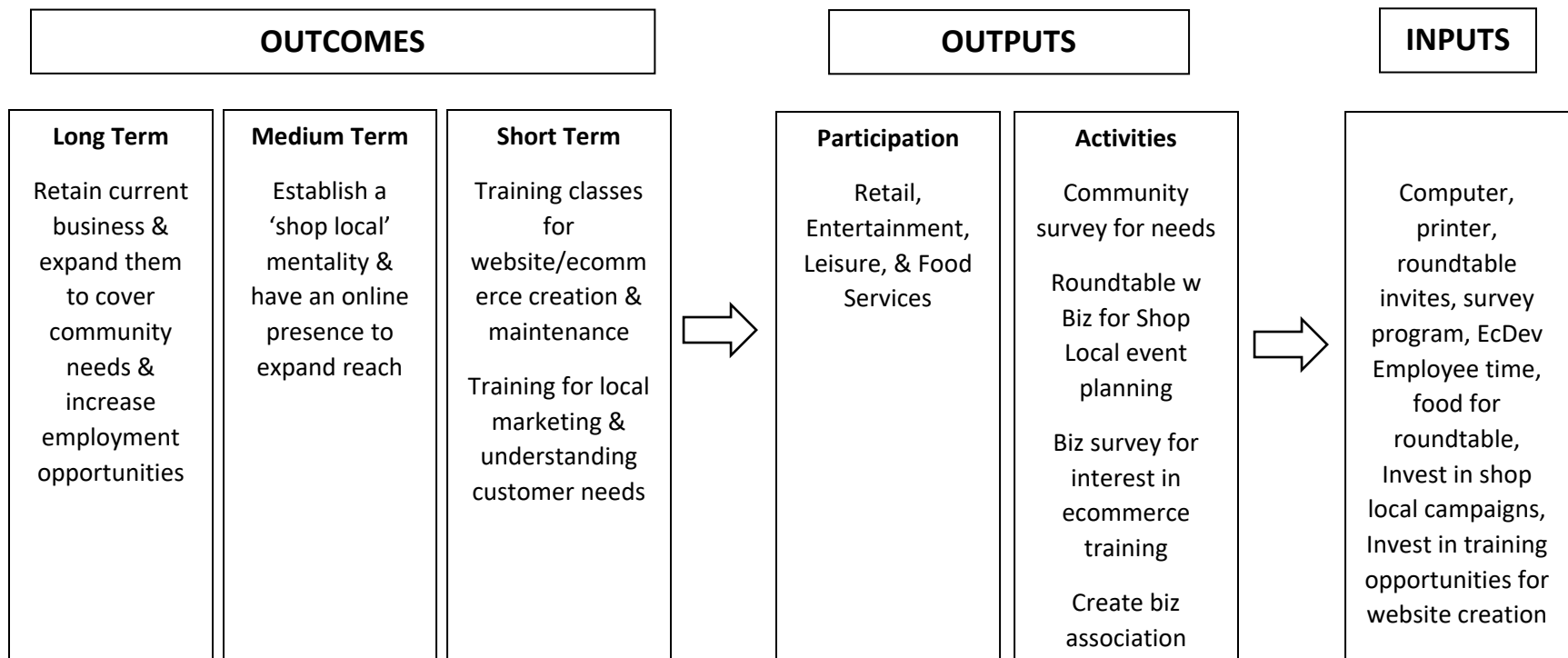


Fundamentals Course Homework

Session 1

In this session, we've talked about developing a plan or roadmap for the implementation of a BR&E program. Given the planning model shown on Slide 9 of the presentation in Section 3, describe your (or your EDO's) vision of the outcomes, outputs, and inputs required to create an atmosphere of success for the program. Note that we're not asking for specific numbers (i.e., budget line items, numbers of employees, etc.), but rather a narrative of what should be considered when addressing each component of the planning model.

Due by the beginning of the March 24, 2022 session.



Program: Midland Development Corporation **Logic Model**

Situation:

BRE PROGRAM, Building and diversifying Midland's economy all the while retaining and maintaining the businesses here.

Start here

Inputs	Outputs		Outcomes -- Impact		
	Participation	Activities	Short	Medium	Long
Recruit Businesses to Midland through land and tax abatements	Locally owned and operated small businesses	Cold call and visit with local businesses 3-4 times a week	Capital projects for company's looking to grow	New businesses & jobs emerge	Increase in household income
Invest in certain capital project that could help a business grow and expand (creating more jobs and capital for Midland)	Less than 300 employees	Constant communication with board, city council and workforce commission on workforce trends	Better understanding of business climate	Communities implement strategies to improve downtowns and quality of life issues	Improved local tax base
	Within a certain NAICS code that our incentives can help (manufacturing, science, tech, oil/gas, etc.)	Talk with director about how we can help a certain businesses	Communicate survey results and data to the board and council	Increased rates of labor force	Improved profitability for Small business owners
	Restaurants and retail businesses visits here and there		Establishing relationship with business owners in the community		Increase in labor pool

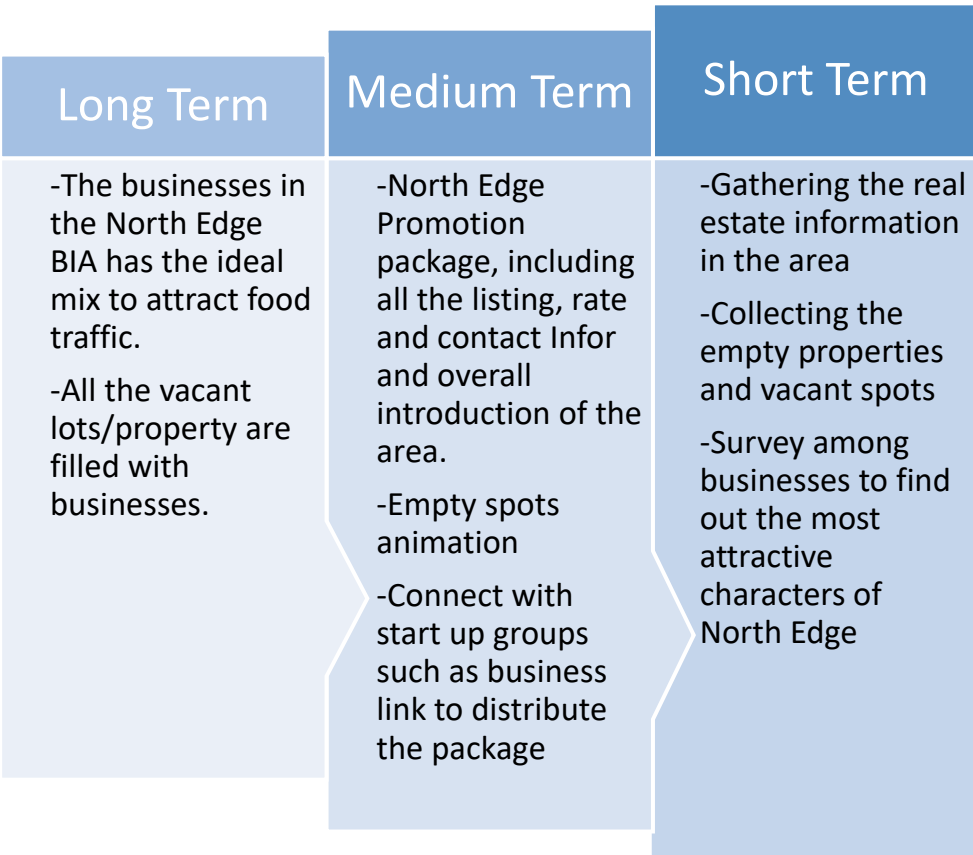
Assumptions

After a visit, I will not be able to fix a firm's problems right away. It'll be a process.

External Factors

Midland has a heavy presence in oil and gas but there are still plenty of businesses here outside of that realm looking to grow. Many businesses can't find enough workers.

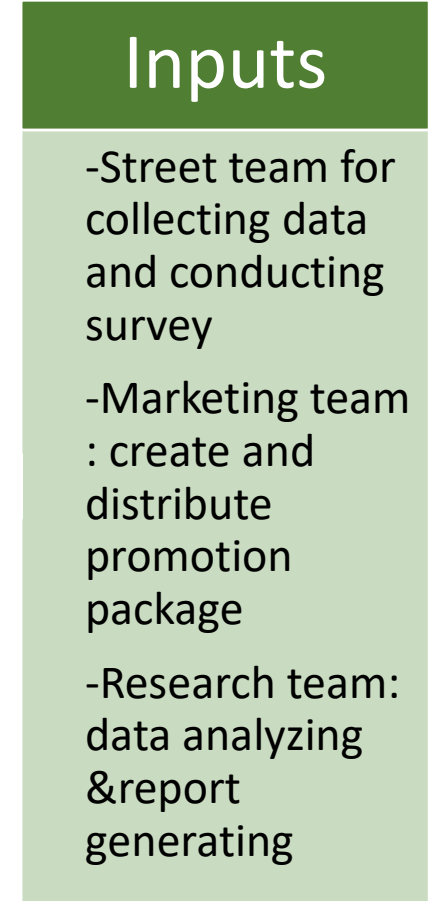
Outcomes



Outputs



Inputs



LOGIC MODEL FOR BUSINESS RETENTION & EXPANSION PROGRAM

SITUATION

To determine what areas of concern our Community businesses are dealing with and use this data to create a long term program to retain and expand our businesses we currently have in our community, while also creating a workforce that is prepared for and can adequately adapt to the rapidly changing economy.

OUTCOMES

Short Term:

1. Assist businesses by addressing immediate issues and concerns through an assessment and referral process.
2. Identify and respond to businesses that may be planning to close, sell, move, or expand.
3. Create more awareness of trends, early warning signs of issues in their industry, improving management relations with employees, etc.

Medium Term:

1. BRE Program implemented and measured within one (1) year.
2. Identify and work toward implementing improvements to community services.
3. Reduction of underemployment and unemployment

Long Term:

1. Fostering lifelong relationships amongst businesses in our community
2. Reduction in number of businesses leaving our area to open elsewhere
3. Help existing businesses remain profitable, competitive, and efficient.
4. Work to improve the area's overall image and identity through public relations, business standards, and maintenance of the district.

OUTPUTS

Participation:

Participating employers. Involved elected officials, community activists, retirees from the business environment, non-profit organizations, including the Chamber of Commerce and local Economic Development District.

Activities:

1. Economic & Workforce Development Plan
2. Networking and Education Workshops to address issues businesses are facing in our Community.
3. Offer periodic Job/Career Fairs to our Community

INPUTS

Continuous support from our staff at the Chamber and collaboration with our community leaders to implement and continue a successful BRE Program.

One on one counseling with coordinators or professionals in the BRE field of study.

Fundamentals Course Homework
Session 1 – March 22, 2022

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Situation

Develop Yarmouth's First Business Retention and Expansion (BR&E) Program

Outcomes

Long Term –

- Open new channels of communication between the town and business community to ensure transparency and instill trust
- Provides a foundation for public/private collaboration, and
- Proactively addresses ongoing concerns and/or opportunities.

Medium Term –

- Research and develop programs and/or public services that directly address concerns and/or opportunities identified by the business community.
- Work collaboratively with local, regional and state economic development partners to research best practices, identify possible funding opportunities, and economies of scale.
- Evaluate the need for additional BR&E and/or communications staff assistance.
- Find ways to partner with local businesses to develop programs that enhance their workplace culture and encourage workforce retention

Short Term –

- Collect diagnostic information from the businesses to direct programmatic next steps.
- Analyze existing labor and workforce data

Outputs

Participation

- Yarmouth's Business Community
- Yarmouth Economic Development Department
- Yarmouth Economic Development Advisory Board (EDAB)
- Yarmouth Development Corporation

- Yarmouth Chamber of Commerce
- Greater Portland Council of Governments
- Maine Department of Economic and Community Development (DECD)
- Live & Work in Maine

Activities

- Direct survey work/diagnostics
 - Consistent Outreach
- Weekly constant contact email newsletters
- Review and Update Yarmouth's 2016 Economic Development Market Analysis and Action Plan
- Identify opportunities to involve the Local Development Corporation (LDC)
- Business Sector Roundtable Discussions
- Co-branding opportunities with the Yarmouth Chamber of Commerce
 - Develop programming during the Yarmouth Clam Festival that focuses on business strengths and highlights opportunities for growth.
- Create communication tools and build brand awareness by using new style guide standards
- Develop partnerships with local financial institutions (CEI, FAME, local banks, etc.) to provide financial training and open opportunities for investment
- Develop partnerships with local temporary employment agencies to alleviate workforce shortages
- Coordinate local angel investors

Inputs

- Commitment from the Economic Development Department
- Programmatic support from the Economic Development Advisory Board (EDAB)
 - Involve the Local Development Corporation (LDC)
- Political support from the Town Council
 - Financial support through the use of Tax Increment Financing (TIF) revenues
 - Supporting the expansion of the Economic Development Department
- Buy-in from the Yarmouth Chamber of Commerce

Fundamentals Course Homework

Session 1

Type of EDO for our community = Continuous/ Segregated Process

Background: Our program is already in place and was established a few years ago. Our BR&E staff collect data for the benefit of both businesses and stakeholders, including board members and investors. We develop internal processes to help develop programs and determine partnerships that can both response to flags arising and referrals to action teams. The goal of the programs is to quantify issues by tracking them and seeing trends in various industries that can impact all stakeholders.

The Situation: EDO has an existing BRE tool but wants to increase the amount of interactions per year

Outcomes:

Short-term: Use A/B testing to determine what kind of strategies can be used to engage more businesses for meetings. Set realistic goal of number of BRE visits to have (4-6) for 3-6 months. Begin tracking data provided.

Medium-term: Implement best model as determined by the A/B testing to do reach outs for target markets as determined by the EDO strategic planning and evaluate number of BRE visits to see if an increase/decrease is necessary at this time. Evaluate data to determine if trends are emerging and watch those closely.

Long-term: Report trends to stakeholders and businesses. Work with partners to initiate programs to assist with any challenges that have emerged as a result of the data. Begin the process to follow up with businesses reached.

Intermediate: Evaluate all strategies to see if existing models are working and adjust outcomes are being met or if they can be met in a more efficient manner.

Outputs:

Participation: We will reach the markets that have been identified by the strategic planning as primary and work with partners to reach markets that are not considered primary.

Activities: We make calls to organizations to set up BRE meetings that include a pre-event survey to flush out the unnecessary questions. We schedule a maximum of 45 minutes that may include a tour. We enter the data into a centralized database that can then be analyzed by all staff and follow-up with action items directly after the meeting and establish a plan to reconnect based on the needs of the business.

Inputs: We invest employee time, technology equipment, travel, and training opportunities to improve outputs.

External factors that may impact the process include global pandemics, economics, inflation, local policy, and other programs/networking

Assumptions: it may be difficult to reach businesses because of the pandemic and reservations that people have about in-person interactions; everyone is busy; it will take more than one ask before we can reach someone if those relationships have not been formed; it takes time to build the relationships.

Fundamentals Course Homework

Session 1

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Due by the beginning of the March 24, 2022 session.

Answer:

Outcomes are the key areas to focus on for a program to succeed. Our program focus would be increasing our population base to 2 million people in the province by 2060. First we would identify what the Long Term, Medium Term and Short Term outcomes will be, based on external factors:

Long-term | Does the Long-term outcome follow our strategic plan? What conditions will hinder that plan? Does it answer the "SMART" goals that we set for the program? If it can't be measured, then it can't be relevant as a scorecard. If the desired outcome is not obtained (less than 2 million people), what forces impeded its completion? If the goal is to increase the workforce then how do we recruit and retain these people. The recruitment and retention of good skilled workers is critical to survival of any organization as the training of new employees is always more costly than retaining what you have, which is related to the working and/or home life conditions.

Medium-term | What necessary actions are required to obtain the Medium-term outcomes? Actions could be as simple as getting buy-ins from supporting people on the progress of a project. The more engaged people are in something, the more they want to see it succeed. Holding job fairs is one source of action that could aid in the population growth. Promoting the work/home life balance offered by Pictou County would be another.

Short-term | What we learn, as we go through the process, will help determine the path we will go down to obtain our goals. Meetings may need to be held early on in order to make sure the program is progressing the way it should. Development of a scorecard will prove quite helpful with our SMART goals.

Outputs are where people currently focus on when dealing with a program. Participation by the key players will help us reach the masses but without a smart gameplan, our efforts could get lost in the weeds. The activities that help us achieve our outcomes can be either well planned like an AGM or in a more relaxed atmosphere such as a gathering of like minds to learn and network with. Perhaps bringing in a guest speaker could help align the attendees with common goals.

Inputs or more importantly, what we invest, should be more than merely funds. Investing the time to make sure the right team is in place is critical. Training skilled workers to increase their productivity or to focus on a different area of expertise could be an investment of both time and money.

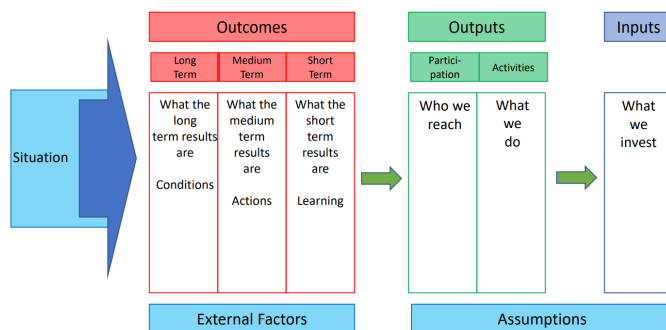
David Crowell – Pictou County REN

Fundamentals Course Homework

Session 1

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Due by the beginning of the March 24, 2022 session.



1. Outcomes

- Long term – a sustainable and thriving Pictou County.
- Medium term – demonstrable and quantifiable success that feeds into stabilized REN funding, positive feedback and actual results. Advertise early successes and our availability to generate leads outside of early low-hanging fruit.
- Short term – go deep with engaged and primed local SMEs to understand their pain points and interact with support programs to determine success %, appropriateness and usefulness of program/funding. Record data.

2. Outputs

- Participation – small and medium businesses in Pictou County with growth potential or challenges in sustaining current scale.
- Activities – gather business lists, get referrals from partners as to early contacts primed and pre-screened as being in need of assistance, research businesses, SURVEY, gather information on support programs to begin matchmaking.

3. Inputs

- Me, Wes, David, Becky and Scott throw ourselves wholly and passionately at BRE, drawing upon this coursework, existing contacts, and a solid structure of grassroots, local, provincial and federal entities and programs to understand the problem, develop hypotheses, test these hypotheses/solutions, and scale their delivery.

Situation:

Situation in North EDGE BIA	Post pandemic the businesses are adjusting to customers returning, however, many have had to adjust to using more pickup, online and other technological adjustments to keep their businesses afloat. They pivot according to options for success.
	We have both lost and gained businesses dependent on the type of businesses (gained restaurants, also lost restaurants)
	Businesses are shifting in physical floorspace (downsized or move to home-based) and this has left commercial space available.
	Landowners are looking for feedback as to what businesses might fill their space.
	Our BIA wishes to enhance our destination and our market mix with some additional investment.
Why we would consider this	Market mix enhancement is built on complementary mix options - clusters, but also the enhancement of infrastructure that helps business be situated in an appealing location, with amenities that attract customers, for example. Our businesses weigh their own business plans on available information of the area to some degree - square foot price, centrality, distance to downtown, available warehouse / large space, for example. Landlords may also look for a particular mix for their own property.
Long term results	To create a stronger destination with thriving successful businesses located in an area they are confident to invest in - good price, central locale, sufficient parking, make it easy for customers to find us with good wayfinding, and other marketing options.
Medium results	Defined - what can we be most successful at in our core business because we cannot do every aspect of business development but rather understand where our assets are and match them to the needs, we would also wish to understand what our landlords are willing to engage with in order to make the area successful and to attract good tenants (good management). WE would also work the business support sector to ensure our businesses and clients are getting a warm handoff when we ask them to support our businesses requests.
Short term	Develop the survey, target the first sector if that is the approach. Be prepared to learn, and to be wrong in your assumptions. Ensure we have the analysis capacity. Prepare the background info for the PESTL analysis so that the things that trick us up like lack of political will are backing us up. Having a backup group of influential supporters would be really helpful as they can open doors to others who have the clout we need to move issues along - safety, etc.
	Build the local relationships with landowners and with businesses keeping in mind their particular objectives and how those might align, and yet be different
	Select the cluster that might yield some opportunity - restaurants - look at the mix, look at the ethnicities represented, the options for existing space, speak with good operators in the area already for example, and work with landowners who a business in their building as they might mentor another business who is complementary to create a stronger destination.
Resources	Analysis - both in house and external - oversight and expertise available, in house staff who can easily engage and build organizational credibility. Funds for any resources needed - coffees, mixers, creating designed packages. A strong communications plan that tells people why they should get involved and support the area in this journey. We try and track our metrics - have to be an achievable simple system that we can maintain.

Fundamentals Course Homework

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Due by the beginning of the March 24, 2022 session.

Outcomes:

Long term:

Business community to be aware of our services and recognize our organization as the "go to"

Business growth & population growth – reverse negative trend

Medium Term:

Helping businesses cut through complicated applications / processes

Help businesses navigate through organizations and supports available

Short Term

Find businesses resources / inputs in order to be able to focus on higher level expansion plans

Identify those industries with the most potential with growth / political priorities

Identify the gaps for these businesses – identify specific and common issues

Outputs

Business community gatherings for networking / support each other

Identify programs to address collective issues

Identify future trends and prepare community to be able to host

Strong communication / marketing effort of successes to address awareness and lead to the resolution of the other outcomes

Inputs:

REN team with strong immigration procedural understanding

Software package (CMS) to help take data into knowledge

Local partnership organizations that have contacts to pull business groups together

Training

Situation

Outcomes - Commercial Loss, Commercial Gain, Opportunity, Pivoting of Businesses'

Long Term Results - Businesses Succeeding, What and How businesses will succeed over time, Successful destination area, customers are finding businesses/services that they enjoy, additional investment in the area by landowners and businesses, relationship with all of the landowners and businesses, Understand businesses views and how they might grow

Mid Term Results - Survey's, conversations, analysis on assessing what our core assistance might be, what are the resources that we can refer people to, best method to ensure that people have equal access, building the services to be responsive to businesses, followup with the businesses to find out why or why they didn't act on the resources.

Short Term Results - Understanding the needs of the businesses via the conversations, being willing to hear and learn and be open to feedback, turn a poor conversation into a positive

Outputs

Participation - Plans and tactics, landowners, business owners, confirm best guesses (things/people you already know)

Activities - Decide our core business, core response, resources we refer to, decide on priorities first, focus on core businesses, weekly constant contact newsletter

Inputs

What Invest - Facilitation time, group meetings, interview time, support staff, analysis expertise, package of information for businesses, point the businesses in the correct direction

[illegible]

Long Term = Retain and Expand Current Business Portfolio

Medium Term = Create New Exciting Marketing Plan

Short Term = Training/Webinars/Research

Participation = Attend all business gatherings/Chamber Events/Open House Events/Community Events/Re-visit NAICS codes within our industry sector.

Activities = Create calendar for on-site visits to each employer. Conduct survey with each employer. Assist in closing the gap between employers and Workforce.

Roundtable events with employers.

Surveys with employers. (workforce/expansion)

Re-vamp current website to be more informative and eye-catching.

Training opportunities.

Repair current CRM – data integrity – update information.

Outcomes			Outputs		Inputs
Long term	Medium	Short Term	Participation	Activities	
Retain and expand current businesses in the community	To connect local businesses that can assist each other in needs in the market	To connect with all Type A businesses	Local high schools and colleges	create program to certify workers for specific fields	CRM software, website, social media, conferences, trainings,
Grow the current workforce	Increase qualified workforces		Local businesses	Coffee talk with businesses, roundtables	
Increase the current household income			Commity leaders	Constant contact with community leaders to understand needs	
Diversify companies in the community			Recruitment	Attracting companies that will round out the needs for local companies	

Situation

The purpose of the BRE Plan for our community is to establish and maintain healthy relationships with our local businesses between the City and the county. This will support some of the goals set within the City of Brenham, Texas Comprehensive Plan and identify areas of need and opportunities for our local businesses. Three main components of the BRE Plan will focus on visitation, surveys, and resources.

Outcomes

Long Term

Establish and maintain healthy relationships with our local businesses between the City and the county.

Retaining those businesses here in our community.

Medium Term

Continue the BRE plan on identifying issues and connecting other community players that could potentially work together

Begin reporting on the BRE status to our council, county commissioners, and other stakeholders.

Short Term

Service our businesses by connecting with them and beginning the communication lines to earn their trust.

Identify any immediate needs/challenges that assistance can be provided.

Ensure these companies are happy with where they are to stay here.

Outputs

Participation

SCBOR regional real estate board & Brokers

Business owners

HR personnel

City and County stakeholders

Chamber

Economic Dev Foundation members

Activities

Creating and utilizing funds from TX Workforce on High Demand Skills Training among educational partners here in our community.

Promoting our washcotxjobs.com

Inputs

Developing a roundtable session (from the workforce training) for stakeholders, HR personnel (workforce talent pool), and business owners to collaborate quarterly. What is needed, missing or lacking for their operations to expand in the community.

Webpage launched to assist employers that may advertise their job listings for free. Wash Co job locations only.

Provide this website to job seekers and connect them with our businesses for free.

Host job fairs and training sessions that can also be advertised through the jobs website.

Situation/Approach

We have already developed a business growth plan around key Pictou County shortcomings/opportunities aligned with stated initiatives/programs for both the Federal and Provincial governments. We then built our BRE team, added resources and added a scorecard which will center our stakeholder communication plan over the next year.

Strategic Plan Priorities

- 1. Business Retention and Expansion**
- 2. Workforce Development**
- 3. Business Navigation and Connections**
- 4. Economic Innovation**
- 5. Regional Branding and Attraction/PCREN Communications**

Business Plan 2022-2023

Core Themes

1. Business Development

2. Workforce Development & Population Growth

3. Communication

4. Measured Results



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Pictou County Regional Enterprise Network Progress Dashboard					
PCPS: The Pictou County Promoter Score		0%			
Business Digital Readiness Rate		0%			
Business Retention and Expansion:		Q1	Q2	Q3	Q4
Companies Participating in the PCREN Innovation and Growth Program					
Grants Accessed for PCREN and I & G Programs					
Companies Completing Continuity Training					
Launch Digital Readiness Index					
Launch Scale Up Initiative					
Launch Digital Growth and Innovation Initiative					
Workforce Development:					
Completion Rate of Skills Gap Analysis					
Businesses participating in "Immigration ready"					
Applications to Provincial Immigration streams					
Workplace orientation support, and cultural/diversity training					
Positions filled with PCREN support					
Business Navigation and Connections:					
Business Owner Meetings in Person					
Grants and Resources Accessed for PCREN Businesses					
Economic Innovation:					
Companies Participating in the Scale Up Program					
Grants Accessed for PCREN or Businesses					
Partnership measurement created					
Regional Branding and Business Attraction:					
Success Stories Published					
Website and social media (reported separately analytics)					
Website launched					
Number of media mentions					