

Economic Development Monthly Report

February 2018 Report on January Activities

One: Create a Robust Business Retention and Expansion Program

1. a) Goals for the number of businesses to visit each year (Oct 1 – Sept 30) —40/100 a year

AMC Fiesta Square
Blew & Associates
Burk Brothers Lawn Care
Flying Possum Leather, LLC
Green Submarine
Puddle Jumper Lures

- b) Development of a survey or questionnaire to be used during interviews with existing businesses with results tabulated in a regularly updated and shared reporting document.
- i. Development of a survey/questionnaire—Done
ii. Report—provided semiannually
- c) Development of a process for addressing any business needs or challenges that were identified during the visit and survey
- i. See attached Challenges/Expansion/Sales/Unemployment Rate/Regional (CESURR) report
- d) Use of a shared spreadsheet for timely tracking of visits, employer input, business challenges or needs, and other data identified as needed for tracking purposes
- i. See attached CESURR report
- e) A summary report of the accomplishments of the program that year, including the information above, as well as the number of new expansion projects, jobs created or saved, average wages (when disclosed) and investment related to the programs
- i. See attached CESURR report
- f) Demonstrate efforts to acquire and track the following:
- i. An increased number of net new businesses established in the city over time;
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| Net New Businesses (Year-to-date) | 73 businesses |
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equipment investments, workforce attraction and training, and physical infrastructure needs such as rail, broadband, transportation or utilities.

- i. Had Dr. Matthew Wendt, Superintendent of Fayetteville Public Schools District speak to local businesses.
- ii. Changed out the current batch of artists with another new group under the “Celebrate Arts in Fayetteville” program.
- iii. Arranged for Mayor Jordan to bring his State of the City address to the businesses.
- iv. Pinnacle Foods announced a \$30 million expansion project to build a 160,000 SF refrigerated warehouse facility on its campus.
- v. Had a meeting with c-suite folks of local employers.
- vi. Met with a local restaurant in the process of opening its second restaurant in east Fayetteville.
- vii. Provided information and consultation to a local healthcare provider on leadership training for its employees.
- viii. Supported a local bank that is organizing a panel of speakers to speak on economic development in NWA.
- ix. Successfully helped to bring an annual conference to The Chancellor Hotel in August.
- x. Providing B-2-B referrals between organizers doing projects in Fayetteville with local businesses such as golf courses, caterers, and so on.
- xi. Followed up with a legacy manufacturer that is needing to find a place to move to when its lease ends in September. They are looking at 3 options.
- xii. Continued to arrange for a local manufacturer to meet with AEDC to discuss state incentives as it is upgrading its equipment and facility.
- xiii. Promoted B2B especially the sale of art work by local artists.
- xiv. Acted as ombudsman for local businesses as they navigate their way in their development projects.
- xv. Made referrals to local businesses.
- xvi. Promoted events organized by our local businesses.

- xvii. Continue to spend considerable time following up with AEDC business development staff to discuss expansion plans for local businesses.
- xviii. Promoted local and new businesses through networking, groundbreaking, anniversaries, expansions and ribbon cutting events.

- JuicePalm

3. Regional Headquarters:

- a) Develop and maintain an up-to-date directory of businesses headquartered in Fayetteville, whether they maintain a home office or a regional headquarters within the City.
 - i. Researched and assigned a location identity. Each business will be identified as a home office, regional headquarters, or a branch.
 - ii. Research using primary data to determine the actual location identity.
 - iii. Add identified business to a list. See CESURR report.
- b) Develop a questionnaire to explore the corporate services sector, including healthcare, to develop good working relationships with local management teams and to identify and establish relationships with parent headquarters outside of Fayetteville when deemed valuable.
 - i. Conduct primary data collection when meeting with businesses to collect this information – ongoing.
 - ii. Conduct secondary data collection to gather this information – ongoing.

4. Start-up/Entrepreneurial Businesses:

- a) Develop a BR & E program for interviewing and gathering data for start-up/entrepreneurial business sector.
 - i. Monitoring and providing technical support to locals interested in joining the Airbnb movement.
 - ii. Provided consultation with a local entrepreneur as he changed his product offering.
 - iii. Arranging to meet with a new business in town that is having difficulty improving its property before it could start promoting its business.
 - iv. Visited with an international business from Panama (the country) interested to open a representative office in Fayetteville.

- v. Provided technical support to an individual interested to start a women clothing and accessories business in east Fayetteville.
 - vi. Spent considerable time supporting a local startup high tech company to organize the Nowhere Developers Conference. It's part of our effort to develop Fayetteville and NWA as a Tech Hub.
 - vii. Provided consultation to an entrepreneur interested to start a hot sauce business.
 - viii. Provided consultation to an entrepreneur with questions of transferring his LLC from VA to AR.
 - ix. Attended the Fayetteville Innovation Council meeting.
 - x. Started work on Sales and Use Tax Back resolutions for OurPharma.
 - xi. Provided suggestions to an entrepreneur wanting opportunities to talk about his business in buying federal surplus.
 - xii. Connected a local consultant providing international services with local businesses.
 - xiii. Continue to refer start-ups to Hidden Star for possible financial support for qualified owners.
 - xiv. Consulted with prospective entrepreneurs interested to start a business.
- b) Customize questions to understand how the City can best support the creation and sustaining of start-up companies created in Fayetteville, coordinating closely with other City-initiated entrepreneurial efforts.
- i. Have regular meetings with Start Up Junkie and City to update and collaborate on events/programs to benefit startups and to develop new entrepreneurs.
- c) Support the advertising of appropriate seminars or training for Fayetteville or NWA in coordination with other City-initiated entrepreneurial efforts.
- i. Having discussions on the StartUp Weekend event.

Two: Assess and meet property, building and data needs of targeted business sectors

Fayetteville First identifies 5 targeted business sectors: Corporate Services, Entrepreneurs and Innovators, Legacy Manufacturers, Retail and Specialized Technologies.

1. Determine available properties:
 - a) Create a comprehensive inventory of all sites and buildings that are available for potential development and ensure that the AEDC sites and buildings database are kept updated accordingly.
 - i. Attended a Zoom Prospector presentation as a possible replacement for Xceligent software company that went away. The software will provide information on sites and buildings availability in Fayetteville.
 - i. Reviewed and updated properties on the state website.
 - ii. Provided technical support to local realtors.
2. Assess site and building needs of targeted business sectors:
 - a) Assess the potential site, building, and data needs of each of the targeted sectors, determine the need to identify additional sites and encourage the development of appropriate property in the future. Consideration must be given to match a company's requirements to the types of service available, which shall be assessed using measurable criteria through the BR&E surveys
 - i. Communicated with a local land owner interested to rezone his property in east Fayetteville from residential to commercial.
 - ii. Visited with the new property owner of a space in downtown on possible uses of the space.
 - iii. Working on getting a road built to connect S. Armstrong to S. City Lake Road in the Commerce District to create access and release more than 100 acres of land for development.

Three: Develop a focused retail development strategy

1. Conduct a thorough inventory and analysis of Fayetteville's existing retail base and gaps. Working with the NWA Council and/or others, identify and inventory the existing retail base and gaps in the city.
 - i. Continued to monitor the changing nature of retail caused by e-commerce.
2. Examine local and regional demographic and retail trends. Demonstrate a clear understanding of the demographics of the city and region (to include Fort Smith as well as Northwest Arkansas), evaluating typical factors considered by the retail sector in its location decisions, which often include population, population growth, educational attainment and income. A retail infographic deliverable, coordinated with the City's Communications and Marketing team, shall reflect the results of this analysis and be used to market Fayetteville

and the region to potential retailers and retail developers, with the goal of filling identified gaps.

- i. Visited with the NWA Democrat Gazette about the rising lease rates for retailers in Fayetteville.
 - ii. Provided some warehouse options to a local e-commerce business.
3. Identify potential commercial properties. Identify potential commercial properties, large to small, to be mapped and marketed to potential retailers and retail developers, where appropriate as identified through the retail analysis. Potential redevelopment sites that may be appropriate for retail shall also be identified and catalogued, particularly in targeted redevelopment areas identified by the City.
 - i. Touched base with the General Manager of a new hotel that is under construction in Fayetteville.
 - ii. Visited with Bank of America on its plans for its building on MLK.
 - iii. A 16,000 SF building is going to be available soon. Visited with the owner. Referred a potential client to the owner. Did not work out due to lack of parking spaces.
4. Identify potential retail targets. Based on the outcome of the retail base and gap analysis, as well as the commercial property inventory, identify potential specialty retailers to focus marketing efforts.
 - i. Conferring with the City and Experience Fayetteville about promoting Fayetteville in the upcoming AEDC Arkansas Guide.
 - ii. Provided information to a retail consultant helping his client to site a restaurant in Fayetteville.
5. Attend the designated International Council of Shopping Centers (ICSC) national and/or Regional conventions and participate with the City of Fayetteville representatives and regional economic development efforts at the National and Regional ICSC Show.
 - i. Working with the City's Director of Economic Vitality on the retail sector.
 - ii. Started working with the city on ReCon event in May 20-23, 2018

Four: Ensure Workforce and Training needs can be met

1. Understand existing industry and targeted business sector needs.

Review and participate in workforce analysis studies conducted for the region to gain an understanding of the workforce availability related to the occupations required of the targeted business sectors, potentially partnering with the NWA Council on this initiative.

- i. Continued to equip the NWA Fab Lab with more amenities such as classes, equipment, and space.
- ii. Sharing information on Job Fairs with the public to help connect job applicants to employers that are hiring.
- iii. Pointed local artists and filming production service providers to 2 websites that are used by HBO True Detectives series to search for local help.
- iv. Had a meeting on economic development and workforce with local employers and training providers.
- v. Made recommendations to spaces in Fayetteville for a federal agency, Dept of Human Services, to hold a HIPAA training session.
- vi. Arranged to attend the US Fab Lab Foundation Symposium in March.
- vii. Worked on finding a venue for the Fayetteville Annual Job Expo scheduled for April 27.
- viii. Assisted and supported the NWA Education Services Center with its survey for employers in an effort to understand employer needs for their workforce.

2. Research and conduct a survey of regional higher educational institutions. Develop an understanding of enrollment, degrees offered and graduates of regional institutions of higher education that may serve Fayetteville.

3. Convene regional educational leadership.

- a) Coordinate with the NWA Council to participate in discussions with local institutions of higher education, public school career and technical education program leaders, as well as local industry and targeted sectors, and determine whether the workforce and training needs of the identified target markets can be met.
 - i. Attended the NWA Regional Annual Business Forecast Luncheon on Jan 26.
 - ii. Northwest Arkansas is recognized as #25 in Milken's Best Performing Index.
 - iii. Attended the NWA Council luncheon on diversity and inclusion.

- iv. Attended the Washington County Emergency Preparedness meeting.
 - v. Attended the regional economic developers meeting with NWA Council.
 - vi. In communications with NWACC to discuss opportunities in promoting career and training opportunities between NWACC and Fayetteville.
 - vii. Evaluated a training program for startups that is offered by an outside organization from MO.
 - viii. Held a discussion on getting employers to participate in the 2018 State of Arkansas Wage survey. This is coordinated through NOARK.
 - ix. Worked on dates and confirmation for a summer makers camp in the Fab Lab.
 - x. Spent considerable time to support U of A's newly created Economic Development Department. Organizing a lunch series meeting between U of A team and local employers.
 - xi. Promoted seminars and workshops that could benefit local businesses.
 - xii. Partnering with NWA Council and other healthcare leaders in the region through a Healthcare Board with the goals to expand the UAMS NW campus to a full medical school and to produce the skilled workforce in healthcare to support the school and the healthcare sector that is growing.
- b) Work with these institutions to expand skilled trade programs and training, and determine possible new program development in the future to meet the needs of the targeted business sectors and existing business and industry. Once established, create and measure performance standards to fill gaps in the workforce and training needed.

Five: Support initiatives and programs that continue to improve the outstanding lifestyle quality in Fayetteville

1. Explore other redevelopment opportunities. During the stakeholder engagement process, many mentioned that they would like to see redevelopment along 71B (College Avenue and South School Avenue). In line with the City Plan 2030 goals to prioritize infill over sprawl, to accommodate growth, and to bring more people to live, shop and play along Fayetteville's original Main Street, redevelopment of 71B is important for the city and should include improvement in walkability, new retail, residential and business development.
 - i. Responded to queries about the recent RFP issued by the city to look at redevelopment on College Ave.
 - ii. Evaluating the IDA College Town Summit in Boulder, CO from May 2-3, 2018.
 - iii. Continued discussion on redeveloping College Ave.

- iv. Monitor public transit developments in the city and region.
2. Attract and retain the workforce of today and tomorrow. With the presence of the U of A and the lifestyle quality the city offers, Fayetteville should be a prime location for the millennial population, as well as the future Generation Z, and attracting and retaining that population must be a focus related to talent. Maintaining and enhancing an authentic culture for its residents and student population to remain in the city requires coordination in many of the identified areas. Walkable neighborhoods with commercial areas, including urban mixed-use developments, diversity, transportation alternatives and amenities like arts, culture and restaurant choices appear in numerous studies identifying where millennials want to be. Care for the environment and the desire to live in communities that practice sustainable development are also prevalent.
 - i. 15 N Church building is certified as LEED Platinum, the first in Arkansas for 2017.
 - ii. Supported C-Span's BookTV, American History TV filming in Fayetteville.
 - iii. Promoted an art exhibition by Fenix Fayetteville.
 - iv. Promoted an Artist Talk organized by Art Ventures.
 - v. Fayetteville is recognized as #5 best place to live in the US.
 - vi. Attended the "Forum on new concealed carry at the U of A" to understand its implications.
 - vii. Attended the talk by Jeff Speck on Walkable Cities.
 - viii. Connecting local businesses with the Fab Lab to encourage innovation.
 - ix. Continue to assist workforce to look for work.
3. Promote, foster, and seek development opportunities that help create an environment and amenities that attract the new millennial worker and/or business owners. Work with the development community and City to explore initiatives meeting these stated goals.
 - i. Chung Tan, Chamber's Chief Economic Development Officer, has been appointed to the Arkansas Economic Development and Chamber Executives (AEDCE) Board. This will help to drive economic development initiatives in Arkansas that may also impact Fayetteville.
 - ii. Monitoring the Arkansas tax reform including incentives.
 - iii. Monitoring mergers and acquisitions activities that could impact Fayetteville. CH2M is acquired by Jacobs Engineering. Upchurch Electric is acquired by Mayer Electric Supply. McGoodwin Williams & Yates acquired by Olsson Associates.

- iv. Continued to monitor the housing market from the standpoint of affordable and attainable housing for the working class.
- v. Participated in a focus group to help reduce distractions while driving.
- vi. Organized a meeting to discuss the Borick extension in the Commerce District.
- vii. Responded to an inquiry from an out of town consultant that has a client interested in multi-student housing development in Fayetteville.
- viii. Visited with an individual interested to start a relationship between Fayetteville and Jordan, the country.
- ix. Met with Alderman Kyle Smith to discuss economic development and exchange information.
- x. Supporting a team project in identifying and compiling all the resources that are available in Fayetteville to help startups and existing businesses.
- xi. Collected pricing and participated in the Cost of Living Index program.
- xii. In communications with a recycling business looking for 10 acres to consolidate its 4 operations into one.
- xiii. Met/communicated with a few AEDC staff.
- xiv. Visited with various individuals who were relocating or thinking to relocate to Fayetteville. Provided resources for information.

Six: Collaborate with the City for Communication with the Public

1. The City's Economic Development web site will be used to communicate the implementation of the Fayetteville First plan, using the City's branding and marketing. All communication and engagement with the business community via surveys and questionnaires will be done from a link within the City's Economic Development web site pages and will be promoted on the City's social media channels via coordination with the City's Communications and Marketing Team. All performance measures and reports will be updated on a regular basis via the City's web site.
 - a) The Chamber of Commerce will work with the City's Communications and Marketing Team to ensure that the deliverables from this contract remain up to date on the City's Economic Development web site. Responses to requests for information and updates shall be timely and within reason.
 - i. Spent considerable time finalizing work on the mobile app for Fayetteville. It is called *Fayetteville, AR Connect* with a tagline of *One Fayetteville, One app*.

- ii. Spent considerable time working on producing a quarterly business magazine for Fayetteville called #2B Fayetteville
 - iii. Discussed Fayetteville as a site for out-of-town businesses with two national site selection magazine publishers. They also have international subscribers.
 - iv. Responded to interview by NWA Business Journal for its article about development in Fayetteville such as the Fitness One, Cross Church, and so on.
 - v. Working with the City and Experience Fayetteville on a potential ad in the Arkansas Guide, a new guide led by AEDC.
 - vi. Circulating 2018 Livability Fayetteville magazine.
 - vii. Made another podcast to promote local businesses and sectors to the listeners.
 - viii. Shared City's relevant press releases through the social media channels.
 - ix. Working with public officers' staff liaisons to receive communications about the city.
 - x. Responded to inquiries from media and local businesses.
2. Communications from the Chamber of Commerce related to economic development initiatives within the scope of this contract, major decisions and/or development matters, and public-facing activities should be coordinated with the Mayor's office or his assigned staff. This includes statements at City Council meetings, Agenda Sessions, public presentations, press conferences, etc.

Seven: Reports and Presentations

1. Reporting results and milestones will be done as deliverables are met in the implementation of the Fayetteville First Economic Development Strategic Plan and will be formatted to fit within the City's Economic Development branding on the City web site. The City's internal Economic Development team will meet regularly with the Chamber of Commerce (at a minimum on a monthly basis) to discuss the status of deliverables. The Mayor and/or City Council may request periodic updates and public engagement for citizens to be kept informed of the city's economic development goals.
 - i. Met with StartUp Junkie to exchange information as relating to the city contracts
 - ii. Arranged to include the City's representative to the meetings held between the Chamber and Startup Junkie.
 - iii. Chamber is set to meet with the City's Director for Economic Vitality on the 2nd Monday of each month.

2. The Chamber of Commerce shall provide written reports and prepare a brief presentation to the Mayor and City Council on at least a bi-annual basis. Reports and presentations should outline the tasks accomplished, outcomes achieved and include statistics for each performance measure outlined herein.
 - i. Made presentation at the Agenda Session on January 9, 2018
3. A schedule for completion of outlined performance measures and a monthly status report shall be submitted for each month of the contract, delivered during regular monthly meetings with the City's internal team.