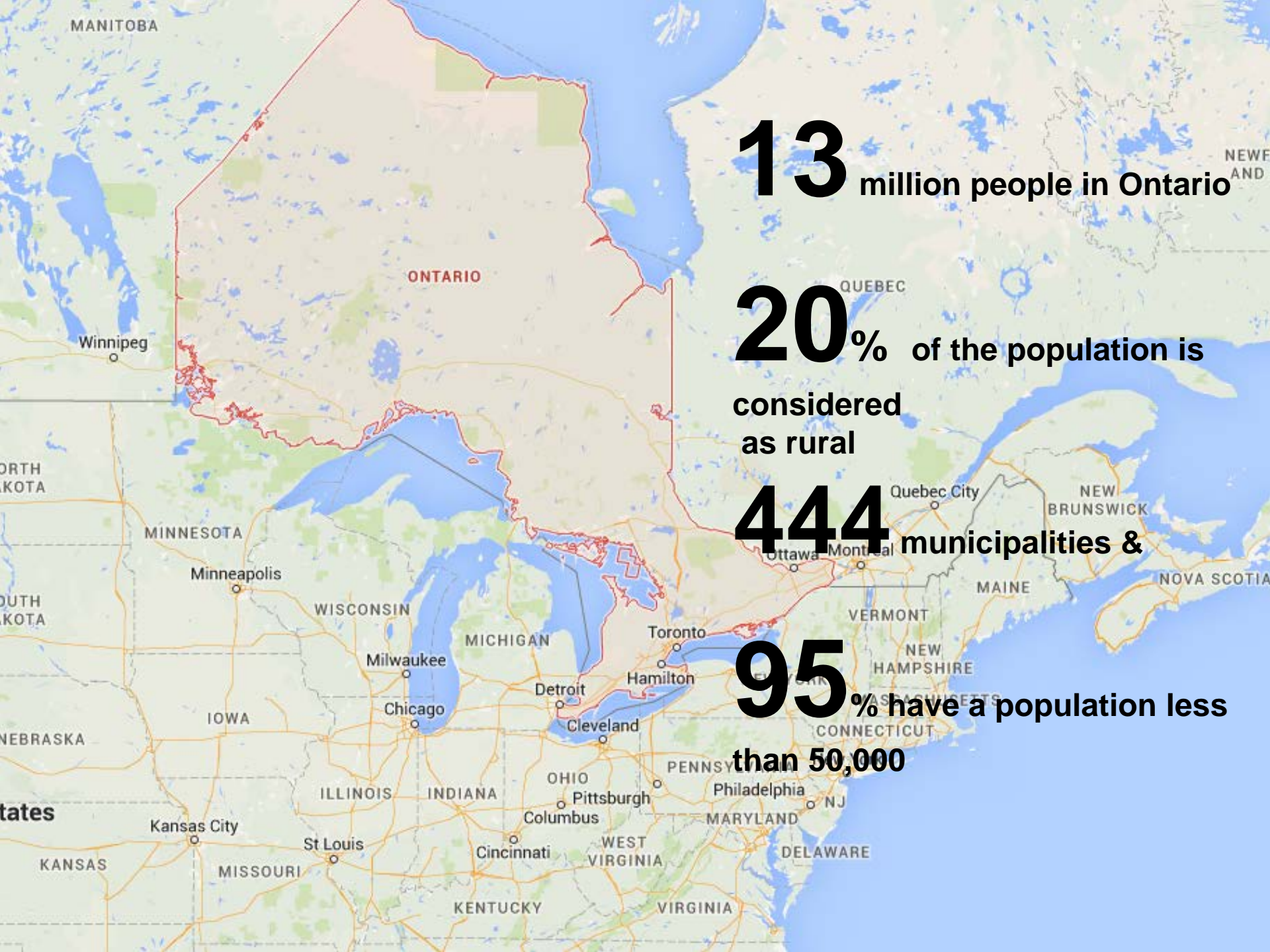


Ontario's Business Retention + Expansion Program



Ontario Ministry of Agriculture, Food and Rural Affairs
September 25, 2016



13 million people in Ontario

20% of the population is considered as rural

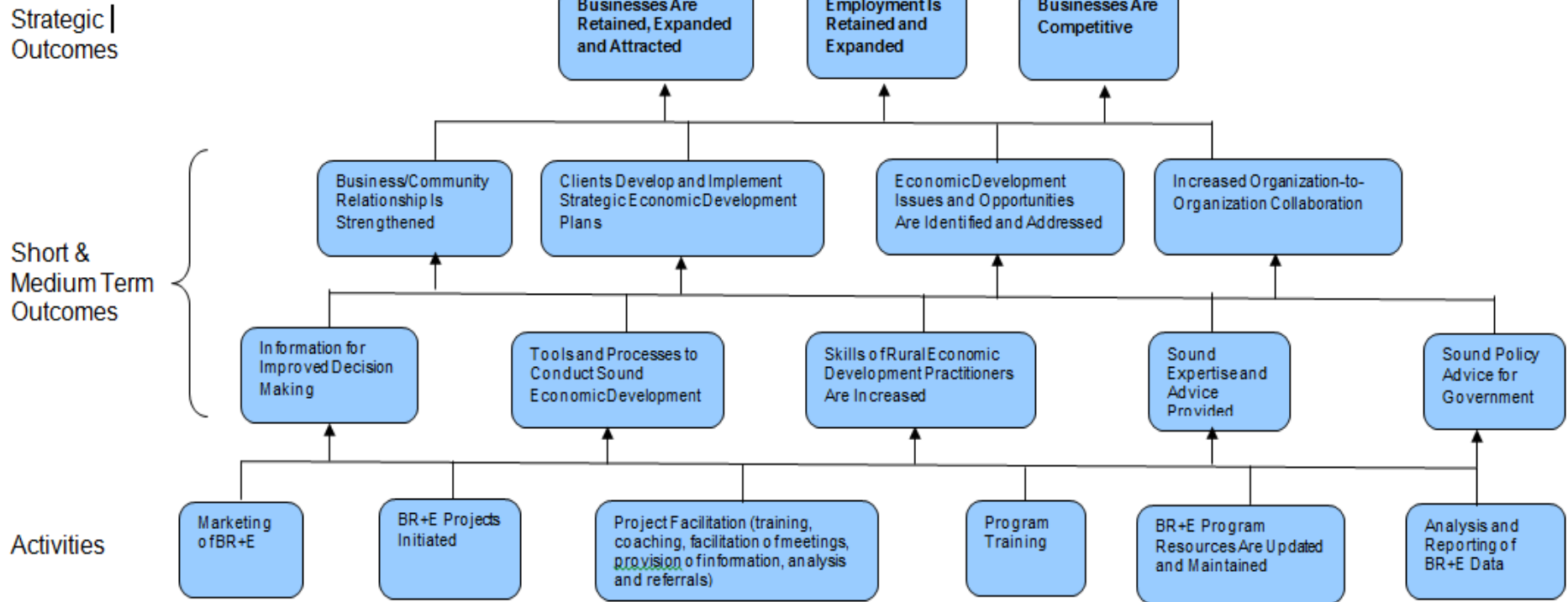
444 municipalities &

95% have a population less than 50,000

Ontario's BR+E Model

- A **community-based** approach to business retention and expansion
- Trained **volunteers** to conduct **confidential** interviews
- Community's are responsible for determining priorities and developing their action plan.

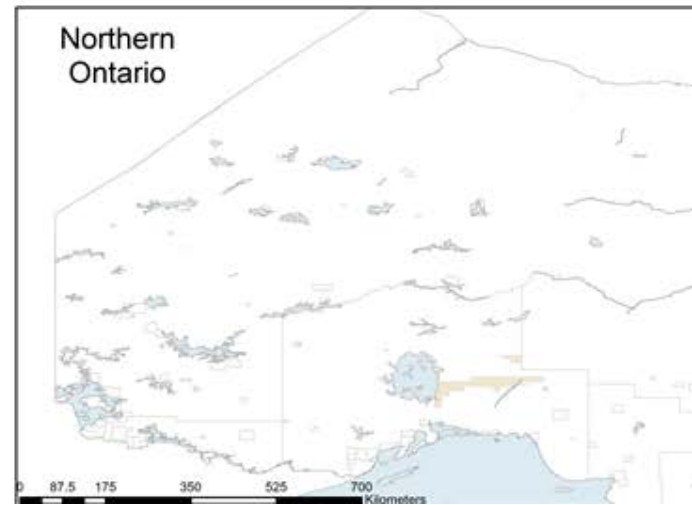
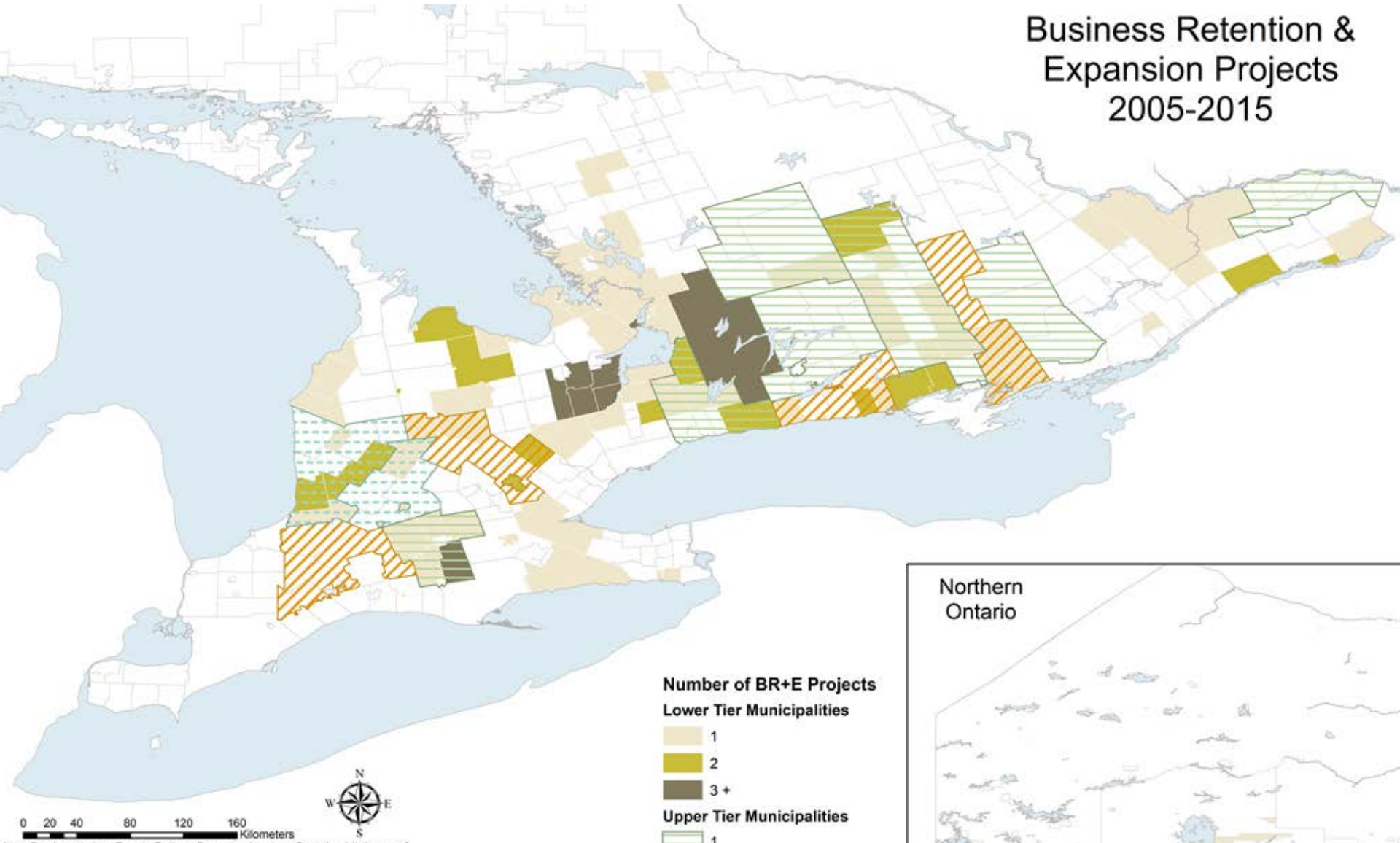
Ontario's BR+E Logic Model



Program Components

- Provincial Staff Advisors
- Coordinator's Manual
- Business Surveys
- Executive Pulse System
- Coordinator Training
- Provincial BR+E Survey Results
- Rural Economic Development Program*

Business Retention & Expansion Projects 2005-2015



Map Produced by Rural Policy Branch, in the Ontario Ministry of Agriculture, Food and Rural Affairs. The Ministry of Agriculture, Food and Rural Affairs provides this information with the understanding that it is not guaranteed to be accurate, correct or complete and conclusions drawn from such information are the responsibility of the user. Produced August, 2016.

2013 Review Findings

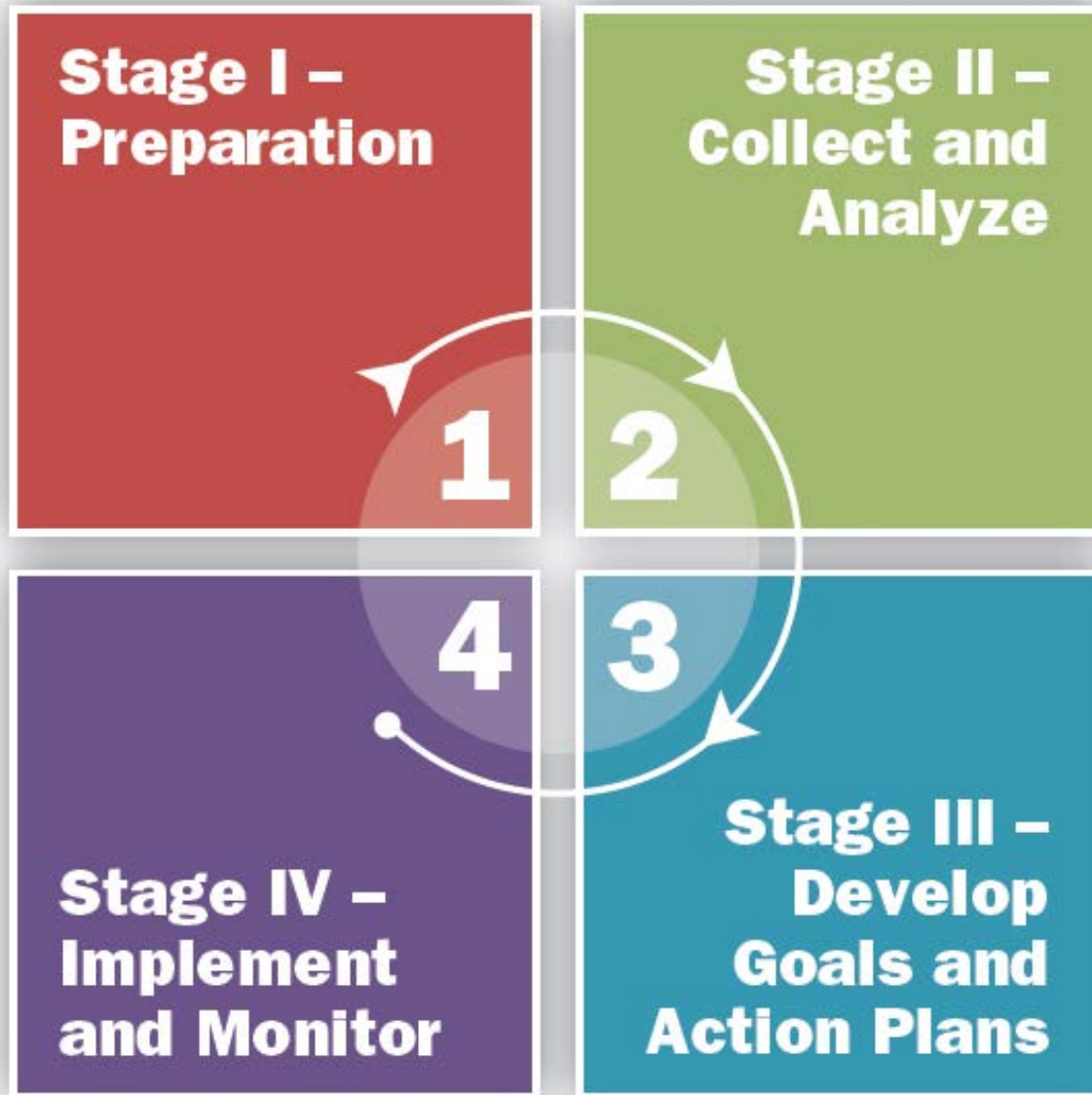
Successes to Build on:

- Acting on Results
- Monitoring outcomes of their action plans
- Training
- Provincial Staff support

Challenges to Address:

- Survey
- Database system
- Data Analysis & Reporting

Updated Four Stage Process



New Coordinator Manual

Step-by-step process with a greater emphasis on:

- Project design
- Performance measures
- Data analysis
- Priority setting

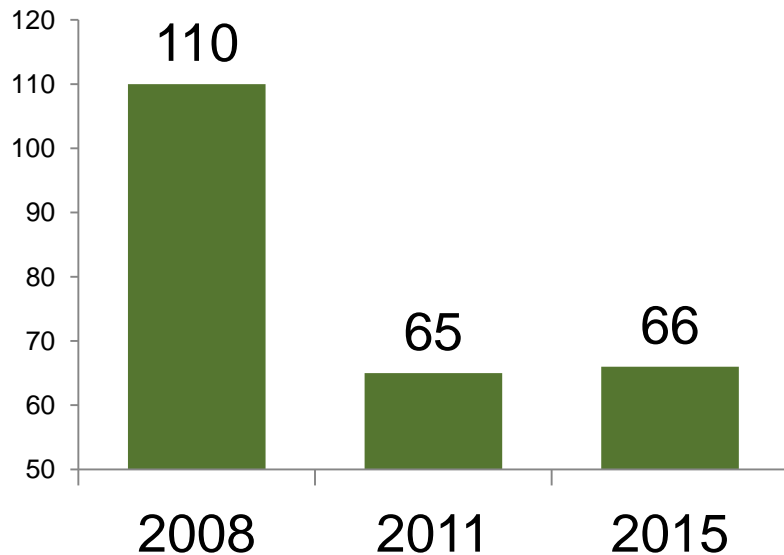


Coordinator's Manual
Version 3



BR+E Survey Review

Number of questions
in the retention survey



Question review principles:

- Assist with strategic planning
- Identify specific business growth or retention opportunities
- Provide general business information

Sector Surveys



Tourism



Downtown Revitalization
/ Retail



Manufacturing



Local Food



Agriculture



Natural Resources



BRTE

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

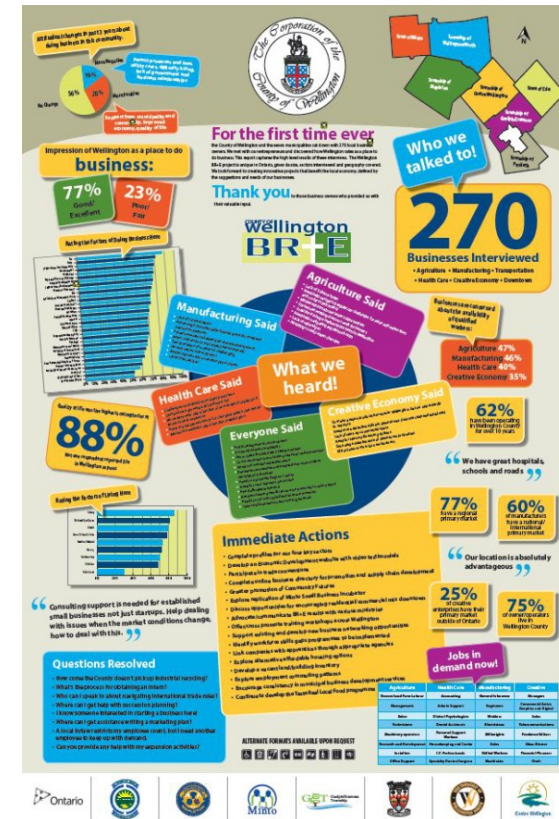
Success Story: Northumberland

- Regional Local Food BR+E project undertaken in 2012
- Identified a need for value added food processing
- 2014-15 creation of a 15,000 sq. ft. facility. \$1.1M investment



Success Story: Wellington

- In 2012 Wellington County undertook its first economic development strategy. One of the objectives of that strategy was a BR+E program focused on the County's key sectors
- Interviewed 270 businesses across the 7 townships in 4 key sectors:
 - Agriculture
 - Manufacturing
 - Creative Economy
 - Health Care
- Final report and action plan released April 2014
- \$175,000 Budget commitment to implement



Attributes of Successful Projects

- Have commitment, buy-in and engagement from stakeholders
- Well trained volunteers
- Demonstrate the importance of local businesses
- Accurately assess the needs of local business community
- Build networks in the community/region
- Develop and implement actions plans

Thank You

For More Information, visit

<http://www.omafra.gov.on.ca/english/rural/edr/bre/index.html>

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