

## The 25 Building Communities Strategies

Doing the Right Things Right

Each of the 25 Building Communities strategies is aimed at improving the economic condition and/or quality of life of communities.

The strategies can be categorized into three overarching realms: business development strategies, community development strategies, and other strategies.

Likewise, the business development strategies can be categorized into four sub-categories: general, sector-specific, value-added, and tourism development.



## The 25 Strategies

### General Business Development

Of the 25 BC Strategies, it is the general business strategies that are most frequently contemplated as communities consider economic development approaches. These include:

- Business Recruitment
- Business Retention and Expansion
- Business Cultivation
- Entrepreneurial Development

• **Business Recruitment** represents a set of activities designed to encourage the relocation or expansion of a business from outside the community to inside the community. In this case, the business development activity is focused upon the shifting or expanding of existing jobs from one region to another.

#### Business Recruitment



• **Business Retention and Expansion** represents the proactive approach by a community to connect with existing local businesses to encourage the retention and/or expansion of companies.

#### Business Retention and Expansion



• **Business Cultivation** is the combination of two approaches, import substitution and industrial clusters, to identify job-creating initiatives either through the development of new business activity designed to produce goods and services that historically have been imported into the community or by creating teams of businesses within particular industries to identify economic opportunities.

#### Business Cultivation



• **Entrepreneurial Development** focuses on the people within a community that may have aspirations and talent for business development, but have not fully executed their business concept.

#### Entrepreneurial Development



## Sector-Specific Strategies

The sector-specific strategies recognize that there are four industries that hold potential for job creation (and sometimes quality of life enhancements) that have the two-fold qualities of: 1) being growth industries, and 2) having unique business attributes. These include:

- Energy Development
- Environmental Restoration
- Transportation Distribution Centers
- Telecommunications Businesses

• **Energy Development** encompasses the burgeoning (primarily renewable) energy development sector. Communities with proximity to energy resources have the opportunity to capitalize on such proximity to create jobs in this high-wage sector.

### Energy Development



• **Environmental Restoration** represents the opportunity not only to create jobs through the restoration of local brownfields, but also the longer-term opportunity to create industrial and business parks on land that is currently considered a liability to the community. Environmental Restoration can also include other activities to restore the environment (forest health issues and military base clean-up, for example).

### Environmental Restoration



• **Transportation Distribution Centers** recognize the need by large companies to locate transportation distribution centers as a cost-effective means to transport goods from the manufacturer to the retail outlet. Communities with transportation and location advantages have significant opportunities for large-scale job creation.

### Transportation Distribution Centers



• **Leading Edge Development** is a strategy that harnesses the intellectual and creative capacity of a community to research and then develop new ideas and technologies into the marketplace. The strategy encompasses concepts such as technology-led development, high-level entrepreneurial activity, and high tech development.

### Leading Edge Development



## Value-Added Industries

Although the old adage that “all jobs come from the earth” has certainly been dispelled in this Information Age, many jobs still form their foundation from the extraction and processing of commodities from the land (agriculture and forest products), the sea (fisheries), and earth (mining).

Value-added strategies include:

- Value-Added Agriculture
- Value-Added Forest Products
- Value-Added Fisheries
- Value-Added Mining

- **Value-Added Agriculture** represents the ability by communities to encourage the establishment or expansion of area businesses to add value through processing and/or marketing of raw agricultural materials before they leave the region. Producing sugar from sugar cane and french fries from potatoes, for example, represents value-added agricultural activity.

### Value-Added Agriculture



- **Value-Added Forest Products** represents the opportunity for communities with proximity to forests to collect/extract commodities and conduct local processing before shipment to the marketplace.

### Value-Added Forest Products



- **Value-Added Fisheries** represents opportunities for communities with proximity to ocean or other water-body resources to harness such fishery commodities for processing and sales.

### Value-Added Fisheries



- **Value-Added Mining** recognizes the age-old industrial activity of extracting and processing Earth's bounty for the production of a variety of commodities and products.

### Value-Added Mining



## Tourism Development

The four tourism development strategies recognize that communities can enhance their economic condition and contribute to their quality of life by capturing visitor expenditures from the tourism industry. The four tourism strategies are categorized by the origin and travel intentions of the visitor. These strategies include:

- Destination Tourism
- Cultural Tourism
- Local/Regional Tourism
- Pass-Through Visitor Services

• **Destination Tourism** is the grandest of the four tourism development strategies, targeting high-value (in terms of visitor expenditures) tourists typically from hundreds of miles away. Destination tourism strategies typically build upon proximity to a regionally and/or nationally recognized visitor attraction.

### Destination Tourism



• **Cultural Tourism** captures a broad array of arts, performing arts, and special events that become regionally renowned and frequently draw out-of-state visitors to the community.

### Cultural Tourism



• **Local/Regional Tourism** recognizes the value of local attractions and community events typically designed to celebrate local history and culture. Such events have the opportunity not only to retain local visitor expenditures within a community, but also can attract the traveling public from adjacent counties.

### Local/Regional Tourism



• **Pass-Through Visitor Services** is simply the ability by communities to capture expenditures by visitors that are passing through their community on the way to the ultimate destination of the traveler.

### Pass-Through Visitor Services



## Community Development

Unlike business development strategies which are primarily focused on the economic opportunities of a community, community development strategies focus upon quality of life. Even with this quality of life focus, many of the community development strategies also have economic benefit to their respective communities. The four community development strategies are:

- Downtown Development
- Education Development
- Health Care
- Bedroom Communities

- **Downtown Development** encompasses all of the activities by a community to preserve, develop, and promote its downtown/ central business district.

### Downtown Development



- **Education Development** recognizes that communities have the opportunity to retain and create jobs through the provision of post-secondary education and training. Education development strategies also reinforce the emerging demographic that educational attainment is the most important determinant for individuals to find (especially high-wage) jobs.

### Education Development



- **Health Care** builds upon one of the fastest-growing industries given the overall aging of the population. Fostering the expansion of existing health care institutions as well as the cultivation of health care niches holds both quality of life and business development opportunities for communities.

### Health Care



- **Bedroom Communities** is a unique strategy based upon the absence of many of the key success factors of other strategies to build a local community through fostering quality neighborhoods and support services.

### Bedroom Communities



## Other Strategies

The last five strategies have the prospect for job creation and/or improving the local quality of life, and yet do not fit neatly into the general categories of business development and community development. These include:

- Infrastructure Development
- Attracting Retirees
- Attracting Lone Eagles
- Attracting Government Jobs
- Attracting Government Funding

• **Infrastructure Development** has a two-fold benefit of encouraging local investment by building local infrastructure systems that yield an immediate increase in capacity, and that may also encourage and facilitate future development.

### Infrastructure Development



• **Attracting Retirees** generally leverages comparative advantages in local climate and quality of life amenities to attract retirees to spend all or a portion of their time (and retirement savings) in the local community.

### Attracting Retirees



• **Attracting Lone Eagles** stems from the increasing ability of many professionals and small businesses to locate anywhere they want, generally from the increased telecommunications capacity throughout the world.

### Attracting Lone Eagles



• **Attracting Government Jobs** recognizes that state and federal agencies periodically look for new office locations from which to base their service.

### Attracting Government Jobs



• **Attracting Government Funding** is a unique strategy that typically capitalizes on the federal and/or state political power to consistently direct government expenditures toward local causes.

### Attracting Government Funding

