

Community Focus Statement F: Provide a thriving and vibrant local small business environment.

Action Statement F.2: Establish a marketing plan with incentives to attract new businesses to the area.

F2

Benchmark: Creation of a marketing plan focused on new businesses and business attraction.

Champion: Volunteer group or person or can be identified by the community

Estimated Cost: \$300



A Small Business Development Guide was created by the City of Lakeland, Florida, to assist property owners and tenants navigate the permitting and licensing process in the downtown area.

The Hilltop communities are unique from a new development and investment standpoint. Because of geographic constraints and a lack of easily accessible adjacent communities, the retail and other services in the Hilltop communities primarily serve their residents and tourists who visit the area. They likely draw few outside consumers, which decreases the size of the market area. The development of marketing strategies, such as informational guides, market analysis, and other documents that make it easier for investors to obtain information about the community, is essential to attracting new investment. These materials allow potential investors to quickly gather information about market conditions and local demographics that are important factors when going through the site selection process. The information that should be readily available for investors when they become interested in the area include:

- Physical characteristics
- Rental rates
- Ownership
- Identification of tax-delinquent properties and those near foreclosure
- Development requirements and process

Engaging the community is also an important part of this process. By gathering information such as the types of new retail and services desired by the community and targeting those specific retail types, chances increase of a new retail store successfully locating in one of the Hilltop communities. Incentives, whether they be community-based or financial, can also help encourage redevelopment. These incentives can include committees helping new investors navigate various permitting processes or tax incentives that initially decrease taxes to help kick-start areas which are struggling economically.

Currently the Running Springs Area Chamber of Commerce works to advocate for and promote the interests of existing businesses in the Arrowbear, Green Valley Lake, and Running Springs areas. The Chamber of Commerce website highlights existing businesses that are members of the chamber, community events, and tourist-related information. The Chamber of Commerce also provides advertising for the area and encourages better living and working conditions. These are all positive factors that influence the site selection process for companies looking to open new locations or expand. Additional focus areas for the Chamber of Commerce to have ready that can assist in future business attraction include the following:

- Identifying what goods and services residents would like to attract
- Performing a market analysis to assess the current market conditions
- Identifying opportunity sites for development
- Developing marketing materials that can be distributed through the Chamber of Commerce or sent to target retailers

Action	Action Leader	Timeline	Resources
1. Create a Marketing Economic Development Committee of local business leaders to develop a draft marketing plan	Champion	Month 1	Running Springs Area Chamber of Commerce http://www.runningspringchamber.com/
2. Conduct a market analysis of the existing conditions in the area and share the data with the San Bernardino County Economic Development Agency (EDA).	Marketing Economic Development Committee	Months 2–12	San Bernardino County EDA Site Selection Assistance http://www.sbcountyadvantage.com/For-Site-Selectors/Incentives-Programs.aspx
3. Establish quarterly calls between the Running Springs Chamber of Commerce and the County EDA to discuss local available properties.	Marketing Economic Development Committee with Running Springs Area Chamber of Commerce	Month 3	San Bernardino County EDA Local Business Incentives and Services Programs http://strategic-advantages/Incentives-Programs.aspx
4. Organize community stakeholders, including residents, nonprofit leaders, and decision-makers, to gather resources and lend support to assist new businesses.	Marketing Economic Development Committee	Months 4–5	
5. Establish a list within the marketing plan of tasks that can be completed by the community to assist in business attraction.	Marketing Economic Development Committee	Month 12	US EPA https://www.epa.gov/sites/production/files/2015-05/documents/competitive_advantage_051215_508_final.pdf
6. Accomplish two tasks on the list of projects per year.	Marketing Economic Development Committee	On-going	