

# CASE STUDY: BUSINESS RETENTION AND EXPANSION PROGRAMS

FCM INTERNATIONAL

## The Case of Winnipeg, Canada



### 1. PROGRAM OVERVIEW

This case study discusses business retention and expansion (BRE) programs and is structured as follows:

- **Program overview** — describes the nature of business retention and expansion programs.
- **Community overview** — introduces the city of Winnipeg, Canada and this city's business retention and expansion program.
- **Methods for information dissemination** — examines the methods for information dissemination during the business retention and expansion process.
- **Methods for enhancing a positive outcome** — describes success factors that will enhance the effectiveness of the business retention and expansion process.
- **Lessons learned** — identifies the lessons learned from the case study.

BRE is a common economic development technique to develop a business retention and expansion program. **This program's intent is to identify local business issues, concerns and potential opportunities that local**

**government, agencies and people in the community can address proactively.** The professionals who administer this program engage with the existing business base to create and retain investment and jobs in their communities. Figure 1 was derived from research completed by Blane Canada Ltd. which indicates that — **on average — 76 per cent of the new jobs created in a community are created by existing locally-based businesses.** On average, only about 15 per cent of new jobs are created by new, external businesses investing in the community

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*The City of Winnipeg is involved in the Municipal Local Economic Development (MLEED) project in Ukraine as one of the Canadian municipal partners.*

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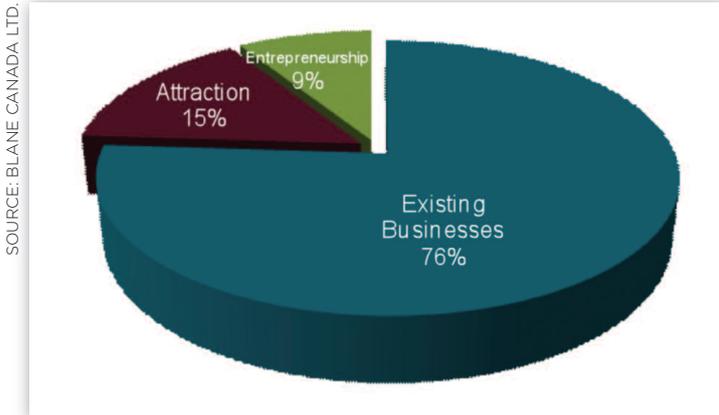


Figure 1: Jobs and capital investment.

(the remaining nine per cent are created by entrepreneurs launching new businesses).

This research confirms the importance of local companies as generators of new jobs and investment in communities. It also suggests that economic development’s traditional focus on external investment attraction activities is misaligned with the economic growth structures of most communities. Instead, **most communities would benefit far more from efforts to support the health of existing local businesses, than to attract new businesses from elsewhere.** This is the basic philosophy underlying BRE efforts and programs.

**What are the goals of a business retention and expansion program?**

**Few economic development services provide as much opportunity for visibility in the community as a business retention and expansion program.** Representatives of proactive communities see this program as not only an engagement opportunity with the business community, but an investment in the future economic security of existing companies. However, ensuring security means managing the existing business base by assessing each company and their business practices. The goals of the process are:

- Identify problems among employers that could lead to, or are at risk of, them leaving or downsizing
- Identify opportunities to help local companies expand
- Identify opportunities for potential companies to expand and
- Build relationships with local business owners and managers in your community.

**Why should a business retention and expansion program be pursued in a community?**

Business retention and expansion programs are pursued by local municipalities and business support organizations for the following reasons:

- Existing businesses are demonstrably contributing to the economic vitality and social fabric of the community.
- Practicing local economic development professionals know that it is easier and less expensive to retain existing businesses than it is to lure new businesses (the same thing is true for business owners).
- Keeping the business base is good for the development and growth of smaller firms. Businesses that export goods and services generate the revenue that funds smaller, local, service businesses. Both types of firms are necessary and these service firms may not survive if the exporting firms close.
- Existing businesses are best positioned locally to replace job losses due to retirements, business closings, and product life cycles ending.

**An added benefit to business retention and expansion is that existing businesses are ambassadors for industry recruitment. Business owners have suppliers and customers beyond the community and they are speaking to their business peers about the merits of their community.**

**2. COMMUNITY OVERVIEW**

**What community has demonstrated having an effective business retention and expansion program?**

The city of Winnipeg, Canada serves as a strong example of an effective business retention and expansion program.



Winnipeg is the largest city in the province of Manitoba in Canada. With a population base of over 660,000 people, it is one of western Canada's five largest cities. This city's population base is growing strongly, as demonstrated by their growth over the previous two decades. Growth is projected to continue at an annual rate between 1.1 and 1.3 per cent. The larger metropolitan area is projected to reach 812,000 people by 2016 and over 950,000 people by 2031. This growth is anticipated to strengthen the city as an economic centre of commerce in Manitoba and western Canada.

The city is strong in 10 broad sectors of the economy: advanced manufacturing; aerospace; agri-business; cultural industries; energy and environment; financial services; information and communications technologies; life sciences; tourism; and transportation and distribution. This economic strength and diversity is leading to the development of a stable economy. Over the next five years, employment is expected to continue to grow annually by between 1.3 and 2.0 per cent.

**Yes! Winnipeg** is a business retention and expansion program within Economic Development Winnipeg Inc., the organization responsible for the delivery of economic development services. **Yes! Winnipeg** business development professionals provide services to local businesses looking to expand or launch and seeking investment from outside of the city. **Yes! Winnipeg** professionals seek out retention, expansion, attraction and launch opportunities that are intended to create and retain jobs. New opportunities arise from this program, such as:

- Retention of local companies considering leaving Winnipeg.
- Expansion of existing Winnipeg businesses which are poised for growth.
- Attraction of companies that do not have a local presence but would enhance the business community.
- Launch assistance to entrepreneurs who want to turn their ideas into commercial successes.

### 3. METHODOLOGY FOR INFORMATION DISSEMINATION

This section focuses on the method for information dissemination during the business retention and expansion process by examining:

- Interview techniques and questions
- Data management and
- Resource requirements.

#### 3.1. Interview techniques and questions

The interview process ideally involves two personnel for each survey interview, one who conducts the inter-

view by asking the questions and the other who records the answers. A coordinator administering this initiative may consider the use of community partner representatives or the use of volunteers who are members of the community at large and are interested in business development. In the case of Winnipeg, there are 10 business development professionals who administer this program. When interviews are conducted, one professional is in attendance facilitating the discussion with the business owner. The following are the types of questions to ask or avoid with local business owners.

- Confirmation questions should be minimized on the survey. Questions that address parent company ownerships, line of products, number of employees and others should be gathered in advance of the personal interview or survey. This background information can be collected from the company website or other data sources, thereby freeing up time with the business owner/executive for more important issues.
- Assistance questions often lead to awkward moments and frustration. For example, to solve traffic congestion in an area of a community may require local, provincial/state or federal government assistance. Since these issues are not under direct control of the economic development office, others must initiate corrective action. If others choose not to act or cannot for whatever reason, even after being asked, the business development professional is perceived as being ineffective. Therefore, assistance questions should be minimized on the survey and those that are raised should be under the direct control of the interviewer's organization.
- Problem identification questions are an important part of the business retention and expansion program's purpose in conducting interviews/surveys. An example question is: "Are there any barriers to your company's expansion in this community?"
- Predictive questions can be potentially inadequate and must be crafted carefully. An example of a predictive question is: "Does the company plan to expand?" Predictive questions should help the business development professional anticipate both positive and/or negative changes that could impact the company. R&D activity, new product introductions, future market opportunities, and emerging technology are representative of issues providing predictive information. Predictive questions are an opportunity to begin identifying companies with growth potential or possible risk of job loss. For example, "As a percentage of sales, how much does the company invest in research and development?"
- Industry intelligence questions help business development professionals understand the competitive environment in the industry where the company

competes. It is important to have at least three industry intelligence questions to explore industry trends, international competition and overseas production. For example, “Is overseas production by competitors increasing, stabilizing, or decreasing?”

- Company information questions should constitute approximately 30 per cent of the survey questions to learn about the company and its operations. Management practices, markets, new products, and technological changes are all important issues which should be explored. Many of these questions are similar to predictive questions to help understand the future expansion potential. For example, “What is the company’s fastest growing geographic market?”
- Buyer/supplier linkages questions address potential buyers or suppliers that could be approached for investing in the community. One or two questions of this type should be in every survey instrument. For example, “Are there any buyers or suppliers that could benefit from being located closer to your operation?”

For smaller communities there may be a need for volunteers to help with interviewing by scheduling many appointments over one or two days/nights. This is an excellent way to increase the numbers of surveys completed. Essentially, the business development professional organizes a day or night where there are

multiple interviewers in the same room. These interviews start out with appointments set in advance and, once the appointments become better known, evolve into drop-in sessions. **This approach saves an incredible amount of time. The one weakness is that you do not have the opportunity to visit the business itself and get a practical feel for what is happening, but these visits can be arranged after the survey process is complete.**

**3.2 Data management**

**Once the business retention and expansion program enters its second year and the business development professionals have some working knowledge of businesses in the community, it is beneficial to prioritize future business visits.** The Director at **Yes! Winnipeg** estimates that one-half to two-thirds of the business visits in the second and following years are revisits from the previous years.

The Synchronist software described in the following table is an analytical tool that can be used to manage the interview survey results and identify high priority businesses that require more ongoing follow-up. A variety of other tools exist to track and maintain information for businesses. A summary of six data management programs which could be used by a community are provided in Figure 2. In the case of **Yes! Winnipeg**, the Salesforce CRM is used as to manage their client contacts.

SOFTWARE TOOL	FEATURES	TAKEAWAYS
<b>Synchronist Business Information System:</b> a web-based system that is used specifically for business retention and expansion	<ul style="list-style-type: none"> <li>• Company assessments</li> <li>• Customizable surveys and data analysis</li> <li>• Client relationship management (CRM), includes client contacts, service delivery log</li> <li>• The opportunity management feature allows for the tracking of leads</li> <li>• Reports worker recruiting problems, industry shifts, community strengths and weaknesses, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Analysis is easy with built in tools and reports</li> <li>• The CRM and opportunity managers are useful for relationship building</li> <li>• Web-based, so internet connectivity is necessary for data entry</li> <li>• Company assessments provide key insights to understand the life-stage of the company and its needs</li> </ul>
<b>Executive Pulse Business Intelligence System:</b> ClientCRM online software system includes database and communication features with the aim of improving a community’s effectiveness and efficiency of business retention activity	<ul style="list-style-type: none"> <li>• CRM software tracks daily visit records and can provide analysis for firms visited</li> <li>• Tasks and requests can be assigned to partners, provides results-oriented metrics</li> <li>• Creates user and pre-defined reports</li> <li>• Online, highly secure program that can be accessed from anywhere</li> <li>• Customizable to meet changing needs</li> </ul>	<ul style="list-style-type: none"> <li>• Highly focused on business relationship building, through the CRM software</li> <li>• Additional modules are available for areas such as workforce development</li> <li>• ExecutivePulse is an online tool requiring internet connectivity</li> <li>• Ability to merge contacts, email, and calendar from mainstay email packages</li> </ul>
<b>Maximizer ClientCRM Software</b> provides a central hub to keep the entire history of every client prospect	<ul style="list-style-type: none"> <li>• Account and contact management, with tasks and reporting</li> <li>• Sales force automation and forecasting, useful in lead management, opportunity management and monitoring and relationship management</li> <li>• Marketing and email campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of survey tool and business retention specific analysis</li> <li>• Would need a tool such as Survey Monkey to provide the survey capability</li> <li>• Can be used with Smartphones</li> <li>• Emphasis on customer service and support</li> </ul>

Figure 2: Software Tools For Business Retention And Expansion Programs

continued ...

SOFTWARE TOOL	FEATURES	TAKEAWAYS
<p><b>Sage ACT!:</b> created for individuals and small businesses and sales teams to organize client information. The software acts as a central hub for emails, meeting notes, task reminders and social media profiles</p>	<ul style="list-style-type: none"> <li>Relationship management with contact management software, conversation notes, documents, social media profiles</li> <li>Advanced searches available to find information in the database</li> <li>Smart tasks enhance work productivity, which can be pre-loaded or customized</li> <li>New lead generation — Use with Sage Business Info Services to pull highly targeted prospect lists and business info from Hoover's</li> <li>Marketing campaign service, with tracking for open and click through rates</li> </ul>	<ul style="list-style-type: none"> <li>There are no survey tools for business retention specific analysis</li> <li>Can be fully integrated with other business tools</li> <li>Would need a tool such as Survey Monkey to provide the survey capability</li> </ul>
<p><b>SalesForce.com and SalesForce CRM:</b> SalesForce.com has been a leader in web based CRM since the mid-2000s and has developed an economic development-specific platform</p>	<ul style="list-style-type: none"> <li>Marketing campaign management</li> <li>Customer service and support manages client contact to ensure timely and value added follow-up</li> <li>Document management</li> <li>Content management</li> <li>Analytics of sales data</li> </ul>	<ul style="list-style-type: none"> <li>Hiring a specialist is recommended to customize the software and train users on its use</li> <li>Requires internet access</li> <li>Has a strong focus on client relationship management, but is not a business retention tool</li> </ul>
<p><b>SurveyMonkey</b> is an online survey tool that allows users to develop custom surveys</p>	<ul style="list-style-type: none"> <li>Surveys can be customized with logo, and can be collected through a website or through a URL direct link to the survey</li> <li>Cost-effective</li> <li>Will provide results analysis.</li> <li>Real time results</li> </ul>	<ul style="list-style-type: none"> <li>Business visits can be keyed in on the spot if there is an internet connection</li> <li>Business visit data can be keyed in after the visit by staff</li> <li>Varying ability to analyse data</li> <li>Provides excellent baseline information as a first-time business retention and expansion survey</li> <li>No other functionality, not recommended for an on-going program, but effective for project by project collection and analysis</li> </ul>

Figure 2: Software Tools For Business Retention And Expansion Programs — continued

### 3.3. Resource Requirements

The annual financial and human resources requirements vary based on a number of factors:

- the number of interviews to be completed
- the method by which interviews are completed (the at place of business method is most labour intensive, phone and office appointment methods are least labour intensive) and
- the degree of follow-up required.

**Yes! Winnipeg** has a team of 10 personnel dedicated to the business retention and expansion program. Within the team there are five professionals who are sector specialists. The organizational structure of the professionals are presented in Figure 3.

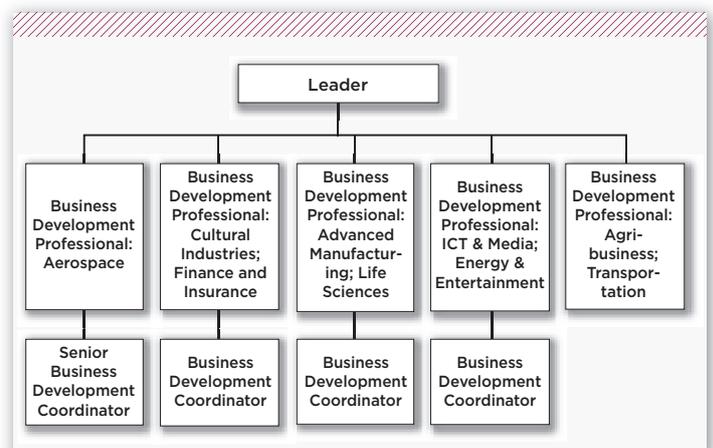


Figure 3: Yes! Winnipeg Resource Structure

Figure 4 is a time allocation chart based on completing 300 interviews in one year and completing the interviews in-person. The Director of **Yes! Winnipeg** confirms that his team of 10 professionals complete 60 business visits for each of the nine target sectors each year for a total of 540 interviews completed annually.

Note that during the first year there is a learning curve which varies depending on the selected software program. The cost for the software also varies.

#### 4. METHODS FOR ENHANCING A POSITIVE OUTCOME

As communities consider the business retention and expansion method for economic growth, success factors that enhance outcomes to the process include the following:

- **Develop a communication plan:** The communications plan is an integral part of raising awareness of the business retention and expansion program. The coordinator(s) should aim to have an ongoing presence in local media through a launch event or community information night.
- **Aim for a representative sample size:** For the business development professionals to reach a representative sample size makes for very compelling strategic planning and serves as strong support for funding agencies or governments.
- **Research the business:** Business development professionals need to take time prior to each interview to research the company and the business sector so that rapport with the business owner can develop more quickly. Yes! Winnipeg executive stress that researching the business does not need to be an extensive exercise.

- **Make enhancements to the survey:** Questions may need to be enhanced or modified as economic conditions change to more effectively address a subsector of the local economy.
- **Report back to an economic development committee or community council:** When reporting the findings of the analysis it is recommended that the personnel who coordinated the initiative keep the results simple, factual, engaging and measurable. For example, Yes! Winnipeg identifies a goal of creating or retaining 4,200 jobs by 2016. Finally, any large document that is produced for the project should be accompanied by an executive summary document and a presentation to those involved.

TASK	TIME REQUIRED	RESOURCE REQUIRED
Appointment setting	75 hours Average 15 minutes per appointment allowing for time returning calls and unsuccessful scheduling	75 hours for coordinator who has an understanding of the importance of the initiative.
Conducting the survey	450 hours (double if wanting to have a second person participate as scribe) 300 interviews — one hour visit and half an hour travel.	450 hours for one business development professional and potentially an additional 450 hours if the coordinator attends.
Follow-up the survey — thank you response, fulfilling information requests (varies considerably)	375 hours Estimated at 1.25 hours per company	300 hours of one business development professional and 75 hours of one coordinator
Data entry	150 hours Estimated 30 minutes per survey	150 hours of one coordinator
Data analysis and strategy preparation	140 hours Estimated four weeks of work	80 hours of one business development professional and 60 hours of one coordinator
Communications and Partnership Development	200 hours	150 hours of one business development professional and 50 hours of one coordinator
Cost of supplies — computer, paper, kit folders, communications materials, etc.	10 hours to prepare and reproduce materials	50 hours of one administrator

Figure 4: Resources required for a Business Retention and Expansion Project



## 5. LESSONS LEARNED

The following are lessons learned from administering business retention and expansion programs that can be used to delineate the success of future programs:

- Create community awareness for the importance of business retention as a method to retain local jobs and potentially expand new business investment (e.g. communication plan). Whether the business retention and expansion program is led by business development professionals in large communities or volunteers in small communities, this program`s activities aim to encourage the survival and growth of a community`s existing businesses.
- Track turnaround time and responsiveness of business requests for information. Make an honest assessment of the time that it takes from the day that the business owner requests information to the day it is provided by the coordinator. **Also, track whether each of the requests are followed up and if the issues require further effort to be resolved appropriately.** For example, **Yes! Winnipeg** business development professionals can provide information of Winnipeg businesses, suppliers, investors and consultants and can help navigate government agencies and departments to connect to the right people and resources.
- **Apply the knowledge and intelligence gained from the program to inform municipal and economic development professionals about local business activities and community development priorities.**
- **Apply the knowledge and intelligence gained from the program to generate leads of businesses that may be interested in expanding into a community.**
- **Communicate the results of the business retention and expansion program with particular emphasis on the number of jobs created or retained.**

## 6. ADDITIONAL RESOURCES

**Where can I learn more about business retention and expansion programs?**

Business retention and expansion services are common among many communities in advanced economies. This economic development technique is well documented. The following resources provide more details.

- **A community`s best companies are your competitor`s best prospects**, Blane, Canada Ltd. [http://www.blanecanada.com/pdf/RE\\_Importance.pdf](http://www.blanecanada.com/pdf/RE_Importance.pdf)
- **Business Retention and Expansion Visitation Fundamentals**, North Dakota State University Extension Service and Mississippi State University Extension Service. <http://www.ag.ndsu.edu/pubs/agecon/market/cd1605.pdf>
- **Ontario Ministry of Agriculture and Food`s Business Retention and Expansion** project. <http://www.omafra.gov.on.ca/english/rural/edr/bre/index.html>
- **University of Minnesota Extension, Business Retention & Expansion.** <http://www1.extension.umn.edu/community/business-retention/about/>
- **Alberta Enterprise and Advanced Education`s Business Retention and Expansion.** <http://eae.alberta.ca/economic-development/regional-development/community-tools/best-practices-toolkit/business-retention-expansion.aspx>



## APPENDIX

# Example of a BR&E Survey

The following survey is an actual BR&E survey developed for use with automotive companies in the Municipality of Chatham-Kent, Ontario, Canada.

## Chatham-Kent Advanced Automotive Manufacturing Strategy Online Survey

The Municipality of Chatham-Kent is developing a strategy to attract and retain advanced automotive manufacturing investment. The ultimate purpose of this initiative is to identify the opportunities in advanced automotive parts manufacturing and the changes required to attract and retain advanced automotive investment.

As part of this exercise, the following question survey will help in identifying the strengths and weaknesses of the existing business base as well as the economic challenges and opportunities. All answers will remain strictly confidential and results will only be published in aggregate form.

Thank you for your time. Should you have a question regarding this initiative please do not hesitate to contact (name) at Chatham-Kent Economic Development Services at (telephone number) or (e-mail address).

1. What is your **primary** type of business?
  - a. Manufacturing
  - b. Agriculture
  - c. Energy/Utilities
  - d. Other \_\_\_\_\_

---
2. How long has your business been in Chatham-Kent?
  - a. 5 years or less
  - b. 6-10 years
  - c. 11-20 years
  - d. More than 20 years
3. Currently, how large is your local operation?
  - a. 1-5 full-time equivalent employees
  - b. 6-20 full-time equivalent employees
  - c. 21-50 full-time equivalent employees
  - d. 51-100 full-time equivalent employees
  - e. More than 100 full-time equivalent employees
4. How does the following best classify your business?
  - a. The only location is in Chatham-Kent
  - b. There is more than one location with headquarters in Chatham-Kent.
  - c. There is more than one location with headquarters not in Chatham-Kent.
5. Where is your business located?
  - a. West Kent — Ward 1
  - b. South Kent — Ward 2
  - c. East Kent — Ward 3
  - d. North Kent — Ward 4
  - e. Wallaceburg — Ward 5
  - f. Chatham — Ward 6

6. **Primary and Secondary Products** — Please remember that all answers will remain strictly confidential and results will only be published in aggregate form.
- a. Please describe your current primary line of business. \_\_\_\_\_  
\_\_\_\_\_
  - b. Please describe your current secondary line of business. \_\_\_\_\_  
\_\_\_\_\_
  - c. Please describe any other lines of business that are important to your current success. \_\_\_\_\_  
\_\_\_\_\_
7. Using a scale of excellent, good, fair and poor, how would you rate the following factors in doing business in Chatham-Kent?
- a. Availability of skilled labour
  - b. Availability of training
  - c. Quality of training
  - d. Labour costs
  - e. Availability of transportation
  - f. Transportation costs
  - g. Availability of land/buildings
  - h. Land/building costs
  - i. Availability of electricity
  - j. Availability of water/sewer
  - k. Availability of telecommunications
  - l. Support from the municipality
  - m. Local permit process
  - n. Access to customers
  - o. Access to suppliers
8. List 3 of the community's advantages as a place to do business.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
9. List 3 of the community's disadvantages as a place to do business.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
10. **Sales** — Please remember that all answers will remain strictly confidential and results will only be published in aggregate form. (select one)
- a. Over the last year, have your sales been:
    - i. stable
    - ii. decreasing
    - iii. increasing?
  - b. What percentage increase or decrease in sales are you expecting over the next three years? (select one)
    - i. More than -25%
    - ii. -25% to -10%
    - iii. -10% to -5%
    - iv. -5% to 0%
    - v. 0% to +5%
    - vi. +5% to +10%
    - vii. +10% to +25%
    - viii. More than +25%

11. **Market Share** — Please remember that all answers will remain strictly confidential and results will only be published in aggregate form.
- a. What is your market share for your primary product/service? (select one)
    - i. 0% to 10%
    - ii. 10% to 25%
    - iii. 25% to 50%
    - iv. 50% to 75%
    - v. More than 75%
  - b. What is your market share for your secondary product/service? (select one)
    - i. 0% to 10%
    - ii. 10% to 25%
    - iii. 25% to 50%
    - iv. 50% to 75%
    - v. More than 75%
  - c. Over the last year your overall market share been: (select one)
    - i. Stable
    - ii. Shrinking
    - iii. Growing
  - d. Over the next year you expect your market share to be: (select one)
    - i. Stable
    - ii. Shrinking
    - iii. Growing
12. **Capital Expenditures** — Please remember that all answers will remain strictly confidential and results will only be published in aggregate form.
- a. Are you investing as much in capital as you would like? \_\_\_\_\_
  - b. What percentage of your 2008 budget is dedicated to capital improvements (above and beyond regular maintenance)? \_\_\_\_\_
  - c. If you are making capital expenditures, please describe the types of investments you are making.  
\_\_\_\_\_  
\_\_\_\_\_
  - d. Have you encountered any of the following barriers to making your capital investments?  
(multiple answers permitted)
    - i. Approval from parent company
    - ii. Financing
    - iii. Municipal government approvals
    - iv. Provincial government approvals
    - v. Federal government approvals
    - vi. Technology is too expensive
    - vii. Technology is not available or long waiting period
    - viii. Concern over ability to implement project due to staffing
    - ix. Other (open ended text box)
  - e. Please describe any specific challenges from question 12d above. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

13. **Innovation and Product Development** — Please remember that all answers will remain strictly confidential and results will only be published in aggregate form.
- Please describe the areas of focus for your spending on research and development locally. \_\_\_\_\_  
\_\_\_\_\_
  - Please describe the areas of focus for spending on research and development that is happening in other corporate locations. \_\_\_\_\_  
\_\_\_\_\_
  - Please describe any research and development you are conducting locally on green technologies or biotechnology applications. \_\_\_\_\_  
\_\_\_\_\_
  - Are you feeling any market demand to drive you towards developing green technologies or biotechnology applications? (select one)
    - Yes
    - No
  - Are you planning on introducing any new product lines into your local operations in the next three years? Please describe. \_\_\_\_\_  
\_\_\_\_\_
  - On a scale of 1 to 5 with 1 being very unimportant and 5 being very important, how do you rate the importance of research and development to your company's success?
    - 1 — very unimportant
    - 2 — somewhat unimportant
    - 3 — neutral
    - 4 — somewhat important
    - 5 — very important

On behalf of the municipality of Chatham-Kent, thank you very much for completing the survey. The goal of the project is to have a final report presented to the community in April. In the meantime, we will be holding a focus group during the morning of February 22<sup>nd</sup> in Chatham and also completing a Human Resources Questionnaire with a select number of businesses.

- The purpose of the focus group is to discuss opportunities in advanced technologies such as biofuels and bioauto applications.
- The intent of the questionnaire is to identify specific human resources needs and to develop employment and human resources strategies.

Please indicate your interest below.

- Yes, I would like to participate in both the Focus Group and the Human Resources Questionnaire
- Yes, I would like to participate in only the Focus Group.
- Yes, I would like to participate in only the Human Resources Questionnaire
- No, I do not want to participate in either the Focus Group or the Human Resources Questionnaire

Please fill the following information pertaining to your organization (mandatory if you selected "yes" to any of the above — optional otherwise):

- Organization Name \_\_\_\_\_
- Contact Name & Title \_\_\_\_\_

Thank you.