

Fundamentals Course Assignment Final Project

Throughout this course, we've talked about the different elements that are essential to develop a Business Retention and Expansion Visitation Course. For your final project, develop a concise narrative or outline that describes your plan of work for implementing this type of program in your organization. Be sure to provide some insight regarding the way that the elements that we've discussed throughout the course will be included in the program.

This outline is not meant to be definitive nor comprehensive, but it is meant to be an aid for you in developing the initial logic of the program. Please try to have this exercise completed and submitted by the end of business on April 14, 2022.

Response 1

Proposed Outline for a Business Retention and Expansion (BRE) Program in Cody, Wyoming

I. Introduction

Purpose: To revitalize the Chamber's role in the community and foster a collaborative approach to economic development.

Challenges: Address the historical challenges of disjointed efforts and a lack of trust within the community.

Goals: Enhance relationships with businesses, create a strategic plan, and prioritize initiatives for long-term economic growth.

II. Needs Assessment and Relationship Building

Continuous Visitor Model: Implement a systematic approach to visit local businesses and understand their specific needs and challenges.

Collaboration: Work closely with other local organizations to leverage resources and expertise.

Listening and Engagement: Actively listen to business owners, community members, and stakeholders to build trust and foster open communication.

III. Strategic Planning

Prioritization: Identify critical issues and develop a strategic plan to address them.

Funding: Explore opportunities for private donations and grants to support initiatives.

Community Involvement: Engage the community in the planning process to ensure buy-in and alignment.

IV. Program Implementation and Evaluation

Relationship Building: Focus on building strong relationships with businesses and community members.

Data Collection and Analysis: Track key metrics and analyze data to inform decision-making.

Reporting: Develop a reporting framework that balances transparency and potential biases.

Evaluation: Continuously evaluate the program's effectiveness and make adjustments as needed.

V. Specific Strategies for Cody, Wyoming

Target Industries: Identify industries that are crucial to the local economy and focus on retaining and expanding businesses in those sectors.

Tourism and Outdoor Recreation: Leverage Cody's unique position as a tourist destination to attract and support businesses related to these sectors.

Community Development: Work with local partners to address infrastructure, housing, and other factors that impact business growth.

VI. Challenges and Mitigation Strategies

Historical Distrust: Address past issues through open communication, transparency, and a commitment to collaboration.

Limited Resources: Explore creative funding options and leverage partnerships to maximize resources.

Changing Landscape: Stay informed about industry trends and adapt the program to evolving needs.

Response 2

Step 1 – Utilize the existing Survey and organize it to our community's needs. Review it with our current board of directors for any insight or changes. Review it with local industries and businesses to filter out questions.

Step 2 – BRE Position. We currently have a Vacant spot for a potential position as a BR&E Specialist. We would need Post, Hire and Train. During the training process we would schedule a visit with business owners and industries to meet the new hire and start building that relationship. Introduce them to not only the business but also the local public officials and City Council.

Step 3- Once the relationships are built, we would begin the Survey process. The Goal would be to meet with 3-4 business's weekly gathering data. On Occasion the meetings with the businesses and industry we would include a local commissioner, judge, Council member etc. To be and to bring that extra familiar face and to be able to educate both sides.

Step 4 – As a Team we would analyze and breakdown the Data. Organize the data and present it to our board for ideas on solutions. Partner with the City officials if it is a larger fund than we may need. Utilize the grants that we offer and educate the business on the grant options that we have that may align with the findings from the survey.

Step 5 – Find a Solution. Assist the business with completing the applications for a grant we offer. Follow up on the information that we need to assist them. Present the Application to the board with all the data to back it. – Hopefully Pass and be able to fund them with a grant.

Other: We will need to start informing the businesses of the multiple types of grants that we offer and see if we can incorporate them into the needs for their business. Advertise to the public and don't stay in the

shadow. Target areas that are hard on the eyes. Spotlight these industries and showcase our assistance and dedication to helping and keeping them here.

Response 3

I. Existing Program

A. Successes

Survey Creation

Created and aligned with City of MB and Regional Economic Development Corp

Initial Surveys Conducted

Positive feedback on survey and process

Brief articles and social media posts featuring businesses

Valuable conversations and insights gathered

Target Audience Defined

Focus on small businesses

Exclusions:

Businesses in tourist-focused areas (service and hospitality)

MLMs

Limit of 3-5 similar businesses (e.g., real estate, insurance)

Consideration of locally owned franchises

B. Areas for Improvement

Develop more impactful leave-behind materials

Increase the speed of follow-ups

Focus on quality over quantity

Set realistic expectations for survey completion numbers

II. Updated Program

A. Process Enhancements

Increase assistance in contacting businesses

Provide support for survey administration

Establish realistic weekly, monthly, and yearly goals

Gather business recommendations on-site

B. Additional Improvements

Boost PGS's community presence

Small Business Support Programs

Small business incubator/accelerator

Networking opportunities
Full-day conference with a keynote speaker
Lunch & learn events
Continuation of Workforce Programs
Workforce forum
"Build Something Amazing"
"Start Something Amazing"
Youth Leadership Training
Second Chance Hiring initiatives
Professional development with CCU

Response 4

Our team currently has a Business Retention and Expansion (BRE) program in place, which plays a crucial role in shaping our strategic plan. The primary focus is on understanding the challenges and opportunities local businesses face, addressing their needs and facilitating a conducive environment for business success. By building strong relationships with the business community, we can aim to reduce business closures, encourage expansion and attract new investments.

Approach

- Conduct yearly business surveys and interviews to gather insights on current challenges, industry trends, and growth potential.
- Utilize the data to assess the economic impacts of local businesses, track industry shifts and identify growth sectors.

Using the information gathered from the survey, we have prepared a presentation for the council. This presentation includes firmographic:

- Ownership and what sector they fall into
- Years in business and number of full-time employees
- Rent or own business property
- Business performance
- Expand or relocate business
- Satisfaction of operation in County- levels
- Priority matrix
- Future in County
- Communication
- Triage Flag results
- Performance levels

Develop a rapid response list of offerings and resources such as funding opportunities, training programs, export readiness guidance, and grants, to address critical issues affecting a business. Partners with the local Chamber of Commerce, educational institutions, and other stakeholders to create a support network for businesses.

- Reach out after the survey for one one-on-one to help navigate issues like workforce, marketing, financing, and market expansion.
 - Consider adapting and evolving the program based on feedback from the business community and lessons learned.
 - Goals
 - Increase business retention rates and decrease business closures
 - Foster resilient and diversified local economy
 - Strengthen relationships between the count and the business community
 - Enhance local employment opportunities by supporting business growth
 - Attract new investments by demonstrating a stable and supportive business environment.
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Response 5

Introduction

The Valley REN has already adopted the BRE process and has performed the BRE survey previously. For our homework purposes we are using the framework, informed approach and acquired experience of the existing VREN BRE survey. However, we will work with the scenario that we have narrowed the survey to capture business intelligence from our regional tourism sector.

Current Overview:

Currently there is a BRE program run by the Valley REN every 2 years using the Continuous / Segregated Approach. This one is not specific to a particular sector. Much of the VREN's planning process prior to a BRE survey is in place and there is no need to re-invent these as they have proven effective in the past (phone survey scripts, overall process outline documents, protocols for data collection, consent forms and previous marketing / communications files, capacity consideration and protocols for firm visitation).

The need for the tourism survey has already been made evident by initial business inquiries regarding support and navigational support. Funding was obtained for a Strategic Tourism for Areas and Regions program. A lengthy process of engagement brought the regional tourism players together.

A BRE survey will be a next step to obtain very granular data on our tourism businesses and their pain points and possibilities. We will need to review the current business / political / cultural / financial and natural climate as it pertains to the tourism sector. A community assessment would help us understand the interplay between different capital within the community. It also supports accuracy and relevancy with survey questions, ensuring usefulness to all stakeholders.

Vision and Long-term Outcomes:

We envision this BRE survey will ultimately enhance tourism business collaboration, sustainability and growth by creating a collaborative environment among business, stakeholders, government, community and funders. Long-term outcomes include: a pride in place and career choice; enhanced workforce skills, attraction and retention; better local sourcing practices; increased business satisfaction, a healthy business environment inclusive of regional support services, and sustainable growth in job creation and reduced business closures. In the past, as a crisis response, the Valley REN has created regional task force support groups with sub-groups representing leadership workforce supports and business supports groups. The tourism business members will benefit from the acumen and expertise of these existing groups, while adding their own sector-specific knowledge.

Medium-term Outcomes:

A commitment to reaching as many businesses as possible during the promotion of the survey period is imperative to gain a valid survey sample. Tenacity is key. Some visitations will reveal “flag situations”. BRE team members must be very clear on identifying them and how to deal with them in a timely, appropriate and ethical manner.

A recent municipal election coupled with an upcoming provincial election, will require additional time to engage and inform new officials on the benefits of BRE programs and regional data acquisition.

As the project proceeds there will be some issues that arise that may not have been immediately obvious in the short term. More funding streams may be available or needed to be tapped into. The ability to pivot is essential. However, having done a BRE program before there should not be too many surprises.

Ultimately, the effort put into outcomes at this stage focuses on having great firm visits and demonstrating that you are providing targeted support and resources to address common business challenges within the tourism sector. This gives businesses confidence and encouragement to expand locally through knowing there is accessible strategic support.

Short-term Outcomes:

We are a very small organization. In the short term we must be very resourceful and efficient in forming teams and knowing what resources and means can be tapped into. We need to revisit the lessons learned from the last BRE survey and whether that can justify the cost of running a BRE program again.

Everyone involved needs to have a solid grasp of the plan, parts played, processes and purpose of a BRE survey from initial conception, step by step firm visitations, follow-up protocol / timeline, proper data gathering and analysis to the implementation and innovation stage.

Feasibility is further judged by our capacity to handle additional staff as necessary, event funding, physical resources etc.

Practical Application Checklist

Is there community readiness, buy-in and need for a BRE survey that is not duplicating work of other organizations?

Has there been sufficient marketing and promotion pre-BRE?

Is there community knowledge and understanding of assets, social capital and conditions?

Are program implementation steps in place, reviewed, understood by BRE team members?

Are all the questions clear and designed to capture the data we need (sufficient question numbers, qualitative and quantitative, business sample size) and is it conversational in tone and approach?

Is there proper expertise on your internal and external teams to cover all stages and issues that may arise during the BRE?

Do team members have clearly designed and designated roles, along with an awareness of the overall team responsibilities?

Have questions been tailored to sector priorities and relevant to business, organizations and stakeholders?

Have the selected firms to visit been identified, contacted and, in turn, responded in the affirmative?

Has brief, initial contact been made prior to the visits?

Is it clear how metrics be measured (number of businesses visited, challenges identified, support navigation provided)?

How is data collected and analysed, shared and reported on?

Is there a built-in feedback loop to regularly engage business, stakeholders, organizations to refine the program and address evolving community needs?

Are there future plans in place for more expanded sharing of the data to the broader community (beyond stakeholders and partnering organizations) which in turn expands the social capital of the VREN itself?

How is data stored, utilized and made accessible to maximize its impact (used for presentations, building dashboards, accessed by business students, new start-ups, municipal officials, etc.)?

Response 6

The City of Quinte West has long had a strong manufacturing sector. With its proximity to trade channels, vacant land, and affordability, Quinte West has been an ideal location for small, local manufacturers looking to develop their first location and large-scale manufacturers expanding to strategic locations. With the manufacturing sector representing a significant amount of economic impact and jobs in the community, it has been identified as a priority sector to support through Business Retention and Expansion activities.

The goal of this BR+E will be to survey industrial businesses to identify strengths, weaknesses, opportunities and threats and develop an action plan to address this feedback. With roughly 50 business representing nearly 3,000 jobs in various sub-sectors, the manufacturing sector is a primary sector in the City of Quinte West and greatly impacts the local economy and community. The City currently owns over 50 acres of serviced industrial land and intends to sell these parcels. Identifying from feedback within the existing manufacturing sector what types of manufacturers will bolster the existing business community without negatively impacting it will help inform a targeted investment attraction approach for the City to take moving forward.

Who will be conducting the BR+E: The BR+E will be facilitated through the City of Quinte West Economic Development Division with the support of stakeholder groups such as the Quinte Economic Development Commission, the Quinte Manufacturers Association, and the Quinte Chamber of Commerce, and local industrial developers. These groups represent connections to the sector that possess a significant amount of anecdotal and empirical data with regards to the manufacturing sector. These individuals will be brand ambassadors of the BR+E and assist in connecting interviewees to the City, the party who will be conducting interviews and collecting data.

Who will be selected as an interviewee: In order to gather enough evidence to support a strategy and action plan, the actual number of manufacturing businesses will need to be confirmed. This will identify the minimum sample size required for the data to be validated. Within this list of manufacturing businesses, key sub sectors should be identified. Are there trends that exist in the presence of these sub sectors that can provide critical information? Is it possible to represent all sub sectors or is there a strategy for selection. These questions will help to create an initial outreach list.

How will this data be collected: The program will be managed by City Staff and the data will be collected through in person interviews. This is the best method to capture the anecdotal information while building the social capital required to support this type of strategy. Social Capital helps to build trust and relationships with key stakeholder groups. The interviewing will solely be managed by City Staff to ensure confidentiality. This data will be managed in a spreadsheet for ease of consistent reporting following the completion of a BRE+E.

What are the goals?: The goals will be dependent on the sector selected. If the downtown commercial core is selected due to high number of commercial vacancies and a struggling Business Improvement Area, the goal may be to determine how to support existing businesses, attract more downtown tourism, and financially support downtown redevelopment. If the sector selected is the manufacturing sector, the goal may be to determine what the supply and logistics needs are of the local sector and how those ancillary businesses can be attracted to retain and expand the existing businesses. It is important to develop a clear goal, knowing that the tasks to accomplish that goal may be revised once interviews begin.

Developing the action plan: The action plan should include a proposed timeline with key dates and deadlines. The key dates will include, the initial reach out, the interview and data collection period, the review and reporting period, and the presentation period. During these phases of the project, the project manager can identify how tasks will be assigned if more than one staff member is working on the BR+E, what the deliverables are and their corresponding deadlines. Creating a thorough action plan will keep everyone on task, keep the project moving forward effectively, and also advise of when stakeholders can reasonably be updated on the project status leading up to the presentation period.

Response 7

Step 1: Describe the current situation or state of the Austin Business community. Currently, the City of Austin's Economic Development Department (EDD) is not fully aware of the state of our businesses and

thus we are not positioned to address Austin unique issues detrimental to their retention or expansion. In this unaware state, we found that the 2024 departure of Oracle's Headquarters to another state, and the announced closing of the iconic local store called Lucy's in Disguise (operating since 1984) were evidence of a changing business landscape in different parts of the city. Tesoro's Trading Company closed in June of 2024 after 33 years in business and are now online only, and Corky's Antiques Uncommon Objects has closed their doors but have moved to Hwy 290 & West Ben White Blvd.

The Diversity and Ethnic Chamber Alliance (DECA), which is comprised of the Greater Austin Asian Chamber, the Greater Austin Black Chamber, the Greater Austin Hispanic Chamber, and the Austin LGBT Chamber of Commerce. DECA has been vocal about the lack of participation in the distribution of business wealth within the City of Austin. DECA is studying, measuring, and assessing the business climate from each ethnic and diverse business community's perspective. Keep in mind that there are two business worlds that is being identified.

- A) The General Business Community, and
- B) The Minority Business Community.

DECA feels that too often the policies, access to available resources, and a lack of interest drives whether the Minority Business Community thrives or not. Although this BR&E initiative pertains solely to Austin proper, their study encompasses the surrounding 5-county area which includes Austin.

Step 2: Develop a vision for the program (logic model outline)

- A) The vision of the City of Austin's BR&E Program is to equitably encourage the retention and growth of the entire Austin business community's existing business through direct or indirect support and technical assistance where necessary. The BR&E Program shall work to establish relationships between the City of Austin and businesses of all sizes and origins in Austin to retain and help them remove barriers to expansion, and to thrive in our economy creating a positive advantage upon our local employment base.

Step 3: Consider your vision as a "living description" to ensure continuity. This ensures the fit and follow of your Executive Leadership Team and Stakeholder's interests and adjusts as you proceed into the future.

- A) Ensure Stakeholders, BR&E Team, and the ELT review the EDD DECA Action Team Survey Instrument.
- B) Ensure Stakeholders, BR&E Team, and the ELT review the EDD GBE Action Team Survey Instrument.

Step 4: Create an Asset Map of the City of Austin of staff persons able to serve on the Action Team.

- A) Phase 1: EDD's DECA Action Team will consist of the SBP Program Manager and DECA executives or designees from the four minority chambers of commerce.
- B) Phase 2: EDD's GBE Action Team will consist of GBE and Opportunity Austin staff.

Step 5: Business Sector Selection. EDD will serve as a first responder for businesses that are seeking assistance from the city, under the threat of closure, or are considering a relocation out of the city/state.

EDD will illicit the help of the offices of the 10 districts to determine who they view as their district's Iconic/Heritage Businesses. We realize that value is in the eyes of the beholder, and therefore to prevent any missteps with any local elected official, we will begin working through their offices to kick-off the BR&E Program:

- A) EDD's DECA Action Team will target Iconic/Heritage (per 10-Council Member District recommendations), Minority-Owned Small Business Community which are supported by EDD's Small Business Programs Office. Awaiting DECA Final Report of Economic Findings. DECA Action Team Survey: Will ascertain data on hiring, threats to the business such as rising expenses and what those are, added factors that impact the growth or expansion of the business, pain points, specific needs that the city of Austin might be able to solve. (See EDD DECA Survey Instrument attached).
- B) EDD's GBE Action Team will target Startups, Mid-Sized and the Large Employer Business Community which are supported by the EDD's Global Business Expansion Office and Opportunity Austin staff. GBE Action Team Survey: Will ascertain data on the employment numbers, revenue growth, capital investments, industry sector breakdown, business closure, job creation rates, expansion plans, workforce skill gaps, customer feedback levels, number of businesses contacted, number of employees, and industry (This EDD GBE Survey Instrument is in development).

Step 6: Initiate Marketing Effort #1. This is an EDD internal memo that informs the EDD staff and the BR&E Internal Stakeholder Team of who is participating as part of the two Action Teams in the BR&E programs.

- A) Phase 1: DECA SBP Action Team to begin surveying April 1, 2025. DECA members are to be informed NLT February 1, 2025, that they are part of the Action Team. Survey Instrument would be shared through contract negotiations.
- B) Phase 2: EDD GBE Action Team to begin surveying January 2025. GBE Action Team members are to be informed NLT December 15, 2025, that they are part of the Action Team. Survey Instrument would be shared through contract negotiations.

Note: This could be initiated through a phased approach since the GBE Action Team contract and DECA Action Team contracts begin at separate times.

Step 7: Initiate Marketing Effort #2. Send letters to the pre-selected businesses from within Austin's 10 councilmember districts informing them of the program and that they have been selected to participate in a business assistance visit. This letter will inform them of the agencies participating and when to expect a call for the appointment.

- A) Determine the SBP Office directory with business owners.
- B) Draft a letter introducing the BR&E program, the EDD, and possible action team members who are part of the action that could be visiting them.
- C) Follow the initial letter with a personal contact of some type by the Action Team leading the charge.

Step 8: Create the Reporting and Data Storage Dashboard. The Action Teams will document key business insights from each interview, while EDD will maintain a live dashboard reflecting aggregated business data and trends. The EDD DECA Action Teams are required to submit a quarterly report detailing. The EDD GBE Action Team will submit per the GBE requirements. The type of information desired is as followed:

- **Quantitative data:** Employment figures, revenue growth, job creation rates, business expansions, number of businesses contacted, and other metrics.
- **Qualitative data:** Business challenges, workforce skill gaps, customer satisfaction, and feedback on City/EDD engagement.

This data will inform City actions, enabling EDD to determine which businesses require additional support. The Action Team must also identify trends and skill gaps in their reports, which EDD will use to enhance city-wide resource allocation, workforce development, and strategy adjustments.

Step 9: Identify and Commit the Resources Necessary to Accomplish the Task. Resources will be needed to accomplish the outputs and outcomes that you have set forth. Since this effort will entail using the four minority chambers of commerce (as a minimum) as part of the EDD DECA Action Team, and Opportunity Austin as part of the EDD GBE Action Team, there will be ample budget available to fund their efforts to successfully conduct the surveys and to report back their findings on a quarterly basis.

Step 10: Determine method of follow-up and the handling of action items. Within one week after each interview, the Action Team will follow up with businesses to address outstanding action items and ensure that both the business and EDD have fulfilled any commitments. The Action Teams are expected to connect businesses with City services (workforce development, childcare, technology, small business, global business), and EDD will lead the coordination of follow-up activities to ensure businesses receive the support they need from other city departments.

Sample BRE Survey Instrument

These survey questions were taken from the notes taken while the SBP team were briefing Tina Cannon, President of the LGBT Chamber of Commerce. These were the questions that Anthony quickly mentioned as sample questions that EDD would be interested in getting feedback on through DECA. Ann has briefly added input. Needs review by BRE Team, ELT, and Anthony before we place this requirement within the upcoming contract. Any number of contacts participating would need to be tabulated monthly but reported quarterly. **Targeted Participants:** Small, and/or Austin's Iconic/Legacy Businesses. Survey questions are as follows:

1. Are you hiring? Yes ___ No ___

2. Are you experiencing rising expenses that in some way threaten your ability to be in business? Yes ___ No ___
If yes, what costs are increasing?
Rent ___
Property Taxes ___
Employee Wages ___
Food Costs ___
Health Insurance ___
Business Insurance ___
Other ___ (Please explain)

3. Are there added factors keeping your business from growing or expanding?
Yes ___ No ___ If yes, what are the factors (list out in writing).

4. Does your business have any pain points that you can share?

5. Do you have any specific needs that the city of Austin might be able to address?

Response 8

Introduction

The City of Oakland Park is committed to supporting local businesses, fostering economic growth, and addressing challenges that may hinder business success. Our Business Retention and Expansion (BR&E) Program will serve as a proactive tool to strengthen relationships, identify opportunities, and promote a thriving business environment. This plan outlines how the program will be implemented, with a focus on expanding support in the West Side (Qualified Census Tract) while maintaining and growing existing relationships in the CRA area.

Goals and Objectives

The primary goals of Oakland Park's BR&E Program are:

- 1. Strengthen Relationships with Local Businesses:** Build trust through regular communication and foster a supportive business environment.
- 2. Address Challenges Proactively:** Identify barriers to growth and connect businesses with the resources they need.
- 3. Promote Business Growth:** Support business expansions and create opportunities for collaboration.
- 4. Enhance the Business Environment:** Use data-driven insights to inform policy decisions and allocate resources effectively.
- 5. Promote Equitable Economic Growth:** Ensure businesses in the West Side receive targeted support while continuing to engage businesses in the CRA.

Program Framework

1. Visitation Plan

- **Phase 1: Restaurant Focus (January - June 2025)**
 - Prioritize restaurants within the West Side (Qualified Census Tract) and Culinary Arts District.
 - Provide personalized support to help businesses grow and address their challenges.
- **Phase 2: Retail Focus (July - December 2025)**
 - Focus on retail businesses in Special Interest Areas (SIA) to strengthen the local consumer economy.

- Continue engaging with CRA businesses to maintain established relationships and foster collaboration.
- Encourage cross-promotion and collaborative marketing efforts.

Monthly Visitation Goal: TBD based on resource availability and business participation.

2. Pre-Visitation Preparation

- Develop and maintain a comprehensive database of businesses, with particular attention to identifying new businesses in the West Side.
- Use a refined BR&E survey tool to gather insights tailored to the distinct needs of West Side and CRA businesses.
- Conduct outreach to schedule visits and build awareness.

3. Business Visits

- Conduct conversational, relationship-driven visits using the survey as a guide.
- Identify challenges, opportunities, and areas of growth.
- Build trust through active listening and follow-ups.

4. Data Collection and Analysis

- Input collected data into a secure CRM system.
- Categorize findings using a red, yellow, and green flag system to prioritize issues, with additional reporting on trends specific to the West Side and CRA areas.
- Analyze trends to identify common challenges and opportunities.

5. Reporting and Communication

- Provide quarterly reports to the City Commission, CRA, and Economic Development Department.
- Develop visual reports with key insights and recommendations, highlighting progress in both the West Side and CRA.
- Celebrate success stories to foster pride and demonstrate program impact.

Survey Structure

The BR&E survey will focus on five key sections, using the following questions to guide conversations during business visits:

1. Building Trust and Understanding

- Tell us how you got started in your business.
- What inspired you to establish your business in Oakland Park?

2. Identifying Challenges and Needs

- **What is the best thing or what do you enjoy most about having your business in Oakland Park?**
- **What doesn't work or could be improved in terms of having your business in Oakland Park?**
- **Do you anticipate any obstacles or challenges in the upcoming year? Are there any favorable factors you expect within the business environment?**

3. Exploring Opportunities and Vision

- **If you had a magic wand, what would you want the city to do to support your business?**
- **Are you willing to participate in business-to-business programming with the city? (This is a great opportunity to introduce current programs and Business Partner Meetings.)**

4. Program Feedback and Engagement

- **Have you participated in any of the city's business support programs or events?**
- **If so, what was your experience like?**

5. Gauging Impact and Future Needs

- **If you were to expand your business, what factors would influence your decision to do so in Oakland Park?**
- **What do you want us to know about your business or experience in the city?**

Collaboration and Partnerships

To strengthen our BR&E program, we will leverage partnerships with key organizations, including:

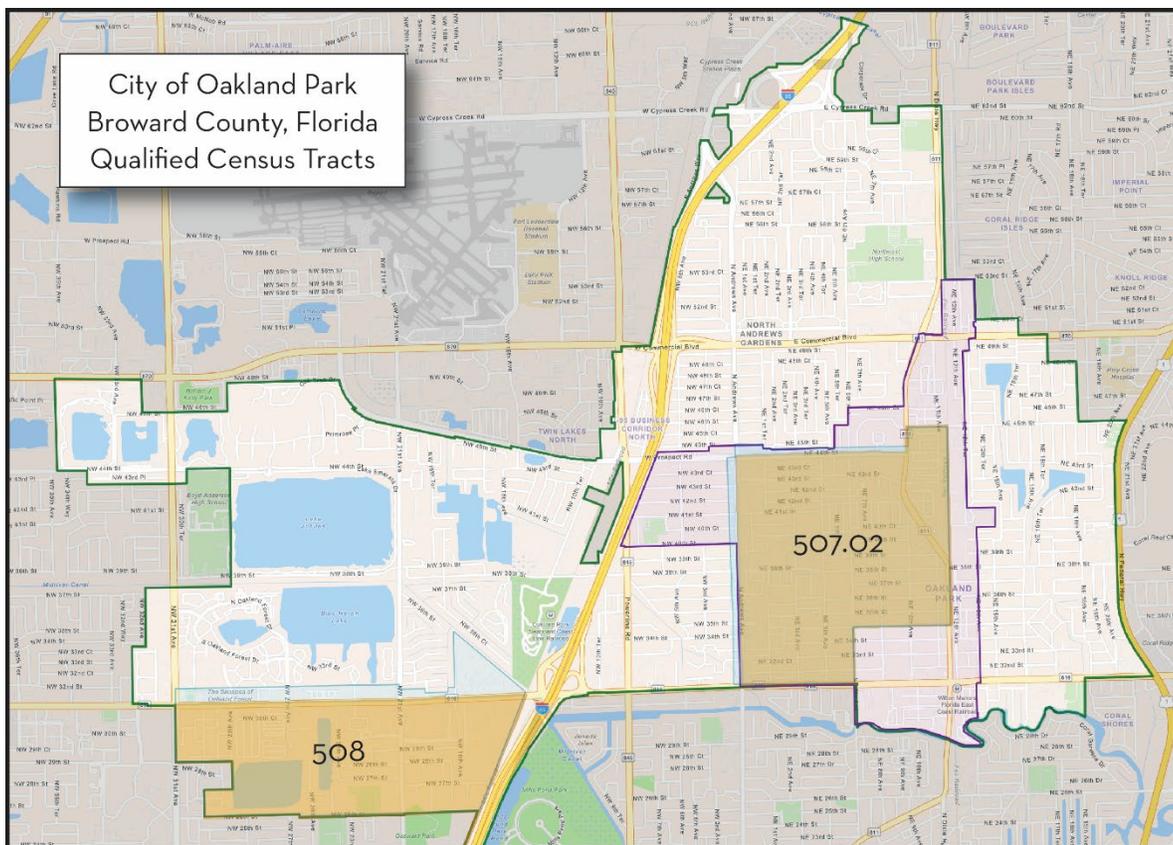
- **Broward SCORE, Florida SBDC, Carrer Source, Visit Lauderdale, Broward County for business mentoring and support.**
- **Local Chambers of Commerce for networking opportunities.**
- **Regional and State Partners for access to funding and resources.**
- **Downtown Partners Network to foster collaboration among local businesses.**
- **Oakland Park Business Partners Meetings encourage business-to-business collaboration and provide localized support.**

Evaluation Metrics

- **Business Engagement: Number of businesses visited and surveyed, with separate tracking for the West Side and CRA.**
- **Satisfaction Rates: Feedback from businesses on city support.**

- **Retention and Growth:** Number of businesses retained, expanded, or receiving city support.
- **Resolution of Issues:** Effectiveness in resolving business challenges through referrals and city programs.
- **Network Growth:** Participation in the West Side Business Network and engagement in city programs.

Oakland Park's BR&E Program reflects our commitment to supporting local businesses and fostering economic prosperity. By maintaining open communication, building trust, and addressing challenges collaboratively, we will create a stronger, more resilient business community. This program will not only enhance our local economy but also strengthen the connections between businesses, the city, and the broader community.



- City of Oakland Park Boundary
- CRA Boundary
- Qualified Census Tract Areas
- Qualified Census Tract - BIP Expansion Areas

