



TENANT MIX

Best Practice Compendium

Tenant Mix v1.0

June 01, 2021



ReLaunch

A Collaborative Small Business Technical Assistance Effort to Drive Business Resilience and Opportunity to Diverse Communities



TENANT
MIX

Provided by SME Consultant

Revby LLC

Location

Arlington, VA

Origin	BizLaunch, Arlington Economic Development Team (Internal group of 5)
Budget	 Medium (\$200,000) - CARES Act Funding (Committed Funding) through December 31, 2021. Funding to be used for technical assistance and the development of digital technology tools.
Timeframe	 Short Term (1 year) - October 2020 Funding earmarked; November - December 2020 Project Development; January - February 2021 Procurement process and selection of vendors; March 2021 Informational Meetings and Call for Applications; April - December 2021 - Rolling applications and delivery of services.
Risk	 Low Risk - Budget losses; participation of legacy businesses and hard to reach business populations; funding elimination; staffing; lack of overall participation.
Key Performance Indicators	Positively impact and successfully sustain Arlington's small business ecosystem. Particularly a positive impact to those businesses most in need due to the negative effects of the pandemic. Mitigate risk of business closures. Business closures will be monitored in key industries
Partners & Resources	Arlington County Government (Office of Economic Development); Commissioner of Revenue; Purchasing Office; Police Department (Office of Nightlife); Revby; Amazon Web Services (AWS) & Nub8 (Cloud Provider); Treasurer's Office; County Attorney's Office; Communications Team for Arlington County and AED.

Diagnostic

ReLaunch is a collaborative effort to drive business resilience and opportunity in 2021. Companies will receive tailored tools and professional assistance to revitalize, strengthen and transform their businesses. For detailed information please visit: www.relaunch.business

ReLaunch is designed to provide service to diverse communities, particularly those that have limited digital infrastructure, making them more exposed to the business decline during COVID-19 business disruptions.

It serves business owners whose primarily language is Spanish; service business owners who are immigrants or people of color.

Action Item

Community Action Items:

- Identify partners/providers to implement program in a timely fashion
- Identify marketing tools to reach the target market
- Identify what microentrepreneurs need the most help with in solidifying their organizations
- Ensure there are enough resources to meet the need
- Consider CARES Act Funding to help with impact
- Ensure quick turnaround with Purchasing Office to Select consultants

Revby (the TA provider) Action Items:

- Create a system to approach small business technical assistance topics, such as digital marketing, eCommerce, financial, and strategy with empathy, patience, and encouragement acknowledging that the topics are difficult for many of the diverse audiences that suffer from a digital divide disadvantage.
- Provide materials that can be referenced following time the one-on-one TA sessions.

Process (by the Community)

1. Research needs of hard impacted small businesses
2. Interview organizations which are currently doing work to assist businesses during the health pandemic. Identify best practices and improve deliverables
3. Design framework for ReLaunch program. (ReVitalize = Technical Assistance & ReNew = Technology Assistance)
4. Develop working Budget
5. Work with purchasing office to develop criteria for vendor's who can provide assistance
6. Advertise for assistance with formal RFP process
7. Hire Vendors
8. Training of Vendors
9. Training of Staff
10. Develop CRM system to keep track of businesses accepted/rejected or pushed forward.
11. 10-month Communications plan designed - yard signs, direct mail campaign, blogs, social media strategy etc.
12. Select businesses eligible for ReLaunch program
13. Communicate with vendors. Repeat for the next 10 months
14. Program ends December 31, 2021

Process (by Revby, the TA provider)

1. Meet with the BizLaunch team at least once a month to discuss any logistics topics or feedback on the TA activity with the current cohort of business owners.
2. For each monthly cohort of approximately 15 businesses, send out an introduction email with a link to schedule a first meeting within the next 2 weeks.
3. Identify which meetings should be conducted in Spanish. Identify with business owners need special accommodations to participate in a virtual meeting (i.e., need access to a laptop)
4. Conduct introduction meetings (virtually, over Zoom) with each business owner. Goal of the first call is to build rapport and a shared understanding of the TA format, confirm the need and objectives the business owner identified in their application, and mutually agree upon a plan for their working session.
5. Spend time researching and preparing for the TA working session. Prepare a multi-page document to aid the discussion during the working session.
6. Conduct a 1-hour virtual working session on the topic(s) agreed upon. Ensure to conduct the session with empathy and patience while providing a high quality and effective session in terms of content and business & marketing best practices.
7. Provide a document that the business may use for ongoing guidance. Provide a total of 3 – 4 hours of TA work per business.

Provide Funding and Technical Assistance to Enable Business Viability During COVID-19



Provided by SME Consultant

Revby LLC

Location

Arlington, MA

Origin	Arlington Department of Planning and Community Development; Arlington Economic Development Recovery Task Force; Arlington Community Development Block Grant Subcommittee
Budget	 Medium (\$200,000) - \$180,000 of direct assistance to businesses via working capital grants and \$20,000 to a technical assistance program with two contracted consultants.
Timeframe	 Short Term (< 1 year) - TA contract to end of 2021. One-on-One TA: 10 hours to be completed within that timeframe. Workshops completed before end of June 2021.
Risk	 Low Risk - A challenge for the Technical Assistance program was limited capacity on the part of the small business owners. Must follow CDBG requirements; subject to be returned to HUD should use of funds be deemed ineligible.
Key Performance Indicators	Business vitality (sales performance) through the pandemic and into the post-pandemic world.
Partners & Resources	Town of Arlington, MA Dept. of Planning and Community Development; Small businesses (grant recipients); Contracted consultants (technical assistance providers), including Revby LLC
Diagnostic	<ul style="list-style-type: none">• The need for working capital was identified as the most urgent need in the business community; thus, the majority of funds for the program were dedicated to direct assistance.• CDBG funding entails reporting requirements that must be explained to business recipients.• The technical assistance program was a pilot initiative.

Action Item

The Department of Planning and Community Development Action Items:

- Administering a relief program for Arlington businesses with twenty or fewer full-time-equivalent employees, including the owner.
- The program provides short-term working capital assistance and technical assistance to enable the viability of the business during the severe economic interruption related to the COVID-19 pandemic and social distancing restrictions.

Technical Assistance project Action Items (by Revby, a TA provider):

- Build trust with the business owner during the first sessions and collaboratively work on a plan on how the technical assistance time allotted may be used to support the business owner in the best way possible.
- Conduct several TA sessions over Zoom
- Provide a final project deliverable that outlines the work completed and provides resources and recommendations for the business owner's ongoing use.
- Provide workshops on topics including business resilience and digital marketing.

Process

Process by the Town of Arlington:

1. Conduct analysis of current needs that align with eligible use of CDBG funds.
2. Complete a substantial amendment of CDBG Annual Action Plan, including public comment period and citizen participation process.
3. Open application period December 2020-January 2021 (including information session).
4. Review of applications by 4 members of DPCD team.
5. Notify applicants and execute grant agreements (February).
6. Complete procurement process for Technical Assistance providers (January-February).
7. (Ongoing) Complete reimbursement requests.
8. (Ongoing) Technical Assistance sessions and workshops: Topics include digital marketing, website assistance, eCommerce, SEO, Bookkeeping, and business resilience.
9. Collect reporting documentation and close out award requirements with HUD.

Process by Revby, a TA Provider:

1. Conduct first meeting introduction over a Zoom call; identify needs; create plan for time allotted.
2. Conduct interactive working sessions to build capacity and improvements around the identified topics. Facilitate brainstorming sessions so the business owner can create their own content and action items. Provide tools, examples, recommendations to support the sessions.



Photo: Food business in Bronx, NY

Repositioning Resources and City-wide Network of Providers to Help Restaurant Industry Businesses Gain Access to Funding






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Location

Bronx, NY

Origin	NYC Industrial Business Services Providers (IBSPs) (sometimes referred to as “neighborhood business managers” in other municipalities) whose mandate shifted to help any business requiring assistance with a focus on minority owned and LMI (low-moderate income) businesses
Budget	 <p>No additional budget. Initiative utilizes partner organizations already city funded and are authorized to re-allocate resources and alter programs to adapt to a crisis.</p>
Timeframe	 <p>Time frame to implement is less than one month. Timeframe for technical assistance work ranges from 1 hour to a few days. Length of program activity is dependent on funding availability (e.g., Restaurant Revitalization Fund)</p>
Risk	 <p>Low Risk. No significant risks identified.</p>
Key Performance Indicators	Quick assessment of businesses to verify eligibility to the programs. Key performance indicators are evaluated by numbers of business getting access to funding and total amount of funding
Partners & Resources	NYC Industrial Business Services Providers (IBSPs) and NYC business solutions offices
Diagnostic	<p>Key challenges: The initiative relies on funding programs not under the control of the municipality. For example, the Restaurant Revitalization Fund. Details on the specific terms and process were not known well in advance. The initiative had to be prepared to react quickly and deliver a webinar immediately the moment a grant or funding program was opened. Providers needed to be prepared to write a presentation and deliver with hours notice.</p> <p>Another challenge was identifying how to help new restaurants that were ready to open in early 2020 but couldn't because of COVID-19. It was necessary to find funding opportunities for these scenarios.</p>
Action Item	<ul style="list-style-type: none"> • With a focus on food and restaurant businesses, build awareness and provide access to funding programs and technical assistance that may be available from other sources (e.g., federal funding sources or other sources) • Provide technical assistance on application processes through one-on-one TA and workshops

Process

- Create workshop material based on latest available information by the respective funding programs (e.g., Small Business Administration).
- Conduct initial assessment with business to see if they qualify for certain programs
- Confirm the business needs access to funding
- Translate documents and other relevant information for the Spanish-speaking community
- Conduct outreach to businesses: via email, other organization partners, webinars, WhatsApp, phone calls
- Provide technical assistance via phone or Zoom (no in-person meetings due to COVID-19)

Restaurant Revitalization Fund Overview

Please visit sba.gov for the most recent updates. This presentation was updated 4/20/2021

What is the Restaurant Revitalization Fund?

- The Restaurant Revitalization Fund (RRF) provides direct grant support for restaurants and other eligible businesses hit hardest by the pandemic. The grant amounts are up to \$10M per restaurant group or \$5M per individual restaurant.
- The Small Business Administration (SBA) is administering a total of \$28.6 billion in RRF dollars, which could be refilled.

When will applications open?

- As of Monday, May 3, 2021 at noon ET, all eligible businesses can apply
- It is important to submit your **completed** application and all required documentation to SBA. The SBA may deny your application if it is incomplete or lacks required documentation.

What if I already received a PPP loan?

- The program assumes that many RRF applicants will have already received a PPP loan
- If you are a PPP recipient *and* are approved for an RRF grant, you will subtract your PPP amount in your RRF grant calculation so you don't "double dip" (see next slides)

The Small Business Administration will be publishing additional guidelines for this program. Visit sba.gov for the most recent updates.



nyc.gov/sbs

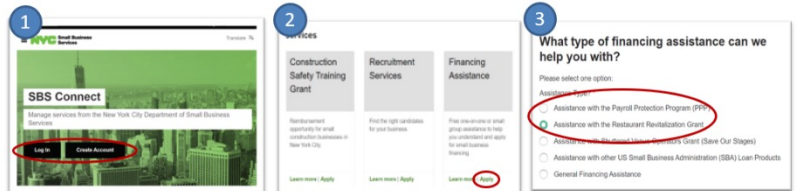


Need help? Request a 1-on-1 Consultation

Please visit sba.gov for the most recent updates. This presentation was updated 4/20/2021

Our trained staff can answer your questions about your financing options, review your eligibility, and help you submit an application

Go to sbsconnect.nyc.gov to sign up for a free, 1-on-1 consultation:



Log into your SBS Connect account, or create one

Click **Apply** underneath Financing Asst.

Select "Assistance with the **Payroll Protection Program**" OR "...**Restaurant Revitalization Grant**"



nyc.gov/sbs



Photo: Brewery in Bronx, NY

Provide Small Business Technical Assistance for Food Service & Restaurant Businesses






Provided by SME Consultant

Revby LLC

Location

Boston, MA

Origin	City of Boston's Office of Economic Development – Small Business Unit
Budget	 High (\$700,000) - Fund sources: Majority from CDGB. Some are from the Neighborhood Development Fund (NDF). Workshops can range from \$1000+ (single workshops) to tens of thousands for workshop series. One-on-one TA costs vary depending on the nature of work and number of hours.
Timeframe	 Short term – 3 years
Risk	 Low risk
Key Performance Indicators	<p>Workshops: # of workshop attendees, either live on Zoom, live on Facebook, or those that view the recording afterwards; # of new small business owner relationships, # of businesses that reach out for one-on-one TA.</p> <p>One-on-One TA: Action plans created, tangible deliverables created, # of new entrepreneurs that successfully start a new business, # of business owners that stabilize their business, # of business owners that grow their business (revenue, customers, employees)</p>
Partners & Resources	City of Boston, Office of Economic Development neighborhood managers; Community Development Corps, Main Streets Organizations, small business owners, TA providers
Diagnostic	<p>By the municipality:</p> <ul style="list-style-type: none">Changed to a rolling RFP process to allow the program to add new and relevant TA providers at any time. <p>By Revby, the TA provider:</p> <ul style="list-style-type: none">A key challenge is that there are many business types and models within the food and restaurant industry category. Not every example, approach, or set of technology tools will be relevant for each sub-type. Some businesses are retail focused while others are wholesale or B2B focused. Some focus on perishables and others on CPG. Being aware of these differences help to design an appropriate approach to each TA project.

Action Item

Deliver Workshop on topics important to Food & Restaurant businesses.

Pre-Covid:

- How to write a business plan for Food and Restaurant businesses
- One-on-One TA for early-stage food businesses that want to scale up their operations

During Covid:

- Working safely during COVID-19: Restaurants and Food Service Businesses. Included topics such as a presentation of CDC guidance, MA sector specific protocols and best practices, including social distancing and hygiene, ventilation; info on the COVID-19 virus and biosafety; staff training

Other Activity during COVID-19:

- Promotion of minority-owned restaurants and how to order delivery from local businesses
- Provided a map of nearly 300 restaurants across Boston that have added temporary outdoor seating.

Process

By the municipality and TA provider:

1. Write RFP (include a non-price and price proposal request)
2. Review proposal submissions
3. Conduct interviews
4. Contract with accepted TA providers
5. Match a workshop or one-on-one TA project with a provider
6. Coordinate with TA provider for first meeting with a business owner or a workshop project.
7. TA provider delivers a "project activity and outcomes" report upon project completion

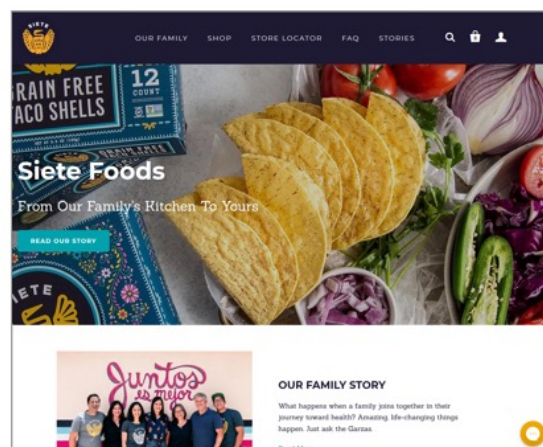
By Revby, the TA provider:

1. For workshop: Design material that anticipates the types of food businesses represented, include relevant examples, and reserve enough time for Q&A
2. For one-on-one TA: Gain buy in from the business owner on the project plan during the first meeting. Use the first meeting to build rapport and trust with the business owner. Focus sessions on open brainstorming and the introduction of subject matter that includes the use of technology that can save time and increase customer acquisition.

An Online & Wholesale Food Business Example

- ✓ Story
- ✓ Mission: "journey toward health"
- ✓ Distinct Value
- ✓ Clear knowledge of a market and customer segment

Source: <https://sietefoods.com/>



REVBY

Slide from a business and marketing planning workshop for food service and restaurant businesses

Marketing Technology / Resources

Website: Custom

POS System: <https://www.toasttab.com/>

Email Marketing Platform: <https://www.toasttab.com/> (Marketing Service)

Facebook Ad Manager: business.facebook.com/
<https://www.facebook.com/business/tools/ads-manager>

Social Media Manager: <https://buffer.com/>

Design Tool: <https://www.canva.com/>

Print Marketing Resource: <https://vistaprint.com/>

Freelancer website: [upwork.com](https://www.upwork.com)

toast Products Pricing Solutions

Built to make your restaurant better

Restaurants using Toast's full point of sale platform outperformed their peers during the pandemic.¹



Excerpt from business and marketing work for a one-on-one TA food business project

Restaurant Support Program




Provided by SME Consultant

R. Michael Goman

Location

Town of Bloomfield, CT

Origin	Bloomfield Economic Development Covid-19 Business Recovery Program
Budget	 EDC Consultant's time
Timeframe	  Short-term and (Long-term) Ongoing
Risk	 Low risk for restaurants, buy-in from community
Key Performance Indicators	Sales generation, business recovery and growth
Partners & Resources	Economic Development, Planning/Zoning, Covid Business Recovery Team, Chamber, Media, Local restaurants, property owners
Diagnostic	<p>The Business Recovery Team recognized the importance of supporting the local restaurants and the small business community throughout the pandemic period and now that the recovery period has started with vaccination rates increasing and restrictions lessening. They realized that ongoing and continuing support was critical. Development and town officials needed to offer quick responsive support to the community's restaurants, many of which were small locally-owned, and in some cases failing fast.</p> <p>As restaurants were one of the hardest hit business sectors it was apparent that the Economic Development team, GOMAN+YORK's team, as the town's advisors, and the Town's Covid Business Recovery Team needed to offer support to the restaurants that would generate business to an industry in flux – sit-down restaurants had to do a 180° pivot in how they served customers, switching to mainly take-out, establishing online ordering capabilities. It's no surprise that pizza and QSR (Quick Service Restaurants) were for the most part weathering the pandemic best. This is their business model. Outdoor dining became the norm as we saw sidewalks, parking lots/spaces and alleys transformed into patios where there once were none.</p> <p>Restaurant sales, like other small businesses, were non-existent, down over 50%, mandated to or voluntarily closed, switched to take-out, only 25%...only 50% capacity with social distancing – for some it was an impossible model to work and survive through.</p> <p>The importance of an ongoing effort to support our Downtown small businesses and in particular, restaurants is critical post-COVID as in many of our communities' restaurants represent 40-50% of the Downtown businesses and employ many that live in the local community.</p>

Action Plan- Develop the Support Plan

- Develop a Communication Plan to communicate with the restaurants
 - What forms of communication will be utilized?
 - Messaging strategies – keeping in mind that you are helping them to thrive – keep it positive and supportive
 - Get Input – Survey, calls
 - Create Contact Lists – with EMAILS
- Develop a Marketing Plan to support the restaurants
- Host Webinars – Industry experts and local restaurateurs
- Keep businesses informed on programs, informational webinars, funding, and policy updates. In one case, the restaurant owner did not understand the differences between SBA loans, PPP funding, and grants.
- Share resources & knowledge – Share ideas and best practices
 - if it works for another restaurant or community chances are it will work in yours.
- Be accessible – virtual, by phone or in-person
- Offer one-on-one business support consultations
- Work with the owners through town policies and regulations – this was critical when the outdoor seating issues came up – regulations were changed swiftly, and fees were waived to accommodate a quick response – in CT municipalities were given 7 days to approve outdoor dining requests from restaurants. Before COVID this type of approval could have taken months.
- Towns have recognized that this is the new normal for restaurants and have begun to enact long-term regulations to embrace outdoor dining and other zoning issues that have arisen from the pandemic.

Restaurant Revitalization Fund

Get the Facts

It's a Grant Not a Loan



This Monday, Tuesday & Wednesday!

The restaurant industry has been among the hardest-hit sectors during the economic downturn caused by the COVID-19 pandemic. To help bring jobs back and revive the industry, the American Rescue Plan established the \$28.6 billion Restaurant Revitalization Fund (RRF) spearheaded by the U.S. Small Business Administration (SBA).

Click these links to get more information about the program.

Learn More About the RRF

RRF Program Guide

RRF Sample



Back East and Hooker Breweries in Bloomfield needed to expand and create outdoor patios

Marketing-Event/ & Promotion Support

Recognizing that many small businesses and restaurants, are family run is important. They are working 60-80-hour work weeks, leaving little time for extras such as marketing, promotions and social media.

If they did have personnel handling their marketing, most likely during the pandemic many were forced to lay-off staff or relegate them to other positions in order to accommodate the change in how they were doing business.

This is where community-wide support of the local restaurants is key as it will supplement any recognition programs they may or may not have.


In the case of Bloomfield – the restaurants were all supported through the marketing efforts – whether they were national chains or locally-owned. It was key to remember that that these restaurants and small businesses were supporting our community through their hiring of the local community, and it was now the community's turn to "Order Up" from them.

The program for the campaign shown on this page is more fully detailed in the Project Rubric on Tenant Mix - Restaurant Programs.

The Bloomfield Economic Development Commission
in partnership with
the Bloomfield Chamber of Commerce and the Bloomfield Messenger
supports local restaurants with

BLOOMFIELD EATS LOCAL – TO WIN LOCAL

APRIL 6TH – 30TH



Support your local
Bloomfield Restaurants for your chance to win
a \$25 Restaurant Gift Card


It's as easy as 1, 2, 3!

1. Order your takeout and spend at least \$15 per transaction for a total of \$30 at 2 different Bloomfield Restaurants
2. Submit your receipts as pictures or scanned to info@bloomfieldchamber.org to be eligible to win one of 10 \$25-restaurant gift cards
3. Post a picture of your food on social media with the hashtag #BEatsLocaltoWin

Order from these restaurants now!

Bloomfield Village Pizzeria	Boston Market	Carbone's Kitchen	Chosen 1 Seafood
Concetta's Italian Restaurant	Domino's Pizza	Dunkin' Donuts Drive Thru	Elizabeth's
Gino's Pizzeria & Ranch House	Ginza	Isaac's Bagel Cafe (both locations)	Kentucky Fried Chicken
Los Stock and Bagels	McDonald's	Michael John's Pizzeria	Nasty's Indian Restaurant
Paradise - Jamaica	Pasticceria Italia	Pepper's Jamaican Bakery & Jerk	Republic
Paradise - Sala Thai Street Food	Subway	Sweet Delight	Tapas
Town and Country Restaurant	Burger King	Wendy's	World Fish Market

Show your support for Bloomfield restaurants!


EAT LOCAL | TO WIN

BACK EAST BREWING, LLC
BLOOMFIELD VILLAGE PIZZERIA
BOSTON MARKET | BURGER KING
CARBONE'S KITCHEN
CHOSEN 1 SEAFOOD | DOMINO'S
DUNKIN' DONUTS
ELIZABETH'S BAR & RESTAURANT
GINO'S PIZZERIA & RANCH HOUSE
GINZA JAPANESE CUISINE
INTERNATIONAL HOUSE OF PANCAKES (IHOP)
ISAAC'S BAGEL CAFE
JERK BUFFET | KENTUCKY FRIED CHICKEN
LOX STOCK & BAGELS | MCDONALD'S
MICHAEL JOHN'S PIZZERIA
NASTY'S INDIAN RESTAURANT
NEW LIGHT STAR | PARADISE RESTAURANT
PASTICCERIA ITALIA
PEPPER'S JAMAICAN BAKERY
REPUBLIC BLOOMFIELD
SALA THAI STREET FOOD | STARBUCKS COFFEE
SUBWAY | SWEET DELIGHT JAMAICAN CUISINE | TAPAS BLOOMFIELD | THAI PALACE
THOMAS HOOKER BREWING CO.
TOWN AND COUNTRY RESTAURANT
WENDY'S GARDEN | WENDY'S

TAKE OUT | DINE IN
February 1 – March 17
For a chance to win a \$25 Gift Card!

It's as easy as 1 - 2 - 3!

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For a chance to win a \$25 Gift Card!



EAT LOCAL | TO WIN

BACK EAST BREWING, LLC
BLOOMFIELD VILLAGE PIZZERIA
BOSTON MARKET | BURGER KING
CARBONE'S KITCHEN
CHOSEN 1 SEAFOOD | DOMINO'S
DUNKIN' DONUTS
ELIZABETH'S BAR & RESTAURANT
GINO'S PIZZERIA & RANCH HOUSE
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LOX STOCK & BAGELS | MCDONALD'S
MICHAEL JOHN'S PIZZERIA
NASTY'S INDIAN RESTAURANT
NEW LIGHT STAR | PARADISE RESTAURANT
PASTICCERIA ITALIA
PEPPER'S JAMAICAN BAKERY
REPUBLIC BLOOMFIELD
SALA THAI STREET FOOD | STARBUCKS COFFEE
SUBWAY | SWEET DELIGHT JAMAICAN CUISINE | TAPAS BLOOMFIELD | THAI PALACE
THOMAS HOOKER BREWING CO.
TOWN AND COUNTRY RESTAURANT
WENDY'S GARDEN | WENDY'S

Presented by the Town of Bloomfield,
the Bloomfield Chamber of Commerce
and the Bloomfield Messenger.



Attention Bloomfield Restaurants:
You're invited to participate in
Celebrate Bloomfield!
June 19 - June 27

LET'S CELEBRATE
BLOOMFIELD
RESTAURANTS!

THE BLOOMFIELD ECONOMIC DEVELOPMENT COMMISSION ANNOUNCES

Bloomfield Eats Local – To Win Local

Bloomfield Community Called to Support Bloomfield Restaurants

BLOOMFIELD, CONNECTICUT April 6, 2020 - The Bloomfield Economic Development Commission in partnership with the Bloomfield Chamber of Commerce and the Bloomfield Messenger is launching a campaign called **Bloomfield Eats Local – To Win Local** and is asking community members to show their Bloomfield Pride by supporting local restaurants and eateries by ordering takeout/curbside pick-up and then promoting their favorite eateries on social media.

The purpose of **Bloomfield Eats Local – To Win Local** is to get residents and businesses out

Community marketing campaigns to support local restaurants

Communication/Messaging Support for Restaurants

Communication is key – not only for the restaurant’s patrons, but to their landlords, vendors and suppliers. How your restaurants are messaging & targeting customers is vital. Some examples of the messages for the restaurants were:

- Safety is key and top of mind – expect this consumer behavior to continue.
- The importance of supporting “Local” is important to your customers now more than ever
- Earning back your customers trust – loyalty bonuses for eating in; thank you on menu
- Creative specials at off hours to spread out business
- Stay Upbeat – Thank you’s are important; staff attentiveness
- Consistent Hours
- Monitoring of online search engines (yelp, google updates)
- Online Ordering Capabilities were critical –Door Dash, Resy, ChowNow – some subscription-based
- Internal & External Communications
- Signage - welcoming

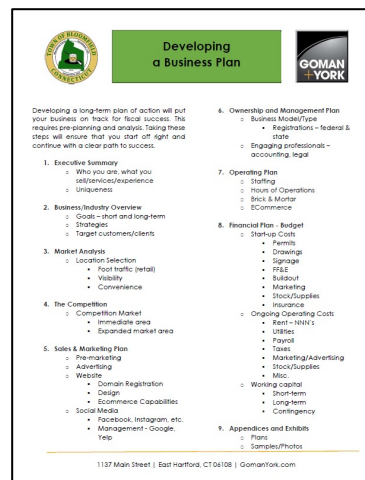
Communicating with Your Landlord During the COVID-19 Pandemic

BLOOMFIELD, CONNECTICUT (April 29, 2020) - In times of uncertainty, it is important to keep the Landlord/Tenant lines of communication open. We are here to help you with that.

Adjusting to the “New Normal” is on everyone’s mind as tenants are faced with the uncertainty of how to conduct business, when they can reopen and rehire, and how to pay expenses.

Landlords have to think about their businesses in the same way. If you need to ask your landlord for more time to pay your rent or are considering

Communication Tools



Standard Operating Procedures: COVID-19 PLAYBOOK

Tools to support businesses – Black Business Alliance Workshop, Small Business Toolkits

Informational Support



Information from Bloomfield Business COVID-19 Recovery Team

Deloitte.



New study focuses on the The Restaurant of the Future

The restaurant of the future arrives ahead of schedule - Deloitte study focuses on customer and industry trends from over 500 respondents.

Learn:
• What customers are saying.
• How restaurants are responding, and
• How restaurants will look in the post-COVID era.

We are sharing in these documents with you in both the long-form and the 2-page dashboard highlight document. Click the links to view them.

[Link to study.](#)

Deloitte summary of Customer and Industry trends - Dashboard document.
[Link to summary dashboard document.](#)

2021 SHOP, DINE & SUPPORT LOCAL

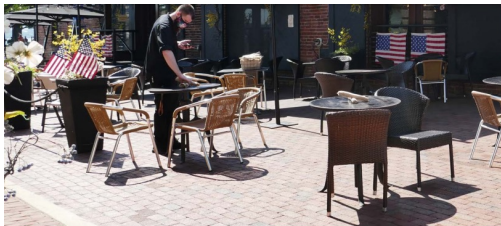
BLOOMFIELD MEANS BUSINESS

Small Business Update: Navigating & Applying for PPP

Friday, February 19
3pm - 4:30pm

Small Business Owners
please join

Sen. Derek Slap
Sen. Douglas McCrory
&
Stephen R. Vaughn
Sr. Commercial Relationship Manager, Liberty Bank



First - Next - Later

Safeguarding Small Business During
The Pandemic: 26 Strategies For
Local Leaders

By Kennedy Smith
July 2020

ISR INSTITUTE FOR
Local Self-Reliance



○ #2 - Focus on Restaurants – #BloomfieldEatsLocal

Monday, September 21, 2020 – 3pm – 4pm

- Focus: Moving forward with change
- Sep 21, 2020 03:00 PM Eastern Time (US and Canada)
Topic: BLOOMFIELD COVID-19 BUSINESS RECOVERY SUPPORT SERIES
Register in advance for this webinar:
https://bloomfieldct.zoom.us/webinar/register/WN_I3G-iShrS3yKIik4HX9Dzg
- Youtube Link: <https://youtu.be/JzH97mB1GbA>

○ #4 – Focus on the Future – Weathering the Storm

Monday, October 5, 2020 – 3pm – 4pm

- Focus: Planning for uncertainty and financial stability
- Oct 5, 2020 03:00 PM Eastern Time (US and Canada)
Topic: BLOOMFIELD COVID-19 BUSINESS RECOVERY SUPPORT SERIES
Register in advance for this webinar:
https://bloomfieldct.zoom.us/webinar/register/WN_fasltP_WR1Cpj0m_ce53GQ
- Youtube Link: <https://youtu.be/b4N40NFO8Zo>

Webinars, Informational Eblasts, Linking to Town's website, Sharing relevant information



Reposition an existing program with auto shop business to focus on COVID-19 related technical assistance



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Provided by SME Consultant

Revby LLC

Location

Bronx, NY

Origin	Jerome Avenue Corridor. SoBro under a program with NYC Small Business Services (SBS) and NY State DEC (Department of Environmental Conservation)	
Budget		Medium (\$50,000 - \$200,000) - Grant from DEC and SBS. \$60,000 allocated to an external consultant expert in auto shop sector.
Timeframe		Short Term (1 year) - To meet one on one with 98 auto shop businesses. Project extended and revised due to COVID-19.
Risk		Low Risk - Gain trust to get information and not being confused with policy government agents. Work closely with 2 local elected council members.
Key Performance Indicators	Audit of the existing business (e.g., lease monthly cost, existence of lease or not, ownership of building, etc.). This focus was shifted to a KPI related to number of businesses gaining access to emergency Covid-19 pandemic relief funding.	
Partners & Resources	Local elected council member, all other organization working on the geographic area. NYC Small Business Service (lead organization).	
Diagnostic	<ul style="list-style-type: none"> • 80% Spanish speakers; need to have TA Spanish language capacity • Possible mistrust of NYC gov agency • Business in need of understanding how to manage their business, the value of their business and access to financing. • Businesses are mostly "cash business" with the wrong understanding that cash is king and it's better to pay minimum tax. The avoidance of digital systems exposed this industry to growth problems during COVID-19. • The community is clearly part of the digital divide, it needs help in getting access to and understand the digital world. • This community also lack an understanding of what resources are available to them. As immigrants, they tend to believe they don't have access to government emergency assistance. • The community primarily uses WhatsApp as a digital tool. 	
Action Item	<ul style="list-style-type: none"> • Help business to be compliant with environmental regulations (priority pre-COVID-19) • New priorities due to COVID-19: <ul style="list-style-type: none"> • Help business get access to emergency funding • Creation of a partnership: Coalition of Bronx organizations (sometime competitors), community office, gov officials, to help businesses, with a first goal of helping them close the gap in the digital divide. • Creation of a WhatsApp group to keep business up to date. • Creation of a local digital hub for all the businesses in the corridor (included an informative portal, customized email, and direct access to all the local nonprofit partner, elected officials and gov). • Providing the Opportunity for an Equitable and Socially Inclusive Commercial Area 	

Process

- Create steering committee with partnership organizations and community leaders
- Meet the auto shop business in the geographic area one by one : one year (required multiple visits to businesses); could be condensed to 3 months.
- Specifically address the digital divide issue: Help businesses close the gap; introduce ideas like the use of a local online hub for the auto businesses.
- Provide technical assistance to each local business.



Photo: Outside an auto shop business assisted by the program in Bronx, NY



Photo: Inside an auto shop business assisted by the program in Bronx, NY

Providing Small Business Technical Assistance Workshops & 1-on-1 Support for Immigrants and Minorities





Provided by SME Consultant

Revby LLC

Location

Boston, MA

Origin	City of Boston's Office of Economic Development – Small Business Unit
Budget	 <p>High (\$700,000) - Fund sources: Majority from CDGB. Some are from the Neighborhood Development Fund (NDF). Workshops can range from \$1000+ [single workshops] to several/tens of thousands for workshop series. One-on-one TA costs vary depending on the nature of work and number of hours.</p>
Timeframe	 <p>Short term – 3 years</p>
Risk	 <p>Low risk</p>
Key Performance Indicators	<p>Workshops: # of workshop attendees, either live on Zoom, live on Facebook, or those that view the recording afterwards; # of new small business owner relationships, # of businesses that reach out for one-on-one TA. One-on-One TA: Action plans created, tangible deliverables created, # of new entrepreneurs that successfully start a new business, # of business owners that stabilize their business, # of business owners that grow their business (revenue, customers, employees)</p>
Partners & Resources	<p>City of Boston, Office of Economic Development neighborhood managers; Community Development Corps, Main Streets Organizations, small business owners, TA providers</p>
Diagnostic	<p>By the municipality:</p> <ul style="list-style-type: none"> Changed to a rolling RFP process to allow the program to add new and relevant TA providers at any time. <p>By Revby, the TA provider:</p> <ul style="list-style-type: none"> With workshops and one-on-one sessions moving entirely virtual due to COVID-19, additional time and guidance was often needed to help small business owners adjust to using video-conferencing such as Zoom. Some did not have a laptop and could only join using their smartphone. A business owner joining on their phone was not ideal to conduct TA sessions where screen sharing was planned, however, the approach had to be adapted. This was a particular issue among the immigrant and people of color business owner communities.

Action Item

The project's scope is to help businesses in Boston, particularly those in moderate-lower income neighborhoods, start, stabilize, or grow through one-on-one TA and workshops.

Design and provide workshops on topics that have an interest to diverse communities and/or be of interest for particular industries. For example, a workshop series that helped immigrant entrepreneurs thrive in their journey to start their own business.

By Revby, the TA provider:

- We provided a business resilience workshop – resilience being a key theme throughout Covid-19. The workshops were conducted in both English and Spanish. The decision to produce this workshop in Spanish was made by the City of Boston Econ Dev team based on feedback and observations that small, family businesses, often Latino businesses, were struggling to manage all the time it was taking to survive and that they were exhausted.
- Listen to the problems the business owners raise, take time to understand their experiences, and then design material that may address those challenges, including any root causes or pre-existing issues there may be.
- In addition to resilience building, digital marketing and technology infrastructure topics were also important material to help address a significant digital divide observed across minority and immigrant business owner communities.

Process

By the municipality and TA provider:

1. Write RFP (include a non-price and price proposal request)
2. Review proposal submissions
3. Conduct interviews
4. Contract with accepted TA providers
5. Match a workshop or one-on-one TA project with a provider
6. Coordinate with TA provider for first meeting with a business owner or a workshop project.
7. TA provider delivers a "project activity and outcomes" report upon project completion

By Revby, the TA provider:

1. For a workshop: Create content that uses stories, examples, and language that is relevant and accessible to the audience
2. For a one-on-one TA project: Gain buy in from the business owner on the project plan during the first meeting. Use the first meeting to build rapport and trust with the business owner. Focus sessions on open brainstorming and the introduction of subject matter that includes digital tools that can save time and increase customer acquisition. Employ patience and empathy with business owners who may struggle with the use of technology, including Zoom calls. Use each session as an opportunity to help the business owner address "digital divide" issues.



Mayor's Office of Economic Development Boston

October 8, 2020 · 🌐

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You don't want to miss this one! A FREE virtual Economic Development Center workshop series: Thriving in Small Business for Immigrant Entrepreneurs! The first workshop is today at 3:00 PM! Register at: bit.ly/thrivinginbiz

Thriving in Business for Immigrants

FREE WORKSHOP SERIES

3:00 PM - 5:00 PM

- October 8th** Opening a Business
- October 15th** Business Planning
- October 22nd** Legal aspects of running a business
- October 29th** Financing a business
- November 5th** Digitally marketing for a business



To register or for additional information, please visit: <http://bit.ly/thrivinginbiz>



Mayor's Office of
Economic Development



Mayor Martin J. Walsh

Thriving in Business for Immigrants Workshop Series



Serie de resiliencia para pequenas empresas

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*Business Resilience Workshop Series
for Spanish Speaking Family
Businesses*



Photo Courtesy of www.chashama.org

Supporting Entrepreneurs and Commercial Landlords with Pop Up Business Activations





**TENANT
MIX**

Provided by SME Consultant

Jeanette G. Nigro, Perch Advisors

Location

Various Locations ([New York City])

Origin	Project was created within ideation of the NYC Department of Small Business Services and ChaShaMa, property owners, and business owners, along with community orgs such as BIDs	
Budget		Medium (\$50,000-\$200,000) – Project required dedicated staff and project subsidies
Timeframe		Short Term (<5 years) – Program launched within 90 days; space is generally tenanted for 30 – 60 days maximum
Risk		Low Risk – Landlords with existing empty space offer short term opportunities with no permanent build out or commitment
Key Performance Indicators	Temporary commercial vacancy reduction; business increase in sales; businesses accessing space	
Partners & Resources	NYC Department of Small Business Services, ChaShaMa	
Diagnostic	<p>With an increased amount of vacant space in New York City during the COVID-19 pandemic, the City partnered with ChaShaMa, a not-for-profit that generally offers space to artists, to create short term opportunities for businesses to test out a brick-and-mortar location in commercial areas across the city.</p> <p>This creates opportunity to liven commercial districts with new, short-term businesses, helping landlords to activate their unused space, make the street feel more alive, create increased opportunities for commerce for small, minority and women-owned businesses, and provide no-cost space to businesses otherwise unlikely to be able to afford commercial rents in high traffic commercial corridors.</p> <p>Challenges of this program currently being addressed are ensuring businesses have commercial storefront opportunities once the no-cost space has ended; supporting businesses with technical assistance such as access to capital and finding affordable, permanent space, and sustainable resourcing of the project for the long term success of small minority and women-owned businesses.</p>	
Action Item	<p>Storefront Start-Up is a partnership between a not-for-profit community organization that typically supports artists in accessing work and exhibit space and the NYC Department of Small Business Services to support minority and women-owned businesses in accessing free storefront space (avg 30 days) in high traffic commercial areas.</p> <p>The non-profit or municipal partner can begin by evaluating vacant space in their commercial corridors and contacting property owners to determine their interest in short term space leases. The organization will have to determine if they can cover necessities for opening a commercial space (such as utilities and wifi) or if a landlord would be willing to provide short term access to these services.</p> <p>Simultaneously, the lead partner can connect with local businesses in need of space through social media marketing (no to low cost), partnerships with local business serving organizations (such as SBDC's, chambers of commerce) and begin to create a database of businesses interested in short term commercial leases. Essentially, building both the space and potential tenants together will help launch the matches efficiently and quickly.</p> <p>The lead organization should also determine business priority – is the program focused on women entrepreneurs? People of color? Create an evaluation tool to match businesses with respective spaces based on a set of priorities.</p> <p>Businesses should receive operating guidelines, a MOU to discuss what they can and can't do with the space, their responsibility to the program, and how long the term of the space use is.</p> <p>The lead organization should provide as much support to both the landlord and tenant as possible and consider connecting with a local technical assistance provider to help the business leverage the storefront opportunity to their long-term growth.</p>	

Process

- Determine the strategy to support businesses – are you focused on serving a specific demographic (ex. Women-owned businesses) or sector (retail, design)
- Decide on a criteria on how businesses will be selected for space
- Research and identify vacant storefront properties in communities, particular those commercial corridors that may have high current vacancy rates. Local BIDs or DIDs can help identify vacant properties.
- Connect with property owners of vacant spaces to determine their interest in short-term no-cost lease opportunities, and if so, their terms of use.
- Create a database with notes and updates on available properties and interested businesses.
- Create a standard Memorandum of Understanding to be used as a baseline of agreement between the organization, the property owner, and the business owner. For example: how long will the space be used? Who will pay for buildout costs (if any)? Who will cover utility costs?
- Begin to match businesses with potential vacant spaces. Determine how far in advance businesses would need to be “occupancy ready” and how long landlords would need for the property to be considered “move in condition”
- Support both the business and property owner with the transition into the space; troubleshoot any issues in real time to mitigate any future problems or miscommunications
- Create social media and marketing opportunities to businesses to let people know they will be in the activated space, with plenty of lead up marketing prior to the move in date
- Determine further support for the business after the space agreement has expired, if any



Pop-Ups in the Retail Mix



TENANT
MIX

Provided by SME Consultant

Berkshire Regional Planning Commission

Location

Adams, MA

Origin	ProAdams, Downtown Adams, Town of Adams, Berkshire Regional Planning Commission, Massachusetts College of Liberal Arts
Budget	 <p>The project has a proposed budget of \$125,000. The budget will be used to cover rent for seven vendors who establish pop-ups in storefronts under 1K s.f. for three months (est. @ \$3.50* per s.f. = \$65,625) and short-term loans to business owners to address code violations or building repairs (\$5K each @ \$35,000). The remaining budget will be directed to press and public relations, including a website designer, website, and signage. * <i>The proposed rent is 50% of market rate.</i></p>
Timeframe	 <p>The project is in the planning phase and has not yet been implemented. Strategic Planning: 6 months; Pop-Up Vendor Solicitation: 3 months; Pop-Up Build-Out: 3 months; Implementation: 3 months</p>
Risk	 <p>Small business owners have been hurt financially by the pandemic and may be wary of short-term ventures that cannot guarantee success. Building owners may be less than inclined to engage short-term tenancy if it reduces incentive for a long-term tenant to commit. Building owners may not wish to start building repairs that expose them to legal or regulatory oversight.</p>
Key Performance Indicators	Increase in foot traffic; Increase in sales and revenue at neighboring food and retail businesses; Long-term commercial tenancy at market rate in formerly vacant properties; Perceived improvement in appearance of the downtown streetscape.
Partners & Resources	ProAdams, Downtown Adams, Town of Adams, Berkshire Regional Planning Commission, Massachusetts College of Liberal Arts, 1Berkshire
Diagnostic	<p>Adams faced challenges with downtown occupancy prior to COVID-19. The pandemic only accelerated economic hardships, leading approximately 15 retail spaces to become vacant out of 50 with a storefront presence. The town is highly dependent on the recreation and hospitality sectors, both of which receded in the past year, creating a snowball-effect decline in economic activity more broadly. Because of its many older residents, the town has difficulty attracting businesses that appeal to younger audiences. Many of those leading local economic development efforts do so as volunteers, which limits their ability to provide a full range of services and technical assistance to incoming businesses.</p> <p>Among the town's attractions are the Susan B. Anthony Birthplace Museum, a historic home listed on the Register of Historic Places, and the Ashuwillticook Rail Trail, whose north end starts in Adams. The town is located near many natural resources, including Greylock Glen, which recently received state funding to develop a world-class outdoor recreation and environmental center. For outdoor enthusiasts, the town is famous for hosting in the 1930s the Thunderbolt Ski Run, which attracted top skiers from the United States and Europe during its heyday. Today the tradition continues with an annual winter celebration called ThunderFest. Adams is within easy driving and public transit distance to an internationally-recognized museum (Mass MoCA) and is centrally located along the Berkshire corridor stretching from Bennington, Vermont to Sheffield, Massachusetts.</p>

Action Items

The project will attract small businesses to Adams that address local's day-to-day needs and provide amenities for visitors who are there to explore the region. To accomplish this, the project will build on local boosterism and capture residents' pride while identifying new and under-represented voices the town may not have previously engaged.

Years of disinvestment have led many to give up hope on Adams' potential to provide good local jobs. By bringing positive attention to Adams, the project hopes to re-inspire residents challenged by poverty.

Pop-up stores, while unfamiliar, can build a following, so long as residents take an active role in choosing those selected and see their success as providing benefits to neighbors.

Process

- Organize a small group of stakeholders representing local government, economic development, small business, real estate, tourism, marketing, and design/web/social media sectors to spearhead the project. Ensure representation from diverse and often under-represented communities such as low-income, minority, women, and LGBTQ residents and business owners as part of the steering committee.
- Initiate a fundraising campaign to cover three months of rent for seven pop-up vendors. Build relationships with building owners to **negotiate reduced rent in vacant stores for a specified period (ideally 90 days) with graduated rent for the first year made available to pop-ups that agree to stay into Year 2.**
- Engage internal marketing/design/web/social media experts or engage a pro bono consultant to create a website and social media campaign to promote the project. Include demographic, economic, infrastructure, and tourism data about Adams (i.e., availability of broadband, utility rates, etc.) in marketing materials to help vendors understand community dynamics and ensure a good fit between their products or services and local resident and visitor interests.
- Select pop-up applicants through an open competition that attracts media attention. Choose winners based on pre-determined criteria (e.g., financial need, community-identified service gaps, qualifications) and with lead stakeholder input. Select at least two businesses through a public "audience favorite" process to build community excitement. Select pop-ups that offer similar or complementary services in a single location to create a market "district" feel.
- Include one-on-one S.C.O.R.E. or business mentoring to winners and provide ongoing marketing support during the project to support pop-up owners' interest in making a long-term commitment to downtown Adams.
- Involve community members early in the process to increase buy-in around the project. As part of that, appoint a community ambassador to each location that can acquaint incoming business owners with neighbors, resources, and town amenities.
- Create a social media campaign once pop-ups are in place and encourage businesses to offer incentives to stimulate repeat and returning patronage. Examples include coupons, sale days, promotions, and experiential offerings.
- Gather regular feedback from consumers and vendors about the pop-ups' presence and impact on local culture, so that changes can be made in real time to respond to consumer demands and vendor needs. Use surveys that include rewards for respondents, and which can be activated at pop-up shops, to increase response rate.
- Incentivize successful pop-ups to permanently relocate by adding a pitch competition that would bring additional funding to projects after the pilot period ends.