

**ECONOMIC DEVELOPMENT COMMISSION**  
**Thursday, February 7, 2013**  
**Blue Conference Room**  
**1920 South Germantown Road**

The regular meeting of the Economic Development Commission (EDC) was held Thursday, February 7, 2013, in the Blue Conference Room. Vice Chairman Brian Pecon called the meeting to order at 5:30 p.m.

**PRESENT:** Michelle East, James King, Steven Levy, David Rea, Greg Marcom, Donald Robbins, Charles McCraw, and John Wagner

**GUESTS:** Kathleen Rose, CCIM, CRE , Rose & Associates Southeast, Inc., Real Estate & Economic Development Advisory Services

**ABSENT:** Susan Burrow, Jim Stock, Ron Sklar, and Jerry Klein

**STAFF PRESENT:** Patrick Lawton, City Administrator, and Andy Pouncey, Director of Economic Community Development, Marie Burgess, Planner

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

**MINUTES:**

**Approval of Minutes for January 3, 2013**

Vice Chairman Brian Pecon stated the first order of business is the approval of the minutes for January 3, 2013. If there were no additions, corrections or deletions to the minutes of the January 3, 2013, meeting of the Economic Development Commission, he would entertain a motion for approval.

Mr. Rea moved to approve the Economic Development Commission minutes of January 3, 2013, seconded by Mr. King. **The motion was passed.**

**2012 End-of-Year Report:** Andy Pouncey reviewed the year end report for 2012. At the Business Expo, plaques were given to three recipients for the 25+ years: Miss Muff'n Bakery, Farrell-Calhoun Paint and Piccadilly Cafeteria. There were 174 businesses visits. We also continued our relationship with the retail center management via the Germantown Area Chamber of Commerce for the Sidewalk Sales 10<sup>th</sup> year (1500 flyers, posters, radio time, and balloons). The Poplar widening project was almost completed and all lanes were open by Thanksgiving in preparation for the holiday shopping season. Staff continued to represent the EDC at the monthly Chamber luncheons. The Economic Development Strategic Plan was recommended by the EDC and accepted by the BMA.

**NEW BUSINESS:**

Patrick Lawton introduces Kathleen Rose from Rose and Associates Southeast, Inc., Real Estate & Economic Development Advisory Services as a contract worker for up to three years at the City. She will be working on the Work Plan for the Economic Development Strategic Plan.

Presentation was made by Kathleen Rose, CCIM, CRE, Rose & Associates.

**a) Economic Development Strategic Plan – Work Plan (Kathleen Rose)**

**1) 5 Guiding Principles:**

- i. Create an Enabling Environment
- ii. Leverage Assets to Attract New Investment
- iii. Build Value from within
- iv. Reposition Germantown within the Regional Economy
- v. Monitor Success with continued and expanded Measures of Performance

**Definition: Economic development** generally refers to the sustained, concerted actions of policymakers and communities that promote the standard of living and economic health of a specific area. Economic development can also be referred to as the quantitative and qualitative changes in the economy. Such actions can involve multiple areas including development of human capital, critical infrastructure, regional competitiveness, environmental sustainability, social inclusion, health, safety, literacy, and other initiatives. Economic development differs from economic growth. Whereas economic development is a policy intervention endeavor with aims of economic and social well-being of people, economic growth is a phenomenon of market productivity and rise in GDP.

**Strategic Plan:** The Strategic Plan includes the analysis and **vision** driven by five **Guiding Principles:**

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1 | **CREATE AN ENABLING ENVIRONMENT** by clearly conveying a process by which business can start, locate or grow here. Germantown is business friendly and will improve processes to provide more certainty and predictability for business.

2 | **LEVERAGE ASSETS TO ATTRACT NEW INVESTMENT** where the community has already provided investment and infrastructure. This includes the central business district (smart growth) and other key commercial areas.

3 | **BUILD VALUE FROM WITHIN** by supporting those businesses or assets who are already contributors to our community. Germantown has valuable resources in healthcare, cultural and recreational assets.

4 | **REPOSITION GERMANTOWN WITHIN THE REGIONAL ECONOMY** by promoting our assets and leveraging our intellectual capital to allow expansion of medical/business interests to attract investment and enhance the livability and health of our community.

5 | **MONITOR SUCCESS WITH CONTINUED AND EXPANDED MEASURES OF PERFORMANCE** specifically focused on business and economic development, moving Germantown toward economic sustainability and prosperity.

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**Work Plan:** The Work Plan is the **implementation** document of the Germantown Economic Development Strategic Plan. In moving from planning to “doing”, it will focus on four key areas:

1. Improving the Business Climate
2. Marketing the City of Germantown
3. Strengthening the Business Community
4. Identifying Partners & Collaborative Support

Other elements of the work plan include creation of a departmental budget and operations manual, setting forth the policies (administration) and regulations (regulatory) which support the work plan.

To achieve the goals set forth in the strategic matrix, the work plan will expand the strategies/tasks to include:

- Timeline: Targets for each area
  - Early Actions – 30 – 90 – 180 days
  - Long term goals – 1 – 2 – 3 years
  
- Activities
  - Regulatory
  - Administrative
  
- Milestone: Benchmarks for performance
  - Metrics
  - Programs/Initiatives
  - Status

The following pages begin the work plan based upon each Goal/Project identified in the Strategic Plan Matrix (Appendix):

### G.P. 1.1 – Changing Perception

#### Strategies/Tasks:

1. Create a narrative for internal use regarding customer-service related to business.
2. Creative PR narrative for external/public use regarding business friendly environment tied to Vision.

Activities	Time Line	Milestone
Create & deploy internal (Staff) survey	30 days	Complete and tabulate results of survey - benchmark
Create & deploy external (Citizen) survey	90 days	Complete and tabulate results of survey – benchmark
Press Release regarding Economic Development initiative and business-friendly messaging; include quote from Mayor and major business leader/company	30 days	Issuance of Public Press Release
Website – evaluate chamber collaboration or develop RFP to create for City	90 days	Website Launch
Create Policy for continued annual surveys (internal & external)	Ongoing	Improvement of results of surveys from benchmark year (2013).
Website – ongoing review and content update; every 6-12 months	Ongoing	Website – traffic analytics
Consider development of social media plan	Ongoing	Connections, traffic and analytics

**G.P. 1.2 – Development Review Process**

**Strategies/Tasks:**

- 3. Evaluate development review process for areas of subjectivity in planning ordinance; define expectations regarding DRB; revisions to planning ordinance.
- 4. Evaluate signage ordinance and process for areas of subjectivity; define expectations; revisions if needed.

Activities	Time Line	Milestone
Review internal and external survey results to guide review process	90 days & ongoing	Benchmark and improve timeline between application submission and final decision/approval of development/construction projects.
Review planning process to improve customer experience	180 days	Improvement of timeline and customer survey satisfaction.
Review planning ordinance to consider revisions that achieve above objectives	180 days	Regulatory changes to ordinance approved by BMA.
Review signage process to improve customer experience	180 days	Improvement of timeline and customer survey satisfaction.
Review signage ordinance to consider revisions that achieve above objectives	180 days	Regulatory changes to ordinance approved by BMA.

**G.P. 1.3 – Structural Change to create Economic Development Department**

**Strategies/Tasks:**

- 5. Review staff roles and add function for business advocacy/economic development

Activities	Time Line	Milestone
Create performance standards for evaluation of the role/department	30 days	Completion of evaluation standards and the metrics the department will benchmark and/or track.

**G.P. 1.4 – EDC/IDB Discussion**

**Strategies/Tasks:**

6. Review and coordinate purpose, mission and roles of respective boards for collaboration

Activities	Time Line	Milestone
Review & coordinate purpose, mission & roles of EDC & IDB	180 days	Reaffirm (with any modifications) purpose, mission and roles of these boards.
List areas of collaboration between two boards	180 days	Benchmark and increase number of development applications and approved PILOTS/projects.

**G.P. 2.1 – Establish Economic Development Nodes/Districts**

**Strategies/Tasks:**

- 7. Identify commercial parcels within 5 recommended nodes/districts
- 8. Inventory for potential infill, development and/or redevelopment
- 9. Create small area plans (SAP) for each node/district

Activities	Time Line	Milestone
Identify boundaries of nodes/districts	30 days	Defined nodes/districts based upon parcel mapping
Identify & inventory parcels and potential development opportunities within each district	90 days	Parcel mapping for each district
Create scope of Request for Proposals (RFP) for SAP for each district (sequentially) – CBD/Smart Growth is complete	180 days from issuance of each RFP	SAP for Poplar Ave/Western Gateway SAP for Forest Hill Heights SAP for Poplar Ave/Eastern Gateway SAP for Wolf River

**G.P. 2.2 – Create a zoning district for each node**

**Strategies/Tasks:**

10. Review SAP for each node and create regulating document appropriate for land uses.

Activities	Time Line	Milestone
Review planning ordinance and create regulating documents for each district based upon SAP	180 days from completion of SAP	Regulating document for each District approved by the BMA
Administer development applications for each district	Ongoing	Increase number of development applications/parcel sales
Administer signage/other applications for existing commercial development	Ongoing	Increase in building occupancy
Administer P3 policies for each district based upon SAP	Ongoing	Increase number of applications

**G.P. 2.3 – Create Economic Development property-offering program**

**Strategies/Tasks:**

- 11. Assemble list of land/building offerings in each district.
- 12. Promote available land and commercial inventory within each district.
- 13. Create offering package.

Activities	Time Line	Milestone
Identify inventory of land and buildings in each district	180 days	Assembled list
Create inventory map of each SAP	180 days	SAP land/building offering map
Provide list and map on city website in downloadable form	180 days	Increase in website hits/activity
Create and promote offering packages for each node	Ongoing	Increase number of development proposals, parcel sales, construction & building occupancy

### G.P. 3.1 – Business Retention/Expansion (BRE)

#### Strategies/Tasks:

14. Formalize visits/surveys with existing businesses of 20 or more employees

Activities	Time Line	Milestone
Discuss existing BRE visit/survey program w/ TNEDC/EDGE	30 days	BRE program
Establish BRE partner program	90 days	Establish benchmark business list of 25 or more employees
Monitor BRE program	Ongoing	Track retention and/or expansion levels

### G.P. 3.2 – Live/Work Initiative

#### Strategies/Tasks:

15. Create industry roundtables (e.g. Medical) and special focus groups (e.g. home-based) for networking and education.

16. Connect citizens with students and start-ups for mentoring

Activities	Time Line	Milestone
Identify the key leaders and organizations for each local primary industry (i.e. medical and logistics)	180 days	Annual Business Leaders Dinner in Germantown (as part of an overall Summit)
Identify- through survey- the key business skills/functions (e.g. sales & marketing, technology, communications) within the home-based business community	180 days	Annual Special Focus event (as part of an overall Summit )
Create the Annual Germantown Business & Industry Summit	180 days	An Annual one-day Summit that attracts a large diverse audience from around the region to attract new business, expand existing business and facilitate start-ups
Connect with regional SBA office to identify SCORE counselors and other resources in the region	180 days	Create consistent interaction with SBA at the regional, state and national level.
Market the Summit and connect students and entrepreneurs via social media – Germantown Connect	180 days	Engaged high school and/or college students who are connected with local business/industry for mentoring, internship and apprentice opportunities – 10 such formal relationships established.

### G.P. 3.3 – Tourism Expansion

#### Strategies/Tasks:

17. Inventory tourism assets and create special tour packages (e.g. art and history; biking and bird-watching; health symposiums/forums)
18. Evaluate utilization and operation of the Great Hall (see G.P. 4.3); collaborate with hotels, special interest groups and tourism organizations

Activities	Time Line	Milestone
Inventory tourism assets in Germantown	90 days	Create map as part of overall tourism package.
Identify and collaborate with key tourism promoters and cultural interest groups (e.g. arts, theatre, nature, history, athletics)	90 days	In partnership with cultural interests, create and promote tour packages for online and print distribution.
Collaborate with local hotels and tourism organizations to promote business and cultural events	180 days	Increased Hotel occupancy rates, hotel and retail sales tax revenue.

### G.P. 3.4 – Connect tourism and charity events

#### Strategies/Tasks:

19. Coordinate events with non-profits and charity organizations

Activities	Time Line	Milestone
Identify local non-profit and charity organizations	30 days	Database of organizations and key leaders
Facilitate collaboration between organizations on initiating joint events with tourism organizations	180 days	Increase number of planned events that promote tourism while benefitting charities



### G.P. 3.5 – Retail revitalization

#### Strategies/Tasks:

20. Evaluate retail centers for revitalization including façade improvements; outdoor seating; circulation – consider grants/funding.

21. Vacant storefront program – displays and pop-up retail

Activities	Time Line	Milestone
Inventory and tour each retail center within each District	90 days	Complete a listing of centers and recommendations for exterior improvements, signage, parking circulation, public space and access.
Meet with each retail center owner individually to discuss short term and long term plans, challenges and opportunities	180 days	Integrate retail revitalization plans as part of the each SAP as they occur.
Evaluate and identify sources of public/private partnership and other funding opportunities	TBD – tied to SAP schedule	Completed revitalization and repositioned of retail centers
Monitoring retail health in Germantown – defined by inventory, occupancy rates and sales tax revenue	Ongoing	Stabilized and improved retail occupancy rates and sales tax revenue
Inventory vacant/available space and facilitate collaboration between retail center managers and local non-profits/charities to create temporary displays/pop-ups	180 days	Reduced dark storefronts within each District.

**G.P. 3.6 – Program events in retail/civic areas with merchants**

**Strategies/Tasks:**

- 22. Coordinate merchants for periodic extended evening hours and include events.
- 23. Coordinate “Buy Local” program with locally owned/operated merchants.

Activities	Time Line	Milestone
Develop merchant task force (?Chamber); consider schedule for extended evening hours on weekly/monthly basis	90 days	Distribute schedule to prospective/actual shoppers via media and social networks and print distribution, and post at merchant locations
Initiate collaboration for development and scheduling of merchant events to include community stakeholders/participants	180 days	Distribute promotional schedule of events to prospective attendees via media and social networks and print distribution, and post at merchant locations
Expand Buy Local program (BALLE Model) – started as “Shop Germantown” merchant collaboration/participation and vendor assistance, including ‘buy local’ rewards program	180 days	Publicize “Buy Local” program to prospective/actual shoppers via media and social networks and print distribution, and post at merchant locations

**G.P. 4.1 – Communication and Marketing Campaign**

**Strategies/Tasks:**

- 24. Internally discuss Plan goals with departments and staff.
- 25. External digital and print marketing to citizenry, real estate and economic development organizations.

Activities	Time Line	Milestone
Identify and schedule meetings with relevant departments and staff; provide presentation with objectives pertinent to each department	90 days	Completion of scheduled meetings and identification of goals relevant to each department
Work with City staff (Marketing) to develop external marketing plan (RFP)	180 days	Implementation of a City branding and marketing campaign
Monitor effectiveness of ongoing marketing efforts	Ongoing	Increased inquires and activity for business attraction and improved occupancy/sales tax

#### G.P. 4.2 – Social media campaign

##### Strategies/Tasks:

26. Review and expand web and social media marketing for business and tourism

Activities	Time Line	Milestone
Work with City staff to evaluate and integrate social media into the overall marketing plan	180 days	Active social media integration shown by increased website hits, number of “friends” or “connections”.

#### G.P. 4.3 – Create plan for conventions, meetings and the Great Hall

##### Strategies/Tasks:

27. Identify focus areas and target markets for meetings/conferences.

28. Collaborate with regional and state Convention Visitor Bureaus (CVBs).

29. Feasibility Study and marketing plan for the Great Hall

Activities	Time Line	Milestone
Identify focus areas/target markets for meetings & conferences (e.g. medical, logistics, small business, cultural)	180 days	Increased number of meetings and conferences at Great Hall and other Germantown facilities
Collaborate with hotels and CVB's regarding meeting/conference opportunities	180 days	Increased inquiries via the Memphis CVB
Facilitate an RFP to conduct a feasibility study for the long term plan for the Great Hall	1 year	Final plan for future operations of the Great Hall

#### G.P. 4.4 – Create roundtable forum for continued dialogue

##### Strategies/Tasks:

30. Create and facilitate periodic roundtables with elected officials, large employers, business leaders, economic development and chamber organizations

Activities	Time Line	Milestone
Private forum for elected and business leaders coincident with Summit. (See G.P. 3.2)	180 days	Annual one-day Summit
Continue and monitor annual Summit	Ongoing	Expanded business development – attraction, retention and expansion with positive upward trend.

#### G.P. 4.5 – Lifelong learning initiative; incubation program

##### Strategies/Tasks:

31. Form task force/work-group to address issues, using the Readyby21 toolkit.
32. Support internship/apprenticeship programs between large employers and schools.
33. Re-evaluate and restructure proposed medical incubation initiative.

Activities	Time Line	Milestone
See G.P. 3.2 Live-work initiative; integrate workforce development leaders	180 days	Annual workforce development roundtable (as part of the overall Summit)
See G.P. 3.2 Live-work initiative; engage education institutions and large employers	1 year	Establish partnerships between large employers and schools
Re-evaluate proposed medical incubation initiative to determine areas of opportunity for implementation	1 year	Establishment of a bio-medical incubator in Germantown

**G.P. 5.1 – Establish baseline for business and economic development performance measures.**

**Strategies/Tasks:**

34. Add metrics as outlined in Strategic Plan report (page 47)

35. Determine baseline metrics for each – from demographic, GIS and/or other data

Activities	Time Line	Milestone
Establish baseline values for each metric	90 days	Establishment of baseline metrics
Identify appropriate staff for data gathering	90 days	Assigned specific staff for reporting

**G.P. 5.2 – Continue to track and monitor performance measures**

**Strategies/Tasks:**

36. Report measurements as set by City Administration

37. Consider dashboard software for public barometer

Activities	Time Line	Milestone
Monitoring and evaluation of data to determine trend lines	Ongoing	Annual Economic Trends report at Annual Summit
Review and consider software options for web-based public transparency	1 year	Public Dashboard with metrics

**Germantown Economic Development Work Plan  
Timeline at a Glance**

Early Action		30 Feb	90 Apr	180 Jul	STATUS	Long Term	1 2013	2 2014	3 2015	STATUS
	Complete Work Plan	X			draft complete					
	Create & Approve Department Budget		X		not yet started					
						Develop Operations Manual for Department		X		
<b>G.P. 1.1</b>	<b>Changing Perception</b>									
	Internal (staff) survey	X				Annual Survey		X	X	
	External (citizen) survey		X			Annual Survey		X	X	
	Press release for initiative/messaging	X								
	Website ~ Evaluation & launch		X			Website ~ Update & Monitor		X	X	<i>ongoing</i>
<b>G.P. 1.2</b>	<b>Development Review Process</b>									
	Modify review process per surveys		X			Monitor Surveys to adjust process		X	X	<i>ongoing</i>
	Improve customer experience			X						
	Review/Change planning ordinance			X						
	Review/Change signage ordinance			X						
<b>G.P. 1.3</b>	<b>Create Economic Development Dept.</b>									
	Create performance standards for evaluation	X								
<b>G.P. 1.4</b>	<b>EDC/IDB Collaboration</b>									
	Review roles/purpose of EDC & IDB		X							
	Identify areas of collaboration		X							
<b>G.P. 2.1</b>	<b>Establish E.D. Nodes/Districts</b>									
	Identify boundaries of each node	X								
	Inventory Parcels within each node		X							
	Create scope of RFP for SAP			X						
	Completed SAP for each district			X		Completed SAP for each district	X	X		
<b>G.P. 2.2</b>	<b>Create Zoning for each District</b>									
	Review ordinance and modify as determined			X		New zoning for each district	X			
<b>G.P. 2.3</b>	<b>Property Offering Program</b>									
	Adminster/Process applications						X	X	X	<i>ongoing</i>
	Inventory land and buildings			X						
	Publish map of inventory - website			X		Update map and create offering pkgs	X	X	X	<i>ongoing</i>
<b>G.P. 3.1</b>	<b>Business Retention/Expansion (BRE)</b>									
	Determine BRE programs in existence	X			<i>complete</i>	TNEDC/EDGE engagement	X	X	X	<i>ongoing</i>
	Establish BRE program		X			Monitor BRE program	X	X	X	<i>ongoing</i>
<b>G.P. 3.2</b>	<b>Live/Work Initiative</b>									
	Create Annual Business & Industry Summit			X		Hold Annual Summit	X	X	X	<i>ongoing</i>
	Connect with SCORE & SBA			X		SBA/SCORE engagement	X	X	X	<i>ongoing</i>
	Facilitate internship/apprentice opportunities			X		Internship/Apprentice opportunities	X	X	X	<i>ongoing</i>
<b>G.P. 3.3</b>	<b>Tourism Expansion</b>									
	Inventory assets & create map		X							
	Create & promote packages		X							
	Collaborate with hotels & tourism organizations			X		Ongoing collaboration & promotion	X	X	X	

Early Action	30 Feb	90 Apr	180 Jul	STATUS		1 2013	2 2014	3 2015	STATUS
<b>G.P. 3.4 Connect Tourism &amp; Charity</b>									
Create database of non-profits & charities		X		complete					
Initiate events benefitting charities			X						
<b>G.P. 3.5 Retail Revitalization</b>									
Tour & inventory of each center		X							
Plans with owners			X						
Identify sources of funding for revitalization			X		Monitoring retail health of centers	X	X	X	ongoing
Inventory space & facilitate displays/pop-ups			X						
<b>G.P. 3.6 Program events in retail centers</b>									
Merchant extended hours		X							
Develop, schedule & promote events			X						
Develop and launch "Buy Local" program			X						
<b>G.P. 4.1 Communication &amp; Marketing Campaign</b>									
Internal staff/depart plan goals		X							
RFP & implement Branding/Marketing Campaign			X		Monitor effectiveness of marketing efforts	X	X	X	ongoing
<b>G.P. 4.2 Social Media Campaign</b>									
Evaluate & integrate social media in campaign			X		Monitor & track Social Media	X	X	X	ongoing
<b>G.P. 4.3 Conventions, Meetings &amp; the Great Hall</b>									
Identify target markets for meetings/conf.			X						
Collaborate with hotels & tourism organizations			X		RFP & Plan for the Great Hall	X			
<b>G.P. 4.4 Private roundtable forum: Leaders &amp; Elected</b>									
Facilitate forum coincident with Summit			X		Annual Roundtable coincident with Summit	X	X	X	
<b>G.P. 4.5 Lifelong Learning &amp; Incubation</b>									
Workforce roundtable (Readyby21) @ Summit			X		Part of annual Summit	X	X	X	ongoing
					Schools & Large Employer Partnerships	X	X	X	
					Re-evaluate Medical Incubation Initiative	X			
<b>G.P. 5.1 Performance Measures</b>									
Establish metrics and baseline values		X							
Identify staff for data gathering & reporting		X							
<b>G.P. 5.2 Performance Reporting</b>									
					Create an annual Trends Report (Summit)	X	X	X	
					Create a public Dashboard for transparency	X			

Ms. Rose shared various contacts which have been made during her work visit.

We met with Sandra Jackson from the Small Business Administration (SBA) about creating a small business center in the Economic Development Commission building. Ms. Jackson has a group of people ready to come to Germantown to do workshops and programs. It can be promoted on the regional district SBA website to explain what is happening in Germantown with the business development program.

We met with Ordis Copeland and Ted Townsend at the State of Tennessee Economic and Community Development. They invited Ms. Burgess and me to the Regional Key Stakeholders Meeting and ECD Update with Commissioner Bill Hagerty at Rhodes College on February 8 for feedback.

Steven Levy attended the 2013 MAAR Commercial Property Forecast Summit today at GPAC. He was impressed by the (Memphis) Mayor's Innovation Delivery Team. Tommy Pacello spoke on the panel. There are five cities participating in this program (Atlanta, New Orleans, Chicago, Memphis, and Louisville). The focus is on higher risk, more distressed cities and urban centers. They examine how to improve uses in older areas.

Ms. Rose stated there was discussion about having reporting from the Chamber and EDGE at the monthly EDC meetings, having a quarterly newsletter, and having an annual summit for the Board of Mayor and Alderman. We can actually do the annual reporting for the matrix which will explain what's going on in EDC, in the City and through our commission, partners, public and private.

b) **West Gateway Small Area Plan Update:**

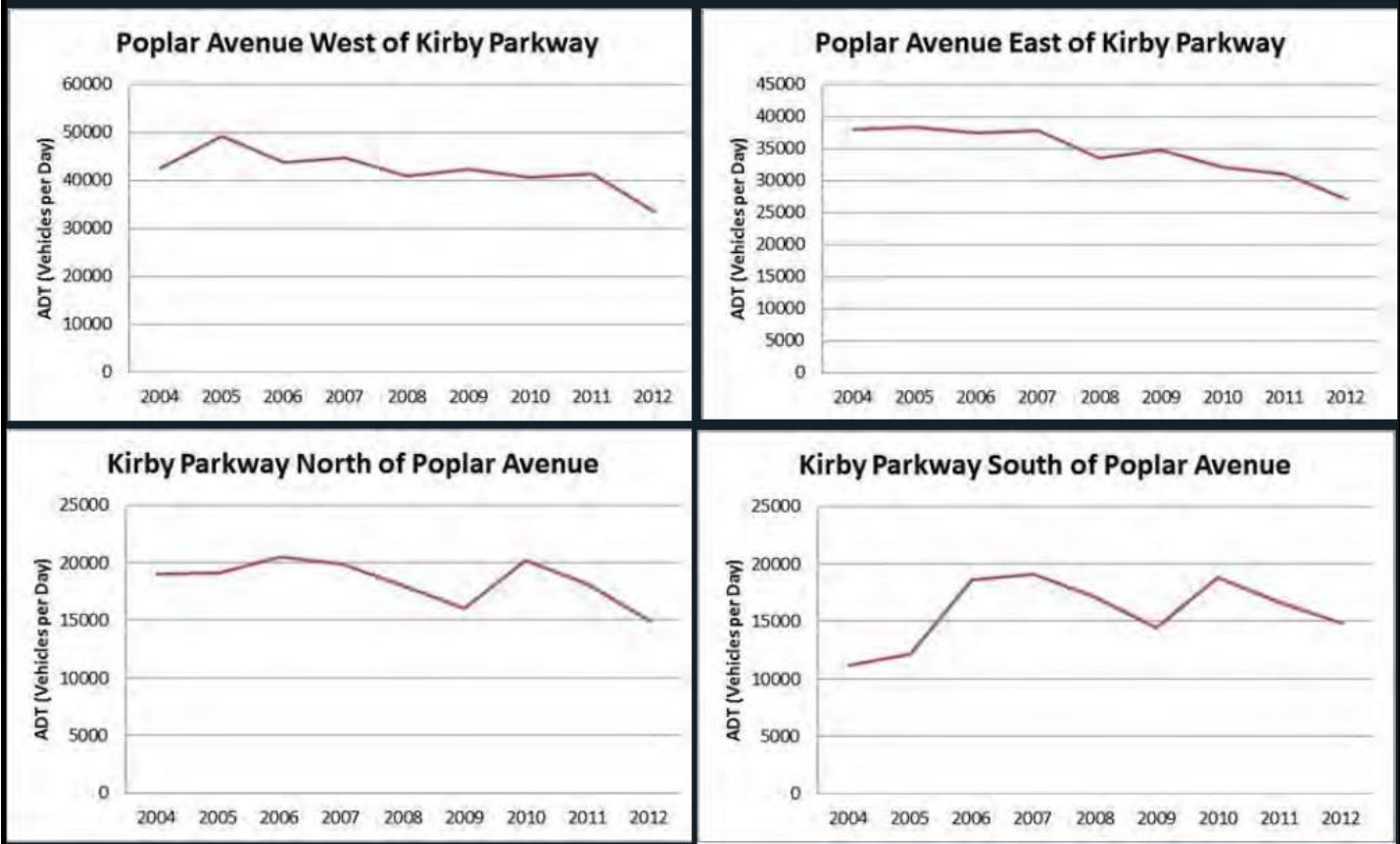
# Considerations for Western Gateway

- Provide a well connected and navigable full mobility system, close the modal gaps
- Soften barriers of Poplar Avenue and Kirby Parkway
- Maximize benefits of walkability and non-motorized travel, including economic development aspects
- Utilize inherent flexibility in design guidelines to achieve balance
- Plan new facilities and retrofits of existing facilities to respect and protect the surrounding context (built and natural)
- Work with TDOT to ensure balance of multiple modes of travel and Complete Streets





## Traffic is Actually Declining...



## Final Steps

- Post Charrette Refinements with Stakeholder Committee and City
- Development and Fiscal Impact Analysis
- Final Document Preparation
- Final Public Presentation with all the Details
- Approval of Small Area Plan and Implementing Tools (code) by Mayor and Board of Alderman

**c) Business Visits Discussion:**

Mr. Pouncey stated we had 174 visits for the year of 2012.

Mr. Pouncey stated the red light at Methodist hospital is blinking for 5 days until it goes solid. Also, some mast arms are being put up today for the light at Oakleigh and Poplar. Chick-fil-A was on the Planning Commission March 5 and was approved for demolition of the old building and to rebuild the new larger Chick-fil-A (east-west direction) with more parking. They will build it in 12 weeks starting June 1. The Solana christening will be on Friday, February 15 at 11:00 a.m. The Great Race is coming to town on June 26, 2013.

**ADJOURNMENT:**

There being no further business, the meeting was adjourned. The next meeting will be March 4, 2013.