



ECONOMIC DEVELOPMENT
GROWTH ENGINE
FOR MEMPHIS & SHELBY COUNTY

2015 ANNUAL REPORT





Al Bright, Jr.
Chairman

FROM THE CHAIRMAN

Throughout 2015, EDGE was at the forefront of economic development for Memphis and Shelby County. Working with private and public partners, we worked to cultivate and build on our competitive capabilities and advantages.

In 2015, we saw our efforts realized in various projects, including the ground breaking of international mega-retailer IKEA and the first steps in creating a new, more versatile Public Dock at the Port of Memphis, the nation's fifth busiest inland port.

EDGE's ability to help guide the coordination of public resources to help drive economic development through targeted financial assistance and strategic partnerships resulted in 2015 projects expected to create more than \$178 million in new capital investment and \$55 million in wages. In addition, the total projected tax revenue for these new projects is nearly \$74 million for Memphis and Shelby County. Moreover, these projects resulted in commitments to spend more than \$26 million with certified minority and women business enterprises (MWBE) and locally owned small businesses (LOSB).

While EDGE's partnerships have been vital to help reposition the local economy, there is no doubt that we still face tremendous challenges. Competition for inexpensive readily available land and demands for a more educated workforce are some of the realities we face daily in our community. This is why EDGE's efforts are even more essential to the economic success of Memphis and Shelby County.

We look forward to continuing to work with our many public and private partners to create one of the world's most desirable and equitable cities by investing in innovation and job growth throughout Memphis and Shelby County.

EDGE INCLUDES:

- Industrial Development Board of the City of Memphis and County of Shelby, TN
- Memphis and Shelby County Port Commission
- Depot Redevelopment Corporation of Memphis and Shelby County

PROPERTIES:

- McKellar Lake Harbor
- Presidents Island
- Frank C. Pidgeon Industrial Park
- Depot

MAJOR PROGRAMS:

Financial Incentives

- Payment-in-Lieu-of-Tax (PILOT)
- Tax Increment Financing (TIF)
- Foreign Trade Zone 77
- Tennessee Fast Track Economic Development Grants

Small Business Support

- Economic Gardening Program
- SBA Emerging Leaders Program

Economic Development Finance

- EDGE SBA 504 Loan Program
- Inner City Economic Development Fund
- Industrial Revenue Bonds

HIGHLIGHTS

During 2015 EDGE continued to demonstrate the value of focusing on select industry clusters, assisting small business and strengthening trade to create local jobs and community-driven economic development.

PILOT Programs

In 2015, the EDGE Board launched an effort to streamline and broaden the PILOT program, resulting in the creation of four targeted programs: the Jobs PILOT, Expansion PILOT, Community Builder PILOT, and Destination Retail PILOT.

EDGE Strategic Agenda

EDGE launched its first strategic planning effort aimed at extending the promise of prosperity to Memphis and Shelby County families and neighborhoods.

The EDGE Strategic Agenda is based upon national best practices and guided by candid perspectives from more than 80 local businesses, civic, government, and neighborhood leaders. These diverse views were essential to the development of the plan which will increase EDGE's ability to align its priorities with the community's goals.

Graceland Revitalization

Elvis Presley Enterprises (EPE) embarked on a comprehensive revitalization plan to build a new 450-room hotel (The Guest House at Graceland) and a new 220,000 sq. ft. retail, exhibition, and museum facility (Elvis: Past, Present & Future). To complete the multi-phase project, EPE worked with EDGE, the City of Memphis, Shelby County, and the State of Tennessee to create a Tax Increment Financing District, a new Tourism Development Zone, and Tourism Development Zone surcharge. In 2015, EDGE approved \$128 million in financing supported by the new TDZ, TDZ surcharge, TIF, and other revenue.

Suburban Chamber Capacity Building Grants

EDGE's \$200,000 investment in community-driven economic development and capacity building is designed to promote wealth creation and income growth throughout Shelby County. These grants help municipalities fund key economic development initiatives. EDGE awarded capacity building grants to six suburban Chambers of Commerce: Arlington, Bartlett, Collierville, Germantown, Lakeland, and Millington.

Foreign Trade Zone 77 (FTZ-77)

Foreign Trade Zones allow companies engaged in international trade to delay and potentially reduce or eliminate payment of U.S. Customs' import duties. FTZs can also lower the administration cost of importing goods.

Along with the Foreign Trade Zones Board and the U.S. Customs Service, EDGE worked to expand Cummins' existing FTZ to include a second location to help grow its business. EDGE also assisted International Sourcing Company activate their FTZ site.

Presidents Island Public Dock Redevelopment

In 2014, EDGE took steps to begin a major redevelopment of the Public Dock facility, originally constructed in 1953, at the Port of Memphis. As part of a \$25.5 million multi-phase dock redevelopment plan, the dock was fully demolished in 2015. Once rebuilt with numerous modern upgrades, the newly constructed public dock will be capable of moving a variety of cargo between barge, rail, and trucks.



HIGHLIGHTS

Levee Improvements

The Port Commission is working with the U.S. Army Corps of Engineers to construct a series of 118 relief wells along the levee in the southern portion of the Frank C. Pidgeon Industrial Park. The relief wells will strengthen the levee structure during extreme flood events. Additionally, a one-mile stretch of trees along Riverport Road will be cleared to further strengthen and support the levee and accommodate additional improvements.

The \$4 million improvement project will augment the existing protection provided by the mainline levee surrounding the industrial park.

Presidents Island Flood Remediation and Floor Preparation Program

In partnership with the U.S. Army Corps of Engineers, the Port Commission is overseeing repair of a major erosion issue along the north bank of the mouth of McKellar Lake approximately one mile from the Mississippi River. Damage to the area originally occurred during the 2011 flood. A large erosion area developed that is threatening to the structural integrity of the north shoreline of the harbor entrance. Total project cost is \$30 million.

Paul Lowry Road Extension

EDGE contracted with Kimley Horn and Associates for a Transportation Investment Report for the Paul Lowry Road Extension to Shelby Drive project, in accordance with the standards and requirements of the Tennessee Department of Transportation (TDOT).

The eastward extension of Paul Lowry Road to Shelby Drive is necessary to serve the increasing employment population of Pidgeon Industrial Park (e.g., Electrolux Home Products, Nucor Steel, and the CN/CSX rail-truck intermodal facility) adequately.

This connection is critical in moving both employee and commercial traffic to and from Shelby County's largest industrial park. This project is included in the Metropolitan Planning Organization's (MPO) 2040 Long Range Transportation Plan (LRTP) as a Tier 2 project.

Land Purchase at Frank C. Pidgeon Industrial Park

EDGE purchased land adjacent to the Pidgeon Industrial Park. The acquired property will play a crucial role in protecting adjacent properties from flooding.



2015 EDGE PROJECTS

LOAN PROJECTS

Project	Type	Term	Capital Investment	Loan	Jobs (New)	Jobs (Retained)
1. Advance Memphis	ICED	3	\$225,487	\$25,000	6	15
2. Camy's Inc.	ICED	3	\$60,000	\$25,000	7	16
3. City and State, LLC	ICED	3	\$124,410	\$25,000	3	7
4. Euro Imports of Memphis	ICED	3	\$37,500	\$25,000	n/a	1
5. Falling into Place	ICED	3	\$58,630	\$25,000	1	2
6. G's Wings, Fish, Burgers & More	ICED	3	\$38,533	\$25,000	n/a	3
7. Health Tech Institute of Memphis	ICED	3	\$37,500	\$25,000	4	3
8. J&H Graphic Screen Printing, Inc.	ICED	3	\$31,966	\$21,300	10	4
9. Jim and Samella's	ICED	3	\$61,000	\$25,000	5	3
10. Lodestone Design	ICED	3	\$40,491	\$25,000	n/a	1
11. Motamedi GlasArt	ICED	3	\$40,043	\$25,000	n/a	n/a
12. P&M Catering	ICED	3	\$95,400	\$25,000	7	n/a
13. Pyramid Stone	ICED	3	\$132,713	\$25,000	6	6
14. The Bikesmith	ICED	3	\$37,500	\$25,000	2	n/a
15. The Rec Room	ICED	3	\$181,528	\$25,000	4	20
16. Tyler's Grocery	ICED	3	\$33,000	\$22,000	2	2
TOTAL			\$1,163,144	\$393,310	57	83



2015 EDGE PROJECTS

TAX INCENTIVE PROJECTS

PROJECT	Term	Projected Investment	Jobs (New)	Jobs (Retained)	Tax Incentive Given	New Local Taxes Received
1. Binghamton Gateway Center	15	\$6,845,255	n/a	n/a	\$620,232	\$620,232
2. Coca-Cola Refreshments USA, Inc.	15	\$10,039,000	50	317	\$3,493,225	\$27,339,598
3. Dayco Products, LLC	5	\$11,284,400	174	n/a	\$1,163,197	\$3,584,248
4. DunAn Precision, Inc.	8	\$23,648,000	104	n/a	\$2,125,817	\$4,271,495
5. IKEA Property, Inc.	11	\$64,269,000	175	n/a	\$9,505,932	\$15,567,112
6. Impact Innovations, Inc.	3	\$7,300,000	18	n/a	\$296,841	\$415,168
7. LEDIC Management Group, LLC	5	\$12,129,020	70	n/a	\$423,305	\$1,668,602
8. MLB Uptown	15	\$5,271,000	n/a	n/a	\$945,454	\$315,151
9. Pacific Paper	3	\$3,695,800	27	n/a	\$202,279	\$445,420
10. Solae, LLC	11	\$32,606,579	n/a	276	\$4,906,481	\$18,866,887
11. State Systems, Inc.	4	\$1,650,000	25	n/a	\$140,368	\$412,051
TOTAL		\$178,738,054	643	593	\$28,823,131	\$73,505,964

2015 COMBINED PILOT, LOAN, BOND IMPACT



\$307,901,198*

CAPITAL INVESTMENT



\$73,505,964

TAX BENEFIT

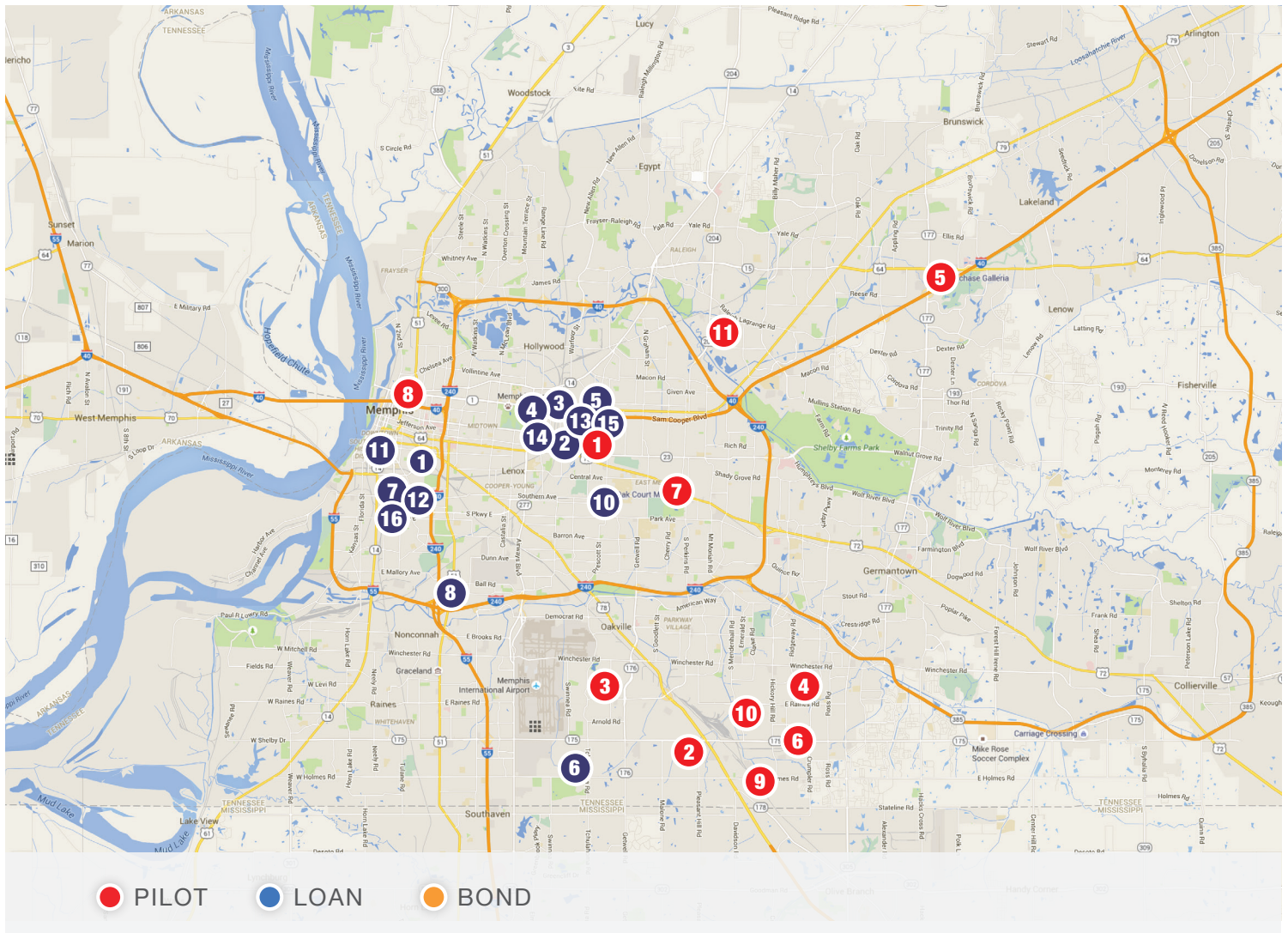


1,376

JOBS

**includes \$128 million in bonds issued for the Graceland Expansion Project*

2015 PROJECT LOCATIONS



PILOT PROJECTS

- | | |
|-------------------------------------|--------------------------------|
| 1. Binghampton Gateway Center | 7. LEDIC Management Group, LLC |
| 2. Coca-Cola Refreshments USA, Inc. | 8. MLB Uptown |
| 3. Dayco Products, LLC | 9. Pacific Paper |
| 4. DunAn Precision, Inc. | 10. Solae, LLC |
| 5. IKEA Property, Inc. | 11. State Systems, Inc. |
| 6. Impact Innovations, Inc. | |

LOAN PROJECTS

- | | |
|--------------------------------------|----------------------|
| 1. Advance Memphis | 9. Jim and Samella's |
| 2. Camy's Inc. | 10. Lodestone Design |
| 3. City and State, LLC | 11. Motamedi GlasArt |
| 4. Euro Imports of Memphis | 12. P&M Catering |
| 5. Falling into Place | 13. Pyramid Stone |
| 6. G's Wings, Fish, Burgers & More | 14. The Bikesmith |
| 7. Health Tech Institute of Memphis | 15. The Rec Room |
| 8. J&H Graphic Screen Printing, Inc. | 16. Tyler's Grocery |

Note: For detailed information about these and other EDGE approved projects, visit <http://database.growth-engine.org>.

LOAN SUMMARIES



TOTAL JOBS

18

TOTAL CAPITAL INVESTMENT

\$225,487



TOTAL JOBS

23

TOTAL CAPITAL INVESTMENT

\$60,000

Advance Memphis

Steve Nash of Advance Memphis was awarded a \$25,000 Inner City Economic Development (ICED) Loan to help with facade and interior improvements at 575 Suzette Street.

The ICED Loan would complete a \$225,487 investment into the Suzette Street building.

The loan will enable the organization to retain 15 jobs while creating six new jobs and allow Advance Memphis to make facade and interior improvements to the 23,652 SF building. It will also create at least three tenant spaces with potential major employers and serve as a small business incubator in the long abandoned building.

Advance Memphis is a non-profit founded in 1999 that offers employment education, employment opportunities, financial literacy courses, GED tutoring and other wrap around services such as counseling and addiction recovery for residents in the 38126 zip code. Advance recently purchased the Suzette Street building near their main campus on Vance Avenue to further its reach by offering rental space to local employers to employ additional residents in the neighborhood.

Camy's Inc.

Camy Archer, dba Camy's Inc., was awarded a \$25,000 Inner City Economic Development (ICED) Loan to help with facade and interior improvements at 2886 Walnut Grove.

The ICED loan would complete a combined \$60,000 investment into the Walnut Grove building. The loan will help retain 16 jobs while creating seven new jobs and allow Camy's, Inc., to make facade and interior improvements to the 796 SF building.

Camy's has been open in Memphis since 1992, delivering pizza, sandwiches, pasta, chicken, and desserts. The restaurant serves customers in the Medical District, Downtown, Vollintine Evergreen neighborhood, and college students at Christian Brothers University and Rhodes College. The loan would expand Ms. Archer's clientele to points east into the University of Memphis area, Binghampton, Chickasaw Gardens, and more.

LOAN SUMMARIES



TOTAL JOBS

11

TOTAL CAPITAL INVESTMENT

\$124,410



TOTAL JOBS

1.5

TOTAL CAPITAL INVESTMENT

\$37,500



TOTAL JOBS

1.5

TOTAL CAPITAL INVESTMENT

\$58,630

City & State, LLC

Lisa Toro, dba City & State, LLC, was awarded a \$25,000 Inner City Economic Development Loan to help with façade and interior improvements at 2625 Broad Avenue.

The ICED loan will complete a \$124,410 investment into the Broad Avenue building. The loan will help retain seven jobs while creating three new jobs and allow City & State LLC, to make façade and interior improvements to the 2400 SF building.

City & State, LLC, a retail concept store, was designed to curate handmade, small batch, USA made or B corps brands and makers from around the country. Products include clothing, accessories, jewelry, home goods, kitchen goods, original art, and more. The business is closely related to what was once known as a "general store" in towns and communities. City & State, LLC, also functions as a full coffee shop with pastries and food items provided in partnership with local chefs and businesses. The loan would expand Mrs. Toro's business by creating an outdoor patio space with lighting and a more permanent shade structure doubling the customer base to 66.

Euro Imports of Memphis

Livingston Wilson, dba Euro Imports of Memphis, was awarded a \$25,000 Inner City Economic Development (ICED) loan to help with facade and interior improvements at 2699 Broad Avenue.

The ICED loan will complete a combined \$37,500 investment into the Broad Avenue building. The loan is projected to create one full-time job and one part-time job and allow Euro Imports to make facade and interior improvements to the 6,000 SF building.

Euro Imports of Memphis serves customers in West Tennessee, North Mississippi, and Easter Arkansas, and the loan will expand Mr. Wilson's clientele into the neighborhood based on improvements made to the building.

Falling Into Place

Mary Claire White, dba Falling Into Place, was awarded a \$25,000 Inner City Economic Development (ICED) Loan to help fund construction of outdoor improvements related to workspace expansion, entertainment space, and drainage issues. Costs for this phase of the project are estimated to be \$25,842. Total project investment will be \$58,630.

Falling Into Place is more than a destination retail location. It is a unique shopping experience combining in-house creations, independently designed products, community workshops, and special events. Since opening in April 2015, Ms. White has seen demand grow for event driven sales and the importance of completing her vision for the space.

The loan will help retain two jobs and hire an additional person. Falling into place will be able to expand beyond the 1,050 SF building into 3,000 SF exterior space.

LOAN SUMMARIES



TOTAL JOBS

3

TOTAL CAPITAL INVESTMENT

\$38,533



TOTAL JOBS

7

TOTAL CAPITAL INVESTMENT

\$37,500

G's Wings, Fish, Burgers & More

Demetris Griffin, dba G's Wings, Fish, Burgers & More, received a \$25,000 Inner City Economic Development (ICED) Loan to help fund new flooring in the dining room, renovations to the serving area, kitchen equipment and HVAC upgrades. Costs for this phase of the project are estimated to be \$26,616. Total project costs are estimated to be \$38,533.

This family-run restaurant serves surrounding neighborhoods and warehouse employees in southeast Memphis. After 18-months in business, the Griffins need to upgrade equipment to speed service. The owners also have a desire to improve the atmosphere for customers and kitchen conditions for staff.

The loan will help retain three jobs and allow G's Wings, Fish, Burgers & More to make critical improvements to the 1,200 SF space.

Health Tech Institute of Memphis

Melanie Washington of Employment Solutions, dba Health Tech Institute of Memphis, was awarded a \$25,000 Inner City Economic Development Loan to help with facade and interior improvements at 571 Vance Avenue.

The ICED Loan will complete a combined \$37,500 investment into the Vance Avenue facility.

The loan will help retain three jobs while creating four new jobs and allow the Health Tech Institute to make facade and interior improvements to the 3,800 SF building.

Health Tech Institute of Memphis was formed in 2000 by husband and wife team, Melanie and Ronald Washington as an authorized post-secondary institution with the Tennessee Higher Education Commission and an eligible training provider for the Workforce Investment Network. The four approved training programs are: Health Information Management, Pharmacy Technician, Medical Assistance, and Office Administration. The ICED Loan will enhance Health Tech's presence in the community and update interior facilities for a site visit from the United States Department of Education to obtain accreditation that will expand their business model and ability to enroll more students into various programs.

LOAN SUMMARIES

J&H Graphic Screen Printing

TOTAL JOBS

14

TOTAL CAPITAL INVESTMENT

\$31,966

JIM & SAMELLA



TOTAL JOBS

8

TOTAL CAPITAL INVESTMENT

\$61,000

Lodestone Design

TOTAL JOBS

1

TOTAL CAPITAL INVESTMENT

\$40,491

J&H Graphic Screen Printing, LLC

Jessie Horton, Jr., owner of J & H Graphic Screen Printing, was awarded a \$21,300 Inner City Economic Development (ICED) Loan to help fund HVAC installation, roof repairs and weather sealing, shop lighting, fencing, and signage. Total Project investment is \$31,966.

The loan will help the business retain four jobs and add ten new employees as the operation completes improvements to the newly acquired 6,250 SF space.

J & H prints and packages t-shirts, caps, and tote bags for businesses, school fundraisers, and walk-in customers.

Jim & Samella's

Talbert Fleming, dba Jim and Samella's House, was awarded a \$25,000 Inner City Economic Development (ICED) Loan to help with façade and interior improvements at 841 Bullington.

The ICED loan will complete a combined \$61,000 investment into the Bullington building.

The loan will help retain three jobs while creating five new jobs and allow Jim and Samella's House to make façade and interior improvements to the 1,036 SF building.

Jim and Samella's House serves customers who live and work in the South Memphis area, and the loan would expand Mr. Fleming's clientele to welcome customers from other neighborhoods based on improvements made to the building.

Lodestone Design

Lodestone Design, Inc., dba Cecil Humphreys Bronze, was awarded a \$25,000 Inner City Economic Development (ICED) Loan to help fund creation of an exterior courtyard and replace front facing garage doors. Total project investment is estimated to be \$40,491.

Cecil Humphreys Bronze designs and creates sculptures that are sold in New York, Chicago, Atlanta, San Francisco, Denver, and Phoenix. Mr. Humphreys used this location as a studio for ten years. The ICED loan has enabled him to utilize 3,000 SF of unused interior space, establish an indoor/outdoor gallery, and repair sidewalks and curbs around the building.

Mr. Humphreys has a strong desire to further enhance pedestrian friendly activities in the University District. This project establishes secure onsite event space, while embracing the public realm.

LOAN SUMMARIES



TOTAL JOBS

8

TOTAL CAPITAL INVESTMENT

\$40,043

P&M CATERING

TOTAL JOBS

7

TOTAL CAPITAL INVESTMENT

\$95,400



TOTAL JOBS

12

TOTAL CAPITAL INVESTMENT

\$132,713

Motamedi GlasArt

Peri Motamedi, dba Motamedi GlasArt, was awarded a \$25,000 Inner City Economic Development (ICED) loan to help with facade and interior improvements at 492 South Second Street. The ICED loan will complete a combined \$40,043 investment into the South Second Street building.

Ms. Motamedi occupies a 8,451 SF building, and serves as a location for three businesses currently operating. The loan will allow Ms. Motamedi to improve the appearance of the historic building and install an HVAC system, which will help to acquire an additional tenant for 100% occupancy in the four bay building.

P&M Catering

Michael Payne, dba P & M Catering, was awarded a \$25,000 Inner City Economic Development (ICED) Loan to help with facade improvements at 1011 Mississippi Boulevard, the future home of Ida B's Breakfast, Lunch, and Special Events.

The ICED loan will complete a combined \$95,400 investment into the Mississippi Boulevard building. The loan is projected to create seven new jobs and allow to make facade and interior improvements to the 3,100 SF building.

The Ida's B's Breakfast, Lunch, and Special Events restaurant, serve as an asset to residents of Soulsville, students of Lemoyne Owen College, and visitors to the neighborhood looking for breakfast and light lunch fare. It will also be a rental facility for social events.

Pyramid Stone

Chuck Laminack, dba Pyramid Stone, was awarded a \$25,000 Inner City Economic Development (ICED) Loan to help with facade and interior improvements at 2615 Summer Avenue.

The ICED loan will complete a combined \$132,713 investment into the Summer Avenue building. The loan will help retain six jobs while creating six new jobs and allow Pyramid Stone to make facade and interior improvements to the 14,000 SF building.

Pyramid Stone, Inc. serves customers in the greater Memphis region. The loan helps supplement Mr. Laminack's building expansion, which will enable him to increase Pyramid Stone's production capacity. Additionally, the building renovations will help improve curb appeal along a high traffic corridor and encourage relocation interests by other companies.

LOAN SUMMARIES



TOTAL JOBS

3

TOTAL CAPITAL INVESTMENT

\$37,500



TOTAL JOBS

24

TOTAL CAPITAL INVESTMENT

\$181,528

Tyler's Grocery

TOTAL JOBS

4

TOTAL CAPITAL INVESTMENT

\$33,000

The Bikesmith

Jim Steffen, dba The Bikesmith, received a \$25,000 Inner City Economic Development (ICED) Loan to help with façade and interior improvements at 509 North Hollywood.

The ICED loan will complete a combined \$37,500 investment into the North Hollywood building. The loan is projected to create one full-time job two part-time jobs and allow Mr. Steffen to make façade and interior improvements to the 2,100 SF building.

The Bikesmith is making a transition into a brick and mortar facility in addition to the ownership of a mobile retail truck. The loan will increase The Bikesmith's ability to service more customers by providing a permanent docking station for the mobile truck and bike riders who utilize the Hampline and other trails. The facility will accommodate the growing bicycle infrastructure in the Memphis/Shelby County area.

The Rec Room

Memphis Coop, LCC, dba The Rec Room, was awarded a \$25,000 Inner City Economic Development (ICED) Loan to help with facade and interior improvements at 300 Broad Avenue.

The ICED Loan will complete a \$181,528 investment in to the Broad Avenue Building. The loan will help retain 20 jobs while creating four new jobs and allow The Rec Room to make facade and interior improvements to the 10,600 SF area.

The Rec Room, opened in April 2015 on the corner of Tillman and Broad, has transformed a vacant warehouse on an abandoned corner in Binghampton into a popular, family friendly space catalyzing the eastern side of Broad Avenue. The ICED Loan will help increase the number of ADA compliant stalls in their restrooms and increase visibility of the location through the creation of a mural that is visible from major corridors in the neighborhood.

Tyler's Grocery

Anthony Warr, dba Tyler's Grocery & Deli, was awarded a \$22,000 Inner City Economic Development (ICED) Loan to help with façade improvements at 973 East McLemore Avenue.

The ICED loan will complete a combined \$33,000 investment into the East McLemore Avenue building. The loan will help retain two jobs, create two new jobs, and allow Tyler's Grocery & Deli to make façade and interior improvements to the 5,250 SF building.

The convenience store/cafe, will occupy 3,800 SF and expand its ability to serve meals to residents and visitors in the Soulsville neighborhood. The improvements would also help acquire a new tenant in the third bay of the building.

TAX INCENTIVE SUMMARIES



TOTAL JOBS

n/a

NEW LOCAL TAXES

n/a



TOTAL JOBS

367

NEW LOCAL TAXES RECEIVED

\$27,339,598



TOTAL JOBS

174

NEW LOCAL TAXES RECEIVED

\$3,584,248

Binghampton Gateway Center

Binghampton Development Corporation (BDC) was awarded a 15-year Community Builder PILOT to enable the organization to construct a 48,565 SF grocery-anchored commercial center located at the Southeast corner of Sam Cooper Boulevard and Tillman Street.

BDC will invest \$5,321,595 for new construction and \$609,000 to purchase seven parcels of land. The Community Builder PILOT will enable BDC to attract a national value grocer (anchor), a national value household goods retailer (junior anchor), 7,240 SF of additional retail space, a parking lot, and additional site development. The new development is a part of the BDC's 10-year vision for the neighborhood.

Coca-Cola Refreshments USA, Inc.

Coca-Cola Refreshments USA, Inc. was awarded a 15-year Retention PILOT to enable the company to retain 317 jobs, add 50 net new jobs and invest \$10,039,000 at a new distribution facility located at 4770 Southpoint Drive.

The project is projected to generate more than \$27 million in tax revenue for Memphis and Shelby County and has a benefit-cost ratio of \$7.83 in new tax revenue for every \$1.00 of taxes abated.

The PILOT will allow Coca-Cola to consolidate its current location at 499 S. Hollywood and West Memphis manufacturing and distribution facilities into one centrally located distribution center. The new facility will serve as the distribution hub for Coca-Cola in the Mid South. The manufacturing facility, and its employees, will remain at 499 S. Hollywood.

The new consolidated distribution center will provide increased operational efficiencies and allow for expansion and future growth.

Dayco

Dayco Products, LLC was awarded a five year Basic PILOT to enable the company to add 174 net new jobs and invest more than \$11 million at a distribution facility located at 3530 East Raines Road or 4755 Southpoint Drive.

The project is projected to generate more than \$3 million in tax revenue for Memphis and Shelby County and has a benefit-cost ratio of \$3.08 in new tax revenue for every \$1.00 of taxes abated.

Dayco Products, LLC is a global leader in the research, design and manufacturing of a broad range of belts, tensioners, dampers, pulleys, hose and hydraulics equipment for the automotive, industrial and aftermarket industries.

The new facility will allow the Applicant to distribute its products throughout the United States.

TAX INCENTIVE SUMMARIES



TOTAL JOBS

104

NEW LOCAL TAXES RECEIVED

\$4,271,495

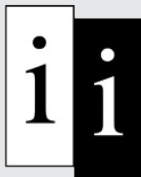


TOTAL JOBS

175

NEW LOCAL TAXES RECEIVED

\$15,567,112



IMPACT
INNOVATIONS

TOTAL JOBS

18

NEW LOCAL TAXES RECEIVED

\$415,168

DunAn Precision, Inc.

DunAn Precision, Inc. was awarded an eight year Basic PILOT to enable the company to add 104 net new jobs and invest more than \$23 million at 5750 Challenge Drive.

The project will create \$4,271,495 in new tax revenue for Memphis and Shelby County, and has a benefit to cost ratio of \$2.01 of new tax revenue for every \$1 of taxes abated.

The eight year PILOT will allow for expansion and future growth within Memphis and Shelby County. The PILOT will allow DunAn to locate a new heat exchanger manufacturing facility in Memphis and Shelby County.

IKEA Property, Inc.

IKEA Property, Inc. was awarded an 11-year Basic PILOT to enable the company to add 175 net new jobs at 7807 Interstate 40, Memphis, Tennessee, 38018.

The Applicant will invest \$64,269,000 in real and personal property, start-up inventory and fees and soft costs. The average annual salary of the new employees will be \$41,011.

IKEA is requesting approval of an Environmental Commitment Plan, focusing on renewable energy (on-site solar array), ride-sharing, and water conservation. If successful, the Environmental Commitment Plan would add one year to the PILOT term.

The project is projected to create more than \$15.5 million in new local tax revenue for Memphis and Shelby County and has a benefit/cost ratio of \$1.64 of new tax revenue for every \$1.00 of taxes abated.

The IKEA store will be located on a 34.57 acre parcel of unimproved land located near the Southwest corner of the intersection of Interstate 40 and Germantown Parkway, Memphis, Tennessee.

Impact Innovations, Inc.

Impact Innovations, Inc. was awarded a three year PILOT to enable the company to add 18 new jobs and invest more than \$7 million at its distribution facility located at 6269 Shelby Drive.

The project will create more than \$400,000 in new tax revenue for Memphis and Shelby County and has a benefit-cost ratio of \$1.40 of new tax revenue for every \$1 of taxes abated.

Impact Innovations signed an agreement with one of its largest customers requiring the company to seek additional capacity at its U.S. locations and is considering locating the new business at its Memphis and Shelby County site. The PILOT will enable Impact Innovations to add two new printing presses to its facility to manufacture gift wrap locally.

TAX INCENTIVE SUMMARIES



TOTAL JOBS

70

NEW LOCAL TAXES RECEIVED

\$1,668,602

MLB-Uptown, LLC

TOTAL JOBS

n/a

NEW LOCAL TAXES RECEIVED

n/a



TOTAL JOBS

27

NEW LOCAL TAXES RECEIVED

\$445,420

LEDIC Management Group, LLC

LEDIC Management Group, LLC was awarded a five year Basic PILOT to enable the company to add 70 net new jobs in addition to its 229 employees currently located in Memphis, Tennessee. The Applicant will invest more than \$12.1 million at a new 91,056 SF facility located at 555 S. Perkins, 58,000 SF of which the company will occupy.

The project will create \$1,668,602 in new tax revenue for Memphis and Shelby County and has a benefit to cost ratio of \$3.93 in new tax revenue for every \$1 of taxes abated.

MLB Uptown

MLB-Uptown, LLC was awarded a 15-year Community Builder PILOT to enable the organization to invest more than \$5.5 million at a shuttered, blighted facility located at 544 Jackson Avenue.

MLB is applying for the Community Builder PILOT for the purpose of attracting a grocery store to the Jackson Avenue location, the former Chism Trail grocery store. Sixty-eight percent (15,714) of residents in the surrounding area have low access to fresh foods, causing the USDA to classify the area as a food desert.

In June 2001, the CRA Plan for Uptown was adopted by Memphis City Council and Shelby County Commission. The comprehensive plan was prepared by the Community Redevelopment Agency of Memphis and Shelby County with input from MHA and LGLLC. The CRA is housed at the City of Memphis Division of Planning and Development and administers the Tax-Increment-Financing (TIF) funds with oversight from both the City Division of Finance and the County Finance Department.

Pacific Paper

Pacific Paper Products, Inc. was awarded a three year Basic PILOT to enable the company to add 27 net new jobs in addition to its current 43 employees. The Applicant will invest more than \$3.6 million at its facility located at 5300 Hickory Hill Road.

The project will create \$445,420 in new tax revenue for Memphis and Shelby County, and has a benefit to cost ratio of \$2.20 in new tax revenue for every \$1 of taxes abated.

For more than 50 years, Pacific Paper has been manufacturing high quality paper products sold at competitive price levels for the most demanding professional and commercial environments.

The current business is at capacity, demanding additional equipment and building space. The PILOT will allow Pacific Paper to invest in additional capacity and upgrade its equipment to remain competitive.

TAX INCENTIVE SUMMARIES



TOTAL JOBS

276

NEW LOCAL TAXES RECEIVED

\$18,866,887



TOTAL JOBS

25

NEW LOCAL TAXES RECEIVED

\$412,051

Solae, LLC

Solae LLC was approved for an 11-year retention PILOT to enable the company to retain 276 jobs and invest more than \$20 million at their 4272 S. Mendenhall Road and 5605 Holmescrest facilities.

The project will create \$18,866,877 in new tax revenue for Memphis and Shelby County, and has a benefit to cost ratio of \$3.85 of new tax revenue for every \$1 of taxes abated.

The PILOT will allow Solae to reduce overhead cost and improve its competitive position in the global market.

State Systems, Inc.

State Systems, Inc. was approved for a four year Basic PILOT to enable the company to add 25 net new jobs and invest more than \$1.6 million at a facility located at 1861 Vanderhorn Drive.

The Applicant will invest \$1,250,000 to purchase the Vanderhorn Facility, and an additional \$250,000 in building renovations.

The project will create \$412,051 in new tax revenue for Memphis and Shelby County and has a benefit to cost ratio of \$2.94 in new tax revenue for every \$1 of taxes abated.

For more than 25 years ago in Memphis, TN, State Systems, Inc. is a privately owned, total protection company with years of proven experience in designing and fitting clients with engineered life safety systems. State Systems acquired the assets of ESI companies in June of 2015 and have outgrown their current facility.

COMBINED DEPOT, EDGE, IDB & PORT FY 2015 AUDITS

JUNE 30, 2015

BALANCE SHEET

Current Assets	\$ 33,965,570
Restricted Assets	47,500
Non-Current Assets	\$ 59,468,305

TOTAL ASSETS	\$93,481,375
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Current Liabilities	\$ 7,756,525
Restricted Liabilities	47,500
Non-Current Liabilities	37,622,837
Net Position	\$ 48,054,513

TOTAL LIABILITIES & NET POSITIONS	\$93,481,375
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STATEMENT OF REVENUE EXPENSE & CHANGES IN NET POSITION

Operating Revenues	\$ 5,096,588
Operating Expenses	4,917,588

OPERATING INCOME	\$ 179,000
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Non-Operating Revenue (Expense)	\$ 2,886,562
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CHANGE IN NET POSITION	\$ 3,065,562
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Total Net Position - Beginning	\$44,988,951
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Total Net Position - Ending	\$48,054,513
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Board of Directors

EDGE, Depot Redevelopment Corporation and the Industrial Development Board

Al Bright, Jr., *Chairman*

Thomas Dyer, *Vice Chairman*

Natasha Donerson, *Secretary*

Larry Jackson, *Treasurer*

Councilman Wanda Halbert

Commissioner Steve Basar | Willie Brooks

Charles Goforth

Deidre Malone | Emily Greer

Mark Halperin

Jackson Moore

Johnny B. Moore, Jr.

Memphis and Shelby County Port Commission

Johnny B. Moore, Jr., *Chairman*

Larry Jackson, *Secretary/Treasurer*

Thomas Dyer

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Mark Halperin

Robert Knecht

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Randy Richardson

General Counsel EDGE and Related Entities

Mark E. Beutelschies, Farris, Bobango, Branam, PLC

EDGE Staff Members:

Gaye Gamill Davis, *Office Manager*

Carmen Franklin, Sr., *Administrative Assistant*

John Lawrence, *Manager, Strategic Economic Development Planning*

Emmett McKnight, *Economic Development Specialist*

James Parker, *Crew Chief*

Vishant Shaw, *GMACW*

Sam Small, *Operations Manager*

Mark Summerford, *Crew Person*

Sylvester Williams, *Crew Person*

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