

Business Retention & Expansion

**Community Input, Celebration,
and Plan Implementation**

Operations Team Sponsored Activities

- This supplements the Operations/Action Teams efforts
- Community Input/Resources Meeting
- Community Commencement/Celebration
- Quarterly Meetings (at least with the Task Force/Operations Team and the Action Team on the progress of efforts)
- Documentation/evaluation of success in implementation of individual efforts/tasks/strategies

Community Input/Resources Meeting

- Purpose of the meeting
 - Avoid reinventing the wheel
 - Avoid turf battles
 - Maximize/leverage the effort of other groups
 - Avoid the embarrassment of unknowingly duplicating efforts

Community Input/Resources Meeting

- Invite agencies that might be working on your selected priorities
- Ask them (ahead of time) to address:
 1. What are you doing on this project?
 2. If you are working in this area, are you reaching local firms?
 3. If not, can we collaborate to reach more of our firms?
- This is sometimes done with the full Operations/Action Teams and sometimes with smaller workgroups

Community Celebration (S/C)

- In a continuous or segregated approach, there will hopefully be many occasions to celebrate progress
- Any type of city/county council meeting, civic clubs, etc., can be used to not only demonstrate the effectiveness of the BR&E Visitation Program, but to get community buy-in and perhaps feedback
- Always be prepared for the opportunity to give a 5 or 10 minute “elevator speech” for the program, including factsheets or handouts

Community Commencement (VV/PP)

- Celebrates the end of the planning phase and is dedicated to moving aggressively into implementation
- Invite everyone directly involved in the program including other local leaders, regional, and national leaders
- Aim for 100+ participants

Example Agenda

Program Topic	Person Responsible	Time
Introduction	Project Coordinator	10 min
Program purpose/history	Task Force/Operations Team Leader	5 min
Testimonials/accomplishments	Business Owner(s)/Project Coordinator	10 min
Strategy 1	Task Force/Operations Team Member A	10 min
Strategy 2	Task Force/Operations Team Member B	10 min
Strategy 3	Task Force/Operations Team Member C	10 min
Congratulations	Project Coordinator	5 min

Method of Presenting BR&E Strategies

- 5 to 10 minutes per strategy
- For each one, provide:
 - The overall concept of the strategy
 - Survey results related to the projects adopted
 - Projects/tasks/strategies adopted by the Task Force/
Operations Team

Invite Agency Staff to Community Commencement Meeting

- Include regional and provincial/state staff in the invitation
- Provide information so that they can learn about your priority projects
- Invite them to speak briefly about how they can help with implementation (send them an advanced copy of the summary so that they are on target)
- Invite them to follow-up meetings as well
- Encourage their participation in the implementation process

Publicize the Program Summary

- The number and type of firms visited (be sure to get the firms' ***explicit*** permission before names are published)
- Include the names and affiliations of the members of the Management, Operations, Action, and Response Teams
- Include Stakeholders' names and affiliations
- Community Leaders – Elected, appointed, and others
- State/provincial development agencies
- Extension service and other technical assistance providers

Reports on Progress

- The Operations/Action Teams collaboration should provide regular short updates to other interested parties regarding the progress of implementing the plan
- Distribute these updates early and often
- Distribute with notices of quarterly meetings and have copies available at the meetings

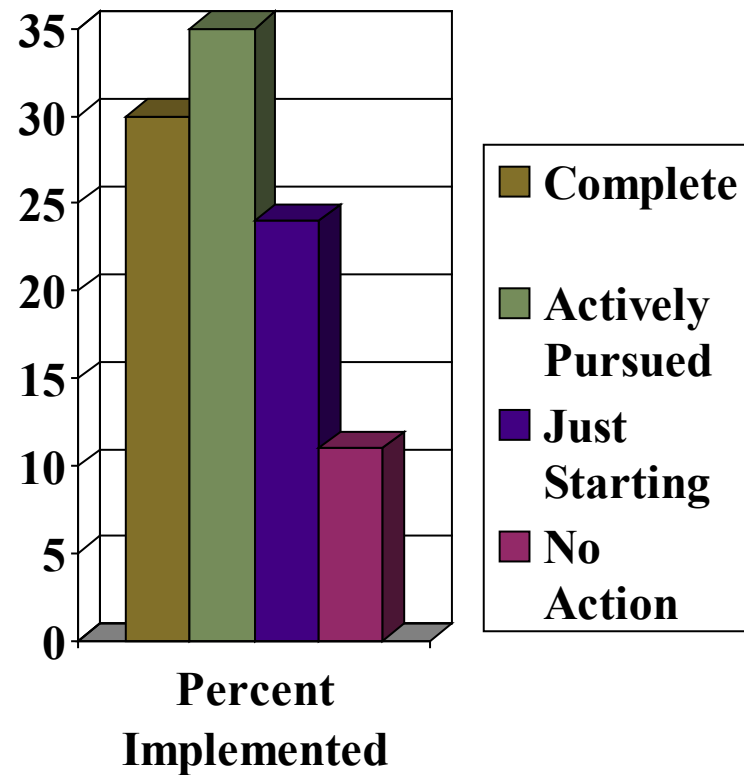
Plan Implementation

- This type of program cannot be accomplished in nine (9) months; it typically takes 2-3 years (minimum)
- Other groups will not implement projects developed by the Management and Operations Teams if these teams aren't involved in the implementation
- It is natural for the small implementation groups to shift members
- Hold quarterly meetings to monitor progress

Evaluation of Implementation

- To what degree do BR&E programs actually implement projects?
- What factors are likely to influence the degree of implementation of the priorities set by the Operations/Action Teams?
 - Data from 91 BREV programs in four states
 - The average program adopted five projects
 - What percent of the projects were implemented?

Status of Implementation Efforts



- ▶ 30% of the projects were implemented
- ▶ 35% were being actively pursued
- ▶ 24% were just starting
- ▶ 11% had no action

Factors Increasing Degree of BR&E Project Implementation

- Use proven strategic planning methods ... plan for success!
- Hold those responsible for implementation accountable
- Progress meetings were held after plans were presented
- Adequate budget
- A person knowledgeable of the process was involved in the program
- Time since the completion of the report

Factors Increasing Degree of BR&E Project Implementation

- “How Successful are Business Retention and Expansion Implementation Efforts.” Economic Development Review, 1997.
- Programs in this study were performed from 1991-1995
- Additional research studies on implementation success are located on the BREI website under the Members Only section

Keep Publicizing Your Program

- **Market!**
- **Market!**
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Questions

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