

BUSINESS RETENTION AND SMALL BUSINESS STARTUPS

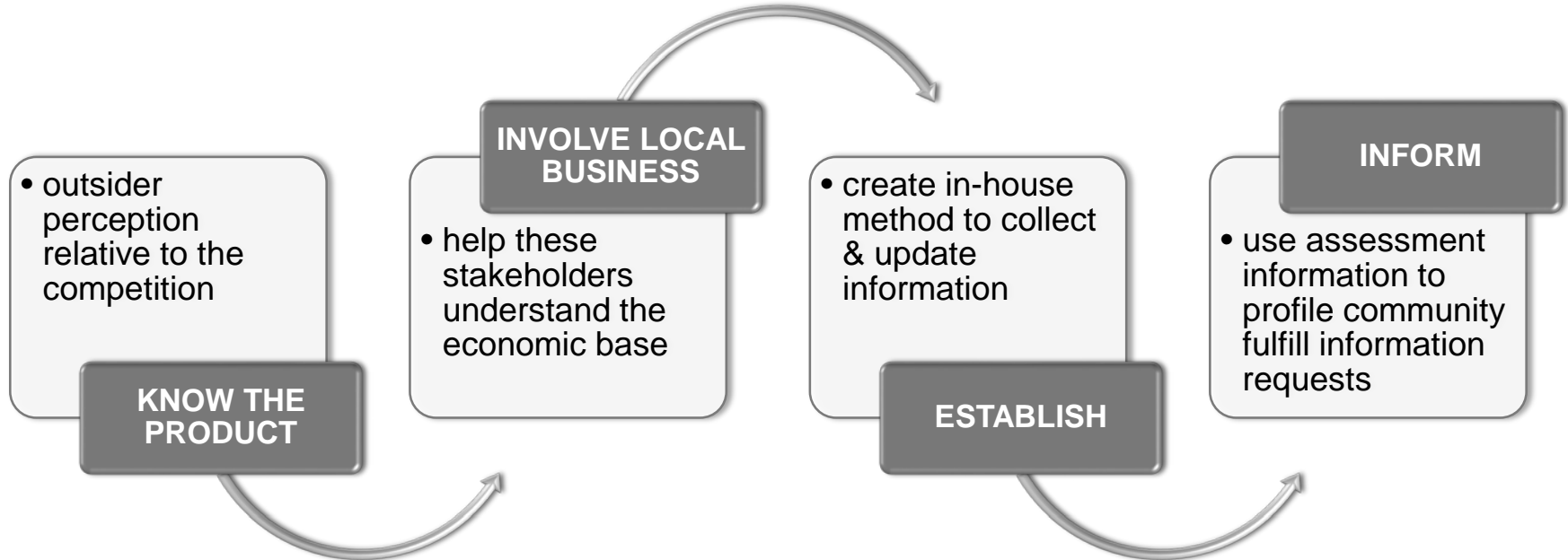


2015 AZRDC
RURAL POLICY FORUM
AUGUST 6-7 | CLARKDALE, AZ



STRATEGY

assessing the economic base



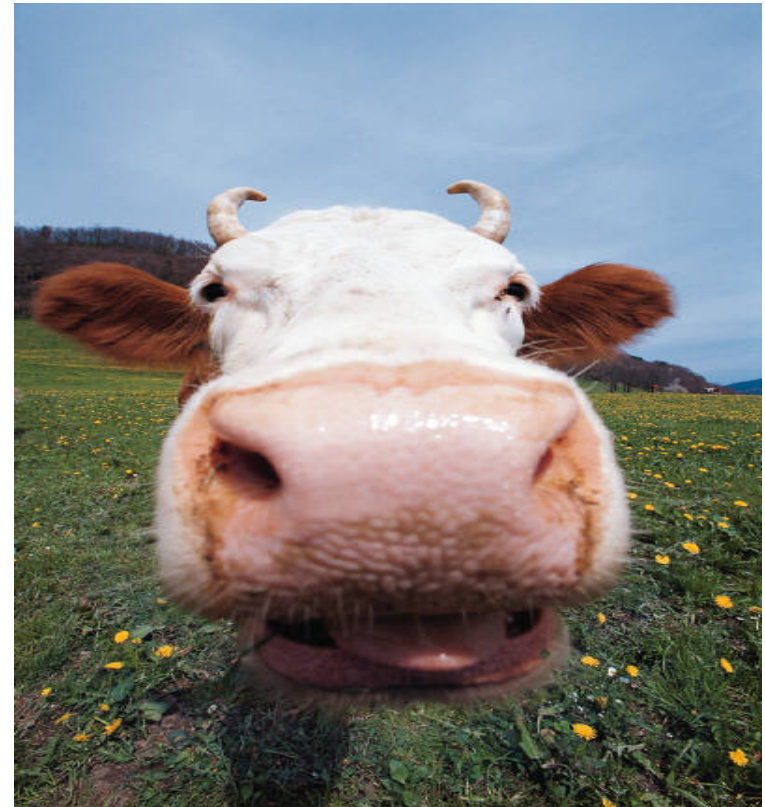
WHAT IS/ARE THE SACRED COW(S) IN YOUR COMMUNITY/REGION AND UNDER NO CIRCUMSTANCES SHOULD BE TOUCHED?

How do you *capitalize* on these assets?

How do you work *around* these assets?

How do you *exploit* these assets?

How do you *protect* these assets?



COMPETITIVE ADVANTAGES

- ❖ **assess competitive advantage with SWOT analysis**
 - strengths & weaknesses are internal factors
 - opportunities & threats are external factors
- ❖ **gain competitive advantage relative to other areas**
 - attract & serve a target industry
 - develop attributes needed and/or preferred by the target industry more than any other community

WHICH COMPANIES SHOULD BE TARGETED?

Companies that:

- ❖ **match community assets or competitive advantages identified in SWOT Analysis**
- ❖ **coincide with community strategic development goals**
- ❖ **demonstrate investment & growth potential to help diversify local economy**

Building a Healthy/Attractive Business Environment...

**CONTINUING
SUPPORT**



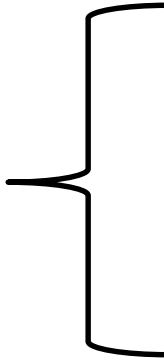
Business Retention & Expansion

Business/Development Environment

Incentives

Work Force

FOUNDATION



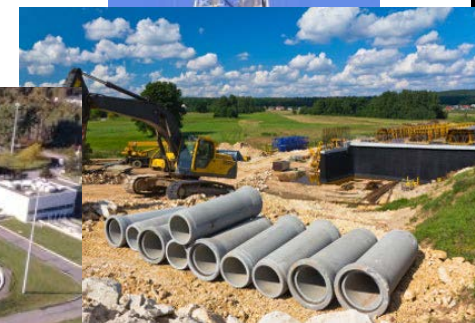
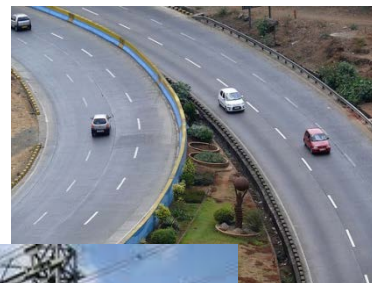
Permitting/Development Processes

Zoning

Infrastructure

Public Infrastructure

- What is included in it...
 - Streets
 - Sewer
 - Water
 - Power
 - Cable/Fiber
 - Nature Gas
 - Easy access to Highways
 - Drainage
 - Shovel Ready Sites



Permitting & Development Processes

Development Team

- Pre-submittal meetings with developers?

Importance of streamlining your processes

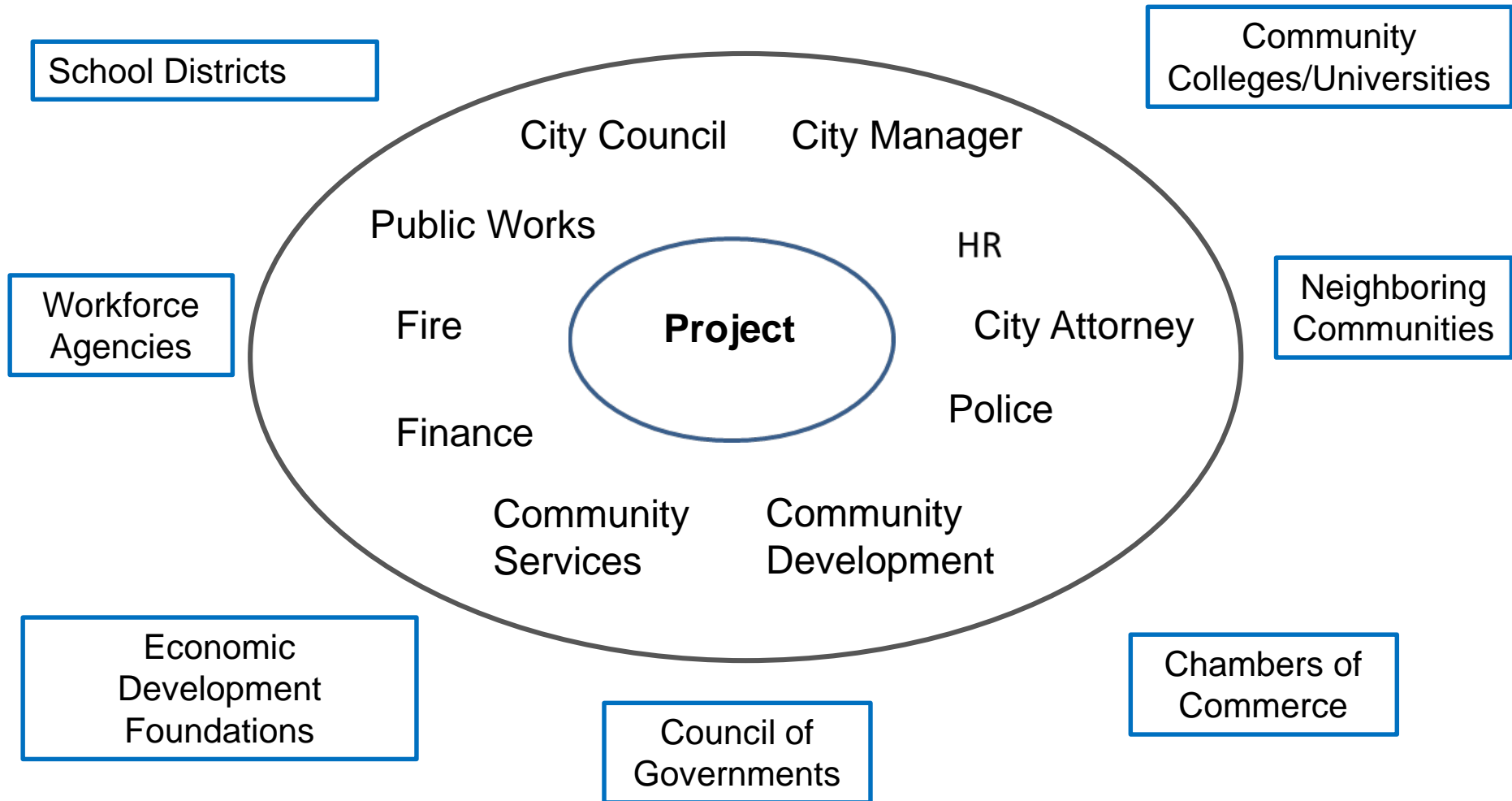
- Time it takes to complete 1st Review
- Time it takes to complete 2nd Review

What does your process look like?

- Decentralized review?
- Centralized Review?
 - With dedicated review teams?
 - With project manager?



Key Stakeholders & Partners...



Workforce

- Reality check on status of your existing and future workforce
- Who are your workforce development partners
 - State
 - County
 - Local
- Creating a Workforce Development Partnership
- Casa Grande Workforce Development Partnership
 - Members
 - Goals
 - Actions taken



Cost of Doing Business...

Taxes

- Property
- Construction & Retail

Fees

- Development/Impact
- Planning Review
- Permitting

Utilities

- Water
- Power
- Natural Gas
- Sewer

Incentives

Federal

- Foreign Trade Zone
- New Market Tax Credits

State

- Arizona Commerce Authority [website](#)

County

- Does your county have any?

Community

- Property tax abatement
- Sales tax rebate
- Permit fee credits
- Financial incentives
- Payback agreements



Community & Regional Partners

Who are your current partners?

Who else could you be working with?



Promoting your community

- Websites
- News Media
- Social Media
- Marketing materials
- Conferences/trade shows
- Professional/Trade Associations
- **Partners**

[ThinkCasaGrande.co](http://ThinkCasaGrande.com)

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The next steps...

Getting the new businesses connected to the community

- Chamber
- Sponsorships
- Ambassadors for the community

Retention and Expansion



The Authority on Foreign Investment

Over 15,000 ED organizations chase fewer than 200 major business relocations or expansions annually. This causes ED Inflation...

THE ESSENCE OF BR&E

“...Very simply, two things: communication and action. If a community takes the time to talk with a business, to understand its concerns, risks, opportunities and challenges, it will understand exactly what it takes to improve business. Then it needs to act on what it has heard. The company also has the responsibility and opportunity to engage stakeholders in a proactive dialogue.”

**Source: Area Development-Aug 2012
Interview with David Trebing,
GM-State/Local Relations, Daimler AG**

WHY RETENTION

It generates 70-85% of all jobs and investment impact in your trading area—regardless of your success with recruitment and entrepreneurial development

It is up to 10 times cheaper to keep and grow resident firms than to attract or start new ones!

Use retention for recruitment and start-up opportunities.

SURVEY

Focus more on providing assistance to companies and not so much on gathering individual company data. Streamline the survey so you are problem solving and identifying barriers to growth.

The survey allows you to interact with, and get feedback from, your actual customers—those businesses with an intimate understanding of your market area

BRE should provide bottom-line VALUE, not be a robotic exercise in data gathering.

OUTCOMES

It drives creation of relevant policies, strategies and programs—all with impact beyond existing industry

Strategically assist high value companies to become agile, adaptive and globally competitive

Thank the CEO (*show the love*)

Learn about the company and match needs to available programs

Use CEO views and opinions to create a better business climate

OUTCOMES

Good retention programs coordinate and focus existing programs and resources, rather than create a new government or ED bureaucracy.

Good retention programs provide the CEO community with a business advocate who is their single point of contact for all ED resources.

Good retention programs provide that long term strategy and goals will be immune to political and staff changes.

BENEFITS

Directs ED resources to your 'best' firms

Assists firms in becoming globally competitive

Creates a more accountable ED 'system'

Galvanizes the ED Community

Stretches limited ED resources

QUESTIONS

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