Committee Members:
Frank Menn
Ryan Vickers
Brenda Wagner
Harry Zimmerman
Bill Poletti

AGENDA
COMMUNITY COMMITTEE
Wednesday, May 22, 2019 – 7:00 p.m.
Council Chambers
Fairview Heights City Hall
10025 Bunkum Road

Public Participation
Approval of Minutes – April 17, 2019

Parks & Recreation
Alderman Brenda Wagner, Chairman

1. Director’s Report: General discussion regarding items in report
2. Approval of Concession Stand Usage at Moody Park
3. The REC Updates

Development
Alderman Bill Poletti, Chairman

1. Director’s Report
2. Tax Report

Planning
Alderman Harry Zimmerman, Chairman

1. Director’s Report
2. PC 05-19: Map Amendment Request (Rezoning)
Committee Members in attendance – Frank Menn, Ryan Vickers, Pat Baeske, Harry Zimmerman, Bill Poletti

Committee Members absent –

Other Aldermen and Elected Official in attendance – Pat Peck, City Clerk Karen Kaufhold

Staff in attendance - Parks and Recreation Director Angela Beaston, Economic Development Director Paul Ellis, Land Use and Development Director Andrea Riganti, City Attorney Jim Gehrs, Lt. C.J. Beyersdorfer

Recorder – Cheryl Kleb

Public Participation - none

Approval of March 20, 2019 Minutes
Motion and second to approve said minutes were made by Committee Members Harry Zimmerman/Frank Menn. Motion carried.

Parks & Recreation Committee
Alderman Frank Menn, Chairman

Parks and Recreation Director’s Report
Director Beaston presented the Director’s written report to Committee for review. There were no questions.

Recreation Complex
Director Beaston gave an update on the setup progress regarding the Recreation Complex. Director Beaston further stated that The Rec will be holding their Grand Opening starting with a 5K at 9:00 a.m., Parade at 10:00 a.m., Ribbon Cutting thereafter, and Open House on May 4th – 5th, with the first actual day of business on May 6th.

Development Committee
Alderman Bill Poletti, Chairman

Economic Development Director’s Report
Director Ellis presented the Director’s report to Committee for review. Director Ellis further briefed Committee on the Sales Tax Report and other revenue.
Metro East Business Incubator (MEBI)
Director Ellis announced that the MEBI has been registered with the State of Illinois as a not for profit and are seeking the 501 3 C status as well. Mayor Kupsky and Director Ellis will be meeting with the Mayors of O’Fallon and Swansea and will bring an Agreement regarding the MEBI to Committee for approval at a future meeting.

Open House Economic Development Strategy
Director Ellis announce that the first of three Economic Development Strategy Informational Open Houses will be April 24th from 5:00 – 7:30 p.m. in the lower level of the Fairview Heights Public Library.

Planning Committee
Alderman Harry Zimmerman, Chairman

Land Use & Development Director’s Report
Director Riganti presented the Director’s report to Committee for review. There were no questions.

ZBA-01-19 Area Bulk Variance to allow the 50’ front yard setback required in the “C” Conservation District to be reduced to 15’ for 1050 St. Clair Road
Director Riganti briefed Committee on Zoning Board of Appeals case ZBA-01-19 Area Bulk Variance to allow the 50’ front yard setback required in the “C” Conservation District to be reduced to 15’ for 1050 St. Clair Road.

Robert Dee, Home Builder was present and available to answer questions.

Motion and second to recommend to City Council approval of case ZBA-01-19 Area Bulk Variance to allow the 50’ front yard setback required in the “C” Conservation District to be reduced to 15’ for 1050 St. Clair Road in accordance with the recommendation of the Zoning Board of Appeals were made by Aldermen Bill Poletti/Ryan Vickers. Motion carried.

PC-03-19 Amendment of a Preliminary Plat for Fountain Place Addition, Revising Village C and F.
Director Riganti briefed Committee on Planning Commission case PC-03-19 Amendment of a Preliminary Plat for Fountain Place Addition, Revising Village C and F.

Justin Hug, Woolpert Design was present and available to answer questions.

Motion and second to recommend to City Council approval of PC-03-19 an Amendment of a Preliminary Plat for Fountain Place Addition, Revising Village C and F in accordance with the recommendation of the Planning Commission were made by Aldermen Bill Poletti/Pat Baeske. Motion carried.

Adjournment 8:00 p.m.

Submitted By:

_________________________________
Recorder
INTER OFFICE MEMO

TO: Elected Officials

FROM: Angela Beaston, Director of Parks and Recreation

DATE: May 20, 2019

SUBJECT: Parks & Recreation Committee Agenda Overview

Director’s Report

The following is a synopsis of the Parks and Recreation Department:

Recreation Department: The Recreation Department is currently preparing for all of the fun programs that will keep residents of all ages engaged in the community throughout the summer. All the programs that are offered through the Parks and Recreation Department can be found in the Summer Newsletter that was distribute at the beginning of May.

Parks Department: The Parks Department is currently planting all of the beautiful flowers at the parks, Municipal Complex and The REC Complex. In cooperation with the 50th Anniversary Committee, the Parks Department will be installing the event signs throughout the City. These signs will advertise all the events that have been planned for the 50th Anniversary Celebration festivities.

The REC Complex: It has been an amazing month for the REC team. The kick-off celebration was remarkable and many thanks go out to everyone that attended and help make this event a success. I am ecstatic over the overwhelming support our community has given to this project. The original feasibility study projections for membership were met before we opened our doors which is absolutely amazing. To keep us pushing forward, our team has created new goals that we will be striving to reach for the end of the first operating year. From this point forward we will continue to capture new members, work at sustaining current members and create relationships with businesses to enhances our partnership/sponsorship opportunities.

Up Coming Events:

May 31st – Ends the $0 Enrollment period for The REC

June 3rd – Camp Kodiak – First Day of day camp

June 8th – 50th Anniversary Music in the Park – Jason Nelson Band at Moody Park

June 20th – St. Louis Sweets & Treats Tour

June 28th – Ice Cream Social at Moody Park

Agenda Review:

Agenda Item #1 – Director’s Report: General discussion regarding items in report.

Agenda Item #2 – Approval for Concession Stand Usage – Recommend a motion to move to City Council to allow the usage of the Moody Park Concession Stand to sell concessions during the 2019 Baseball Season Tournaments/Baseball Events at Everett Moody Park.
MEMORANDUM

TO: Elected Officials

FROM: Paul A. Ellis, Director of Economic Development

DATE: May 10, 2019

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

1. The 198-page Assessment & Market Analysis for the Economic Development Strategy has been released and is posted on the City’s website; now the consultant team will work with the Steering Group and City staff to develop recommendations to present for public review and comment this fall.

2. The $2 million remodel of building facades and parking areas at Crossroads Centre (the shopping center along Lincoln Trail that includes resellers Once Upon a Child and Plato’s Closet) is now underway.

3. A lease has been signed for the former Here Today store in Lincoln Place II with opening set for October.

4. A letter of intent has been offered for the former Toys ‘R’ Us building and marketing efforts continue for the adjacent big box building.

5. The Director is working with property owners and brokers for the former Vatterot College facility to determine whether or not another educational institution might be interested in the property; while it can be repurposed, the building is currently configured for offices, classrooms and labs.

6. The Director will be meeting with a number of with property owners and retailers during the International Council of Shopping Centers (ICSC) RECON trade show in Las Vegas May 18-22.

7. Among others, the Director will be meeting with owners of the Marketplace Shopping Center (DLC Management Corporation), Lincoln Place II (Acadia Realty Trust), and the land upon which the former Smokey Bones Bar & Fire Grill was located (Spirit Capital Realty).

8. 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.

9. An Ordinance authorizing PACE (property assessed clean energy) financing for commercial properties is under development for City Council review in June; once implemented, PACE will offer a new development incentive that does not require investment of public funds.

10. The Director is meeting with the Metro East Regional Chamber to help develop an agreement for services that will maximize the City’s value from investment in that independent business organization.

11. The Director has again supported efforts of local business owners to sponsor recognition of Small Business Week in the Metro East by participating in the
annual Southwestern Illinois small business awards and expo held earlier this week.

12. Also this past week, the Economic Dev. Dept. celebrated Economic Dev. Week along with more than 250 other communities nationwide; Economic Development Week was created by the International Economic Development Council to recognize the unique role that economic development has in creating vibrant communities with strong economies.

13. The Metro East Business Incubator (MEBI) is continuing to pursue funding with local businesses and will be applying for a $250,000 startup grant from the State of Illinois due in July; the incubator will be seeking service from the City as its fiscal agent while the not for profit attains federal tax exempt status; an agreement to that end will be presented for review and approval at a future meeting.

Paul A. Ellis
Director of Economic Development

Attachments:

a. Cities increasingly involved in real estate, Fairview Heights economic director says [Illinois Business Journal]
b. Supporters work to establish Metro East incubator [Illinois Business Journal]
c. Why Are So Many More Stores Closing Than Last Year? [BISNOW]
d. How A Design Firm Is Helping Target, Ulta And Best Buy Ditch Omnichannel For A New 'Harmonic' Model [Forbes]
Cities increasingly involved in real estate, Fairview Heights economic director says

By DENNIS GRUBAUGH

Communities have a lot of tools in their box when it comes to real estate development, and one of the most effective ones is thinking outside the box itself.

So says Paul Ellis, the economic development director of the city of Fairview Heights.

More than what is generally perceived, much of what economic developers do is real estate. Traditionally, you’d think of developers and brokers driving the process, but both are ultimately dependent on local governments and local agencies to complete projects today,” he said.

A community’s proper handling of things such as permits, planning and service districts allows for smoother sailing for the entrepreneur wanting to settle in or expand.

“In Fairview, from my own experience, we’ve tried to be much more user friendly, and I think we are. Things get more complicated every year, and our city, like a lot of cities has developed new tools,” Ellis said.

Code enforcement makes sure visual priorities are maintained, which protects values, and proper permitting and zoning helps allocate the scarce resource of land, he said.

Fairview Heights does not have an abundance of vacant land but has the potential.

“There are areas we have not annexed, especially to the south and a little bit to the north,” he said. “We’re largely a redevelopment community. And we have the tools that are consistent with that like tax increment financing and the enterprise zone.”

One new incentive he’s working on is called PACE, or Property Assessed Clean Energy financing. PACE was recently authorized by the state legislature and allows a business to finance energy improvements, like solar power or HVAC systems.

Fairview Heights typically has a low vacancy rate but of late has witnessed major closings of the Sears store at St. Clair Square and the nearby Toys “R” Us and Babies “R” Us buildings, all of which have potential new tenants with whom the city is working.
Ellis believes the impending death of box stores is greatly exaggerated and retailers are learning to deal with the advance of e-commerce.

“Brick and mortar sales have lost about the same percentage to online sales that they did in the 1960s and '70s to catalogue sales,” he said. “That is not where you’re seeing the difficulty. The difficulty is in the financing and debt instruments that retailers have used, and when retailers have not been competitive.”

A lot of brick and mortar business that had been foundering are now developing an on-line strategy, he said, citing Target as one successful example.

“And some of the 'digital natives,' which previously had only existed on line, are starting to see open storefronts,” he added.

Fairview Heights still has need for retail space, but leases are taking longer and longer to be finalized, he said.

“There is demand for space in our retail centers when a store closes. The bad news in how long it takes to negotiate leases. It’s taking six, eight, 10 months to get a replacement open even if you have a replacement lined up on the day a store says it's closing.”
Supporters work to establish Metro East incubator

By DENNIS GRUBAUGH

Supporters are closing in on the launch of an incubator program to foster new business startups in the Metro East.

Paul Ellis, the director of economic development for Fairview Heights, has spent the last several months pulling together various resources, enlisting the support of state and local governments, local banks, educators and business support groups.

“There are still some things we’re working on, but basically it’s a regional approach to further assist startups and emerging businesses in the Metro East,” Ellis said. “We’ve defined our market for now as business in Fairview, O’Fallon and Swansea. That doesn’t mean we won’t be working more broadly than that, but that’s the target for right now. We’ve had expressions of interest from several communities, but we think we’ll start with a pretty good base.”

The entity will be known as Metro East Business Incubator Inc.

“We have registered as a nonprofit corporation with Illinois, adopted bylaws and formed the initial board of directors, and now we’re pursuing 501 (c) (3) federal tax exemption and anticipating that the City of Fairview Heights will be the fiscal agent,” he said. The city’s approval of that was still awaited at press time.

Ellis has briefed the City Council and other partners in the new project have been involved in discussions that have been under way since late last year.

In the next few weeks, in addition to moving ahead with documentation, supporters hope to get a
lease on space at St. Clair Square mall starting in the summer.

“We’ll also have a management contract but don’t know which agency will take that lead. The incubator will be opened at least during the mall hours,” Ellis said. A contract will have to be negotiated between the not for profit and the city to act as fiscal agent.

He says the incubator is “a natural” and came out of a meeting in Springfield attended by Michael Holmes, the senior director of the Urban League in St. Louis; Michael Hagen, general manager of St. Clair Square; and Tom Tyler from the Metro-East Regional Chamber of Commerce. Holmes has been involved in establishing other incubators, including the one at the T-Rex operation in St. Louis.

The incubator program would specific target groups that are historically less advantaged — minorities and women-owned businesses, older entrepreneurs, small retailers and veteran-owned businesses.

“There are a lot of them around here and they’ve been under the radar for a long time,” Ellis said. “Since word’s gotten out about this project, I have people call me every day who want to have some service or add a piece to it. For instance, I had a banker come in today and say we’re ready to go, we want to give you some money and get some businesses started.”

Ellis recounted a recent meeting with representatives of Scott Air Force Base about their program to transition people who are mustering out of the military.

“They have a great skill set and rather than go to work for somebody, they want to start a business,” he said. An incubator could help in that mission. “They are looking forward to working with us.”

Various discussions have taken place with many of “the typical agencies, he said, among them the Illinois Metro East Small Business Development Center, both Southern Illinois University Edwardsville and Lindenwood University and their business schools, and the Urban League.

The U.S. Small Business Administration has also expressed interest.

“SBA has a veteran-owned business Veterans Business Outreach Center. They have been looking for a way to serve this area and haven’t found a place to plug into. We met with them and they are interested in being part of this effort.”

Ellis also gives credit to Rep. Jay Hoffman, D-Swansea, who he says has been remarkably supportive in helping the fledgling effort gain state support.

The incubator’s operations would be paid for by clients (businesses) who will come and lease space in the incubator and would receive services. There would also be sponsors and underwriters,
banks and governments who will be putting money.

“I’ve had a parade of bankers through my office in the last two weeks. This is a great opportunity for them to get their Community Reinvestment Act Credit, by investing in the community and helping to create jobs. Bank regulators look at that and there are pluses and minuses for banks, who are supposed to be investing in underserved communities.”

Grants could also be sought as a means of funding. Ellis cited the grant funding available from the Illinois Office of Economic Empowerment.

Ellis this year will appear at a national conference where he’ll be sharing best practices with several large city representative, including from New York and Los Angeles. He’s gotten helpful information regarding incubators from that network.

“The Manhattan people have been wonderful,” he said. “They’ve done so much to help us, it’s been great, very generous with their time and information.”

So why an incubator and why now?

“I look at my profession and it used to be all business recruitment. In the last couple of decades, we’ve become much more focused on retention. Just the last decade, we’ve come to see the value in starting businesses. Growing them locally,” he said.

Ellis previously ran an angel investment network while working in the Northwest. He’s worked with entrepreneurs the last 15-20 years.

In the Metro East there are at least two other incubators. One is at America’s Central Port, which is more oriented toward manufacturer space. There is also a privately run incubator, Pier 51, in Belleville.

“There is some other stuff out there but there’s really nothing in the space that we’re intending to serve,” Ellis said.

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**Entrepreneur launches breakfast, brunch venue**

Real estate investment professional and entrepreneur Chelsea Coughlin plans to open a restaurant offering healthy choices for breakfast, brunch, lunch and tapas.

Coughlin’s signature fast-casual restaurant, Obar, will celebrate its grand opening in Edwardsville’s Montclaire Shopping Center (1516 Troy Road, Unit B) on Saturday, May 18. On Wednesday, May 15 from 4 to 8 p.m., the public is invited to an Eggstravagant Tasting session.
It may seem like a paradox: National retailers have already announced more store closures this year than all of last year, but sales numbers have remained healthy amid high consumer confidence.

The simple answer, one that has been repeated ad nauseum for years now, is that consumer preferences are changing, and the closures represent the stores that could not change with them.

But under the surface of the growing sales is a secular change for which there is no real estate fix.

Non-store sales represent a growing portion of overall retail sales. The retailers that are expanding are avoiding much of the space that is going vacant, and not at an overall pace that can sustain occupancy levels long-term, according to a February report from Green Street Advisors.

The most proactive landlords with the best-positioned shopping centers will be able to adapt, but even then it could take costly redevelopments and more leasing turnover than ever before. Everyone else could be in deep trouble.

Just as Sears was synonymous with retail ingenuity for nearly a century, it is now the poster child for brands that are falling by the wayside in today’s climate. As it flails in bankruptcy proceedings to avoid liquidation, it faces three chief issues that all retailers closing stores in large numbers at least partially share: a failure to adapt, bad real estate and high debt burdens.
Failure to adapt

E-commerce may be on an explosive growth trajectory, but it did not arrive overnight. Successful brands have refreshed their corporate branding, embraced omnichannel shopping to highlight the advantages of their physical stores or redesigned those stores to enhance the shopping experience, CBRE Global President of Retail Anthony Buono said.

“Retailers that aren’t adapting to this new reality and using an omnichannel orientation — outlet stores, e-commerce, partnerships, licensing agreements — are the ones that are suffering from closures,” Buono said. “That’s the biggest differentiator that I’ve seen.”

Sears did none of those things, or at least not until it was too late to make much difference. Toys R Us, Payless ShoeSource, Pier 1 Imports and others have run into similar issues with complacency.

Bad real estate

Indoor malls — particularly those far from the country's biggest cities — have taken the most lumps of any type of retail real estate in the past few years, with only the elite among them still thriving. Sears' only remaining stores are in these select few locations.

Convenience and ease of access are more emphasized than ever, and department stores inside fortress-like malls with seas of surface parking are antithetical to those modern values.

The struggles of department stores and malls are to some extent a chicken-and-egg issue. An August 2018 IHL Group study claimed, “The retail struggle being reported is really a mall struggle,” but the Green Street Advisors report cited anchor obsolescence as the single biggest issue dragging down malls.

JCPenney and Macy’s have had their own issues, but have been quicker to adapt and modernize their brands — especially Macy’s. Power centers sprawled in otherwise sparse suburban areas have similarly lagged behind their counterparts in denser suburbs or more central junctures.
Debt burdens

Of all the issues facing struggling retailers, onerous debt might be the hardest to overcome. It felled Toys R Us and The Sports Authority in recent years, has caused Payless to close over 2,000 stores this year and has been the anvil around Sears’ neck. The 126-year-old chain had to sell some of its most valuable assets just to stave off obliteration.

“If [a retailer] has large debt coming due, it has to either refinance that debt, sell itself or go public, and the market isn’t receptive to any of those options,” BET Investments President Michael Markman said.

The majority of national retailers with distressing levels of debt are owned by private equity companies, which leveraged the companies to finance acquisitions. Private equity-owned retailers are significantly more likely to go bankrupt than publicly owned ones, according to a RetailDive report.

“To some extent, landlords are exposed, because they don’t have any control in the situation," Buono said. "Retailers can be successful in their shopping center, but because the retailer is highly levered, it isn’t doing well overall and closes [stores].”

How landlords can adapt

A large portion of the stores closing in shopping centers and malls are leaving behind footprints that are tough to fill all at once. The brands in the ascendancy, like TJX, Ulta, Five Below and others, prefer 20K SF boxes to the 90K SF chains like Kmart and Toys R Us are abandoning.

One of the most common responses from landlords has been to chop up the larger boxes and redevelop them to fit multiple new tenants. The initial process is capital-intensive and is not always feasible, but more than pays for itself if leasing is a success, Markman said.

“If you have good real estate and you’re coming off an old, $4/SF [Kmart lease], you should be able to put new tenants in and get a return that far exceeds what you’d get if you were able to buy one of those [redeveloped] boxes on the open
Even some retailers that have avoided being forced to close large numbers of stores have acknowledged that they have a real estate problem. Kohl's has favored stand-alone locations to malls, but has been downsizing stores to more efficiently use their space. That can be a boon to landlords looking to add revenue streams, but it can also be a headache.

"Where people are having trouble [filling space] is when you have a larger-format retailer giving back space, that retailer still has specific requirements for their frontage and what kind of space they give back," First Washington Realty National Leasing Director Wright Sigmund said. "So the question is whether that remaining square footage is leaseable."

Just as it has been easier for retailers to stay ahead of shifting trends than play catch-up, some wonder if landlords should be more proactive in replacing outdated retailers before they even vacate. In most cases, hanging on to a store is easier than trying to terminate a lease early and sink capital into redevelopment, but Sigmund and Markman both admitted to considering it.

"Some tenants I’ve proactively tried to buy out depending on the quality of the real estate, and some you just wait out and see what happens," Markman said. "If the real estate is high-quality, I try to recapture the space. Most landlords won’t do that though, because it’s very hard to buy a tenant out of the lease."

Markman noted PetSmart as a potential buy-out candidate, while Sigmund said that Office Depot is a candidate for either a buy-out or a partial recapture of square footage.

**A less secure future**

Finding a new tenant is the all-consuming question when it comes to dealing with retail closures, and it has only become more complicated. The list of national tenants in expansion mode with footprints that would fill even a portion of anchor spaces is considerably shorter than the list of retailers either closing stores or making small tweaks to store counts and locations, Buono said.

"The biggest problem with retail right now is the shrinking base of non-restaurant, non-fitness tenants to anchor any shopping center right now."
restaurant, non-fitness tenants to anchor any shopping center right now, whether a neighborhood center, power center or mall," Markman said. "So it puts you in a situation where you have less leverage with tenants, and they all know that.”

Restaurants and fitness centers are much more likely to be seeking space, and while they have buoyed many retail centers, they are inherently riskier than department stores and soft goods retailers were in their heyday.

“Restaurants and gyms tend to be the types of tenants that don’t necessarily last through a 10-year cycle, so there will be more of a revolving door," Markman said.

The legacy restaurant brands like Applebee's that take large footprints in shopping centers are going through similar struggles, while the operators with the most buzz are likely specific to one's region with weaker credit.

“For food and beverage operators, it’s pretty nuanced," Sigmund said. "You want the local operator who’s enthusiastic and tuned into what local consumers want and can build a following. But food and beverage can always be risky, and even the best operators can have trouble.

“The tough ones are when [restaurateurs] have a good idea, but they’re brand-new, without a history of sales. So you have to be thoughtful and make a decision based on real data.”

Even if a landlord is as proactive as can be, finding tenants more often and redeveloping space more frequently to accommodate them can be a financial and mental strain. It will likely be worth it for the best real estate; for everyone else, nothing is certain to help.

“I think we’re in this pendulum swing where there’s going to be a coming together of e-commerce [and brick-and-mortar],” Markman said. “In the right location and with the right mix of uses, I feel like we’re really about to turn the corner.”

See Also: CVS Trims 46 Stores, Expands New HealthHUB Format

Related Topics: CBRE, Sears, bet investments, Michael Markman, Green Street Advisors, Wright Sigmund, Anthony Buono, First Washington Realty, Toys R Us, Sears bankruptcy
How A Design Firm Is Helping Target, Ulta And Best Buy Ditch Omnichannel For A New 'Harmonic' Model

Pamela N. Danziger
Contributor
Retail

- Elevating customer service is the cornerstone of harmonic retail
- Under the new harmonic retail model, the role of the physical store has to evolve to play a supporting rather than a starring role in the customer relationship

A fellow Forbes.com contributor, Steven Dennis, has taken retailers to task for thinking that omnichannel strategies are the answer for what ails retail.
Numerous synonyms are cropping up, including “cross-channel integration,” “seamless shopping” or “unified commerce,” but whatever it’s called, it all comes down to one thing: Retailers are still trying to force the customer into channels, be they physical or digital, so that the retailer can manage them.

“The problem for far too many retailers is that they still are stuck in their channel-centric thinking and their organizations, metrics, systems and incentives still reflect that,” Dennis wrote.

He got lyrical in suggesting the fix: “It is far better—for both customers and investors—to instead focus on delivering a harmonized experience; by which I mean focusing on eliminating the discordant notes and amplifying the wow in the customer journeys for those customers that have the greatest current and future value.”

**Orchestrating the customer experience**

Perhaps he and Harbor Retail have been reading off the same sheet of music. Harbor has trademarked the term “Harmonic Retail,” which it describes as the next evolutionary step in retail.

**Reimagining Our Movement**

It is “a shift beyond converged commerce where online and offline experiences don’t merely integrate, but they interact, enrich and react upon one another to create a living, harmonized brand expression throughout the customer journey,” as the company describes it.

Harmonic retail has a nice ring to it, so I was eager to talk with DeAnn Campbell, director of retail strategy and development at Harbor Retail, to learn more about the concept and how retailers are implementing a new harmonized customer experience.

As Dennis notes, the idea of omnichannel retail still forces the customer along predetermined paths to purchase that are aligned with the organizational structure in order that results can be measured and quantified.

“You have your ecommerce team running the ecommerce site and tracking their key performance indicators. You have the store retail team doing the same thing. Each group is measured on their channel’s success,” Campbell says. “Retailers
need to merge those two KPIs together so it becomes one KPI—the lifetime customer value.”

Harmonic retail flips the traditional retail model, which starts in the store and with ecommerce cobbled onto it. The new model is grounded on ecommerce and the retailers’ digital presence. All other brand touchpoints support the customer regardless of how they choose to engage, like the brick-and-mortar store, mobile apps, email, social media, print advertising and others.

“No matter where the customer starts on their journey, the brand story is woven throughout,” Campbell explains. And today retailers have many alternative choices for how they engage, like popups, vending machines, kiosks, big experiential and flagship stores and fulfillment centers. “All of these need to harmonize the brand experience and be aligned with the local market.”

With a client list that includes Nordstrom, West Elm, Starbucks and Nebraska Furniture Mart, I asked Campbell to share how retailers implement the concept of harmonic retail so that the many pieces of the retail experience are orchestrated to enhance customer engagement.

**Target understands context drives the customer journey**

While many retailers focus on content as the driver of the customer-retail interaction, be it product content or the content in brand marketing and messages, Campbell says that it is the context, the environment or setting in which the customer and his or her needs manifest, that is the main driver of the customer journey.

Target is a retailer that she says understands how context is more important than content. To that end, Target is rolling out a wide range of contextual formats in order to deliver the content to the customer.

These formats include a new urban store concept, vending formats, curbside pickup, at home delivery through Shipt and popups, like last summer’s NYC Pint Shop which opened in collaboration with the Museum of Ice Cream. That collaboration also led to a Museum of Ice Cream product line in the stores.

Target’s product partners and collaborators provide both the context and the content for Target customers, including Joanna and Chip Gaines’ Hearth & Hand by Magnolia, the Stauffer Family’s Mila and Emma kids clothing collection and the limited-edition Vineyard Vines lifestyle collection.
“Target embraces the differences in its channels, and exploits them, rather than turning away from them,” Campbell says. She points to how the differences in the customers’ context impacts their journey in the Target baby department.

For example, expecting couples are the primary shoppers in store. But after birth, those shoppers largely abandon the store and shop online instead. “Those two experiences are different and the products are different, but through it all, the customer knows it is Target,” she says.

Campbell further notes that while many other retailers are pivoting toward the next-generation millennial customer with experiences and offerings geared to them, Target recognizes the need to serve all generations equally, even seniors.

“Boomers are still producing 50% of revenue for retailers. Millennials are not the revenue drivers. Retailers have to support all of those age groups fully,” she believes.

Ulta seamless blends the online and in-store experiences

“Ulta is really tuned into their customers,” Campbell says. “They are definitely full-on harmonic retail.” By that, she means Ulta is letting customers take the lead in ways they want to engage, with the company logging each of those interactions to enhance the customer’s experience.

She uses the example of a customer searching for mascara that doesn’t clump, a search she personally engaged in. “You go online and look for recommendations and ideas there. Then you go to the Ulta site to see how products are reviewed and recommended. Ulta remembers that,” she says. If the customer ventures into the store with her phone in hand, the system may give you a coupon for the brand she was looking for.

Ulta uses that digital engagement further, allowing online customers to interact via popup video chat with a customer service representative. And if the customer comes to the store, she can connect online with that same person she already has an established relationship with.

That personal touch is powerful for Ulta and also gives it staffing flexibility. “Some 90% of retailers feel their staffing models don’t work anymore,” Campbell shares. “Imagine if you had a group of your staff working at home and video chatting with customers. That improves the customer experience over an impersonal chatbot and it helps retailers attract and retain staff.”
Best Buy educates and services customers harmonically

Best Buy is implementing harmonic retail concepts by anticipating the pain points for their customers interacting with the high-tech products it sells. With its Geek Squad and home installation services, Best Buy eliminates the friction for customers as they bring new systems into their homes. “Elevating customer service is the cornerstone of harmonic retail,” Campbell says.

In addition, Best Buy is putting a harmonic spin on the smart home products it displays on the store floor. “Best Buy is pushing the envelop in terms of its IoT [Internet of Things] product displays, to provide the necessary information customers need so they can make better decisions,” she says.

Too often, Best Buy found that uninformed customers were returning perfectly good electronics because they couldn’t get them integrated with existing systems or make them work. “That reduces the return rate for retailers and significantly elevates their revenues,” she says.
The checkout counter becomes a customer welcome and service center

In closing our discussion, Campbell believes the traditional retail checkout counter is where retailers need to tune into the harmonic retail opportunity.

“Now there are so many other ways to pay, you are going to see the store evolve to recognize its primary function is customer service,” she says. “Instead of a checkout counter separate from a customer service desk, it becomes a welcome center where people can go to pick up products ordered online, try things on that may be waiting for them, return things, ask questions and engage with people.”

She foresees these new welcome/customer service centers as a crucial aspect of harmonic retail.

“You can eliminate huge checkout counters and center the store not around selling products so much as fulfilling customer needs and making them happy so they love your brand,” she shares. “Then customer service becomes an important element in the store design to go with amazing customer service.”
Harmonic retail creates a halo effect

Under the new harmonic retail model, the role of the physical store has to evolve to play a supporting rather than a starring role in the customer relationship. It becomes the place for service when the customer needs it, while online becomes the primary vehicle to support the customer before, during and after the engagement.

“When a store opens, there is an average 20% to 30% lift in online sales in that area,” Campbell’s research shows. “The store is now generating a beautiful halo effect in the main store channel which is online.”

This is a lesson that Macy’s CEO Jeff Gennette has learned the hard way. “When we close a store, we fire a customer,” he said.

Macy's is showing signs that it is thinking harmonically too, as it is restructuring its store fleet around three models—flagships, magnet stores and neighborhood stores. Whether or not it has discovered the primacy of its ecommerce platform is yet to be determined.
## CITY OF FAIRVIEW HEIGHTS, IL
### SALES TAX REPORT
#### State 1% Municipal Tax Portion

<table>
<thead>
<tr>
<th></th>
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<td>$7,261,000.48</td>
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<td>$(62,997.22)</td>
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<tr>
<td>YTD CHANGE</td>
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<td>-6.7%</td>
<td>-9.6%</td>
<td>-2.0%</td>
<td>-3.8%</td>
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<td>$616,380.78</td>
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</tr>
</tbody>
</table>
Following are the major action items or ongoing projects for the Department of Land Use and Development (LUD):

**Planning and Zoning**

- Zoning Board of Appeals did not meet in May, 2019 due to lack of agenda items.

- Planning Commission met on May 15, 2019 to consider two cases:
  - **PC 05-19** – Zoning Map Amendment request to change the zoning designation of 1 Sheryl Drive from B-3 Community Business District to B-1 Neighborhood Business District. Planning Commission recommended approval of the rezoning request and it is being forwarded to Community Committee for consideration.

- Planning Commission Development Code Committee continues to review the City’s Development Code. The committee presented a draft to the full Planning Commission in April and May. Some revisions to the draft will be made based on comments from members.

- Staff from LUD and Public Works are working with the new owners of the Crossroads Center on site improvements and stormwater management issues.

- Staff continues to consult with developers, property owners, and residents on zoning related matters.

- The Fountain Place Addition, Villages C and F subdivision development is moving through the next stages in the platting process. Project engineers are preparing engineering and improvement plans for internal staff review.

- Staff from LUD and Public Works are collaborating on identifying and developing solutions to stormwater management issues on private property. Over the years, additional development and undersized systems have caused unanticipated issues.

- Staff is working with the City Attorney on Tax Increment Financing (TIF) status and close-out options for inactive TIF districts.
Code Enforcement
- Staff continues to perform routine inspections of problem properties and “hot spots” for potential property maintenance issues. Staff also responds to complaint driven issues for same.
- LUD is short-staffed on code enforcement inspectors, with one being on medical leave. Thank you for your patience and understanding as staff work to prioritize and accommodate the additional workload.
- With warmer temperatures, staff began distributing larvicide pellets in standing water areas (retention/detention areas) to reduce the mosquito population.

Building Division
- Staff is developing an application, brochures, and implementation processes for licensing electrical contractors in accordance with recently adopted 1838-2019 requiring same. The target date for implementation is October 1, 2019.
- Below is recent building permit information.

<table>
<thead>
<tr>
<th>2019 BUILDING PERMITS ISSUED</th>
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</thead>
<tbody>
<tr>
<td>TYPE OF PERMIT</td>
</tr>
<tr>
<td>----------------------------</td>
</tr>
<tr>
<td>NEW COMMERCIAL</td>
</tr>
<tr>
<td>SINGLE-FAMILY</td>
</tr>
<tr>
<td>RESID</td>
</tr>
<tr>
<td>CONDOMINIUMS</td>
</tr>
<tr>
<td>RESID ADDN/ALTER</td>
</tr>
<tr>
<td>COMM ADDN/ALTER</td>
</tr>
<tr>
<td>GARAGES/CARPORTS</td>
</tr>
<tr>
<td>SHEDS/POOLS/MISC MANUFACTURED</td>
</tr>
<tr>
<td>HOME</td>
</tr>
<tr>
<td>DEMOLITION - TOTAL</td>
</tr>
<tr>
<td>GRADING</td>
</tr>
<tr>
<td>SIGNS</td>
</tr>
<tr>
<td>APARTMENTS - NEW</td>
</tr>
<tr>
<td>TEMPORARY UTILITY</td>
</tr>
<tr>
<td>TOTAL</td>
</tr>
</tbody>
</table>

Please let me know if there are questions or concerns.
May 16, 2019

Fairview Heights City Council
10025 Bunkum Road
Fairview Heights, IL  62208

Dear Community Committee Member:

The petition listed below is hereby transmitted for your consideration at the May 22, 2019 Community Committee:

APPLICATION NUMBER: PC-05-19

REQUEST: Map Amendment Request (Rezoning) Changing the Zoning Designation of 1 Sheryl Drive from B-3 Community Business District to B-1 Neighborhood Commercial District

APPLICANT NAME: Jason Cunningham

LOCATION: 1 Sheryl Drive

PLAN COMMISSION RECOMMENDATION: Approval

WARD: II

Attached is the staff advisory and Plan Commission Resolution pertaining to the request.

Respectfully,

Jim Bramstedt

Jim Bramstedt, Chairman
Planning Commission
RESOLUTION PC 004-19

A RESOLUTION ADOPTING FINDINGS OF FACT FOR PC05-19 RELATING TO A REQUEST FROM JASON CUNNINGHAM TO ALLOW ZONING MAP AMENDMENT FOR PROPERTY CURRENTLY ZONED “B-3” COMMUNITY BUSINESS DISTRICT TO “B-1” NEIGHBORHOOD BUSINESS DISTRICT.

WHEREAS, Jason Cunningham, hereinafter referred to as the “Applicant,” has properly applied for a Zoning Map Amendment approval for property currently zoned “B-3” Community Business District to “B-1” Neighborhood Business District and located at 1 Sheryl Drive, also identified as PIN 03290204009.

NOW THEREFORE, BE IT RESOLVED BY THIS PLANNING COMMISSION OF THE CITY OF FAIRVIEW HEIGHTS, ST. CLAIR COUNTY, STATE OF ILLINOIS that the findings of fact relating to the request are determined to be as follows:

1. That the Applicant appeared before the Planning Commission for a public hearing pursuant to Section 14-10-8 of the City of Fairview Heights Development Code on May 14, 2019 and that said public hearing was properly advertised and that the minutes of said public hearing are hereby incorporated by reference.

2. The subject property, 1 Sheryl Drive, is developed with two buildings.

3. That the Subject Property contains approximately 23,201 square feet tract.

4. That this amendment will not require any changes to traffic circulation and ingress/egress.

5. That this amendment will not require any changes to lighting, landscaping, or the existing site usage.

6. That the proposed amendment will not be unduly dangerous or otherwise detrimental to persons residing or working in the vicinity of the use or to the public welfare.

7. That the proposed amendment will not substantially adversely impair the use, enjoyment, or market value of any surrounding property.

8. That the proposed amendment will not be hazardous or disturbing to existing neighboring uses.

9. That the proposed amendment will be served adequately by public facilities and services such as highways and streets.

10. That the proposed amendment will not create excessive additional requirements at public cost for public facilities and services, and it will not be detrimental to the economic welfare of the community.
11. That the proposed amendment will not involve activities and uses that will be detrimental to any persons, property, or the general welfare by reason of excessive production of traffic, noise, smoke fumes, glare or odors.

12. The proposed use will be consistent with the Comprehensive Plan.

13. That the Permittee shall be responsible for all City costs incurred in administering and enforcing this Permit.

The motion for the adoption of the foregoing resolution was duly seconded by; Moats upon vote being taken thereon, the following voted in favor thereof: Mensing, Moats, Wesemann, Barkley, Coleman, Smith, McCarthy, & Bramstedt

and the following voted against the same: None.

and the following abstained: None.

and the following were absent: Herrington & Hoppe

whereupon said resolution was declared duly passed and adopted by the Fairview Heights Planning Commission this the 14th day of May, 2019.

______________________________
Planning Commission Chairman

ATTEST:

______________________________
Land Use Director

Jason Cunningham hereby acknowledges receipt of this Resolution and that he has reviewed the conditions of this Ordinance and have agreed that he will comply with the terms of this Permit.

By: _______________________________   Its: _______________________________

STATE OF ILLINOIS)                     ) SS.
COUNTY OF _____________)

On this_____day of____________________, 2017 before me, a Notary Public, personally appeared _________________________________, the applicant, to be known to be the person described in and who executed the foregoing instrument and acknowledged that they executed the same as their free act and deed.

______________________________
TRANSMITTAL TO PLANNING COMMISSION

APPLICATION NUMBER:  PC-05-19
REQUEST: Map Amendment (Rezoning) to change the designation of 1 Sheryl Drive from B-3 Business District to B-1 Business District
APPLICANT NAME:  Jason Cunningham
MEETING DATE:  May 14, 2019
ZONING:  B-3 Business District
LAND USE:  Commercial
PLANNING COMMISSION ACTION:  Consideration of the rezoning Plat, make recommendation to the Community Committee and City Council which has final authority to approve or deny the request.

MAP AMENDMENT
1 Sheryl Drive

LOCATION MAP
PC-05-19

Prepared by
Department of Land Use and Development
May, 2019
1. BACKGROUND

The subject property is located in the central part of the City, east of Bunkum Road and north of Lincoln Trail. The parcel is 23,201 square feet and includes two buildings and a surface parking lot.

The property is zoned B-3 Business District, which permits a variety of commercial activities such as business offices, personal services, and retail sales. Properties in this district are intended to be community-serving, therefore are located in areas of convenient access and visibility. There are 183 parcels in the City currently zoned B-3. The minimum lot size for this district is 20,000 square feet. A majority of these parcels are clustered along Lincoln Trail or North Illinois Street (see map below).

The applicant is seeking a map amendment to change the zoning designation to “B-1” Neighborhood Business District. This district is intended to provide for limited sales and service facilities to serve adjacent residential areas. The district is limited in size and facilities to preserve and protect the general character of the residential areas surrounding the districts. Permitted uses include coin-operated laundries, florists, office buildings, beauty shops, and nail salons. There are nine parcels in the City with this zoning designation. They are scattered throughout the City, located off of collector streets and near residential areas. See map.

The applicant submitted this petition in order to facilitate a plan for a portion of the property. Specifically, the applicant would like to divide the parcel into two lots, acquire one lot, and use the lot and existing building as an office. These actions cannot be accomplished under the current B-3 zoning designation, which requires a minimum lot size of 20,000 square feet. The B-1 zoning district has a 10,000 square feet minimum lot size and could accommodate a lot split and proposed use.
2. PLANNING CONSIDERATIONS

The surrounding zoning and land use is depicted in the table and following maps.

<table>
<thead>
<tr>
<th>ZONING</th>
<th>LAND USE</th>
</tr>
</thead>
<tbody>
<tr>
<td>NORTH</td>
<td>R-3 Residential</td>
</tr>
<tr>
<td>SOUTH</td>
<td>B-3 Business</td>
</tr>
<tr>
<td>WEST</td>
<td>M-2 Multi-Family</td>
</tr>
<tr>
<td>EAST</td>
<td>B-3 Business</td>
</tr>
<tr>
<td></td>
<td>Single-family</td>
</tr>
<tr>
<td></td>
<td>Commercial – automotive</td>
</tr>
<tr>
<td></td>
<td>Church</td>
</tr>
<tr>
<td></td>
<td>Commercial – beauty salon</td>
</tr>
</tbody>
</table>

At issue is whether or not a map amendment changing the zoning designation at this location is appropriate. In considering this change, the Plan Commission may want to consider the adjacent property use and zoning; whether the proposed change is a better fit; the circumstances surrounding the request, and long term impact on the area.
## SURROUNDING ZONING

### 1 Sheryl Drive

---

### SECTION 14-2-2(B) MINIMUM BUSINESS AND INDUSTRIAL ZONE DISTRICT REGULATIONS

<table>
<thead>
<tr>
<th>Minimum Requirements</th>
<th>&quot;B.1&quot; Neighborhood Business</th>
<th>&quot;B.2&quot; Office Business</th>
<th>&quot;B.3&quot; Community Business</th>
<th>&quot;B.4&quot; General Business</th>
<th>&quot;I&quot; Industrial</th>
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<tr>
<td>Lot Standards</td>
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<tr>
<td>Lot Area in Feet or Acres</td>
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<td>State &amp; Federal Highways</td>
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<td>115'</td>
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<tr>
<td>Adjoining</td>
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<tr>
<td>Front Lot Line</td>
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<td>Minimum for Either</td>
<td></td>
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<tr>
<td>Other Provisions</td>
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<td></td>
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<td></td>
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<tr>
<td>Maximum Height of Principal Building Floor Area Ratio</td>
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<td>1.0</td>
<td>1.0</td>
<td>2.1</td>
<td>1.0</td>
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*All distances are in linear feet unless otherwise stated.
N.A. = Not Applicable
Exhibits

1. Application and Supporting Documents
2. Resolution
CONTACT INFORMATION

Property Owner(s): Jose V. Thomas, MD
Mailing Address: 1800 South Brentwood Blvd. Apt. 1116, St. Louis, MO 63144
Phone: 314-210-7660
E-Mail: vjt@radiancestl.com

Applicant/Agent: Jason Cunningham
Relationship to owner: Buyer
Mailing Address: 1322 Heatherwood Dr., Ofallon, IL 62269
Phone: 657-541-6569
E-Mail: Jason5966@AOL.COM

AUTHORIZATION

I hereby certify that the above information and accompanying documents are true and accurate to the best of my knowledge and are consistent with the ordinances relating to this application. I also understand that as the applicant, it is my responsibility to obtain all additional approvals, permits or licenses required by any applicable regulatory agency for this project.

I consent that the entry upon the premises described in this application by an authorized official of Fairview Heights, Illinois for the purpose of inspecting or of posting, maintaining, and removing such notices as may be required by law.

THIS APPLICATION WILL NOT BE ACCEPTED WITHOUT SIGNATURE OF THE OWNER OF RECORD OR AUTHORIZED APPLICANT/AGENT.

Signature of Owner: Jose V. Thomas, MD
Printed Name: Jose V. Thomas, MD
Date: 04/01/2019

Signature of Applicant: [Signature]
Printed Name: [Signature]
Date: APRIL 1, 2019
Introduction

This request for a map amendment (rezoning) for the property in question will result in 1 Sheryl Drive being rezoned from B3 to B1 and the following.

The property is to be divided between the two existing buildings so that the house on the East side of the property retains a majority of the back yard and the office building on the West side of the property retains a majority of the front parking. The properties will retain more than 10,000 square feet of property to maintain the minimum lot size requirement for a B1 (Neighborhood Business).

Once the rezoning is approved pending the above stated conditions a survey will be conducted to create the new legal property descriptions for both properties.

The current property consists of a single parcel approximately .53 acres and is situated on the corner of Lincoln Trail and Sheryl Drive. There are two structure located on the property; the property is currently zoned B-3 and lies within Fairview Heights city limits. No other overlay zoning district exists on the property.

The property is currently not in use. Upon completion of the rezoning the intent is to remodel and renovate both buildings. The building office building on Lincoln Trail is currently under contract to be used as office space and the building on Sheryl drive is also pending a lease.

END
April 26, 2019

RE:  PC05-19, Zoning Amendment, 1 Sheryl Drive, Fairview Heights, Property Identification Number 03-29.0-204-009

DEAR SURROUNDING PROPERTY OWNERS:

Enclosed please find a copy of “Notice of Public Hearing” which appeared in the Thursday, April 25, 2019 issue of the Fairview Heights Tribune.

Please advise that this notice concerns property in the vicinity of the property owned by you.

We cannot contact everyone by mail, so feel free to share this information with your neighbors. You are welcome to attend the public hearing and voice your opinions regarding the case.

The public hearing will be held before the Fairview Heights Planning Commission in the Fairview Heights Municipal Complex, 10025 Bunkum Road, Fairview Heights, Illinois, on Tuesday, May 14, 2019 beginning at approximately 7:00 p.m., in the City Council Chambers.

If you have any questions, please feel free to contact this office at 489-2063 or 489-2060.

Sincerely,

Kendra Tucker
Recording Secretary
Enclosure
PC05-19
PUBLIC NOTICE

Notice is hereby given that a public hearing will be held before the Fairview Heights Planning Commission on Tuesday, May 14, 2019 at 7:00 p.m. in the Fairview Heights Municipal Complex, 10025 Bunkum Road, Fairview Heights, Illinois, at which time and place the Commission will consider a Zoning Amendment to rezone property from “B-3” Business District to “B-1” Business District for property located at 1 Sheryl Drive, Fairview Heights, IL, also identified by St. Clair County PIN 03290204009.

Property legally described as: KOMBRINK SUB, LOT/SEC-19 A02585902 as recorded in the Recorders Office of St. Clair County Illinois.

Request was made by Jason Cunningham, 1122 Heatherwood Drive, O’Fallon IL, 62269.

All persons desiring to appear and be heard for or against said proposal may appear at said hearing and be heard thereon.

Dated this 23rd day of April, 2019.

FAIRVIEW HEIGHTS PLANNING COMMISSION
BY: Jim Bramstedt, Chairman

PC 05-19
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<td>ATTN: ALKA PATEL FAIRVIEW BP I</td>
<td>904 SPYGLASS HILL CT</td>
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