

Committee Members:

Charles Daily
Bill Poletti
Don Barkley
Robert Triplett
Charles Kassly
Michael Hagen
Samantha Carter
Richard Avdoian
Van Johnson

**CITY OF FAIRVIEW HEIGHTS
BUSINESS ALLIANCE COMMISSION
TUESDAY, JUNE 18, 2019 – 1:30 P.M.
MEETING ROOM A
FAIRVIEW HEIGHTS CITY HALL
10025 BUNKUM ROAD**

AGENDA

1. CALL TO ORDER
2. CITIZENS' COMMENTS
3. APPROVAL OF APRIL 16, 2019 MINUTES
4. ECONOMIC DEVELOPMENT DIRECTOR'S REPORT
 - a. Feature – Sustainable Solutions Funding (Overview)
 - b. Feature – Tom Appelbaum (Bio)
 - c. Feature – OMEE Incubator Grant (Summary)
 - d. Feature – Bringing Stores into the 21st Century (Retail Dive)
5. INTRODUCTION OF PACE PROGRAM ADMINISTRATOR
6. FUNDING FOR THE METRO EAST BUSINESS INCUBATOR
7. MONTHLY REVENUE REPORTS
 - a. 1% MUNICIPAL
8. NEXT MEETING – JULY 16, 2019 AT 1:30 P.M.
9. ADJOURN

**THE CITY OF FAIRVIEW HEIGHTS
BUSINESS ALLIANCE COMMISSION (BAC)
Tuesday, April 16, 2019 – 1:30 p.m.
Meeting Room A
10025 Bunkum Road, Fairview Heights, IL**

Committee Members in attendance – Richard Avdoian, Don Barkley, Charles Daily, Bill Poletti, Roger Triplett

Committee Members absent – Samantha Carter, Michael Hagen, Van Johnson, Charles Kassly

Other Aldermen and Elected Officials in attendance – Pat Baeske

Staff in attendance – Paul Ellis

Recorder – Paul Ellis

Call to Order

Charles Daily called the meeting to order at 1:35 p.m.

Public Participation

Amy Kempfer

Approval of Minutes

Bill Poletti made a motion to approve the March 19, 2019 minutes. Seconded by Don Barkley. Motion passed on voice vote.

Economic Development Director's Report

Director Paul Ellis presented his report. The Commission discussed the following:

- Economic Development Strategy – On April 24th, there will be an Open House in the Lower Level of the Library from 5:00-7:30 p.m., at which time the i5Group and other consultants will present to the public.
- Sales tax revenues are considerably down again this month as a result of nearly 400,000 SF of prime retail space currently out of service; historically, the strongest months for sales at those locations were December and January (reported). Sales tax numbers should rise again once new tenants fill those vacancies in upcoming months.
- The Director is working with property owners and commercial real estate brokers to fill empty buildings formerly franchised to Steak n Shake and Smokey Bones.
- A new retail tenant has signed a lease for the former Here Today location and is expected to generate 2-3 times as much sales tax when it opens in November.
- Paul will be attending ICSC's RECON trade show in May to follow up with retail prospects and national property owners.
- The Metro East Business Incubator (MEBI) has been registered with the state and is moving forward with organizational development and fundraising. Partners in the new not for profit have requested that the City of Fairview Heights serve as fiscal agent for the NFP while it attains federal exempt status and authorize participation of City staff as required. Details will be worked out through an agreement between the City and the MEBI.

Monthly Revenue Reports

Director Ellis presented the sales tax report. The City is down for January -6.9%, or \$64,749.21 and year to date is up 0.01%, or \$64,137.24.

Since Ellis will be in Las Vegas participating in the RECON trade show next month, the next meeting was scheduled for June 18, 2019 at 1:30 p.m.

A motion to adjourn was made by Bill Poletti and seconded by Robert Triplett.

Adjourned at 2:40 p.m.

Submitted By:

Paul A. Ellis
Recorder

DRAFT

MEMORANDUM

TO: Elected Officials

FROM: Paul A. Ellis, Director of Economic Development

DATE: June 14, 2019

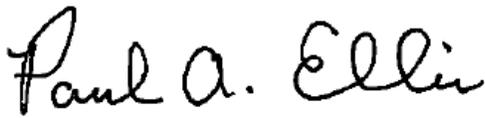
SUBJECT: Economic Dev. Dept. - Director's Report

1. The next step for the Economic Development Strategy will be to develop recommendations to present for public review and comment this fall; consultants and City staff have already begun discussion on several topics for review by the Steering Group at their next meeting (June 21).
2. A lease has been signed for the former Here Today store in Lincoln Place II (opening set for October) and a national clothing retailer has leased space in one of that center's pads—announcements pending.
3. Competing letters of intent have been offered for the former Toys 'R' Us building and the owners are working with the interested parties while continuing to market the former Babies 'R' Us property.
4. Bobcat of St. Louis, one of the top ten sales tax producers for the City, has shelved plans to relocate to Shiloh and is reviewing potential new sites in Fairview Heights; the Director has been creatively assembling potential parcels since there is nothing meeting the company's criteria currently listed by any brokers locally.
5. The Director is working with both property owners and real estate brokers to recruit new restaurants to fill vacancies created by closing of local Smokey Bones, Steak & Shake, and TBD Social chain locations.
6. While at RECon in Las Vegas last month, the Director met with representatives from DLC Management Corporation, owners of the Marketplace Shopping Center, to explore some ways to add vibrancy to that center; despite its visibility from I-64, Marketplace has been struggling in recent years.
7. The Director is working currently with three business and/or property owners who are interested in pursuing redevelopment of properties along Lincoln Trail through the City's award-winning Business Assistance Program.
8. Participants in the Lodging & Conference Roundtable are meeting with the Worldwide Technology (formerly Gateway) Racetrack to develop a partnership that will boost lodging here by attendees at the racetrack's events; Fairview Heights is the closest full service municipality to the facility.
9. The Director has been working with Sustainable Solutions Funding of St. Louis and the Illinois Finance Authority to develop a local program for PACE (property assessed clean energy) financing for commercial properties.
10. The Director is working with the ILLINOISouth Tourism Bureau to lease billboard space to promote the Midwest Salute to the Arts event and, subsequently, to

Economic Dev. Dept. – Director’s Report (continued)

promote shopping in Fairview Heights; the latter advertising is anticipated to be undertaken in conjunction with St. Clair Square.

11. The Metro East Business Incubator (MEBI) has been allocated \$100,000 by the Illinois General Assembly for the fiscal year beginning July 1. The Director and other organizers continue to pursue funding with local businesses and the City is applying for a startup grant on its behalf; organizers recently met with Ameren Foundation and are pursuing additional financial support from several local businesses and financial institutions.
12. Fairview Heights will again host the Downstate Illinois P3 Luncheon for the International Council of Shopping Centers at the Fountains Conference Center on Sept. 12.



Paul A. Ellis
Director of Economic Development

Attachments:

- a. Overview – Sustainable Solutions Funding
- b. Bio – Thomas D. Appelbaum JD, MBA
- c. Summary - Office of Minority Economic Empowerment (OMEE) Incubator Grant
- d. Bringing stores into the 21st century [Retail Dive]



Sustainable Solutions Funding, LLC is one of the nation's pioneering Property Assessed Clean Energy (PACE) program administrators and has led the movement for PACE-financing in the Midwest. The principals of Sustainable Solutions Funding have developed, implemented, and administered clean-energy programs since 2010. Based in St. Louis, Missouri, the firm's experience includes administering "Set the PACE St. Louis" (www.setthepacestlouis.com), the Missouri Energy Savings Program (www.MO-ESP.com), and the "Arkansas Advanced Energy Equity" program in Fayetteville and

Little Rock (www.A2E2.net). Sustainable Solutions Funding principal had also been selected to co-administer "Green Homes St. Louis," a residential and municipal buildings energy-efficiency program backed by Qualified Energy Conservation Bonds in the City of St. Louis.

As Program Administrator, Sustainable Solutions Funding (EEF) works with a robust network of contractors, local banks, developers, funding providers, and other industry stakeholders to help meet the community's economic and sustainability goals. Program design is driven by triple bottom line metrics and includes informational sessions, and contractor training. Set the PACE St. Louis has had several noteworthy achievements including national recognition for a fast and streamlined process, innovating tax abatement as directly related to sustainability investment, and closing the second largest project in the nation among all PACE programs for 2015. As of January 2016, Set the PACE St. Louis has funded the largest amount of private-sector commercial projects per capita in the Midwest. Principals for SSF designed and launched "A2E2", Arkansas's first PACE program, in December 2014, and has since financed the state's first PACE project in 2015.

Working with Missouri's home energy auditor and home performance contractor community since 2009, SSF principals played a pivotal role in helping to orchestrate the passage of Property Assessed Clean Energy (PACE) legislation for Missouri in 2010. Through involvement in several PACE "best practices" committees organized by the Missouri Department of Natural Resources in 2010, the principals of SSF recognized the need for a pragmatic, efficiency-focused approach to the implementation of any PACE program in the Midwestern market. SSF deploys a "Mid-American" model for energy efficiency/renewable energy programs that provides consumer protections while ensuring an "agnostic" approach toward program participation for contractors and funding providers. This model is designed to accommodate the region's climate characteristics, relatively low energy costs, and business sensibilities. SSF's Mid-American PACE administration model also leverages the unique economic development attributes of the PACE legislation.

"Sustainable Solution's program design is driven by triple bottom line metrics—people, profit, and planet."

The principal of SSF, Tom Appelbaum, is a recipient of the Energy Efficiency Champion Award from Renew Missouri, a project of the Missouri Coalition for the Environment. They have presented at several regional and national conferences including PACE Nation, Global Solutions Summit at the U.S. Department of State and Atlantic Council, Midwest Energy and Climate Policy Conference, Greening Midwest Communities, and others. Sustainable Solutions Funding principal has also presented to the Missouri Association of Counsels of Government (MACOG) as part of a regional approach to alternative financing programs for energy-efficiency upgrades.

Key Relationships:

The principals of SSF have significant relationships with both the private and public sector concerning environmental, economic development, and clean energy initiatives. In 2009, SSF principals were founding incorporators of the Missouri Association of Accredited Energy Professionals (MAAEP), one of the nation's first trade associations for home performance professionals, and have developed relationships with environmentally-oriented and other pertinent nongovernmental organizations, such as: the Missouri Coalition for the Environment, Efficiency First, Greening Midwest Communities, Sierra Club, Clinton Presidential Library and Center, East-West Gateway Council of Governments, American Council for an Energy-Efficient Economy, Missouri Athletic Club and Preservation Foundation, PACENow / PACENation, P80 Group Foundation, Mitchell Williams Law Firm, Global Cleantech Cluster Association, Renew Missouri, Missouri Botanical Garden, Global Technology Deployment Initiative, Missouri Bankers Association, Earthways Center, Powers of Arkansas, Arkansas Advanced Energy Association, Arkansas Bankers Association, the Arkansas Association of General Contractors, Arkansas Municipal League, Association of Arkansas Counties and the Arkansas Homebuilders Association local chapters of the U.S. Green Building Council, Missouri Energy Initiative, and others.

The Principals:

Tom Appelbaum is an attorney and geologist who was the statewide Program Manager for the Sierra Club's Cool Cities Code Campaign on behalf of the Missouri Association of Accredited Energy Professionals (MAAEP) and recently presented at the Missouri Governor's Conference on Economic Development on Property Assessed Clean Energy. Please see attached CV.

Thomas D. Appelbaum, JD, MBA

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<https://www.linkedin.com/in/tom-appelbaum-3324293/>

Senior Level Attorney or C-Level Executive

Market Innovation, Team Building, Strategic Communications and Legislative Success

Experienced Attorney and Corporate Executive Officer with demonstrated success working in the legal, finance and sustainability industries. Skilled in Litigation, Operational Compliance, Strategic Planning, Government Affairs and Sustainability Policy.

Key Competencies: *Contract Negotiation and Drafting · Innovative Information Technology Application and Deployment · Board and Corporate Governance · Strategic Planning and Implementation · Business and Project Development · Coalition Building and Stakeholder Engagement · Advancing Policy Objectives · Finance · Health Care Industry*

Leadership Snapshot

INNOVATIVE MINDSET + OPERATIONAL STRATEGIC KNOWLEDGE = VALUE CREATION

- ◆ Identified, Built and Developed \$100mm Clean-Energy Market in Missouri and Arkansas
- ◆ Founder and COO of Clean-Energy Startup Sold to National Industry Sector Leader
- ◆ Featured Speaker and Presenter at Prominent Institutions and Industry Events
- ◆ Sourced leading National Multi-Million Dollar Clean-Energy Projects
- ◆ Presented to over 60 City and County Councils
- ◆ Successfully Won Contracts Through Competitive Bid Process to Run 8 Clean-Energy Programs.
- ◆ Elected to Board of Directors for Two Terms on the 7th Largest School District in the State of Missouri



Career Evolution

The Law Offices of Tom Appelbaum, LLC | St. Louis, MO

Attorney 2018 – Present

- ◆ “Of counsel” with the Ketcher Law Firm, LLC on litigation concerning ballot initiative process.
- ◆ Litigation and consulting on a broad range of legal issues, interacting with elected officials on a regular basis.

Ygrene Energy Fund | Petaluma, CA

Senior Director of Midwest Business Development, Government Relations 2016 – 2018

- Managed compliance issues for political subdivisions regarding board governance and program operations.
- Met with and presented to municipal and regional governmental authorities regarding program compliance.
- Managed the deployment of an advanced technology platform that generated underwriting criteria on residential finance applications from public data sources.
- Oversaw the process of developing program materials for applying taxing authority, including the development of a legal opinion to support the statutory authority for property tax assessments, and statutory compliance for program materials.
- Managed program outreach to elected officials and reporting of program metrics.

Energy Equity Funding | St. Louis, MO

Co-Founder; President/COO 2010 – 2017

- Primary author of responses to RFPs, and successfully won eight (8) proposals for developing and administering programs in two different states:
 - Set the PACE St. Louis for the City of St. Louis (initial contract and renewal).
 - The Green HELP program for the City of St. Louis (development and design).
 - The Missouri Energy Savings program for St. Louis County (www.MO-ESP.com)
 - Washington, Missouri
 - Fayetteville, Arkansas (as a partner with Arkansas Advanced Energy Equity)
 - Pulaski County Arkansas (as a partner with Arkansas Advanced Energy Equity)
 - North Little Rock, Arkansas (as a partner with Arkansas Advanced Energy Equity)
- Negotiated and executed contracts with municipalities and political subdivisions for administration and compliance services.
- Oversaw development, corporate governance and compliance issues for Clean Energy Development Boards.
- Presented at the 2016 National Main Street Now conference in Milwaukee,.
- Participated in the National Governor's Association experts' roundtable on commercial PACE in 2016.
- Presented at the 2010 Governor's Conference on Economic Development on Property Assessed Clean Energy programs.



Parkway School District | St. Louis, MO

Director, Board of Education 2010 – 2016

- 7th largest school in Missouri district with over \$230 million annual budget.
- Implemented:
 - Largest solar install in Missouri (38 buildings).
 - Single stream recycling.
 - CNG bus purchase and fueling station through grant funding, reducing fuel costs by half.
 - District-wide composting.
 - District-wide LED lighting retrofit.
- Passed \$90 million bond authorization.
- Turned around negative budget trend to re-establish fund balance reserve to policy levels.

Veterans Resource Foundation | St. Louis, MO

Board Member 2012 – 2018

- 501.c(3) started as the result of organizing the nation's first "Welcome Home the Heroes" parade in downtown St. Louis. This parade was organized and executed in 30 days and was made possible by raising over \$25,000 in 4 days. An estimated crowd of over 120,000 attended the parade and it received international media coverage (featured on The Rachel Maddow Show, NBC Nightly News, and Fox News).

Missouri Association of Accredited Energy Professionals | St. Louis, MO

Co-Founder; Board Member 2009 – 2013

- Statewide 501.c(6) professional association of energy assessors and affiliates.
- Named "Energy Efficiency Champion" by the NGO Renew Missouri.
- Co-authored and edited a report on survey results of the Missouri Department of Natural Resource's Energize Missouri Homes – Home Upgrade with Geothermal.
- Program Manager for the statewide Cool Cities Campaign for adoption of the 2009 IECC building codes.

The Law Offices of Tom Appelbaum, LLC | St. Louis, MO

Attorney 2009 – 2015

- Presented before the State Committee of Psychologists, resulting in the legislative requirement that Applied Behavioral Analysts be licensed to treat autistic children.
- Represented numerous corporate and non-profit organizations in transactional and structural matters.
- Litigated numerous matters through the entire trial process.

Owen Newman, LLC | St. Louis, MO

Associate Attorney 2005 – 2009

- Major psychiatric hospital group as a client for most transactional matters and litigation.
 - Assisted in suit won before the Supreme Court of Missouri over Medicaid reimbursements, resulting in an award of over \$4 million.
 - Handled corporate transactional issues including leases for outpatient services and employment issues, including physician contracts and HIPAA issues.
- Drafted and negotiated numerous commercial leases.
- Handled all corporate matters for tax credit funded housing projects company.
- Dealt with a wide range of civil litigation matters throughout the entire trial process.

OrthoMotion, LLC | St. Louis, MO

Director of Operation 2002 – 2005

- Negotiated and administered contracts as durable medical equipment provider with insurance companies, vendors, business associates, and distributor agreements for product lines.
- Negotiated alliances with other medical providers to expand business and increase market share.
- Awarded the exclusive distributorship of six different product lines.
- Received the 'Quota Buster Award' for the year 2004 for top distributor performance against quotas.



MetaMatrix, Inc (n/k/a Redhat) | St. Louis, MO
Senior Technical Account Manager 2000 – 2002

- Responsible for planning and executing the implementation of enterprise application integration (EAI).
- Act as liaison between developers and sales/senior management.
- Identified solutions to business problems using enterprise application integration (EAI) technology for potential customers; authored and edited white papers on the topic.
- Drafted white paper on utilization of EAI technology in the medical field.

BJC Health Systems, Inc. | St. Louis, MO
Project Manager, Information Systems 1998 – 2000

- Managed I.S. Surgical Services team, including budgeting, planning, and personnel/resource allocation for the support and implementation of operating room software systems as well as other application support.
- Led team responsible for the development, support, and implementation of the Medical Communication Information System.
- Audited enterprise wide systems for Y2K readiness and provided architectural support for testing facilities.

Additional Professional Experience:

1997 – 1998, Amdocs, Inc., Technical Team Lead – Managed team of programmers as part of the growth of St. Louis development center.

1995-1997, National Imagery & Mapping Agency, Cartographer – Generated terrain data for cruise missile system (top secret/SCI security level).

1993-1995, Arch Mineral Corporation (Arch Coal, Inc.), Project Geologist – Supported exploration and mining engineering systems corporate-wide.

1989-1993, Marston & Marston, Inc., Project Geologist – Performed reserve analysis for projects in North America and Eastern Europe. The purpose of the projects was typically due diligence for capital investment or litigation support. Provide ongoing support for all phases of active coal operations, from EPA permitting to life of mine planning.

1988-1989, Peabody Development Company, Geologist – Assisted with development of land management system (early GIS system) and gather reserve and lease data for mineral rights.

Education

Saint Louis University School of Law
December 2005 Juris Doctorate

- Graduated top third of class

Maryville University
1996 Masters in Business Administration

- Member of the Sigma Beta Delta Business Students' Honor Society

Missouri State University
1988 Bachelor of Science - Geology

Technical Publications and Presentations:

- ◆ “Emerging Trends in Energy Efficiency and Renewable Energy Financing” – Missouri State Department of Geology, Geography and Planning Department. February 2013.
- ◆ “Property Assessed Clean Energy Implementation in the Market” – Governor’s Conference on Economic Development, 2010.
- ◆ “Coal Quality Predictability through Data Modeling” – CPS Radian Corporations’ User’s Conference, 1992.



Awarding Agency Name	Commerce And Econ Opp
Agency Contact	Robert Williams (CEO.Accountability@illinois.gov)
Announcement Type	Initial
Type of Assistance Instrument	Grant
Agency Opportunity Number	OMEE-2019-01
Agency Funding Program	Office of Minority Economic Empowerment - Incubators
CSFA_Number	420-00-2159
CSFA Popular Name	OMEE Incubators
Anticipated Number of Awards	0
Estimated Total Program Funding	5000000.00
Single Award Range	\$0 - \$250000
Source of Funding	State
Cost Sharing or Matching Requirements	No
Indirect Costs Allowed	No
Restrictions on Indirect Costs	No
Posted Date	05/01/2019
Application Date Range	05/01/2019 - 06/30/2019 : 05:00pm
Grant Application Link	https://www2.illinois.gov/dceo/AboutDCEO/GATA/Pages/2159-1124.aspx
Technical Assistance Session	No

Contact Information

Address: Governor's Office of Management and Budget
401 South Spring
603 Stratton Building
Springfield, IL 62706
Phone: 217-782-4520
Email: OMB.GATA@illinois.gov (<mailto:OMB.GATA@illinois.gov>)

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OPINION

Bringing stores into the 21st century

The old prototype store model is obsolete and fails to accommodate the new reality of retail, ruled by personalized experiences, local flavor and nuance, writes WD Partners' Elaine Kleinschmidt.

By Elaine Kleinschmidt

Published June 13, 2019

The following is a guest post by Elaine Kleinschmidt, executive vice president of strategy and experience design at WD Partners. Views are the author's own.

Over the past five years, the retail industry has been turbulent, to say the least. Many brands, both mature and novice alike, have been rocked by forces all around them — shifts in shopper behaviors, generational preferences, local nuance, economic pressures, commercial real estate values, and the infusion of private equity and resulting expensive corporate retail debt — which has put many retailers into a tailspin, if not out of business.

Brands that have historically been in offensive mode on growth and expansion, have been forced to live in defensive mode where the struggles of meeting day-to-day goals have inhibited them from making real progress on future visioning. Branded manufacturers who have historically built their retail proposition through wholesale points of distribution are doubling down on direct-to-consumer (DTC) retail (e.g. Nike and Adidas). And brands who have predominately built their business around brick-and-mortar

stores have found their sea legs with robust digital commerce capabilities. Even digital pure-play brands are expanding their strategy to include brick-and-mortar (e.g. Amazon, Warby Parker, Wayfair, Bonobos and One Kings Lane).

We all know that e-commerce is not putting companies out of business, it's simply changing the way customers connect to brands. Instead, private-equity-backed real estate, high-interest debt and brands' inability to focus on investments that will connect all facets of their digital and physical ecosystems, have been their downfall. The result? Brands who are winning today have focused investments on mapping brand experience strategies to both the needs of the customer and to the overall health of the brand.

Let's cut to the chase — the old prototype store model is obsolete. It is too inflexible and tone deaf to serve the needs of today's sophisticated customer. This dated approach — of one ideal-state design that's sized to small, medium or large — leaves retailers stranded with anomaly stores, which are difficult to replicate, may contain un-scalable experiences and/or operational challenges, posed by a lack of integration between their retail storefront and digital operations.

Most importantly, the prototype design fails to accommodate the new reality of retail, ruled by personalized experiences, local flavor and nuance, new options in order fulfillment and service offerings dictated by what customers need for on-demand access to product de jour. Yet, for all those flaws, giving up the prototype is hard to do.

"We're still talking about retail development [through] the lens of a traditional prototype. That is exactly our problem, and we wonder why it's been so painful," says one senior executive we visited recently.

A new strategic approach to concept, design and execution has emerged. At WD Partners, we call it a "retail portfolio strategy." It is a flexible set of modules to help retail brands create a strategically designed system of integrated parts and operations, to achieve synergy and scale, with both customers and their brand in mind.

This broad, multidimensional approach lies beyond the capabilities of the old ways of store design and retail concepts. Having a retail portfolio strategy can help brands get out in front of the changes that are reshaping retailing. They can pursue a broader, more strategic vision as they take the initiative to reinvent their operations, improve the shopping experience, enhance their engagement with customers and better integrate online and in-store efforts. Ultimately, a retail portfolio strategy helps brands achieve an ideal state of agility by operationalizing innovation and prioritizing spend, based on customer insights and business analysis combined.

Reaping further rewards and new growth from the mash-up of clicks and bricks will require retailers to adopt smarter distribution logistics, overhaul and retrofit existing stores for faster curbside delivery, online pickup and returns, improve app features and knit together data systems for loyalty programs, sales, marketing and more.

New formats will blend clicks and bricks so well, that they barely are distinguishable. After all, to the customer, retail is retail. The challenge for brands is seeing themselves from the customer's point-of-view. Brands will succeed by investing in integrated brand experience and technology strategies that map a shoppers' experience, agnostic to place, space and time. All of this is accommodated by a retail portfolio strategy, especially when it comes to DTC efforts. In contrast, almost none of it is covered by the narrow scope of the old retail prototype model.

As mentioned earlier, brands are facing an epic offensive/defensive struggle. Historically, retail brands were on the offensive in pursuing growth and customer acquisition. In recent years, buffeted by the forces afflicting the industry, they have been forced to live in defensive mode in adapting to the rapid-fire changes in retailing. How do brands get to a place where offense and defense can co-exist, where innovation and operation are not at odds? When planning a new store concept and/or DTC growth strategy, retail executives must weigh some dynamic and tectonic shifts that lie beyond the old prototype model's reach:

1. Product innovation
2. Experiential retail
3. Distribution logistics
4. Localization
5. Omni-technology
6. Value-added services

Given these shifting dynamics, gone are the days of the old prototype model and a one-size-fits-all solution for retail development — and these days *should* be gone. By deploying an integrated retail portfolio strategy, retailers can strategically architect an integrated system-of-parts to drive scale vs. a tactical application during a prototypical site-adaptation process.

In discarding the prototype model, retailers can use retail portfolio strategy to take a broader-based approach to designing and maintaining a brand ecosystem. Modules are dialed up or down for the dynamic conditions of their retail experience, with the ability to prioritize various modules relative to store format and locale, to serve the needs of a variety of primary shoppers, instead of store size being the driving factor.

Retail becomes a portfolio of formats instead of mere channels of distribution. In applying the RPS approach, retailers can serve business needs and consumer needs at once, gaining their customers' trust and loyalty.

Retailers know they must "get unstuck," unshackle themselves from old ways and change their approach to most everything. The hard part is to know where to begin and what it should look like. While the base framework is simple, the hidden shackles lie in designing a system of parts for developing and applying the strategy to today's current and future state. The two diagrams below illustrate the contrasts between the old, inflexible prototype store model and a retail portfolio strategy base framework.



New build and remodel programs are now strategically planned through the evaluation of both customer and business needs, with market expansion and real estate strategy as key components. Brands are free to solve problems and stay locally relevant while reining in and fine-tuning the costs of providing experiential retail and value-added services. A retail portfolio strategy helps retailers account for regional and cultural nuances that the prototype-store

design fails to serve. And, reconfigures both clicks and bricks to account for one another — as portals to and from each other.

Breaking the mold of the past lets retailers reassemble the clicks and bricks into a structured yet scalable model for brand resilience and growth. As more online retailers open more storefronts, and storefront retailers improve their game in the ether, the lines between physical and digital, and even brand and retailer, are long past blurred.

**CITY OF FAIRVIEW HEIGHTS, IL
SALES TAX REPORT
State 1% Municipal Tax Portion**

DISTRIBUTION MONTH	MAY 2012 - APRIL 2013	MAY 2013 - APRIL 2014	MAY 2015 - APRIL 2016	MAY 2016 - APRIL 2017	MAY 2017 - APRIL 2018	MAY 2018 - APRIL 2019	MAY 2019 - APRIL 2020	% CHANGE	CHANGE IN DOLLARS
MAY	\$ 629,863.98	\$ 601,011.50	\$ 586,147.75	\$ 632,285.33	\$ 571,553.40	\$ 553,114.13	\$ 490,116.91	-11.4%	\$ (62,997.22)
JUN	692,902.50	655,667.46	708,268.15	696,077.63	677,065.69	676,704.83	654,604.36	-3.3%	\$ (22,100.47)
JUL	578,187.49	574,119.26	563,612.88	576,220.16	599,877.49	555,320.85			
AUG	602,449.00	586,795.92	607,839.70	608,444.47	600,057.37	607,357.54			
SEP	663,854.82	610,055.28	653,462.36	679,234.60	613,965.54	623,578.60			
OCT	572,075.75	554,178.50	573,059.41	572,368.09	476,801.05	540,557.44			
NOV	620,158.32	574,589.49	642,921.78	599,121.43	575,354.24	570,594.16			
DEC	631,306.50	468,313.25	626,164.49	612,305.99	581,474.30	577,677.65			
JAN	576,698.91	589,088.14	627,103.06	570,540.96	564,056.46	560,273.13			
FEB	710,629.96	687,960.48	695,015.32	678,820.57	672,397.54	668,036.72			
MAR	1,049,090.01	969,659.49		974,290.59	935,340.51	870,591.30			
APR	532,313.55	458,225.94	519,339.92	488,717.27	528,625.80	457,194.13			
YTD TOTAL	\$ 7,859,530.79	\$ 7,329,664.71	\$ 6,802,934.82	\$ 7,688,427.09	\$ 7,396,569.39	\$ 7,261,000.48			\$ (85,097.69)
YTD CHANGE	1.0%	-6.7%	-9.6%	-2.0%	-3.8%				
MONTHLY AVG	\$ 654,960.90	\$ 610,805.39	\$ 618,448.62	\$ 640,702.26	\$ 616,380.78				