

Considering Strategies

How Key Success Factors Work

The Building Communities *Strategy Selector Tool* is based on a careful analysis of the comparative advantages a community enjoys as compared to other communities. Where a community has significant comparative advantages, strategies linked to those advantages should be considered and pursued. Where such advantages are minimal, or do not exist, strategies should not be considered.

Every one of the 25 Building Communities strategies has between four and 15 Key Success Factors (KSFs). KSFs are conditions or abilities that must be in place for a strategy to be successfully implemented.

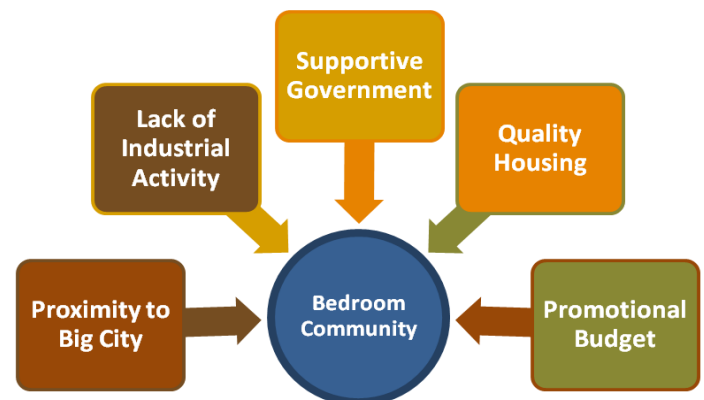
Take, for example, the Bedroom Community strategy. Such a strategy positions a community to be the hometown of people that typically work elsewhere, thereby intentionally minimizing the presence and effects of industrial activity.

Communities that desire to create and maintain an exceptional quality of life frequently will pursue such a strategy, particularly if the community does not have many of the attributes that would make it competitive for recruiting new businesses.

So what are the KSFs for the Bedroom Community strategy?

- Proximity to a larger community/urban area
- Lack of industrial activity that could be considered undesirable
- Supportive local government policy
- Quality housing and neighborhoods
- Local promotional budget to attract residents

While each of the five KSFs is relevant, they are not equally significant. Proximity to a larger community with opportunities for work, for example, is absolutely critical. A community cannot be a bedroom community if there is not a nearby community that provides significant employment opportunities for community residents. On the other hand, a well positioned community with a lack of industrial activity and quality neighborhoods may naturally become a bedroom community without a significant local promotional budget.



Building Communities weighs each of the KSFs for each of the 25 strategies in order that the factors are properly considered for each strategy.



Building Communities then draws upon the expertise of the local citizenry—and especially its community and economic development professionals as well as subject matter experts—to determine the relative comparative advantage or disadvantage each KSF enjoys.

A community may have strengths related to location and governmental performance, but lack quality housing and available funding for promotion. Even more significant, the community may have industrial activity that would be considered undesirable by current and prospective residents.

The Strategy Selector Tool provides communities with a very objective approach to determining the strategies with the greatest likelihood of success based upon its comparative advantages. In this particular example, a community might conclude that a Bedroom Community Strategy is not viable based upon certain comparative disadvantages.