



BUSINESS RECRUITMENT & RETENTION

Chamber's Economic Vitality Committee

**Presenter: Danielle Surdin, Economic Dev. Mgr.
Economic Development & Housing
City of Santa Rosa**



BUSINESS RECRUITMENT & RETENTION

- Know Thy Industry
- Develop and Implement Recruitment & Retention
- Sample “Best Practices”
- Key “Take-Aways” Messages
- Questions & Answers

KNOW THY INDUSTRY: BACKGROUND PHASE

- Understanding Santa Rosa's Market Position
ESS Strategy 2008
 - Business Visitations (Tier 1/Tier 2)
 - Walking/Driving Commercial Districts
 - Create Internal Database
 - Identify locations for business development, industry clustering, and map key development opportunities
 - Know community & surrounding cities and counties demographics (demonstrating critical mass)
 - SR Business Product/Service Reach
 - Locally, regionally, nationally, internationally

RECRUITMENT & RETENTION: DEVELOPMENT PHASE

- Demonstrate SR Competitive Edge:
 - Highlight “demand” local and regional market studies reinforcing region’s strength & vision (web/hard copies)
 - Develop *Lease Rate Comp Sheets* for SR Commercial areas (web/hard copies)
 - Development Simple “Tips for Success” Permit Overview Materials
 - Create business “Who’s Who” list highlighting local business clusters, and individual business profiles to demonstrate critical mass
 - Get Creative: SR Stock Index/PR Campaign: Tell SR Success Stories

PACKAGING RECRUITMENT & RETENTION: DEVELOPMENT PHASE

- Demonstrate SR Competitive Edge:
 - Top 5-10 Reasons to Locate
 - Lower costs (labor, housing, commercial occupancy)
 - Quality Workforce
 - Affordable Mentoring & Networking
 - Access to Competitive Education Programs
 - Financing: EPP, Venture Communities*
 - Quality of Life
 - Supportive Community Environment: Chamber, City of SR, SBDC, SMBC, SRJC, SSU, SCORE, etc.
 - Package: demographics, unique incentive programs (federal, local, state) programs Façade/TI's Green Dev., and targeted development opportunities

RETENTION & RECRUITMENT: DEVELOPMENT PHASE

○ Protect Competitive Edge:

- Develop early warning system to identify declining businesses (assistance early) protect job base
- Track data and industry trends/commercial broker outreach
- Encourage doing business locally and reinforce community benefits
- Encourage expansion of existing companies and promote assistance tools to help: EPP, Venture Forums and business assistance counseling (directory)
- Keep awareness by celebrating success stories/PR

RETENTION & RECRUITMENT: IMPLEMENTATION PHASE

- Know local markets, business clusters, and development opportunities and promote accordingly
- Partner & leverage outreach collateral and materials with valued community partners: Chamber, business and trade associations, commercial real estate agents, and local businesses
- Nurture regular communication with the commercial brokerage community to facilitate leads
- Explore commercial FAM Trips for businesses considering locating to the area
- Market retention and recruitment programs: web, commercial brokers, property owners, existing business



BEST PRACTICES: RECRUITMENT & RETENTION

- LG Netflix Story (Retention)
 - Business Visitation/Monitoring
 - Expansion Assistance
 - Attraction Magnet for Creative Industry (DVD Play, Cryptic Studios)
- LG Attraction Collateral Development
 - Lease Comp Sheet (Education Tool – DT Businesses)
 - Dynamic web offerings
 - Step-by-Step How to Start a Business
 - Online Property Database
 - Business Resources/Shopping Directories/SEO

TAKE-AWAYS: RECRUITMENT & RETENTION

- Successful retention programs generate organic business attraction
- Financial incentives aren't always the key driver for CEO decision making process (more common in publicly traded companies that are bottom line driver/shareholders)
- Coordinated attraction outreach and marketing messages that demonstrate the city/region competitive edge is essential in gaining market share
- Current economic climate reinforces retention as key strategy