

# The BUSINESS DEVELOPMENT CONSORTIUM

*A Strategic Cooperative for Business Development within the City of Lexington*

**(Attachment A)**

## PURPOSE

*Create and support a dynamic, cooperative business environment which enhances the business prosperity of Lexington.*

PARTNERS	GENERAL ROLE
<p><b>City of Lexington</b> Business &amp; Community Development, City Manager's Office, Mayor, IT</p>	<ul style="list-style-type: none"> <li>• Business Recruitment</li> <li>• Business Assistance &amp; Resources</li> <li>• Business Site Inventory and Development</li> <li>• Entrepreneurial Ecosystem Planning</li> <li>• Data / Mapping</li> <li>• Referrals</li> <li>• Cross Marketing</li> <li>• Marketing of Lexington</li> <li>• Service Referrals to LBC Partners</li> </ul>
<p><b>Davidson County Community College (DCCC)</b> Jim Donnelly, Dean School of Community Education, Workforce Development, and Entrepreneurship</p> <p>Martha Larson, Director Small Business Center</p> <p>Jeannine Woody, Vice President Academic Programs and Service</p>	<ul style="list-style-type: none"> <li>• Business Education and Training</li> <li>• Educate, Identify and Develop Entrepreneurs                             <ul style="list-style-type: none"> <li>○ Screening</li> <li>○ Workshops</li> <li>○ Innovation</li> </ul> </li> <li>• Business Counseling                             <ul style="list-style-type: none"> <li>○ Business Plan Development</li> <li>○ Assessment of Business Issues</li> <li>○ Support for Financing</li> </ul> </li> <li>• Coordination and Support for Workforce Preparedness</li> <li>• Service Referrals to LBC Partners</li> <li>• Cross Marketing</li> </ul>
<p><b>Davidson County Economic Development Commission (EDC)</b> Executive Director Steve Googe</p>	<ul style="list-style-type: none"> <li>• Industrial Recruitment</li> <li>• Industrial Retention &amp; Expansion</li> <li>• Consortium Liaison to Department of Commerce</li> <li>• Guidance &amp; Support to Consortium Concerning Business</li> <li>• Business Entrepreneur Referrals</li> <li>• Cross Marketing</li> <li>• Service Referrals to LBC Partners</li> </ul>
<p><b>ElectriCities (ELC):</b> Brenda Daniels, Jennings Gray</p>	<ul style="list-style-type: none"> <li>• Technical &amp; Data Support</li> <li>• Assist with Branding</li> <li>• Cross Marketing</li> <li>• Service Referrals to LBC Partners</li> <li>• Business Recruitment</li> </ul>
<p><b>Lexington Chamber of Commerce (CC)</b> Burr Sullivan</p>	<ul style="list-style-type: none"> <li>• Public Relations</li> <li>• Entrepreneur Identification &amp; Development                             <ul style="list-style-type: none"> <li>○ Workshops</li> </ul> </li> </ul>

**PURPOSE**

*Create and support a dynamic, cooperative business environment  
which enhances the business prosperity of Lexington.*

**PARTNERS**

**GENERAL ROLE**

- Mentoring Program
- Marketing of Lexington
- Service Referrals
- Celebration
- Cross Marketing

**Resources**

- Davidson Works (member or resource)
- Landowners/Property Owners
- Uptown Lexington
- Tourism Authority
- Banks
- Thomasville Chamber-Envision
- High Schools
- Small Business and Technology Center
- Public Library
- Realtors

## Focus Areas

Business Recruitment		Entrepreneur Development	
<i>Identify, approach, and recruit retail and restaurant franchise businesses appropriate for Lexington.</i>		<i>Identify, attract and support entrepreneurs in opening new businesses.</i>	
Activities	Responsible Agency	Activities	Responsible Agency
Determine retail/restaurant business franchises appropriate to Lexington	ELC, City, EDC	Identify business opportunities through leakage & market studies	ELC, City, EDC
Contact and recruit appropriate retail / restaurant franchise businesses	ELC, City, EDC	Identify entrepreneurs willing to take on targeted businesses	City, Chamber, DCCC
Develop Franchise Operator Pool	City, Chamber, DCCC, EDC	Provide workshops & mentoring for entrepreneurs	Chamber, DCCC
Develop a listing of available properties and create a web presence for the listing.	ELC, City, EDC	Assist in creating business plans	DCCC, Chamber
Assist in new developments	City, EDC	Assist in matching businesses to appropriate space	EDC, ELC
Evaluate & develop incentive programs; Pursue funding for business incentives	EDC, ELC, City, Chamber	Utilize incentive programs	EDC, City
Manage demographics	City, ELC, EDC	Foster Innovation	DCCC
		Identify and train potential business owners for succession business opportunities	Chamber, DCCC, EDC
Existing Business Support		Marketing & Promotions	
<i>Determine and meet the needs of existing businesses for retention and expansion.</i>		<i>Promote Lexington as an entrepreneurial and business-friendly environment.</i>	
Activities	Responsible Agency	Activities	Responsible Agency
Provide workshops for marketing business & social media	Chamber, EDC	Obtain Entrepreneur Community Certification	Chamber
Conduct façade & display assessments	Chamber	Conduct “Local First” campaign	Chamber
Conduct needs assessments for expansion opportunities	City, EDC	Public Relations	City, Chamber
Evaluate spin-off needs & networking opportunities	City, EDC	Provide ribbon cuttings for non-industrial	Chamber
Provide potential business owners for succession ownership	Chamber, DCCC, EDC	Brand the BD Consortium	City, ELC
		Coordinate Community Events	City
Provide business counseling	DCCC	Cross marketing	City, ELC, Chamber, DCCC, EDC
Business Infrastructure			
<i>Develop and provide site, financial, and technical product and resources to support business growth in Lexington.</i>			
Create an entrepreneurial-friendly ecosystem			City, ELC, Chamber, DCCC
Financing / Funding			
Identify, Create, Promote Product (Sites, Buildings, etc.)			

## Business Recruitment

*Identify, approach, and recruit retail and restaurant franchise businesses appropriate for Lexington.*

Activities	Responsible Agency	Next Tasks
<p>Determine retail/restaurant business franchises appropriate to Lexington.</p> <p>Contact and recruit appropriate retail / restaurant franchise businesses</p>	<p>ELC, City, EDC</p> <p>ELC, City, EDC</p>	<ol style="list-style-type: none"> <li>1. Review and analyze leakage and market data</li> <li>2. Prepare promotions packet with general service area data</li> <li>3. Create a list of potential targeted businesses</li> <li>4. Identify appropriate sites / buildings &amp; gather utility/lease/purchase information</li> <li>5. Prioritize recruitment targets</li> <li>6. Purchase and install appropriate software and use for contact management</li> <li>7. Identify appropriate contacts</li> <li>8. Set individual appointments</li> <li>9. Make appointments at Retail shows for targets</li> </ol>
<p>Develop Franchise Operator Pool</p> <p>Develop a listing of available properties and create a web presence for the listing.</p>	<p>City, Chamber, DCCC, EDC</p> <p>ELC, City, EDC</p>	<ol style="list-style-type: none"> <li>10. Identify and Maintain a List of local persons interested in becoming Franchise Operators               <ol style="list-style-type: none"> <li>a. Work through Entrepreneur Development Program</li> </ol> </li> <li>11. Create local MLS (site listing) on City's website with login/posting for REALTORS® and property managers</li> <li>12. Speak at REALTORS® meeting and contact property managers to sign up for listings</li> <li>13. Monitor site</li> </ol>
<p>Assist in new developments</p>	<p>City</p>	<ol style="list-style-type: none"> <li>14. Assist in funding packages               <ol style="list-style-type: none"> <li>a. Incorporate applicable incentives and grants</li> </ol> </li> <li>15. Coordinate site plan preparation, zoning, and building permit approvals</li> </ol>
<p>Evaluate &amp; develop incentive programs; Pursue funding for business incentives</p> <p>Manage demographics</p>	<p>Primary: City, EDC</p> <p>Support: ELC, DCCC, Chamber</p> <p>City, ELC, EDC</p>	<ol style="list-style-type: none"> <li>16. City - Draft local incentive program plan for small start-up businesses               <ol style="list-style-type: none"> <li>a. Review draft with partners</li> <li>b. Finalize plan based on \$1 million in target funding</li> </ol> </li> <li>17. City / EDC Apply for funding to Golden Leaf Foundation, Department of Commerce, Rural Center, Etc. (Utilize grant consultant as needed.)</li> <li>18. Gather and assimilate demographic data</li> <li>19. Ongoing - keep current</li> </ol>

## Entrepreneur Development

*Identify, attract and support entrepreneurs in opening new businesses..*

Activities	Responsible Agency	Next Tasks
Identify business opportunities through leakage & market studies	ELC, City, DCCC, EDC	<ol style="list-style-type: none"> <li>1. Review and analyze leakage and market data</li> <li>2. Create a list of potential local start-ups</li> <li>3. City &amp; DCCC - Identify appropriate sites / buildings &amp; gather utility/lease/purchase information</li> <li>4. City &amp; DCCC - Develop and proforma &amp; business plan</li> <li>5. Identify applicable incentives &amp; pro-bono services</li> <li>6. Determine success potential</li> </ol>
Identify entrepreneurs willing to take on targeted businesses	City, Chamber, DCCC	<ol style="list-style-type: none"> <li>7. Chamber – Conduct a <i>Call for Entrepreneur</i> -               <ol style="list-style-type: none"> <li>a. Prepare RFP – description of the business, location, available incentives, prerequisites, etc.</li> <li>b. Prepare a press release with RFP highlights</li> <li>c. Share RFP at Entrepreneur workshops and through DCCC and other means relative to the business</li> </ol> </li> <li>8. Chamber – Responder Intake –               <ol style="list-style-type: none"> <li>a. Complete entrepreneur data form</li> <li>b. Prepare list of potential applicants</li> </ol> </li> <li>9. Chamber / City / DCCC / EDC - Conduct selection process</li> <li>10. City - Assist in funding packages               <ol style="list-style-type: none"> <li>a. Incorporate applicable incentives and grants</li> </ol> </li> <li>11. Coordinate site plan preparation, zoning, and building permit approvals</li> </ol>
Conduct Entrepreneur Development Program	Chamber, DCCC	<ol style="list-style-type: none"> <li>12. Develop, promote, and conduct a series of entrepreneur workshops to grow capacity and bring awareness to the entrepreneur development program</li> </ol>
Develop Entrepreneur and Existing Small Business Support System	Chamber, DCCC	<ol style="list-style-type: none"> <li>13. Formalize a mentoring program for successful business owners to mentor entrepreneurs in start-ups</li> <li>14. Formalize a Pro Bono system of services (accounting, legal, design, etc.) to assist entrepreneurs in start-ups</li> </ol>
Assist with Succession Business Planning	City, EDC, DCCC, Chamber	<ol style="list-style-type: none"> <li>15. Match entrepreneurs (potential business owners) to existing businesses for apprenticeship / succession program</li> <li>16. Provide timely &amp; relevant information to businesses</li> </ol>
Assist in creating business plans	DCCC, Chamber, City	<ol style="list-style-type: none"> <li>17. DCCC - Assist Entrepreneurs in developing business plans</li> <li>18. Chamber, City , EDC – Refer entrepreneurs to DCCC for business plans</li> </ol>
Assist in placing start-ups / expansions in best location	EDC, City, ELC	<ol style="list-style-type: none"> <li>19. Assess all locations identified as appropriate</li> <li>20. Evaluate cost / benefit</li> <li>21. Assist / negotiate for occupancy</li> </ol>
Utilize incentive programs	EDC, City	<ol style="list-style-type: none"> <li>22. City - Apply applicable incentives</li> <li>23. Chamber - Coordinate applicable pro bono services and continued mentoring for first year</li> </ol>

## Existing Business Support

*Determine and meet the needs of existing businesses for retention and expansion.*

Activities	Responsible Agency	Next Tasks
Provide workshops for marketing business & social media	Chamber (Uptown Lexington, Inc.)	1. Develop, promote, and conduct a series of workshops on branding, design improvements, and marketing strategies for existing businesses
Conduct façade & display assessments	Chamber (Uptown Lexington, Inc.)	2. Sponsor façade, signage, and display assessments for existing businesses <ol style="list-style-type: none"> <li>a. Develop a resource list of design consultants (explore possibility for partial pro bono work)</li> <li>b. Approach businesses in need of improvement</li> <li>c. Prepare a press release offering services on a limited basis</li> <li>d. Hire design professionals to consult and make recommendations for improvements</li> </ol>
Conduct needs assessments for expansion opportunities	City, EDC	<ol style="list-style-type: none"> <li>3. Chamber - Survey existing commercial businesses to identify needs to remain in business, or obstacles preventing expansion</li> <li>4. EDC – Assess needs of industries to retain / expand</li> <li>5. Utilize applicable existing incentives or pro bono service programs to assist.</li> <li>6. Develop necessary programs to meet needs not address through existing programs.</li> </ol>
Evaluate spin-off needs & networking opportunities	City, EDC	<ol style="list-style-type: none"> <li>7. Formalize a mentoring program for successful business owners to mentor entrepreneurs in start-ups or existing small businesses in need</li> <li>8. Formalize a Pro Bono system of services (accounting, legal, design, etc.) to assist entrepreneurs in start-ups or existing small businesses in need</li> </ol>
Provide potential business owners for succession ownership	Chamber, DCCC, EDC	<ol style="list-style-type: none"> <li>9. Match entrepreneurs (potential business owners) to existing businesses for apprenticeship / succession program</li> <li>10. Provide timely &amp; relevant information to businesses</li> </ol>
Provide business counseling	DCCC	11. Asses needs to determine counseling services needed

## Marketing & Promotions

*Promote Lexington as an entrepreneurial and business-friendly environment.*

Activities	Responsible Agency	
Obtain Entrepreneur Community Certification	Chamber	1. Investigate and initiate / implement steps necessary for Lexington to become certified as an Entrepreneurial Community
Conduct "Local First" campaign	Chamber	2. Develop, promote, and conduct a "Local First" marketing campaign through various media
Public Relations	City	3. Tammy – Write guest column for newspaper 4. Chamber – general promotions
Organize ribbon cuttings	Chamber, EDC	5. Chamber - Solicit start-ups for Chamber membership for commercial businesses and organize the event 6. Chamber - Develop ribbon-cutting charge for commercial businesses that are non-chamber members and organize the event 7. EDC – Organize ribbon cutting events for industrial businesses
Brand the Business Development Consortium	City, ELC	8. ELC – develop graphic design and brand of Business Development Consortium with names of partners included on marketing materials
Coordinate Community Events	City	9. Coordinate events such as the Music Festival to draw attention to the Community, with special emphasis on the Depot District for redevelopment opportunities.
Cross marketing	City, ELC, Chamber, DCCC, EDC	10. Each partner agency will cross-market the Business Development Consortium, Lexington, and relevant data through websites and written materials

## Business Infrastructure

*Develop and provide site, financial, and technical product and resources to support business growth in Lexington.*

Activities	Responsible Agency	
Create an entrepreneurial-friendly ecosystem	City, EDC, DCCC, Chamber	<ol style="list-style-type: none"> <li>1. Explore higher speed Wi-Fi / internet availability</li> <li>2. Explore incubator space</li> <li>3. Explore opportunities for networking of flexible office/retail space</li> <li>4. Explore distribution incubator space</li> <li>5. Advocate for entrepreneurship</li> <li>6. Be a point of contact and establish a referral network for entrepreneurs</li> </ol>
Financing / Funding	City, EDC, ELC	<ol style="list-style-type: none"> <li>7. Research and develop a revolving loan program               <ol style="list-style-type: none"> <li>a. Create guidelines</li> <li>b. Seek funding through various sources to support program</li> </ol> </li> <li>8. Research and develop an incentive grant program               <ol style="list-style-type: none"> <li>a. Create guidelines for an incentive grant program</li> <li>b. Seek funding through various sources to support program</li> </ol> </li> <li>9. Assist businesses / entrepreneurs with finance packages               <ol style="list-style-type: none"> <li>a. Incorporate applicable incentives and grants</li> </ol> </li> </ol>
Identify, Create, Promote Product (Sites, Buildings, etc.)	City, EDC, ELC	<ol style="list-style-type: none"> <li>10. Research and conduct site inventory               <ol style="list-style-type: none"> <li>a. Market available sites</li> </ol> </li> <li>11. Initiate site development / redevelopment               <ol style="list-style-type: none"> <li>a. Explore public/private partnerships</li> </ol> </li> <li>12. Create packaging materials for sites</li> </ol>



**YEAR 1 GOALS (1/1/13 – 12/31/13)**  
**Annual Reports to be Provided In February**

**Organizational Goal**

Activities	Responsible Agency
Identify two communities similar to Lexington who might have done something like LBDC and talk with the local government and DCCC <ul style="list-style-type: none"> <li>• School of Government (Tyler Mulligan/Will Lamby)</li> <li>• High Point</li> <li>• Greenville, NC</li> <li>• Wythe County, VA (Wytheville)</li> <li>• Monroe</li> <li>• John Connington</li> </ul>	City, DCCC

**Business Recruitment**

*Identify, approach, and recruit retail and restaurant franchise businesses appropriate for Lexington.*

Activities	Responsible Agency
1. Develop and prioritize a list of potential targeted businesses	ELC, City, EDC
2. Develop recruitment packages appropriate to those targeted businesses <ul style="list-style-type: none"> <li>• Appropriate sites, Traffic counts, Wi-Fi, Other selling points</li> </ul>	ELC, City, EDC
3. Develop recruitment approach/strategy per target/company	ELC, City, EDC

**Entrepreneur Development**

*Identify, attract and support entrepreneurs in opening new businesses.*

Activities	Responsible Agency
1. Use target/site packages to inform identified entrepreneurs <ul style="list-style-type: none"> <li>• (See Business Recruitment for entrepreneurs)</li> </ul>	DCCC, ELC, City, EDC, Chamber
2. Hold a workshop to introduce: <ul style="list-style-type: none"> <li>• Leakage Studies</li> <li>• Franchise opportunities</li> <li>• Successor opportunities</li> <li>• New business opportunities</li> </ul>	DCCC, ELC, City, EDC, Chamber
3. Hold a forum for potential successor business owners to talk about advantages of working with potential successor business buyers. (Include attorneys/accountants on panel to explain legal and financial advantages)	DCCC, ELC, City, EDC, Chamber
4. A. Formalize a mentoring program for successful business owners to mentor entrepreneurs in start-ups B. Formalize a Pro Bono system of services (account, legal, design) etc.) to assist entrepreneurs in start-ups (SCORE program)	DCCC, Chamber

## Existing Business Support

*Determine and meet the needs of existing businesses for retention and expansion.*

Activities	Responsible Agency
1. Promote and increase attendance in workshops sponsored by DCCC	Chamber (Uptown Lexington, Inc), DCCC
2. Explore funding and consultants to do facade, signage, and display assessment and get buy in from business owners	Chamber (Uptown Lexington, Inc)
3. A. Formalize a mentoring program for successful business owners to mentor existing business owners in need C. Formalize a Pro Bono system of services (account, legal, design) etc.) to assist existing business owners in need	EDC, Chamber, DCCC

## Marketing & Promotions

*Promote Lexington as an entrepreneurial and business-friendly environment.*

Activities	Responsible Agency
1. Investigate and initiate / implement steps necessary for Lexington to become certified as an Entrepreneurial Community	Chamber
2. Develop, promote, and conduct a “Local First” marketing campaign through various media .ELC-Develop graphic design and brand of Business Development Consortium with names of partners included on marketing materials	Chamber, City, ELC
3. Tammy to apply and write guest column for newspaper	City
4. Promote and create press release for Wi-Fi	City

## Business Infrastructure

*Develop and provide site, financial, and technical product and resources to support business growth in Lexington.*

Activities	Responsible Agency
1. Research and conduct site inventory <ul style="list-style-type: none"> <li>• Market available sites</li> </ul>	City, EDC, ELC
2. Higher speed Wi-Fi / internet availability	City
3. Research and develop an incentive grant program <ul style="list-style-type: none"> <li>• Create guidelines for an incentive grant program</li> <li>• Seek funding through various sources to support program</li> </ul>	City, EDC, ELC