



Ready to Recruit

A Guide to Recruitment on Main Street



**DOWNTOWN
PROFESSIONALS
NETWORK**

Franklin, Tennessee USA 37067

www.downtownpros.com



INTRODUCTION

For more than twenty years, Downtown Professional Network (DPN) has worked in partnership with communities and organizations to mine valuable local market insights and to execute opportunity-driven strategies that are enlivening traditional downtown and neighborhood commercial districts across the United States.

This guide was developed as a reference for organizations and local team members enrolled in DPN **Ready to Recruit (R2R)** training and technical assistance. R2R services help communities, organizations and local economic development professionals:

- Profile the local market and hone in on market trends, target markets and opportunities
- Identify and profile business types targeted for expansion and recruitment
- Fine-tune and execute business attraction marketing strategies, materials, systems and protocols

R2R research also offers valuable insights and support for local entrepreneurs and for existing businesses that might have opportunities to reposition or expand to increase their market share.

This guide provides a general overview and a sampling of hints, tips best practices and resources being employed in successful business development and recruitment programs being implemented at the local level.

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DOWNTOWN PROFESSIONALS NETWORK

DPN is a planning, research, and communications firm specializing in the revitalization and enhancement of traditional downtown and neighborhood business districts. Since 2000, DPN has evolved to serve a clientele that includes local, state and national Main Street organizations and economic development agencies located throughout the country.

Downtown Professionals Network
Franklin, Tennessee USA 37067

📞 (615) 236-6082

✉ connect@downtownpros.com

🌐 www.downtownpros.com

RECRUITMENT REALITES

The Realities of Recruitment for Main Street

Business recruitment is a highly competitive field that can consume large amounts of time and financial resources – with little or no immediate results. Most local community and economic development organizations would be hard pressed to garner the human and financial resources necessary to implement a highly aggressive recruitment campaign that actively travels the region and country to court prospects, spends big dollars on slick marketing materials and multimedia advertising campaigns, and offers enticing financial incentives to lure a candidates to simply call, take a call or make a visit.

For the short-term, and probably even for the long-term, business development and recruitment strategies in most communities are more likely to be passively-active in nature. A “ready and active” approach, for example, might tend to revolve around:

- Responding to inquiries
- Identifying and making contact with prospects in the surrounding region
- Packaging and providing information about the local market and identified opportunities in a quality format
- Serving as a matchmaker and referral agent to direct prospects to properties and resources available to support business expansion, entrepreneurial and new business ventures

The application of a “ready and active” approach, versus an aggressive campaign, should not be taken to minimize potential results and benefits of such an approach. In fact, the “ready and active” approach will help maintain resources and a focus devoted to important business retention and expansion activities – and the broader scope of the community’s district enhancement initiatives.

The allocation of human and financial resources required to maintain and grow existing businesses pales in comparison to what is typically required to implement an aggressive recruitment strategy. So, too, investments of time, energy and resources devoted to business retention and expansion efforts promise to ultimately enhance the level of success experienced from recruitment efforts: a prospect visiting your district and observing a quality mix of profitable businesses is much more likely to be intrigued and inspired to become part of your success story.

Ideally, the very same types of programs and activities already in place to support existing businesses and entrepreneurs will be well-suited and readily adapted to advance business recruitment efforts.



Take Stock

Before you jump into the business recruitment arena, identify and assess what you’re doing to help support existing businesses and local entrepreneurs.

List: Existing Business and Entrepreneur Support Activities

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

ESSENTIAL INFO AND TOOLS



Be the Local Market Expert

Arm yourself with information to help tell a story and promote opportunities.

Secondary Data

Basic information that helps describe the marketplace is typically derived from secondary data sources and includes:

- Demographic data and projections
- Psychographic profile
- Retail sales gap analysis

Secondary Data Sources

- ▶ Sources for secondary data include:
 - Local and state economic development partners
 - U.S. Census Bureau: www.census.gov/data
 - Data USA: www.datausa.io
 - ESRI: www.esri.com
 - Environics (Claritas): spotlight.environicsanalytics.com

Primary Data

Locally-mined and tracked data and insights help prospects understand what's happening on the ground, and it's your chance to tell a story and promote opportunities for expansion, investment and new business ventures. Sources include:

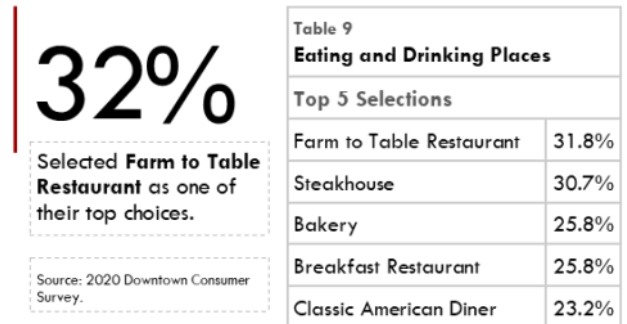
- Consumer and business surveys
- Property and business inventories
- Locally-tracked district statistics—examples include:
 - Number of businesses
 - Number of employees
 - Occupancy rates
 - Net new businesses
 - Net new jobs
 - Private and public investment
 - Number of residential units
 - Estimated annual events attendance

Secondary Data



Primary Data: Survey Insights

Q: Which of the following types of eating and drinking establishments would make you visit downtown more often?



Primary Data: Locally-tracked Statistics



ESSENTIAL INFO AND TOOLS



Downtown Lansing Drive Time Markets

Population	5 Minutes	10 Minutes	20 Minutes
2008 Estimate	40,423	151,441	330,500
Estimate	41,206	153,917	330,500
2008 - 2012	+1.9%	+1.6%	
	5 Minutes	10 Minutes	

Stock Your Toolbox

Develop collateral materials and resources to stock your Recruiter's Toolbox.

Community/District Profile

Synthesize market data, essential information, concise narratives and images in a one-page (printed front and back) first-contact fact sheet that introduces prospects to the community and the district, highlights progress and distinguishing features, and begins to paint a picture of potential and opportunity.

Available Properties and Spaces Inventory, Map and Cut Sheets

- Maintain a current inventory of properties and spaces available for sales or lease.
- Map available properties and spaces.
- Create a template and generate cut sheets with images, basic property specs and contact information.
- Post available properties and spaces on your website with viewable and downloadable cut sheets.

ESSENTIAL INFO AND TOOLS



Stock Your Toolbox

Develop collateral materials and resources to stock your Recruiter's Toolbox.

Business Resources Guide

Inventory and summarize business resources in a fact sheet or brochure. Examples of resources and programs to list or map include:

- Technical assistance
- Incentives
- Funding sources
- Training opportunities

COVID-19 small business liquidity options - Cuyahoga County, Ohio

	What	Amount	Eligibility	Source	Strengths	Constraints
Cash infusion	Paycheck Protection	Loan - part, forgivable \$350 k, up to \$10 m per business	Any business < 500 employees	Banks, credit unions, CDFIs	Waives credit checks, guarantees, collateral. Loan becomes forgivable if used for business expenses	Speed: SBA has not issued guidance to lenders, will there be enough private lending capacity?
	Economic Injury Grant	Grant \$10k, Up to \$10,000 per business	N/A	SBA site	Grant comes within 3 days of applying	\$10k is not at the scale of need
	Economic Injury Disaster Loan	Loan Up to \$2 m	Any business < 500 employees	SBA site	Low-interest loans, favorable terms	SBA is the lender, so likely will take weeks to issue loans. Not as accessible as PPP.
	JobsOhio Innovation Fund	Convertible Loan Up to \$2.5 m	Ohio-based, venture backed	JobsOhio	Highly flexible, focus on highly promising companies	Only venture-backed/firms eligible
	Grants	Grant Up to \$10,000	For profits <10 employees, focus on MBEs	Cuyahoga County site	Grant not linked to maintaining employment, disadvantaged businesses	Scale: needs will quickly outstrip size of fund (currently at \$1 million)
Cost Deferral	Loans	Loan funds Up to \$100,000	For profits w/ under 50 employees	Cuyahoga County	Speed, multiple providers targeting disadvantaged businesses/hubs	Scale: small biz needs will outstrip size of the fund (currently at \$3-5 million)
	SBA loans	Loan relief \$17k; 6 months of principal/interest relief	Business with existing SBA loans	SBA	Time of relief matches time of economic crisis (6 months)	Most small businesses do not have existing SBA loans
	Bank loans	Interest and principal deferrals N/A	Dependent on private negotiations	Lenders	Flexible, rapid, market-driven, bottom-up	May simply pass cost from small businesses to banks
	Rent	Landlord rent renegotiation N/A	Dependent on private negotiations	Landlords	Flexible, rapid, market-driven, bottom-up	Simply passes costs from small businesses to real estate owners
	Utilities	Utility payment deferral N/A	Any business that cannot pay utilities	AEP Ohio	Guaranteed, wide coverage, single decisionmaker	Simply passes costs from small businesses to AEP Power

Source: The Brookings Institution

B Metropolitan Policy Program
at BROOKINGS

Business Journey Map and Guide

Create a small business journey map or a "Starting a Business" guide that outlines processes and directs prospects to appropriate contacts.

- Work in conjunction with local government departments.
- Make the map or guide available to view or download from your website.
- Use the map or guide as a reference when hosting pre-project walk-throughs with prospects and investors.

SMALL BUSINESS JOURNEY MAPPING

WHAT
Journey mapping documents the path a small business follows as they open or make changes to a business in your downtown. This project creates a resource for the Main Street Program as it outlines the business owners experience as they navigate the building and zoning permitting processes in your community.

WHO
Journey mapping is often used as a foundational tool for the Main Street program, typically driven by the Economic Vitality committee, Main Street Board, and municipal staff. Business and property owners who have experienced the process are great volunteers to participate in mapping the process as they often have constructive feedback on ways the process can be improved.

THE VALUE OF JOURNEY MAPPING

Creates clear understanding for the processes and establishes accountability.

Provides an easy to read framework identifying fees, permitting timeline, & contact information.

Positions the Main Street Program as a small business resource hub.

Streamlines the permitting process by identifying repetitive steps.

Provides an overall understanding of the small business owners experience.

Helps market your community as Small Business 'friendly'.

SMALL BUSINESS JOURNEY MAPPING | Page 1

How do I find a space?
What are the steps I need to follow?

How much time should I allow for the process?
Where do I find help?

A GUIDE TO Starting your Business in BIDDEFORD



PROSPECTING

Identifying Top Prospects

Methods and activities to identify and profile top prospects for expansion and recruitment.

Identifying Prospects by General Type

Sources, tools and methods include:

- ▶ Secondary data (i.e. sales gap analysis)
 - ESRI:  www.esri.com
 - Environics (Claritas):  spotlight.environicsanalytics.com
- ▶ Primary Data
 - Consumer and business surveys
 - Focus groups
- ▶ Business Mix Analysis (Complementary Business Strategies — see worksheet on following page)

Identifying Candidates

The Internet is the largest information stream conceived by man, and just as prospects can find you online, you can find them there as well. And just as in the case of acquiring market data for your district, some tools and information are freely available, while others are available at a cost.

Online resources and tools include:

Free resources:

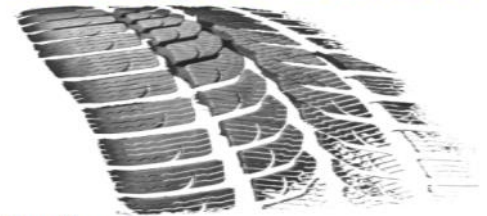
- ▶ Search engines, online business directories and maps
- ▶ Business and trade association websites for specific industries and business types you may have identified as “top prospects”

Subscription-based resources:

- ▶ ReferenceUSA:  www.referenceUSA.com*
- ▶ AtoZ Databases:  www.atozdatabases.com*
- ▶ Retail Lease Trac:  www.rltrac.com
- ▶ Plain Vanilla Shell:  www.plainvanillashell.com

* Access may be available through a local or regional library, university extension office, utility providers or other sources.

Potential Retail Establishments Market Traction



Question:

How likely would you be to patronize each of the following types of new or expanded retail establishments in Waverly?

Eating and Drinking Places	Avg. Weight
1. Specialty Foods Market	3.76
2. Clothing and Accessories Store	3.69
3. Home Furnishings Store	3.27
4. Bike Shop	2.66



The premier source of information
for reference and research

Offers Accurate Data on 58M Businesses and 318M Consumers

Available Databases

Select a Database to Get Started

U.S. Businesses

58 Million Businesses

3.3 Million Closed Businesses

[SEARCH](#) [MORE INFORMATION](#)

Canadian Businesses

2.1 Million Businesses

U.S. New Businesses

2.1 Million New Businesses

U.S. Standard White Pages

159 Million Residents

U.S. Historical Businesses

243 Million Historical Records

U.S. Jobs / Internships

2.5 Million Job Postings

U.S. Healthcare

1.2 Million Physicians & Dentists

U.S. Consumers / Lifestyles

318 Million Individuals

PROSPECTING



Ready to Recruit

Exercise: Identifying Complementary Business Opportunities

District Anchor or Attraction #1 (Existing): _____

Complementary Business Types:

A. _____

C. _____

B. _____

D. _____

District Anchor or Attraction #2 (Existing): _____

Complementary Business Types:

A. _____

C. _____

B. _____

D. _____

District Anchor or Attraction #3 (Existing): _____

Complementary Business Opportunities:

A. _____

C. _____

B. _____

D. _____

District Anchor or Attraction #4 (Existing): _____

Complementary Business Opportunities:

A. _____

C. _____

B. _____

D. _____

PROSPECTING



Ready to Recruit

Exercise: Business Opportunities Depth Finder

Step One: List up to four types of businesses you want to recruit for your district.

1. _____
2. _____
3. _____
4. _____

Step Two: Insert the business types identified above in the chart below. Use the checkboxes to determine a depth finder score for each candidate business type.

	#1	#2	#3	#4
Recruitment Candidates:	_____	_____	_____	_____
Fits with market position statement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gap identified in business mix or sales gap analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Complements existing businesses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Serves targeted customer groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identified in consumer surveys	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identified in business survey	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appropriate space available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Score:				

Premise: The greater the number of market conditions a candidate business meets, the more likely that candidate business is a good fit for, and is more likely to succeed in, your district.

PROSPECTING

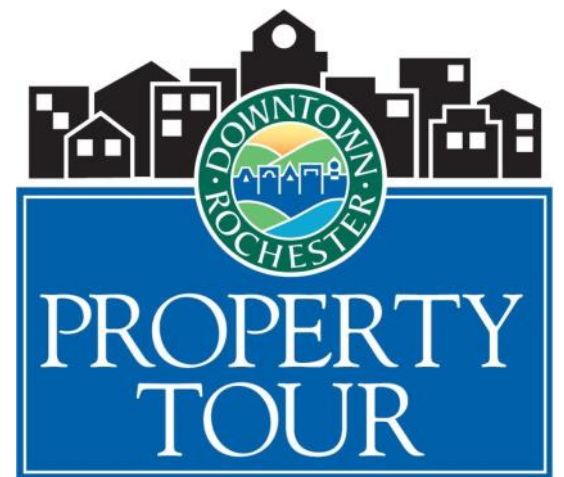
Connecting with Prospects

Finding prospects and getting their attention.

First, find them.

How do you find them? Examples of effective prospecting resources and techniques include:

- ▶ Distributing news releases and using social media to unveil your list of “Top Prospects”
- ▶ Local and regional networking at business-oriented events
- ▶ Regional International Council of Shopping Centers (ICSC) shows and other area trade shows
- ▶ Issuing a Request for Proposals (RFP) for larger redevelopment projects
- ▶ Creating and distributing “Sell Sheets” to promote specific opportunities
- ▶ Distributing “First Contact” postcards
- ▶ Conducting field trips to commercial districts in the surrounding region
- ▶ Posting “Wanted” posters describing opportunities for specific locations and sites
- ▶ Using storefront treatments to showcase opportunities and desired uses for specific locations
- ▶ Hosting a periodic Property Tour open house event to showcase available spaces and properties
- ▶ Using social media and other online channels to post available properties and promote opportunities
- ▶ Working with property owners and economic development partners to organize a pop-up project or create a business plan contest
- ▶ Encouraging stakeholders and residents to provide leads



PROSPECTING



Connecting with Prospects

Finding prospects and getting their attention.

Next, describe the opportunity and tell your story.

Tailor the Approach

The initial approach should be tailored to the contact and the setting. A corporate office on the other side of the country requires a different approach than the restaurant owner three towns over who is interested in relocating or expanding into a second operation. In either case there are some simple techniques that apply:

► **Be a little creative**

The best place to do this is probably in an initial contact letter or with a concise marketing piece customized for the prospect. It must be professionally designed, and should not go overboard, but an “unexpected” format or sales pitch can prove to be an attention-getter.

► **Do your homework**

By now you know all about your “product”—your district. But before you approach a prospect you need to know, and be able to state clearly, why your product is a great opportunity for their specific business. Take time in advance to learn as much as possible about the business industry being targeted, and the specific business prospect being recruited.

► **Introduce yourself**

This is easier when you can meet the prospect in person, look them in the eye, shake their hand, and tell them your name. You may need to work harder to make the introduction when dealing with a corporate office across country. A good cover letter and a copy of your community and district profile is usually a good way to start, but follow-up telephone calls will be essential.

► **State your business**

People are busy, so don’t waste their time. Tell them outright why you’re contacting them or why you’re there, and don’t expect or ask to engage them in a lengthy conversation during an initial visit. And don’t disrupt their business – defer to a customer who lines up behind you at a register or the telephone ringing on the desk. And never, ever try to talk to a restaurateur during lunch or dinner rush.



PROSPECTING

CONDUCTORS.

Connecting with Prospects

Finding prospects and getting their attention.



► **Be a tease**

Leave them with some initial information – your community and district profile and business card will do. Don't be afraid to add in a little mystery and flattery; tell them there are some important reasons why your team has, after an exhaustive search, targeted their business. Promise to call back later to discuss your interest—and theirs—after they've had a little time to look over your information.

► **Expect the unexpected**

If you happen to discover your prospect bored and waiting for a delivery, with some time to kill and in the mood for some conversation, you need to be prepared to meet on the spot – and answer all of his or her questions.

► **Follow up**

Most likely you will not be meeting on the spot. Give it two days, then call. Try to schedule a meeting. If at all possible, try to schedule it, with a tour and lunch included, in your district.

► **Track your leads**

It can sometimes take as little as a few weeks or a couple months to facilitate a “match” between a prospect and an opportunity. However, in more cases, it can take months and even years to bring a deal to fruition. Maintain a Prospect Tracking Form for each prospect with reminders to make contact and check-in every two or three months to “check in, or as new opportunities become available. (See the tracking form example on the next page)

Making the Case

By now you should have a pretty good sense of what you have to offer a prospect by way of opportunity. Capture those selling points by listing the top reasons your opportunity is worthy, unique or intriguing enough to pique the interests of your targeted prospects.

Assignment

List the top five to ten reasons to invest or start a business in your district.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

PROSPECTING



Ready to Recruit

Prospect Contact and Tracking Form

Initial Contact Date: _____ Referred by: _____

Contact Name: _____ Title: _____

Contact Address: _____

Contact Telephone: (W) _____ (C) _____ Email: _____

Business Name: _____ Description: _____

Business Type: Retail Service/Office Eating/Drinking Other (_____)

Wants to Open: Immediately Within 6 months Within 6 to 12 months In 1 year +

Preferred Location: _____

Optimum Square Feet: _____ Low SF: _____ High SF: _____

Interested in Building Purchase? No Yes Maximum Purchase Price \$ _____

Interested in Building Lease? No Yes Maximum Lease Rate \$ _____

Preferred Lease Terms: _____

Willing to Make Building/Leasehold Improvements? No Yes Estimated Budget \$ _____

Required Amenities:

- | | |
|--|--|
| <input type="checkbox"/> Private Parking (Number of Spaces: _____) | <input type="checkbox"/> Service Entrance |
| <input type="checkbox"/> Loading Dock | <input type="checkbox"/> Elevator |
| <input type="checkbox"/> Alarm System | <input type="checkbox"/> Sprinklers |
| <input type="checkbox"/> Central Cooling | <input type="checkbox"/> Special Electric Service: _____ |
| <input type="checkbox"/> High Speed ISP Access | <input type="checkbox"/> High Volume Refuse |
| <input type="checkbox"/> Other: _____ | |

Other Notes / Comments: _____

Contact Record:

Date: _____	Notes: _____
Date: _____	Notes: _____
Date: _____	Notes: _____
Date: _____	Notes: _____
Date: _____	Notes: _____
Date: _____	Notes: _____
Date: _____	Notes: _____

PROMOTING OPPORTUNITIES

Get Attention—Fast

Give prospects what they're really looking for.

What are prospects really looking for?

So you've sold your prospect on the community, the district and the market for that next great business opportunity. So what remains?

Ultimately, then, prospects are looking for the right deal in the right space. They are looking to keep costs low—particularly rent and overhead costs—and sales and revenues high. In simple terms, they need to determine if the space they are considering is going to make them money. So they consider location factors such as visibility, proximity to complementary businesses and parking, exposure to clients, signage and other features as an important part of their decision-making process.



Locations of Interest

#1 "For Sale" 17 S. Second St. Main Floor: 2,500 sq. ft. Basement: 2,400 sq. ft. (unfinished)	#3 "For Sale or Lease" 219 N. Seventh St. Main Floor: 2,134 sq. ft. Mezzanine: 404 sq. ft. (finished)
#2 "For Sale or Lease" 111 N. Third St. Main Floor: 6,500 sq. ft. Basement: 630 sq. ft. (finished)	#4 "For Lease" 17 N. Seventh St. Main Floor: 2212 sq. ft. Basement: 1226 sq. ft. (unfinished)



Get your opportunities listed!

Online property and business listing resources include:

- Loopnet: [loopnet.com](https://www.loopnet.com)
- BizBuySell: [bizbuysell.com](https://www.bizbuysell.com)
- Craigslist: [craigslist.org](https://www.craigslist.org)
- CREXi: [crexi.com](https://www.crex.com)
- State economic development agency site selector databases and websites

PROMOTING OPPORTUNITIES

The Recruiter's Job

You got their attention. Now what?

- ▶ The recruiter reviews the list of top prospects with owners and agents representing available properties.
- ▶ The recruiter collects information from owners and agents of available properties to compile and maintain a current inventory of and to help identify business types and uses that would be a good fit for available spaces and properties.
- ▶ The recruiter facilitates marketing efforts and initiates contacts with prospects, distributes recruitment materials and the properties availing listing to prospects, and invites prospects to make a site visit.
- ▶ When prospects visit your district, the recruiter serves as the primary escort. A local recruitment team representing local government, economic development partner organizations, financial institutions and other key players should be alerted to the visit so they can be "on call" to assist the prospect in any manner possible during the site visit.
- ▶ During the visit, the recruiter takes the prospect on a community tour, a tour of the district that highlights potential locations, and arranges viewings of appropriate and available properties.
- ▶ If the prospect shows an interest in a particular property, the recruiter refers the prospect to the owner or agent of the property for more information and to begin negotiations.
- ▶ The recruiter follows-up with the owner or agent and the prospect to offer additional assistance that might be requested or required.

Important Notes:

- ▶ Unless expressly and legally authorized (not typical), the recruiter should not be involved in negotiating building leases, improvements, or any significant part of a real estate transaction or lease agreement.
- ▶ The recruiter must clearly recognize that they should not attempt to broker the real estate transaction.
- ▶ The recruiter's role is to simply find and introduce quality prospects to cooperating owners and agents.
- ▶ It is appropriate, and important, for the recruiter to follow-up with owners, agents and prospects to determine if further assistance is required on the recruiter's part to answer questions or provide information that might help to move the process forward. Or, if negotiations breakdown or at the request of the prospect, the recruiter should assist in locating other suitable locations.



Hosting a Prospect Visit?

- Collect information from the prospect in advance (i.e. timeline, criteria, etc.).
- Provide advance information (i.e. cover letter, community/district profile, list of properties available, etc.).
- Create an itinerary based upon the amount of time the prospect is devoting to the visit. When possible, budget time for:
 - A meet & greet to welcome the prospect, review materials provided in advance, determine the nature of the project's interest and possible timeline, and set expectations for the day
 - A driving tour to acquaint the prospect with the community and highlight features relevant to the prospect's business model
 - A walking tour to showcase the district and make quick introductions to business community members
 - Property showings based on the prospect's needs and criteria
 - A lunch meeting engaging a small group of economic development partners to share information on business programs, regulatory and permitting processes, etc.
- Budget time at the end of the visit to close with the prospect: review the days events, gauge the prospect's level of interest, and determine next steps to move the prospect's decision-making process forward.

PROMOTING OPPORTUNITIES

Facilitating a Match

How you can help seal the deal.

The local recruiter and recruitment team members can play an important role in helping to facilitate a successful match. Yet, there is no simple agenda or checklist dictating the steps or role you *should* play to help seal a deal.

As previously noted, it is appropriate to follow-up with owners, agents and prospects to determine if further assistance is required on the part of the recruiter to help move the process forward. Or, when appropriate or necessary, the recruiter should assist prospects in locating other suitable locations in the district.

Examples of issues that might arise, roles that the recruiter might play, and assistance that the recruiter might provide to help move the process forward include:

- ▶ Helping prospects and owners deal with development barriers such as sprinkling requirements, parking limitations, zoning restrictions, etc.
- ▶ Referring prospects to possible funding sources and programs for gap financing.
- ▶ Referring prospects to sources for technical assistance such as small business counselors, business professionals, design assistance programs and services, etc.
- ▶ Helping prospects and owners navigate necessary permitting processes and providing support.

On an ongoing basis, local recruiters play an important role by:

- ▶ Maintaining a current inventory of properties and spaces available for sale or lease, along with information on the listing price or rent structure of each site, where available; and average sales price and leasing rates in the district .
- ▶ Maintaining and providing quality market data and information about the market, the community and the district.
- ▶ Maintaining a strong rapport with local staff and officials to assist a potential tenant with development and permitting process.
- ▶ Building strong relationships with building owners and the local real estate community, and working to remind them



Keys for Recruitment Success

A slew of factors undoubtedly influence recruitment program outcomes, and there are no guarantees for success. Still, communities and organizations can enhance their chances for sustained success by:

- Demonstrating a strong commitment to business retention and business support initiatives.
- Demonstrating a solid understanding of the market and market trends.
- Demonstrating strong partnerships involving the district's management entity, local government and other community economic development partners are in place.
- Providing an outrageous level of personal service and attention to prospects, helping prospects navigate the development process or the steps for opening a business, and exuding a "can-do" attitude.
- Demonstrating progress and positive trends through tracking data, visuals and testimonials.
- Promoting a business-friendly and development-ready environment and approach, including the ability to direct prospects to developers, property owners and agents, and relevant resource providers.
- Targeting prospects who:
 - Have prior industry experience or who are already operating within the region.
 - Have a connection to the community.
 - Have concepts or business models that are consistent with top prospects profiled in local research or that are complementary to existing businesses and uses.

PROMOTING OPPORTUNITIES

The Deal is Done

Your job is finished, right? Not quite.

Celebrate!—and prepare to land your next prospect.

- ▶ Celebrate your success and help your district's new business get off to a good start:
 - ❑ With the owner, announce the pending arrival
 - ❑ Announce it again when an opening date is set
 - ❑ Publicity—news releases, newsletter and website features, social media posts, e-mail blasts, etc.
 - ❑ Signs and banners on site
 - ❑ Introduce the owner to neighboring business owners, local civic leaders, etc.—and ask them to announce the opening to their members, clients and customers as well
 - ❑ Work with the owner to schedule a private preview event, by invitation only, for district advocates and community movers and shakers
 - ❑ Help publicize a grand opening or open house event
 - ❑ Organize an opening ceremony or event
 - ❑ Schedule your next networking event or mixer there
 - ❑ Send flowers or another housewarming gift to mark the occasion

- ▶ Ask your new business owner to help you land the next prospect

- ▶ Evaluate the process

