Municipality of Brockton

Business Retention and Expansion

DID YOU KNOW?

existing businesses create
74-90%
of new jobs

Our goal

The goal of the Brockton BR+E Project is to keep current businesses healthy and happy so that they stay, grow and become more competitive in the community, while also encouraging the creation of new businesses and jobs.

Project participants

353 identified businesses

83 randomly selected

52 participated

15 rural

37 urban

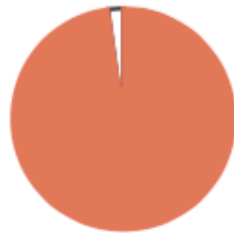# Brockton business snapshot
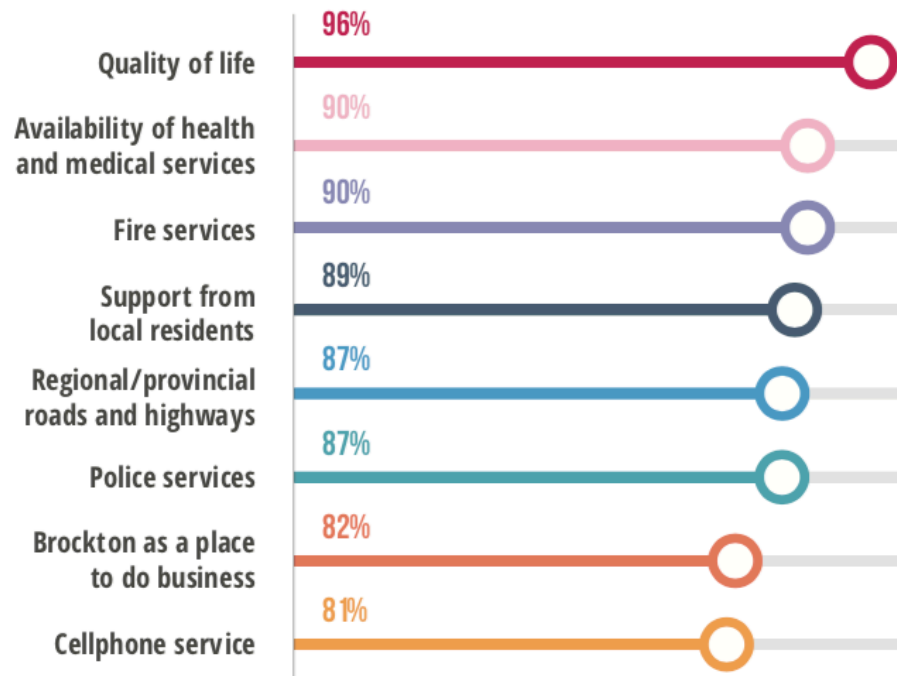
86.5% locally owned and operated

98% owners involved in day-to-day

50% over 10 employees

23% gross sales over $10m

88.5% regional or local primary market

Rated GOOD to EXCELLENT by businesses

Category	Rating
Quality of life	96%
Availability of health and medical services	90%
Fire services	90%
Support from local residents	89%
Regional/provincial roads and highways	87%
Police services	87%
Brockton as a place to do business	82%
Cellphone service	81%

What are your projected sales and what is the outlook of your industry?

	Projected sales	Outlook of industry
Growing	56.9%	48.1%
Stable	31.4%	38.5%
Not sure	7.8%	3.8%
Declining	3.9%	9.6%

What are your plans for your business within the next 18 months?

56% stable

25% expanding

9% selling

5% downsizing

3% relocating

2% closing

Expansion plans include
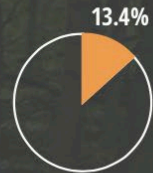
13.4%
An increased need for employee training
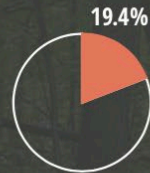
19.4%
Additional product line(s)
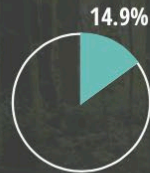
14.9%
Additional services for customers
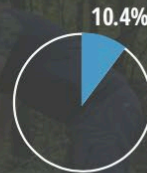
10.4%
Process improvements

3%
Other
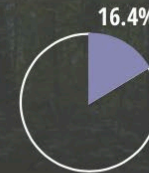
16.4%
An increase in floor space
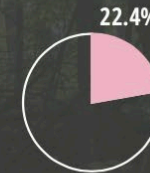
22.4%
An increase in workforce

Top advantages of doing business in Brockton

Location

Cost of business

Small town

Attractive community

Recreation

Schools

Quality workforce

Quality of life

Customer loyalty

Friendly

Downtown

Health care and hospital

Bruce Power

Availability of land

Areas for Improvement

Key issues businesses face

Slow growth for new business and housing development

Poor communication in regards to municipal changes that affect the Business Community

Beautification needs

Difficulty finding employees

Challenges businesses are facing outside the urban area of Walkerton

73.3% say availability of natural gas is poor

73.3% say internet speed, cost and access are a barrier to business

Businesses that currently have difficulty hiring

72% of large employers[1]

77% of trades and related industries [2]

100% of health care[3]

45% of all employers
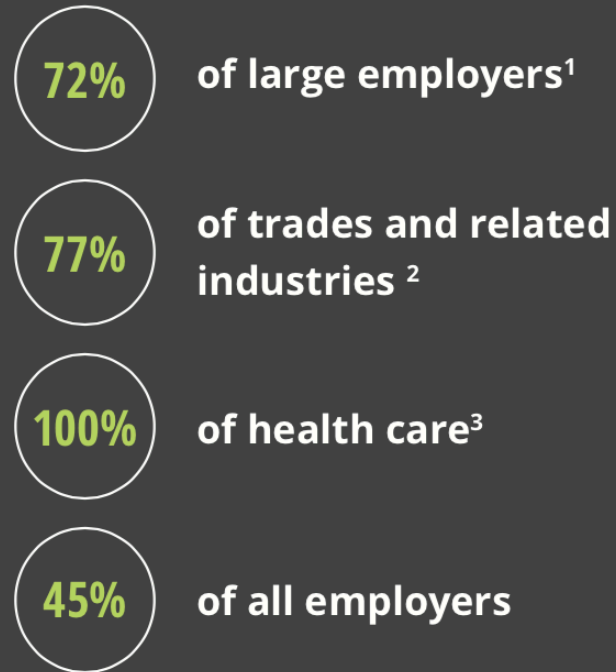
[1] Large employers are those with 10+ employees.

[2] Trades and related industries includes the following industry-specific businesses, categorized by NAICS codes: 11- Agriculture, Forestry, Fishing and Hunting; 22 – Utilities; 23 – Construction; 31, 32 – Manufacturing; 48, 49 – Transportation. 14 businesses qualified in this category.

[3] Health care includes businesses categorized by the NAICS code 62 – Health and Social Assistance. Five businesses qualify in this category.

The trades and related industries experience significant workforce issues

93% say availability of qualified workers is poor to fair

57% say stability of the workforce is poor to fair

71% say ability to attract new employees is poor to fair

43% say ability to retain new employees is poor to fair

46% have difficulty retaining existing[4] employees

The only category that struggles to retain both new and existing employees.

[4] Existing employees are those employed for 1+ years.

Creation of the Action Pplan

- The Brockton BR+E Task Force came together on July 10, 2018 to evaluate the BR+E Project survey results. During the Task Force Retreat, the group reviewed findings, identified priorities and created the action plans detailed in this report. The action plans focus on achieving key goals prioritized by the Task Force that support existing business and foster development in Brockton

Goals

- Population Growth
  - Goal: Attract and retain residents
- Business Growth
  - Goal: Attract new business and retain existing businesses
- Communication
  - Goal: Improve channels between the municipality and businesses
- Amenities
  - Goal: Improve residential and public spaces

Priority: Population Growth

What	Grow the working age population in Brockton
Actions – How	Expand affordable housing, including family homes and single income homes
Timeframe – When	Start within six months (ongoing)
Responsibility – Who	Employers in need of workers Municipal staff Community ambassadors
Resources – With What	People, Marketing materials and funds, Landlord engagement and incentives, hosting a real estate and developer forum, strengthening Brockton's image an development process
Status	Not started
Performance measures	An increase in the number of people employed by Brockton businesses

Priority: Communication

What	Provide the business community with relevant information that will help them to be successful
Actions – How	Develop a subscription-based e-newsletter that shares information relevant to businesses in Brockton (email copy, hard copy and on website)
Timeframe – When	Start within six months (ongoing)
Responsibility – Who	Brockton Economic Development / Community Development Coordinator
Resources – With What	Up-to-date contact information for all businesses (through subscription process)
	A person to manage content
	Newsletter design template
	Funds to cover printing expenses
	Submissions from business owners
Status	Not started
Performance measures	Solicit feedback from subscribers to ensure relevant information is being delivered
	Increase in subscribers
	Improved relationships and feedback to the municipality

Priority: Amenities

What	Encourage people to spend more time downtown to promote businesses in the core
Actions – How	Introduce placemaking elements to the downtown core, including green space, public washrooms, WiFi, parking access, benches, shade, fountain, lighting, live music space and public art installations
Timeframe – When	Start discussions in 2019 for a 3-5 year plan to establish proper funding
Responsibility – Who	CIC, Municipal staff (including Community Development Coordinator), BIA, Council, EDC sponsors Downtown organizations
Resources – With What	Purchase property Planning meeting Public input Implementation plan Naming project Funding, e.g., from service clubs, grants, municipal budget, selling naming rights, selling bricks, materials donation, Bruce Power
Status	Not started
Performance measures	Increase in foot traffic, WiFi usage in the area, more activity in the downtown core, increase in downtown business revenue

Priority: Population Growth

What	Grow the working age population in Brockton
Actions – How	Create a marketing campaign focused on the benefits of relocating to and working in Brockton, including Brockton brand ambassadors who support the "Come Home to Community" mission
Timeframe – When	Start work immediately, implement beginning in 2019 Promote for a 3-4 year period
Responsibility – Who	Council support Businesses EDC BIA Residents who are ambassadors
Resources – With What	Motion at Council for a commitment to grow Marketing budget Communications strategy
Status	Not started
Performance measures	Population increase (Census data) School populations Number of businesses and hires

Priority: Communication

What	Grow community awareness of services, events, opportunities and alerts
Actions – How	Introduce a community wide communications plan to support display of municipality news, business information and events to be a more welcoming community
Timeframe – When	2019 fiscal year
Responsibility – Who	Municipality EDC BIA Service clubs Churches Associations Newcomers Group
Resources – With What	Welcome package for businesses and new residents, Visitor's Guide, Sponsorships, Grants
Status	Not started
Performance measures	Demand for use by businesses, municipality and organizations Informal survey by businesses

Priority: Business Growth

What	Support Brockton businesses in their operations and growth
Actions – How	Implement Walkerton Search Engine Optimizer (SEO) Strategy for the betterment of the local business and attraction of new business, and offer localized business education
Timeframe – When	Begin planning now and into 2019
Responsibility – Who	Municipality of Brockton Community partners, such as SEDC, banks, professional firms, Bruce County, Community organizations and associations
Resources – With What	Implement the Walkerton Search Engine Optimizer Strategy, support existing business resource events from partners (Saugeen Connects, Business to Bruce) the With What Sponsorships Grants Private sector partnerships
Status	Not started
Performance measures	Real Estate feedback Google analytics Workshop and info session attendance numbers Evaluations of programming and surveys

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