

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 July 14, 2022 session.

Response 1

Situation: Continue to add value to our community with expanding business, population and culture

Outcomes:

- **Long Term:** Our community is a beautiful community, vibrant and growing with new and expanding businesses, housing, community amenities, new diverse jobs, supportive and engaged population with strong schools and healthcare.
- **Medium Term:** Seeing new diversity in business start-ups, specifically retail and food options, as well as new housing options in single and multi-family options to attract new visitors and residents.
- **Short Term:** Business expansion and new recruited industrial, commercial, retail and dining options have located into the community because of BRE efforts, outreach and community engagement

Outputs:

- **Participation:** All sectors of business and industry, as well as community groups, influential citizens and minority groups must be engaged in conversation to understand the strategic planning process and be a seat at the table to form an initiative to grow our community.
- **Activities:** We will interact with businesses and community members by engaging them in the BRE interview and planning process, hold public meetings for input, as well as utilize individuals to be our spokespeople creating a positive environment to achieve our goals.

Inputs:

- Engage in a strategic planning process utilizing public and private partnerships. Host public meetings for input on overall goals, small group sessions for dialed down approach, as well as conduct interviews and business walks for retail, commercial and industries for a one-on-one basis. Interviews and business walks will be conducted by BRE trained persons made up of City Officials, EDO and Chamber board members using an interview standard form from which a report will be issued to the strategic planning committees.
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Response 2

The long-term vision is to create a scenic overlook and a tourism information center on top of the highest point in MS; therefore, bringing more tourists into the county to see other attractions and shop at other businesses. This will increase revenue for the county. The first course of action, with some funding, would be creating a 360-degree view for people online or there in person to see by us installing a high-resolution camera on the Sherriff's Department communication tower on top of Woodall Mountain. This feature would be linked to Tishomingo County's Tourism page where tourist can find other information about businesses, lodging, restaurants, attractions, etc. Promoting tourist to come see what all Tishomingo County has to offer!

Response 3

Community and economic development will develop a plan for the implementation of a BR&E program. The plan is to improve the business climate in the City of Hernando by improving the relationship between the city and new business, ultimately increasing the number of new businesses and expanding existing business in Hernando.

The City of Hernando has some industrial or large manufacturing facilities. Smaller mom and pop businesses make up most of the business in the city, however there is a lack of retail and restaurants for the number of residents in the community. Hernando is the smallest city in DeSoto County with the only Main Street and downtown square. It is our City Centre for events, including performing arts, culture, history, and retail shopping experiences providing opportunities for residents and visitors. The brand that has been created characterizes Hernando as a small, quaint city with an emphasis on improving the quality of life of residents. Increasing the number of retail and restaurants will improve quality of life for residents by offering a larger variety of food and retail choices allowing the resident to eat and shop at home and improve the business climate by increasing the number of local visitors to new small business thus increasing the sales tax base.

An issue has been brought the attention of some city representatives and the business community by developers/business owners about the planning process not being business friendly during the building and permitting process. Negative feedback can spread to other investors who may be interested in doing business in Hernando but do not make the investment because they believe it will take them longer to open their business (time is money).

Based on the information above we will identify newly established businesses in Hernando, meet the owner/representative and have a conversation with them to build a relationship between the business community and the city. To do this community development will work with the planning department to generate a list of all new businesses in the last 3-6 months and work backwards (newest to oldest). A short list of topics will be created focusing on their experience with the city when they started the process to open their business in Hernando. This will help us determine if there is a specific step(s) in the process that made it difficult.

Community development will contact the chamber of commerce to be a partner in the project. Their role will be to prepare new member collateral for each new business that is not a chamber member. The packet should include the benefits and value of being a chamber member in Hernando and include upcoming events as partnership opportunities for philanthropy and visibility of their business. The partnership may offer the chamber new members that they do not have today.

Volunteers who will make connections with the business leaders identified by community development and the chamber of commerce to start a conversation, ask questions, and build a relationship. There should be an effort to include a question about their experience during the planning stages of their business. This would be to assess trials and tribulations (did they know all the steps required with the state and city to start a business; if they are a developer did they have a good experience with planning and building requirements, etc.).

Response 4

Rural, small communities in Mississippi have a much harder time competing with larger, more industrialized communities for new businesses and business expansions. Therefore, my community needs to capitalize on the positives that we have and work to use our assets in keeping and retaining businesses and hope others will want the same therefore enticing a move to New Albany. And those assets are outstanding quality of life amenities with a concentration of connecting the workforce into the fabric of the community.

Companies that provide an improved quality of life for employees, skilled management that makes the work environment better, flexible work schedules, and an ideal place to live and work but also a place to play is my approach. Communities that invest in quality of life help businesses with retention rates and have easier times hiring and growing their business. We cannot rely on traditional economic development like incentives, lower taxes and labor costs solely to keep businesses. We can some but our investment needs to be in the quality of life that employees and businesses enjoy.

My community has found that community amenities such as recreation opportunities, cultural activities, and excellent services (good schools, A- rated healthcare, low crime) are likely bigger contributors to healthy local economies than traditional “business-friendly” measures. Smaller places with a higher quality of life experience both higher employment and population growth than similarly situated communities, including those that rank high by traditional economic competitiveness measures. People are willing to pay higher housing prices and even accept lower wages to live in towns they think offer a higher quality of life. Similarly, businesses are willing to pay higher real estate prices and offer higher wages to locate in places with more productive workers. In this manner, housing and labor markets can reveal the preferences of households and businesses.

Estimating quality of life (what makes a place attractive to households) and quality of business environment (what makes a place especially productive and attractive to businesses) in communities will lend itself to population growth, employment growth, and lower poverty rates.

Response 5

First of all, as the newbie, I have no idea how to even start. The Logic Model Overview doesn't make sense to me if you read it from left to right. How can you know what the short- to long-term results are without considering the assumptions, who we will target, how we will do it and what will we invest in it? Here goes:

The situation: the area of focus for the City of Pearl is a proposed "Mid-Town Pearl". Many of the businesses in this area are in strip malls built in the 60's and 70's. Virtually all of them are small businesses (which we highly encourage). The buildings are not in good condition, the landlords are apathetic. Businesses come and go with not a lot of patronage.

Outcomes:

Long-term – consider the business owner to see if what we are providing them in terms of education, visibility and possibly tax incentives are being taken seriously. Are we willing to invest this time and money on them if they don't?

Medium-term – consider the patrons and what exactly they are looking for in a retail experience or something similar.

Short-term – consider the business owner to find out exactly what they need to help them be successful.

Outputs:

Drill down on the target area and businesses owners as a start. It can be expanded as we successfully complete the first area of focus. The Visitation Program is a great place to start. Proper implementation is key and should not be attempted without a HUGE commitment from the City, stakeholders, Chamber, Main Street Program, etc.

Inputs:

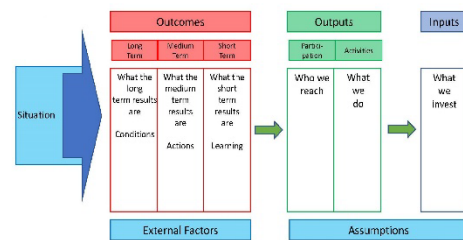
To properly administer a BR&E program, there must be a commitment from the City and other parties mentioned above. A strong group of leaders is essential. It truly IS an investment, but there are risks and a large investment of time.

Response 6

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Logic Model Overview



1. Situation: New economic highway corridor in the City bypasses old tradition main street area resulting in new traffic and shopping patterns for citizens which has caused severe impact and loss of main street businesses

2. Outcomes

a. Long Term: Vibrant and engaging main street business district filled with businesses that attracts not only local customers but visitors to the city which provides synergy in supporting other appropriate businesses to locate in the main street business district. Measured by percentage of current available vacant parcels/buildings vs now business occupied/utilized; Goal is to have 85% utilization rate.

b. Medium Term: Marketing of business opportunities and land/business value by establishing back on Main street vs on economic corridor. Provide budget recommendations to policy/budget Stakeholders to address infrastructure shortfalls by priority. Approved % Tax incentives for development in CBD Main Street.

c. Short Term: Marketing of local small businesses in a Shop Local First focus. Address creation of Central Business District with appropriate tax incentives geographically focused on the old main street areas. Identify infrastructure shortcomings that prevent successful business parcels from being redeveloped/occupied.

3. External Factors: Additional Big Box development along economic corridor. Economic Development Fund distribution from State/Fed agencies. Population changing demographics of the City. Pro-Business City Leadership Team.

4. Outputs

a. Participation: Local potential business owners, Regional Business owners, Local customer community population, Local ADP, Local civic leadership, local banks, and local marketing agencies/individuals, Realtors.

b. Activities: Surveys of population to determine wants/needs of local customers, Town hall event for local feedback, Business Owner/Potential Owner Lunch Meetings, Parcel zoning research to determine zoning impacts, Drainage/Stormwater impact analysis of parcels, Historical Society review of potential CBD area buildings for business development, and walkability determination for areas of main street buildings, Provide training/establish linkup with prospective business owners with College Economic Development assistance teams.

5. Inputs: Chamber of Commerce with its board and volunteers, Mayor, Board of Aldermen, ADP, Business leaders of the community, Vacant Property land owners in the down town area, local population for needs/wants analysis, and a provided dedicated long term available City meeting room, Planning Monies, Time of all participates, Research of viable downtown business parcels.

6. Assumptions: A CBD will be passed by City.

Response 7

Logic Model - Starting a BRE program

Outcomes

Short-term outputs- Learning specifically what a BRE program is and what the program can offer to the team and community. This entails research of existing programs, conversations with individuals who may have experience with a current BRE or similar programs and reading “best practices” research to find similarities of the process. Creating a map of team leaders, stakeholders and a simple vision would start with short-term outputs and be included in each step to build from each component. Initiating stakeholders such as small business owners, “word of mouth” volunteers, tourism director, city/county official(s), school representative possibly from each school located in the area (we have 3 separate schools in our city proximity) and any others that the team can engage with. Educating these stakeholders about program and seek interest from them to come on board.

Medium-term outcomes – Actions

Develop a meeting time & discuss program in more depth. Create goals and vision, job roles & responsibilities and discuss ways to collect data, type of data, type of business targeted, area targeted, etc. Create a plan and go forth

Long-term outcomes – Conditions

Seek data that is relevant to the vision/goals set and use data for action items. Provide that data to the participants and create conversations with stakeholders to move forward with plans. This will take time and goals need to be achievable with reasonable time frame.

Outputs –

Participation can include the subset the team chooses whether it’s a downtown area, city limit area, type of business, customers and residents of the area. Speak about what services are offered from the concerns/challenges that data offers us. Seek resources through networks of professionals in the city, county and state. Take into consideration financial, time and

Inputs

Everyone in the area can be considered resources that are invested. If we are focusing on our downtown area as a initial goal we would seek those business owners, employees, customers and second party owners (if applicable) as well as city officials & employees (public works, police)

Investments into the concerns/challenges from the data and goals that are measured and achievable that will give investment into the program.

Response 8

OUTCOMES

Short term results desired are:

Learning what immediate challenges our businesses are facing individually, as well as what opportunities or threats are hovering over the entire community. We want to discover the needs and wants of our local business community.

We also want to learn what long-term concerns our businesses have; what do they see ahead in their industry, that they may need in the future.

Short-term results might also include addressing any BRIGHT red flags discovered through the learning process and establishing more stable communication systems.

Medium term results desired are:

Address concerns and opportunities discovered during the learning phase. Develop plans to mitigate any underlying deficiencies and conditions of which we've become aware and to maximize the opportunities that are presented.

Establish broader programming to provide longer-term results to identify and solve issues, maintain consistent channels of communication and place the community in a position to reap benefits from opportunities.

Long-term results desired are:

Develop a community-wide ecosystem for communication among businesses and through our organization where concerns and opportunities are communicated freely and action can be formulated and acted upon with timeliness.

OUTPUTS

1. Who we contact: Leading industrial/primary businesses
2. What we do: Get answers to surveys from each company contacted- Compile and process results

INPUTS

1. Staff Time
 2. Volunteer Time?
 3. Supplies-
 4. Cost of communication tools
 5. Cost of process marketing
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Response 9

Routt County Economic Development Partnership Planning Model

Routt County has had a Business Development program in place for around a decade. Until recently all BR&E efforts were the responsibility of the Executive Director, along with all other business development initiatives required of the program. Developing a good roadmap for the BR&E program is my main focus and vitally important for our program.

Outcomes

The desired outcomes of our program are to boost and retain our remote workforce (as with all our key industries) as well as develop a more diverse industry mix in Routt County. We started by identifying our key industry profile and compared the information gathered with surrounding areas. Currently our key industries include Outdoor Recreation, Value-Added Agriculture, Creative Industries, and Remote Workers, falling short of the national (and state) averages in all other sectors.

Outputs

For retention of our remote workforce, we will need to identify their needs as well as their impact on the community. This will require individualized meetings with workers, group sessions, and surveys to both the remote workers and the community at large.

Tackling industry diversification seems to be a little more complex. Being located in a rural mountain town, with tourism as our main product, boosting industries like manufacturing and health is a little more challenging. Reaching out to these industries will require individualized visitations as well as round table discussions to target barriers to growth and retention.

Inputs

Transportation is one of the main challenges we may need to consider in order to retain our remote workforce. This could mean making deals with airlines to offer direct flights to more locations across the country, or building a railway connecting towns within the county. Many remote workers also desire a shared workspace to bounce ideas off peers in person. Partnering with the local college, library, or resort to provide those spaces should also be considered.

For manufacturing, land and space requirements seem to be our biggest challenge. Identifying and zoning areas for manufacturing would be one input that could boost our manufacturing sector. Transportation also plays a role in this industry as materials for production, as well as the goods and services produced, need to be shipped to and from our county. Increasing our airport's capacity to receive more air courier services, as well as expanding our roadways for larger freight vehicles are also inputs we should consider.

Response 10

The Sanger Business Retention Expansion Program was designed to assist the City, the Economic Development Corporation, and community leaders by gathering information on local businesses through BRE surveys, company visits, and other formal or informal data gathering techniques to help provide a snapshot of the community's business climate.

To create the BR&E program for the Sanger Economic Development Corporation, we first had to identify the issues our business community faced so we created an online survey. We were able to identify that our existing businesses felt ignored and there is no personal relationship between business leaders and city representatives. Based on the problems identified we established program goals and objectives, and created a visitation program allowing face-to-face discussions.

The information collected from visits help staff identify key issues that need to be addressed. It also helps to tailor the program and support services that provide the most value to local businesses.

The information gathered during the visits are evaluated for general needs the businesses may have as well as to assess the success of our approach to supporting the business community. Site survey data, along with other reports, are compiled into a report to help track progress and identify things that require attention, as well as acknowledge achievements.

Response 11

My vision for the BREI model would encompass more of the Volunteer/Developer Visitor Model but with the Chamber spearheading the process. I would start by collaborating with our regional Economic Development partners, Elected Officials within our City Administration and volunteers from our Chamber Board to introduce the idea and brainstorm based on our community profile and demographics. As a Chamber, we would invite members that are business owners to participate as well. Once the goals and ideas are organized, we would set up a community meeting to invite more members of the community to participate. Once the group (task force) is defined, we would determine the timeline of our project, our goals and develop a system as to how we will achieve our mission. Upon completion of developing the system, there would be a well defined and detailed orientation for the task force in place.

Response 12

Situation: Choctaw County, OK has seen a decrease in population of over 1500 people from 2013- 2021 (GISPlanning, 2022). People are moving outside of the region in search of better jobs and living opportunities. Choctaw county has the 9th highest poverty rate in Oklahoma (ACS, 2022). The reason for program initiation is Economic Stagnation. The better acquainted we get with those in our community the clearer the overall picture will become so room is left to make modifications as often as needed.

Outcomes:

- **Long term (6-10 yrs) :**
 - Maximize utilization of the county's resources.
 - Railroad
 - Regional Airport
 - Indian Nation Turnpike
 - Quarries
 - Hugo Lake (13,000+ acres)
- **Medium term (3-5 yrs)**
 - Strengthen Key Industries within the county
 - (1) Utilities
 - (2) Agriculture, Forestry, Fishing & Hunting
 - (3) Retail Trade
 - (4) Transportation & Warehousing
- **Short term (1-3 yrs)**
 - Develop a plan to reach our medium to long-term objectives.

Outputs:

- **Participation**
 - Determine the best planning model for our local community
 - Meet weekly, monthly. Determine which works best for our situation
- **Activities**
 - Conduct surveys from key stakeholders and key businesses to start accumulating data
 - Capture low-hanging fruit to get community involvement

Inputs:

- **Activities**
 - (1) Determine who is going to do the footwork (You, volunteers, or 3rd party)
 - (2) Are there any relevant data or information already available to help determine a starting point?
 - (3) Identify key players in the county
 - (4) Make regularly scheduled visits to local businesses to understand needs and conditions.
 - (5) Develop partnerships with local tech schools and colleges to develop a workforce to meet the needs of area key industries.
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Response 13

Each community is unique. Using the SWAT analysis is a valuable first step for a community to identify its environment. Programs that promote the retention and growth require a planning structure that examines the data gathered from those businesses to identify areas or situations that require action to accomplish desired outcomes (goals)-the long-term vision of the community.

Sharing information gleaned from the data provides the basis for developing the vision (desired outcomes) of the program. Once the goals are identified and stated using the SMART goals tool, the long-, medium- and short-term outcomes can be plotted. The Logic Model identifies and includes the individuals participating as well as identifying who will be reached and the activities required to reach them using the inputs (resources) needed.

The LINK currently has an existing industry program for companies 50 employees or more. The companies are visited with short questionnaires to identify issues and seminars are held following legislative sessions if laws are made that affect them. There were no programs in place for small businesses identified in the community.

Response 14

Clinton School System has been involved in Healthy School Choice for years. Vending machine items have changed, as well as, meals served. Healthy choices for the public have not been empathized, as much, in the general population in Clinton. As a Quality of Life issue, Clinton could benefit from broader education and activities in building a healthy Clinton.

Outcome: The desired outcomes for our city would be to have more awareness of health and prevention in our community. We will start by comparing statistics of our city to the state and surrounding cities in ranking for diseases. Mississippi is number one in cardiovascular disease, diabetes and kidney disease, among other areas. Some of the key players in our community would be the Clinton School System, Culinary Arts program, Main Street, Community Engagement Center/Jackson Heart Study, Mississippi College School of Nursing, Health Care Providers, Wood Center for Senior Citizens, Clinton Courier Newspaper and others entities as programs are developed.

Output: To reach the population, we need to have a community meeting of leaders in these areas to have buy in and interest in these programs. It would include but not limited to the above areas mentioned. During the year, we organize the areas of focus for that month and bring in populations that are the focus for that certain screening and/or education. We will have screenings at festivals, education on Health in the local newspaper, attend organization's meetings for education and screenings, work with the health teachers, have day summits to have speakers present knowledge i.e., Teen Summit to discuss bullying, alcohol, drugs, peer pressure, suicide, depression, stress, smoking, etc.

Inputs: Planning and organizing will be somewhat of a challenge. Mississippi School of Nursing, the Wood Center for Senior Citizens and Clinton School System will be very helpful in getting the communication to the public along with the Clinton Courier newspaper. The increase in health choices

and screening along with education in various areas will increase knowledge and decrease disease processes and prevention of other diagnosis such as terminal colon cancer, prostate cancer and others. Knowledge is the key to a healthier life for our citizens and city.

Response 15

I am with the Hernando Chamber of Commerce and we are a great thriving city with a community of residents who have been here many many years and new young family residents. Our downtown is completely filled with businesses so we are very thankful for that. With the city growing we need to look at being a more diverse business community but still keep our existing businesses flourishing.

Outcome:

Medium Term – work with businesses to learn their struggles and tailor a plan to best help them

Long Term – recruit more businesses to our city

Short Term – discover by asking and communicating with our existing businesses and new businesses what they feel would be of value being or opening a business in Hernando

External Factors:

We are growing so quickly that our infrastructure (roads/bridges etc) need updated. We need more options for restaurants. Breakdown in our Planning Dept. due to employee turnover

This is where I got stumped but tried answering it with what I thought was correct –

Output:

Participation can come from ideas from our Community College Marketing Dept., High Schools, Chamber members, Economic Development Council, City Aldermen, and Mayor

Input:

Activities/Input that would enhance our businesses, reach out to our local business community and major stakeholders in our community