



The Chamber
of Commerce • Murray-Calloway County

The Mayor's Committee to Review Needs, Expenditures, and Revenue Sources

Information prepared and presented on May 24, 2017

The Chamber was engaged to present information to the Mayor's Committee focused on what the Chamber sees as growth and areas of need, what the Chamber would like to see and/or needs from City Government, and our overall input on the future of the City of Murray. The following document summarizes that information into actionable items and measurable data points based on the Chamber board of directors, staff, and membership's input. The Chamber surveyed its 655 members and the overall business community May 1-7, 2017. It received 156 responses for a response rate of 23.8%.

Executive Summary – The Chamber explored, discussed and analyzed current City of Murray growth areas and evaluated its business feedback from surveyed business owners and community members. Five themes emerged and four components of success were assigned to each recommendation.



Funding

Where necessary, appropriate sources and amounts of funding would need identification and establishment



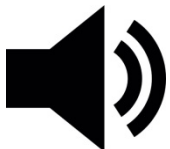
Public Policy

These areas would require governmental changes, policy positions, and opportunities for legislative decision making



Partnerships

Existing community partnerships need to be reinforced to leverage their success. New partnerships might result and be formed to meet new challenges.



Awareness

Residents must be aware of community efforts, programs, projects, and the impacts of their funding.

Theme #1 – Business friendliness initiative paying off, but not complete. A focus on industrial recruitment and small businesses retention noted.

- Annual review of business friendliness benchmarks and measurable areas to improve 💰
- The City of Murray should explore in partnership with the Chamber and Murray State's Small Business Development Center a Small Business Retention & Expansion Program 💰
- Creation of an economic development incentive matrix to target industry segments and business types desired. Incentives should maximize community benefit and pair the incentive to best meet the needs of business recruitment and expansion 💰 🏛️
- Small businesses are one of the drivers of our economy in the form of work force, consumer expenditures, commercial tenants, and local giving. 🗣️

Theme #2 – Implement tax reform that focuses on drivers of successful communities and produces measurable results

- Business owners expressed concern over the possible implementation of payroll and business taxes (either on Gross Receipts or Net Profits). That concern centered on how new tax revenues would be spent and what the economical return on investment is. 🗣️ 🏛️
- If future tax investments are garnered, priorities should be specific, measurable, achievable, realistic and time bound with benchmarks and measurements of progress 🗣️
- A strategic agenda was noted as lacking with input from community stakeholders, the City of Murray, and Calloway County Fiscal Court 🏛️ 💰

Theme #3 – Business survey results prioritized 12 areas for possible City Government investment (full list in separate document)



Top 5 areas

1. Increased investment in industrial and high wage jobs recruitment 💰
2. Increased investment in expanding Highway 641 South to four lanes 💰
3. Increased investment in infrastructure (roads, housing, utilities, zoning) 💰
4. Increased investment in retention and expansion of small businesses 💰
5. Lowering of my business and personal taxes 💰

Theme #4 – Governmental transparency and access to information

- An overall improvement of the online experience and accessibility of online materials, submission of applications, reviewing of forms, and access to City data. Businesses expressed a desire to submit bids online for City projects, programs, or products. 🗣️ 🏛️
- It was noted that the use of online broadcasting of City Council, and other worthy meetings, would garner further engagement and reach than the current model. 🗣️

Theme #5 – Efficiencies are needed to improve the economic development climate locally

- A review and recommendation to move the City Council size from 12 members to a smaller number within Kentucky Revised Statutes (KRS) and implement a district based representation system over the next two years. 
- Partner with the Chamber, MCEDC, and the Calloway County Fiscal Court to pursue the Work Ready Community designation 
 - A Kentucky Work Ready Community certification is a measure of a county's workforce quality. It is an assurance to business and industry that the community is committed to providing the highly-skilled workforce required in today's competitive global economy.
 - Certified Work Ready Communities in our area
 - McCracken, Marshall, Graves, Carlisle, Trigg
 - Certified Work Ready in Progress Communities in our area
 - Ballard, Hickman, Fulton, Crittenden
 - Non-certified Work Ready Communities in our area
 - Lyon, Calloway