



Economic Development Commission  
Regular Meeting Agenda  
Thursday, July 22, 2021, 6:00 PM  
City Hall, Lakeland, Tennessee 38002

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- I. CALL TO ORDER:
- II. ROLL CALL:
- III. APPROVAL OF MINUTES OF PREVIOUS MEETING:
  1. June 3, 2021
- IV. PUBLIC DISCUSSION:
- V. REPORTS OF OFFICERS AND COMMITTEES:
  1.
    - Update on Planning Activities Development Projects (Shane Horn)
    - Economic Development Report (Dexter Muller)
    - Lakeland Chamber of Commerce Update (Brittney Buchanan)
    - Review of RFQ for Retail/Commercial Market Research
    - BOC/EDC/Lakeland Chamber Combined Meeting Discussion
- VI. OLD BUSINESS:
- VII. NEW BUSINESS:
- VIII. ANNOUNCEMENTS:
- IX. ADJOURNMENT:

**ECONOMIC DEVELOPMENT COMMISSION  
MEETING MINUTES  
THURSDAY, JUNE 03, 2021, 5:30 PM  
CITY HALL, LAKELAND, TN.**

**I. CALL TO ORDER:** The meeting was called to order by Chairman Joseph Laster at 6:26 p.m.

**II. ROLL CALL BY RECORDER:**

Keith Acton	Present
Shaun Brannen	Present
Jeremy Burnett	Present
Angie Grooms	Absent (excused)
Adam Henry	Present
Alan Johnson	Present
Commissioner Wesley Wright	Present
(C) Joseph Laster	Present

Others present:

Shane Horn, City Manager  
Dexter Muller, Development Consultant

*For the record:* Commissioner Gonzales was present in the audience.

**III. APPROVAL OF MINUTES OF PREVIOUS MEETING:**

Mr. Burnett moved to approve the regular meeting minutes of April 22, 2021, seconded by Mr. Brannen.

Motion passed unanimously, voice vote, 7 in favor 0 against.

**IV. PUBLIC DISCUSSION:** None

**V. REPORTS OF OFFICERS AND COMMITTEES:**

- Update on Planning Activities/Development Projects – Presented by Shane Horn
- Economic Development Report – Presented by Dexter Muller (See attachment A)

*For the record:*

Mr. Acton moved to ask staff to draft a resolution requesting additional funds for RFQ on services pertaining to retail strategies, seconded by Mr. Burnett.

Motion passed unanimously, voice vote, 7 in favor 0 against.

- Update from Chamber of Commerce – N/A
- EDC Member Reports on Strategic Priorities and Action Items (See Attachment B)  
Discussion ensued.

**ECONOMIC DEVELOPMENT COMMISSION  
MEETING MINUTES  
THURSDAY, JUNE 03, 2021, 5:30 PM  
CITY HALL, LAKELAND, TN.**

Mr. Aton moved to present the recommendations to the Board of Commissioners, seconded by Mr. Johnson.

- Comments were heard from the following:  
Richard Gonzales, Board of Commissioner

Mr. Burnett moved to amend the motion to include the Lakeland Schools and add reporting for economic key performance indicators. seconded by Mr. Johnson.

Amendment to the motion passed unanimously, voice vote, 7 in favor 0 against.

Mr. Burnett moved to present the recommendations to the Board of Commissioners as amended, seconded by Mr. Johnson.

Motion passed unanimously, voice vote, 7 in favor 0 against.

**VI. OLD BUSINESS:** None

**VII. NEW BUSINESS:** None

**VIII. ANNOUNCEMENTS:** None

**IX. ADJOURNMENT:**

There being no other business to consider Mr. Henry moved to adjourn the meeting, seconded by Mr. Acton. ***Motion passed unanimously, voice vote, all in favor (7-0).*** The meeting was adjourned at 7:30 p.m. on Thursday, June 03, 2021.

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Alan Johnson, *Secretary*

ATTEST:

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Debra Murrell, *City Recorder*



*These minutes were approved Thursday, July 22, 2021, and constitute an official public record of the City of Lakeland, duly recorded and filed in the Minute Book of the City of Lakeland.*

**Lakeland EDC  
Economic Development Activities  
June 3, 2021**

**Sprouts**

- Mr. Charlie Garfunkel
- 21,810 square feet
- 24-foot ceiling heights
- Alan Johnson prospect

**Vitality Bowls Biz Journal May 31)**

- Roy & Tara Gilad, California based
- Fast casual healthy food restaurant
- Founded in 2011 and now 145 stores
- Superfoods, smoothies, juices, acai bowls (fruits with toppings like honey, granola, etc.)
- Needs franchisees

**Hyneman 100 Acres**

- Sketch Plan in July to MPC

**The Lake District**

- Presentation at July meeting

**Norfleet Property (160 ac)**

- Key property and location as Canada Road gets completed

**Mike Patel**

- Owns 5 acres east of Cracker Barrel
- May be interested in a new hotel on the site under right circumstances

**Age Restricted Housing**

- Broker looking for sites

**Marketing Data**

- Buxton
- Other prospects

In support of economic development, the EDC has defined 5 focus areas:

1. Communications and Marketing
2. Development and Planning
3. North Quadrant of Exit 20
4. Data and Analytics
5. Infrastructure

Recommendations from the EDC to support these focus areas are as follows:

1. Continue with road maintenance plan and New Canada Road
2. Continue with sewerage plan expansion
3. Actively pursue any options to provide/expand high speed internet to underserved areas
4. Continue to support creation of a plan for the north quadrant of Exit 20
5. Continue to retain Dexter Muller as a consultant
6. Recruit a Planning Director to support strategic initiatives, particularly updating the LDRs
7. EDC will continue to investigate resources such as Buxton's services. Will submit a specific request when research and evaluation is complete.
8. Hire a Staff Planner to handle routine planning and permitting to ensure requests continue to be addressed in a timely manner
9. Create a communications position to manage the updating and publishing of the EDC marketing packet as well as the EDC electronic resources
10. Create an economic and community development position



**REQUEST FOR QUALIFICATIONS  
FOR  
CONSULTING SERVICES  
  
RETAIL/COMMERCIAL MARKET RESEARCH**

**CITY OF LAKELAND  
ECONOMIC DEVELOPMENT COMMISSION  
10001 U.S. HIGHWAY 70  
LAKELAND, TN 38002**

**City of Lakeland, Tennessee**  
**Economic Development Commission**  
**Request for Qualifications**  
**Market Research Services**  
**July 26, 2021**

**Request**

The City of Lakeland, the Lakeland Economic Development Commission and the Lakeland Chamber of Commerce desire to secure the services of a professional consulting firm to assist in its economic development strategy to solicit commercial development in the City of Lakeland, Tennessee. The Lakeland Economic Development Team has undertaken various initiatives to encourage property owners to develop property, offer their sites, and complete the entitlement process in an effort to prepare the City for recruitment of new commercial development.

The next step is to solicit assistance of a consulting firm in pairing the City's assets with interested retailers and commercial developments. The City is particularly interested in both fast casual and dine in food establishments, professional services, office equipment and supplies, and other similar uses.

**Background**

The City of Lakeland currently has a population of approximately 12,600 and is a growing suburb of Memphis bisected by Interstate 40 in Shelby County, Tennessee. The City has been a highly desirable residential community with median income of \$102,785 (95% higher than Tennessee average). Median property value is \$249,700 and new homes are typically valued in the \$400,000-\$500,000 range. (See website [Lakeland, TN - Official Website | Official Website \(lakelandtn.gov\)](http://lakelandtn.gov))

The City has used various tools such as Tax Increment Financing to encourage development and two key projects have resulted: The Lake District (160+ acres and \$400 million mixed use development) and Lakeland Commons (an \$80 million dollar, mixed use and governmental center).

**Anticipated Scope of Work**

Task 1.0: Define market area and review/update demographic profile

Task 2.0: Prepare analysis of commercial and retail development profile, including gaps in the market

Task 3.0: In cooperation with City Economic Development Team, identify target commercial businesses with company profiles

Task 4.0: Align desired commercial establishments with corporate location criteria

Task 5.0: Prepare a lists of companies and contacts to approach about a Lakeland location

Task 6.0: Assist in preparation of materials to send to target prospects

Task 7.0: Provide access to analytical tools to allow the City team to conduct analysis in house

**Required Submittal**Experience of Company

Profile of company experience in areas of demographic analysis, market research, retail analysis, assisting companies and local governments in commercial development location analysis and recruitment, and associated economic development strategies.

Experience of Team Members

List anticipated team members and experience of the team in the areas of expertise required to perform the tasks identified above.

**Submit To:**

Shane Horn  
City Manager  
City of Lakeland  
10001 U. S. Highway 70  
Lakeland, TN 38002

Submit (1) Electronic Copy by August 20, 2021 by 5:00 p.m. CST

**Inquiries**

For further information on this RFQ contact:

Shane Horn  
[shorn@lakelandtn.org](mailto:shorn@lakelandtn.org)  
901-867-5405

Dexter Muller  
[dextermuller@comcast.net](mailto:dextermuller@comcast.net)  
901-275-4803

# Consultants Contacts

**Buxton** - <https://buxtonco.com>

## PLATFORM OVERVIEW

### Intelligent Economic Development

#### Analyze

- Use mobile data to understand consumer patterns
- Evaluate custom areas, districts or points
- Understand true trade areas based on visits
- Measure the impact of events

#### Attract

- Identify the best brands for your community
- Send compelling analyses to target brands
- Compare and match any location to your selected brand
- Present easy to understand results

#### Retain

- Measure and track visit volumes to local businesses
- Help local businesses understand their customers
- Reveal trends over time & as recent as 72 hours ago
- Analyze cross-shopping and co-tenants

#### Grow

- Center your development strategies around data
- Use unbiased, third-party data to tell your story
- Inform marketing to create measurable results
- Gain a holistic view of community dynamics

**Retail Coach** - <https://theretailcoach.net/>

Since 2000, we have provided the research, relationships, and strategies needed to drive new retail developments.

We are a national retail consulting, market research and development firm that combines strategy, technology, and creative expertise to develop and deliver high-impact retail recruitment and development strategies to local governments, chambers of commerce and economic development organizations. Through our unique Retail 360® process, we offer a fully customized system of products and services that better enable communities to maximize their retail development potential.

**21+**

Years

of Experience

**650+**

Clients Served

Throughout the U.S.

**40 States**

We've Worked in

40 States

**90%+**

of Clients Hire

Us Multiple Times

**NaviRetail** - <https://www.naviretail.com/>

## **WHO WE ARE**

NaviRetail was founded to properly direct and assist communities who seek to expand their retail base. In our experience, we have seen communities try to accomplish this alone and many times, it proves unsuccessful. Enter NaviRetail.

The retail recruitment industry is changing at a very fast pace. Going blindly after retailers can not only be ineffective, but possibly even detrimental. By hiring NaviRetail, you can expect to be represented in the most attractive yet honest fashion.

To us, possessing accurate data is paramount. Too many of our past clients have been led in the wrong direction simply because the data did not support their objective. We pride ourselves on being able to offer you targeted and accurate data.

The retail industry is constantly evolving and by hiring us, rest assured you'll always stay ahead of the game.

## **WHAT WE DO**

We believe in having a plan and setting goals. Without this, everything in this industry is an ineffective scattershot. NaviRetail can help you develop and implement this plan. Each one is hand-crafted just for your community.

Once your community has agreed upon the plan, we teach you how to begin implementation. This is where our experienced educators come on board. During your workshop, we take you step by step through the process.

Questions and concerns are our specialty. During the retail workshop, you will have the opportunity to learn all about the retail process. This is your chance to really learn what this industry entails and how to achieve the goals you have set for your future retailers.

## **WHY WE DO IT**

For years, we've worked in cities that had ample potential, but no direction in how to achieve this potential. We've also seen our competitors work in these same communities and then leave them exactly the way they found them. This is something we desire to change.

We want to show you the retail potential your city has, and also allow you the opportunity to work together with us during the process. This is the part of our job that we love the most. Developing relationships and working directly with communities is the key element to success.

With your specific goals in mind, we can use our proven methods to attract the retailers that your stakeholders want and need.

Success in expanding your retail base is our goal, and we're 100% committed to helping you achieve it.

*I have been impressed with the urgency of doing. Knowing is not enough. We must apply. Being willing is not enough. We must do. —  
Leonardo da Vinci*

**Retail Attractions - <https://www.retailattractions.com/>**

## RETAIL ATTRACTIONS SERVICES

*Retail Attractions provides a wide range of economic development services.  
To find out more about these services, select the option that best matches your project.*

### ECONOMIC AND RETAIL DEVELOPMENT

#### MUNICIPAL INFRASTRUCTURE

Retail Attractions, LLC provides general municipal consulting services to growing communities. These are some of the services that are provided to clients.

- Development of local or regional comprehensive plans
- Development of water, storm water and sewer master plans
- Development of transportation / traffic flow master plans
- Development of technology master plans
- Development of zoning master plans
- Development of parking, lighting, sign, and landscaping ordinances
- Advise and assist city governments with annexation efforts
- Consult and advise municipal stakeholders about potential public / private partnerships

Real sustainable economic development must be holistic and include a full spectrum of considerations. In healthy communities, thought must be given to residential development, job creation, delivery of educational and medical services, and the infrastructure that is foundational to growth overall. Retail Attractions, LLC can help develop a plan to grow your community with a well-planned and strategically designed program.

**Contact us today at (918) 376-6707 to begin the journey to healthy economic growth.**

#### RETAIL AND RESTAURANT SITE SELECTION

#### DEMOGRAPHIC DATA AND MARKET ANALYSIS

#### STRATEGIC PLANNING

#### AERIAL PHOTOGRAPHY

#### CITY AND COMMUNITY WEBSITE DESIGN

If your project doesn't fit into one of these categories, [contact us](#) to arrange a consultation.

## Lakeland Economic Development Commission Recommendations

June 10<sup>th</sup>, 2021

In support of economic development, the EDC has defined 5 focus areas:

1. Communications and Marketing
2. Development and Planning
3. North Quadrant of Exit 20
4. Data and Analytics
5. Infrastructure

Recommendations from the EDC to support these focus areas are as follows:

1. Continue to support an exceptional quality school system
2. Continue with road maintenance plan and New Canada Road
3. Continue with sewerage plan expansion
4. Actively pursue any options to provide/expand high speed internet to underserved areas
5. Continue to support creation of a plan for the north quadrant of Exit 20
6. Continue to retain Dexter Muller as a consultant
7. Recruit a Planning Director to support strategic initiatives, particularly updating the LDRs
8. Hire a Staff Planner to handle routine planning and permitting to ensure requests continue to be addressed in a timely manner
9. Work with city staff to identify and report key metrics on economic growth
10. EDC will continue to investigate resources such as Buxton's services - will submit a specific request when research and evaluation is complete
11. Increase capacity of staff to support communications activities such as updating and publishing of the EDC marketing packet as well as the EDC electronic resources
12. Increase capacity of staff to support economic and community development activities