

Exhibit "A"

Contract for Economic Development Services-

Business Retention and Expansion

Schedule of Deliverables and Performance Measures

As outlined herein, the Chamber of Commerce shall provide the following services, more generally referred to as Business Retention and Expansion or BR&E services:

- One.** Create a robust retention and expansion program for the business community, with a more focused strategy for the target sectors of legacy industry, regional headquarters and startup/entrepreneurial businesses;
- Two.** Determine property availability, data and building needs for targeted business sectors;
- Three.** Develop a focused retail development strategy based on a thorough inventory and analysis of the city's existing retail base and gaps;
- Four.** Coordinate with NWA Council and others to ensure workforce and training needs can be met, with a thorough understanding of existing and future industry and targeted sector needs; coordinate with area educational providers and business sectors to ensure appropriate skilled trade programs and training are available;
- Five.** Support programs and initiatives that improve the outstanding lifestyle quality in Fayetteville. Promote, foster, and seek development opportunities that help create an environment and amenities that attract the new millennial worker and/or business owners.
- Six.** Collaborate with the City for communication with the public
- Seven.** Report Outcomes

One: Create a robust business retention and expansion (BR&E) program

1. At a minimum the following deliverables shall be included for each of the action items identified in the BR&E program:
 - a. Goals for the number of businesses to be visited each year within the identified business sectors, coordinating closely with the Northwest Arkansas Council so as to not duplicate regional economic development services and business visits related to employer retention and expansion, workforce development and education efforts. The city expects at least 100 businesses to be visited through the contract period, based on employment numbers, sales impact, relationship to target sectors, or other criteria.

- b. The 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
 - c. The development of a process for addressing any business needs or challenges that were identified during the visit and survey;
 - 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;
 - 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 program(s);
 - f. Demonstrate efforts to acquire and track the following:
 - i. An increased number of businesses established in the city over time;
 - ii. An increase in annual sales from businesses located in the city over time;
 - iii. An increase in the percentage of residents employed over time;
 - iv. A decrease in the unemployment rate of residents over time; and
 - v. Various business sector employee wages, and how they increase or decrease as jobs are gained/lost.
2. *Legacy Industry:* Develop and maintain an up-to-date directory of legacy industries (including but not limited to manufacturers) within the City. Develop a BR&E program with questions and data designed to meet this business sector's needs, exploring questions related to facility retention and expansion, new equipment investment, workforce attraction and training, and physical infrastructure needs such as rail, broadband, transportation or utilities.
3. *Regional Headquarters:* 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. 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.
4. *Start-up/Entrepreneurial Businesses:* Develop a BR&E program for interviewing and gathering data for the start-up/entrepreneurial business sector. 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. Support the advertising of appropriate seminars or training for Fayetteville or NWA in coordination with other City-initiated entrepreneurial efforts.

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

Fayetteville First identifies five targeted business sectors: Corporate Services, Entrepreneurs and Innovators, Legacy Manufactures, Retail and Specialized Technologies. Each of these target sectors will have varying needs, and some will have similarities.

1. *Determine available properties.* 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.
2. *Assess site and building needs of targeted business sectors.* 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.

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 Northwest Arkansas Council and/or others, identify and inventory the existing retail base and gaps in the city.
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.
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.
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.
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.*

Coordinate with the Mayor's designated staff to determine who should attend the ICSC convention or an applicable regional event, arrange for interviews, and coordinate with the City's Marketing and Communications team to provide marketing or information materials.

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 conducting 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.
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.* Coordinate with the Northwest Arkansas 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. 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 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 CityPlan 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. Initiate a process to create immediate, short- and long-term priorities to explore and encourage redevelopment opportunities along 71B, as well as other areas of the city that should be identified as priorities for redevelopment.
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 focus 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. The Chamber of Commerce will collaborate with and support the City and other City-led entrepreneurial efforts in the creation of a millennial advisory panel that can recommend policies, education and development practices that provide the best quality of life amenities and environment for this diverse population.

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.

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. 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.
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.

- 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.
- 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.