

ECONOMIC DEVELOPMENT COMMISSION
Thursday, June 16, 2011
Blue Conference Room
1920 South Germantown Road

The regular meeting of the Economic Development Commission (EDC) was held Thursday, June 16, 2011, in the Blue Conference Room. Chairman Jerry Klein called the meeting to order at 6:00 P.M.

PRESENT: Jerry Klein, Brian Pecon, Chris Harrison, Rocky Janda, Marc Johnson, Wanda Richards, David Rea, John Wagner, Greg Marcom, Charles McCraw, Susan Burrow and John Walker

ABSENT: Donald Robbins

STAFF PRESENT: Andrew Pouncey, Economic and Community Development Services Director

A quorum for tonight's Economic Development Commission meeting was established.

MINUTES: The May 5, 2011 minutes were approved.

OLD BUSINESS: Project Art Front – Jerry Klein will meet with Tania at GPAC with an update on Project ART Front next week. She has been out of town in China for a month with the children's orchestra symphony. She is still in favor of putting the artwork at GPAC and in the storefront windows of vacant retail buildings. Jerry Klein will meet with Alderman Billingsley soon. Jerry Klein noted he would have a report from ArtFront at the next meeting.

NEW BUSINESS: 2011 COMMITTEE REPORTS

Clay Bailey at the Commercial Appeal newspaper called about a rumor on the Memphis Pizza Café sign. The Memphis part is not lighting up at night, so it reads Pizza Café. He wanted to know if we were changing it to Germantown Pizza Café. Management told them to refresh their signage and upgrade it; that's all.

a. **Economic Development Strategy** (Chris Harrison, Marc Johnson)

The five growth strategies associated with Germantown's Vision 2020 and its plan for economic sustainability are (1) business development, (2) the heart of Germantown, (3) retail development, (4) medical and healthcare and (5) home-based businesses. The **economic sustainable strategies** of the City of Germantown are designed to retain existing businesses, to support business expansion and growth, to attract and develop new businesses and to outpace competitive economic communities. The City of Germantown has a two-tier strategy for economic sustainability.

Growth strategies focus on developing new business ventures, taking economic risks by investing in new product development, attracting new businesses to locate and invest in the City of Germantown and supporting homegrown business start-ups.

Supporting strategies focus on strengthening the economic base of our retail, medical, home-based, and technology-based businesses; keeping local capital investment dollars local for business development and bringing new resources to Germantown; developing and maintaining a supporting utility and telecommunications infrastructure necessary for business attraction and expansion; creating Germantown's brand that promotes economic opportunities and growth; marketing Germantown to ourselves and to the world; and improving transportation access to Germantown necessary for the effective movement of people and goods.

The development of the five-growth strategies track with the City's triple bottom line - economic, environmental and social sustainability, the backbone of the City's Sustainability Model and Vision 2020. The policy agenda for the economic sustainability strategic plan ensures that goals are met. Performance measures, tracked quarterly, indicate progress toward the policy agenda and are reported to the public so as to ensure transparency and commitment to Vision 2020.

Julia Goebel from Go To Consulting has completed the Business Survey. We have the results of 8.7% businesses. Another target is to conduct one promotion strategy each quarter. You may also call the sidewalk sale a promotion strategy for July 22-23. We need people to deliver the sidewalk posters to businesses and introduce themselves. It would help the Germantown Chamber and the event. The target is to visit five (5) businesses each month. In the past, we have had a record of visiting four businesses each month.

Tania at GPAC will be expanding for 1200 seating and add a school for music and dance classes. The Library will be adding an addition.

b. Home-Based Business (Donald Robbins, Wanda Richards)

Donald and Wanda now have a list of 579 Germantown home-based businesses with business licenses (fee \$15.00). They brought copies of the code ordinances from Franklin and Collierville, TN. We need to work closely with the Neighborhood Preservation Commission. Home-based businesses need a Germantown business license.

Close to 50 percent of the number of licenses granted to businesses in the City are home-based businesses. The City of Germantown is close to 80 percent residential, and it is most important to maintain the integrity of our neighborhoods. At the same time, if the City can be proactive in promoting home-based business (without impacting the character of neighborhoods), this can be a mutually beneficial arrangement. There is a need to develop policies, regulations, infrastructure, brick and mortar businesses that can provide support for businesses and protection of the neighborhoods.

Critical factors for the success of home-based businesses include: (1) identifying and mapping home-based businesses, (2) protecting neighborhood integrity, (3) reviewing City policies and regulations, (4) providing necessary infrastructure, (5) addressing employees going to home-based businesses, (6) changing the business image of the City, (7) changing the City's attitude toward home-based businesses, (8) defining acceptable types of home-based businesses and (9) educating home-based businesses on tax responsibilities.

c. Smart Growth Area (John Walker, John Wagner)

John Wagner stated the Farmers Market is starting May 14, 2011 from 7:00 a.m. to noon, every Saturday until October 2011. They will be adding new vendors. We will update our website with the new brochure information for Shop Germantown such as CD's or mouse pads.

Jerry Klein is involved with the Greater Memphis Convention and Visitors Center. We are currently working on a joint promotion with Liverpool, England and the Greater Memphis Area. He received a call from the Director General of Liverpool Visions, which is their body that is totally in charge of Economic Development that is interested in what we have to offer. Jerry will get some stuff together for them. His contact from Liverpool, England will be here the end of month. We will talk and see what happens. Liverpool has a lot of the same stuff as Memphis, TN. It is on a river, and to this day, they still set the price on cotton on the spot at the Liverpool Cotton Exchange. They also have a civil rights museum that equals anything that I have ever seen any where in the world. We may be on the map for something (music).

d. **Medical Device Industry** (Brian Pecon, David Rea, Rock Janda)

Brian commented about setting up a meeting in Franklin, TN for our sub-committee (Brian Pecon, David Rea, and Rock Janda) to meet with Franklin area representatives who have developed a similar program. The meeting will be before the next EDC meeting on August 4th.

Andy attended a seminar for Critical Employee Emergency Planning (CEEP). This helps prepare you, your family and the City in the event of a disaster. The contact area for us will be in Franklin, TN. They will have our contact telephone numbers for our family. We are trying to set-up a trip to Cool Springs Life Sciences Center south of Nashville in July.

We met with Baptist Cancer Center about their site plan working around the lake. The City of Germantown has become a highly desirable location for state-of-the-art medical facilities and healthcare providers. The Germantown area has medical and health service institutions that provide excellent services to Shelby County. Germantown seeks to capitalize on its location, infrastructure, and premier residential environment to increase the number and quality of medical providers desiring to locate here.

Critical factors for success include: (1) coordinating services with the medical community, (2) providing top-quality emergency/non-emergency transportation, (3) creating opportunities for outpatient care, (4) attracting and retaining physicians, (5) providing for long-term patient care and (6) promoting new medical uses and technology.

e. **Heart of Germantown** (Andrew Pouncey)

To stay on the cutting edge of retail development and lifestyle, Germantown has adapted its policies and vision to changing shopping and living trends. A new experience integrating residential and non-residential land uses is being examined. The City has turned to focus its attention on creating a new "sense of place" in the "Heart" of the city. It is an area that is prime for redevelopment and key to the City's economic future.

Critical factors that can ensure success include: (1) preparing and educating citizens and leaders for change, (2) developing a pro-business image of the City, (3) redeveloping retail in the "Heart" of the City, (4) attracting all generations to the area, (5) providing necessary infrastructure, (6) reviewing the Germantown Code of Ordinances, (7) assessing and determining the City's role, (8) identifying quality developer(s), (9) determining viability of lofts and residential units and (10) developing a true sense of place.

f. **Retail/Business Centers** (Andrew Pouncey)

There were no business visits this month. The City is reaching out to the retail community and helping to promote local businesses. City employees and members of the Economic Development Commission meet regularly with retail shop owners and managers to assess their concerns and provide assistance. The City is aware and concerned with retail development occurring on its immediate borders, and desires to aggressively market the City's retail areas.

Germantown has a reputation as a place to do business while retaining a unique residential character. Several critical factors can foster this success: (1) developing Germantown as a place to do business; (2) marketing and developing incentives, (3) building regional relationships along the Forest Hill Corridor, (4) recruiting and attracting highly skilled employees via a premier residential/school system, (5) promoting the area by the City and the Germantown Area Chamber of Commerce, (6) determining area name and brand, (7) competing with other business locations, (8) having limited land available for business development, (8) determining appropriate businesses to include laboratory research and pilot plants, (9) developing a distinctive image for the Forest Hill Corridor and (10) promoting local businesses through expos and major events.

g. Planning Commission Liaison (Susan Burrow, Mike Harless)

There was one issue on the May Planning Commission for a new subdivision (PUD) that was approved: Elysium Planned Unit Development (PUD) Outline Plan for single-family residential development. In July, there will be two items on the Planning Commission 1) Resubdivision of lots 126,127 and 128 of Oak Run S/D and lots 60 and 61 of Germantown Heights Subdivision, 2) The Germantown Bicycle Facilities Plan.

OTHER

Sidewalk Sales is the next big event for the Germantown Chamber of Commerce and the City starting Friday and Saturday, July 22-23.

John Wagner talked about the Poplar Avenue Widening Project causing a slow down of all the businesses due to the traffic backup on Germantown Road and West Street. The barrels need to be moved so you can make a right hand turn onto Poplar Avenue. Mr. Pouncey stated there is a communication problem between TDOT and the Contractor on the construction of the walls. They have the footing for the walls in. They have not agreed on the detail, so it cannot be completed.

ADJOURNMENT

There being no further business, the meeting adjourned. The next meeting will be August 4, 2011.

See Below: **ECONOMIC SUSTAINABILITY STRATEGIC PLAN (DRAFT)**

**ECONOMIC SUSTAINABILITY STRATEGIC PLAN
(DRAFT)**

INTRODUCTION

The **economic sustainable strategies** of the City of Germantown are designed to retain existing businesses, to support business expansion and growth, to attract and develop new businesses and to outpace competitive economic communities. The City of Germantown has a two-tier strategy to economic sustainability.

Growth strategies focus on developing new business ventures, taking economic risks by investing in new product development, attracting new businesses to locate and invest in the City of Germantown and supporting homegrown business start-ups.

The five growth strategies associated with Germantown’s Vision 2020 and it’s plan for economic sustainability are (1) business development, (2) the heart of Germantown, (3) retail development, (4) medical and healthcare and (5) home-based businesses.

Supporting strategies focus on strengthening the economic base of our retail, medical, home-based, and technology- based businesses; keeping local capital investment dollars local for business development and bringing new resources to Germantown; developing and maintaining a supporting utility and telecommunications infrastructure necessary for business attraction and expansion; creating Germantown’s brand that promotes economic opportunities and growth; marketing Germantown to ourselves and to the world, and improving transportation access to Germantown necessary for the effective movement of people and goods.

The development of the five-growth strategies track with the City’s triple bottom line - economic, environmental and social sustainability, the backbone of the City’s Sustainability Model and Vision 2020. The policy agenda for the economic sustainability strategic plan ensures that goals are met. Performance measures, tracked quarterly, indicate progress toward the policy agenda and are reported to the public so as to ensure transparency and commitment to Vision 2020.

GROWTH STRATEGIES (5)

1. BUSINESS DEVELOPMENT

Goal: Business Development

**Key Indicators: Fiscal Health
Property Values
Citizen Satisfaction**

Germantown has a reputation as a place to do business while retaining a unique residential character. Several critical factors can foster this success: (1) developing Germantown as a place to do business; (2) marketing and developing incentives, (3) building regional relationships along Forest Hill Corridor, (4) recruiting and attracting highly skilled employees via a premier residential/school system, (5) promoting the area by the City and the Germantown Area Chamber

of Commerce, (6) determining area name and brand, (7) competing with other business locations, (8) having limited land available for business development, (8) determining appropriate businesses to include laboratory research and pilot plants, (9) developing a distinctive image for the Forest Hill Corridor and (10) promoting local businesses through expos and major events.

Policy Agenda 2012	Performance Measures/Target
Develop measured steps to implement designated economic strategies	Create Economic Sustainability Strategic Plan Target - Outline measurable steps toward achievement of goals by 4Q
Promote existing businesses to generate revenues for the City to balance tax base	Create, conduct and analyze a Business Survey (Brick/Mortar) Target - Identify and act on existing business needs Target - Conduct one promotion strategy each quarter Target - Visit five businesses each month
Attract new businesses to locate and invest	Contact one prospective business (Brick/Mortar) each quarter Target - Increase annual revenues 5%
Leverage City's Resources	Secure grants/partnerships to offset costs for infrastructure

2. HEART OF GERMANTOWN

Goal: Redevelopment of the Heart of Germantown

**Key Indicators: Fiscal Health
Property Values
Citizen Satisfaction
Home Ownership**

To stay on the cutting edge of retail development and lifestyle, Germantown has adapted its policies and vision to changing shopping and living trends. A new experience integrating residential and non-residential land uses is being examined. The City has turned to focus its attention on creating a new “sense of place” in the “Heart” of the city. It is an area that is prime for redevelopment and key to the City’s economic future.

Critical factors that can ensure success include: (1) preparing and educating citizens and leaders for change, (2) developing a pro-business image of the City, (3) redeveloping retail in the “Heart” of the City, (4) attracting all generations to the area, (5) providing necessary infrastructure, (6) reviewing the Germantown Code of Ordinances, (7) assessing and determining the City’s role, (8) identifying quality developer(s), (9) determining viability of lofts and residential units and (10) developing a true sense of place.

Policy Agenda 2012

Create a Bicycle and Pedestrian-friendly Environment

Redevelop Municipal Square in Smart Growth Area

Performance Measures/Target

Develop infrastructure plan/guidelines for bicycle and pedestrian facilities.

Target: Reduce accidents 10%

Attract new development

Target: Increase tax revenue 10%

3. RETAIL DEVELOPMENT

Goal: Vibrant Quality Retail Economy

Key

Indicators:

Fiscal Health

Property Values

Citizen Satisfaction

Homeownership

The City is reaching out to the retail community and helping to promote local businesses. City employees and members of the Economic Development Commission meet regularly with retail shop owners and managers to assess their concerns and provide assistance. The City is aware and concerned with retail development occurring on its immediate borders, and desires to aggressively market the City’s retail areas.

Critical factors that can lead to the desired vibrancy in retail and dining establishments within the City include: (1) adapting to changing retail and shopping trends, (2) addressing aging and vacant retail centers, (3) promoting the Germantown Sidewalk Sale, (4) competing with Carriage Crossing in Collierville, (5) attracting new retail businesses with unique and distinctive products, (6) attracting new restaurants, (7) having store hours convenient for shoppers, (8) having distinctive, unique commercial/business districts that are an inviting magnet for people and (9) attracting a department store, unique grocery store and sustainable retail businesses.

Policy Agenda 2012

Retain existing businesses

Increase return on developable land
Compare City with peer cities in terms of retail sales and tax revenue per square foot of commercial land

Performance Measures/Target

Existing business visits

Target - 5 visits/month

Target: Analyze comparative data and make recommendations to improve retail sales/tax revenue to building area ratio

4. MEDICAL AND HEALTHCARE

Goal: Premier Regional Medical Facilities

Key

Indicators:

Fiscal Health

Property Values

**Property Values
Homeownership**

The City of Germantown has become a highly desirable location for state-of-the-art medical facilities and healthcare providers. The Germantown area has medical and health service institutions that provide excellent services to Shelby County. Germantown seeks to capitalize on its location, infrastructure, and premier residential environment to increase the number and quality of medical providers desiring to locate here.

Critical factors for success include: (1) coordinating services with the medical community, (2) providing top-quality emergency/non-emergency transportation, (3) creating opportunities for outpatient care, (4) attracting and retaining physicians, (5) providing for long-term patient care and (6) promoting new medical uses and technology.

Policy Agenda 2012

Educate public to Healthcare Services in City
Develop Identity for Medical Facilities/Healthcare Providers
Survey infrastructure needs
Active recruitment of services/providers
Improve wayfinding for clients

Performance Measures/Target

List/Map Healthcare Services in City
Target: Provide inventory on City web site
Create a brochure for distribution to new homeowners/HOAs
100% infrastructure needs met
Visit one prospective service /provider each quarter
Increase number of medical signs by one each year (min)

5. HOME-BASED BUSINESSES (HBB)

Goal: Opportunities for Home-Based Businesses (HBB) and Offices

**Key Indicators: Fiscal Health
Property Values
Citizen Satisfaction
Homeownership**

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Critical factors for the success of home-based businesses include: (1) identifying and mapping home-based businesses, (2) protecting neighborhood integrity, (3) reviewing City policies and regulations, (4) providing necessary infrastructure, (5) addressing employees going to home-based businesses, (6) changing the business image of the City, (7) changing the City's attitude educating home-based businesses on tax responsibilities.

Policy Agenda 2012

Create environment that supports successful HBB

Create paradigm shift in attitude towards HBB

Performance Measures/Target

Develop a Data Base/Map (updated monthly) of City's HBB by type

Target – Identify business needs associated with existing business types

Target – Overlay technology and other infrastructure maps to evaluate need for additional infrastructure

Reduce HBB Code violations

Target – Reduce 10%

Target – Understand source of conflicts and present proposed amendments to Code to reduce conflicts

Increase HBB visibility (festival/expo) and promote community business assets

Target – 10% increase in Business Licenses