

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, JULY 17, 2018 – 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 JUNE 19, 2018 MINUTES
4. ECONOMIC DEVELOPMENT DIRECTOR'S REPORT
 - a. Entrepreneur Partners & Programs
 - b. ED Now Feature (1)
 - c. ED Now feature (2)
5. MONTHLY REVENUE REPORTS
 - a. 1% MUNICIPAL
 - b. 7% HOTEL/MOTEL
 - c. 2% FOOD BEVERAGE
6. NEXT MEETING – AUGUST 21, 2018 AT 1:30 P.M.
7. ADJOURN

**THE CITY OF FAIRVIEW HEIGHTS
BUSINESS ALLIANCE COMMISSION (BAC)
TUESDAY JUNE 19, 2018 – 1:30 p.m.
Meeting Room A
10025 Bunkum Road, Fairview Heights, IL**

Committee Members in attendance – Chuck Daily, Bill Poletti, Robert Triplett, Don Barkley, Michael Hagen, Richard Avdoian, Van Johnson

Committee Members absent – Charles Kassly, Samantha Carter

Other Aldermen and Elected Officials in attendance – Pat Baeske

Staff in attendance – Paul Ellis & Alaysia Mitchell

Recorder – Alaysia Mitchell

Public Participation

Randy Pierce: Fairview Heights Tribune

Approval of Minutes

Motion made by Chairman Daily to approve corrections to the May 1, 2018 minutes. Motion was seconded by Alderman Poletti to approve the May 1, 2018 minutes. The motion carried by voice vote and was unanimous.

New Member Introduction/Seating

Commission introduced Van Johnson as a new BAC member.

Economic Development Director's Report

1. Director Paul Ellis recapped his participation for the City in ICSC RECON. Director met with Retailers and their Brokers as well as getting to know Real Estate Investment Trust in order to discuss opportunities for adding retail space to the City.
2. Director discussed the preview of the Urban Land Institute Technical Assistance Program. ULI was set to present a report of the organization's recommendations for Fairview Heights Plaza and adjacent property at the Community Committee meeting on Wednesday June 20th, 2018 at 7pm. The report will also include information regarding the City's real estate development, assets, liabilities and opportunities for diversification. A written report will also become available and be posted to the City's website.
3. The Director will prepare a Request for Proposals for professional services to help the city following the written report given by the ULI (TAP).
4. Hennes & Mauritz (H&M) has announced they will be coming into the mall in 2019. Michael Hagen stated that H&M is going under an expansion. Hagen stated that he's asked shoppers what retailer they would like to see in the mall and H&M is always at the top of the list. Hagen stated H&M is also one of the stores the City of Fairview Heights loses a

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 - a. Randy Pierce asked whether Hagen could speak on where the location of the store would be in the mall. Hagen responded that at this time his organization is not releasing the location of H&M because other retailers have not informed their staff yet and they do not want to cause panic or make any retailers believe they will be leaving the mall because that is not the case. Hagen stated that at this point the mall will not be losing any of its retailers, they will only be moving and re-shifting some.
 - b. Chairman Daily asked if there would there be more vacant space or would the mall's physical property be expanded to accommodate two floors. Hagen stated that they would have to evaluate the situation at that time. He doesn't believe the mall would expand the property for the retailer but they would try to accommodate if that were the retailer's wishes.
5. The Director stated that the City's Business Assistance Program was given an award from the American Planning Association for "Outstanding Best Practice". The Director stated that proved to be recognition of a great program and that he has been getting calls from around the region from municipalities that would like to model the City's Business Assistance Program. The Director presented to the APA Conference on the Business Assistance Program as well as the Illinois City Managers Association.
6. The Former Denny's was torn down.
7. The City purchased the former Trailways Restaurant building which will be demolished. The Director stated that the idea of this purchase is for the City to assemble some property in the area and eventually turn it over to the developer and get more happening in the area.
8. The Director is working with Bob Cat of St. Louis. The Director stated they are looking for a 20 acres that has I-64 visibility and improved roads. The Director is looking for a property to fit their needs.
9. Chairman Daily asked what Bicycle Trail the Director was referring to in his report as item #9. Director Ellis responded that it is still the current project that the City has been trying to get through. Director Ellis stated the City brought plans to the Caseyville Township and the Township tabled the issue responding that they were not interested in a bike trail. Chairman Daily asked what part of the plan Caseyville Township needed to approve. The Director stated the land which the bicycle trail would run through belongs to Caseyville Township. The Commission discussed the original plan which ran through the sewage

treatment plant in Caseyville and liability issues. Robert Triplett asked whether the City of Fairview Heights has any other conflicts with Caseyville Township. The Director stated there were none that he knew of. The Commission further discussed whether there were prior conflicts between the City of Fairview Heights and possible reasons for the tabling of the Bike Trail plans.

10. Director Ellis has been meeting with the Urban League which is also working with other partners to establish a business incubator. The Director met with the Dean of the Business School at SIUE and the campus President for Lindenwood. The Director stated they will all soon meet with a representative from the county to discuss funding sources.
11. The Lodging roundtable with local Hotel/Motel managers was set to occur on Thursday, June 24, 2018. Also the Belleville News Democrat has updated the recent article published which listed the incorrect amount of hotels here in Fairview Heights.
12. The Director stated he is trying to multiply the number of applications the City gets for Business Assistance Programs. The Director plans to train Bankers to help clients with the Business Assistance Program application process.
13. The Director announced that the International Council of Shopping Centers will host a local event. Director Ellis will be organizing the event to be held on August 14, 2018 at the Four Points by Sheraton.
14. The Director stated that he found out the BabyR'Us and ToysR'Us buildings will be auctioned in August 2018. He stated he was notified of instructions on how the auction will proceed and he will try to make people aware of it. Also, the Director stated interested persons could contact him with any questions about what the City knows in regards to the auction.

Monthly Sales Tax Report

Chairman Daily stated there was no BAC meeting last month and that the month before, the Sales Tax was up then it went down a little bit for the Month of May.

The Director stated that the City is still doing well considering the HHGregg replacement store not coming in yet. The Director stated the Realtor for the Tenant at the previous HHGregg location has been dismissed but stated it is not related to anything going on with that Tenant. The Landlord's Tenant feels the process is moving slowly but the Tenant is still moving forward with the permitting process.

The Director believes Dick's Sporting Goods along with a few other new stores are doing better than projected and there was a general upturn in Sales Tax.

Commission discussed the Hotel/Motel tax increase, Hotel/Motel marketing, and competition.

Other Discussions

The Commission held discussion on the articles attached in the agenda regarding retail sales-brick & mortar versus online, customer service, unemployment rates, training and the need for workers.

Next meeting will be held Tuesday, August 21st, 2018 at 1:30 p.m. in Meeting Room "A" at City Hall.

Adjournment 2:44 p.m.

Submitted By:

Recorder

MEMORANDUM

TO: Elected Officials

FROM: Paul A. Ellis, Director of Economic Development

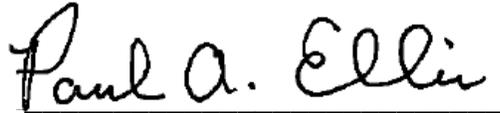
DATE: July 13, 2018

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

1. The Director is preparing a Request for Proposals (RFP) for professional services to help the City move forward on development of an Economic Development Strategy.
2. The Technical Assistance Panel (TAP) sponsored through the Urban Land Institute (ULI) will issue their final, written report by July 15; the Director has already followed up with property owners and has incorporated the TAP's recommendations into scoping for the Economic Development Strategy.
3. As much as eleven acres of key retail real estate—visible from I-64 and directly across IL-159 from St. Clair Square—is coming available through the auction of the Toys 'R' Us holdings and sale of the US Bank building; the Director is now working with interested sellers as well as property owners and brokers for the properties.
4. The Director is working with Bobcat of St. Louis to find a potential expansion location within the city limits.
5. The Director continues efforts with representatives from the Illinois Office of Minority Empowerment, Lindenwood University, the Metro East Chamber of Commerce, the Small Business Development Center, Southern Illinois University Edwardsville (SIUE), and the Urban League of Metropolitan St. Louis to create a small business incubator here.
6. Contrary to popular opinion, entrepreneurs over 50 create three times as many new businesses as do younger entrepreneurs; the Director is working with several partners—AARP, AgeSmart, Managing Midlife consultancy, the Small Business Development Center, and the US Small Business Administration—to develop a program that will serve this growing business segment.
7. The Metro East Startup Challenge is a \$20,000 cash prize business plan competition to identify, encourage, and reward excellence in entrepreneurship in the St. Louis Metro East region; the Director has been enlisted as a mentor to semi-finalists in this annual event.
8. During National Small Business Week in the Metro East, a non-profit organization sponsors seminars, an awards ceremony and a Business Expo; the Director meets regularly throughout the year with business owners spearheading these events.
9. Five commercial loan officers--representing Associated Bank, BMO Harris Bank, First Bank, ProvidenceBank and Town & Country Bank—recently completed training to enable them to help business owners prepare applications for the

Business Assistance Program, expanding this outreach to local business and/or property owners.

10. The Director is working with committees from the Midwest Salute to the Arts—voted Best of Southwest Illinois 2018 by readers of the St. Louis Post Dispatch--and Wingfest to assist with promoting these two local summer festivals.
11. Fairview Heights in August 14 will sponsor this year's ICSC Downstate Illinois P3 Luncheon, a forum for the public and private sector to network, share ideas and discuss development issues and mutually desired retail projects.



Paul A. Ellis

Paul A. Ellis
Director of Economic Development

Attachments:

- a. White Paper – Entrepreneurship Programs
- b. Article – How to Help Disadvantaged Entrepreneurs (Part 1) [ED Now – IEDC newsletter]
- c. Article – How to Help Disadvantaged Entrepreneurs (Part 2) [ED Now – IEDC newsletter]



Entrepreneurship Programs

New and young companies are the primary source of job creation in the American economy, according to the Kauffmann Foundation, and these firms also contribute to economic dynamism by injecting competition into markets and spurring innovation. Entrepreneurs change the way communities live and work; when successful, their innovations improve the overall standard of living, create wealth and create jobs—all of which provide the conditions for a prosperous society.

For these reasons, economic development programs today recognize the goal of creating new businesses through ongoing support for entrepreneurs as being equally important to the more traditional goals of business recruitment and retention. In Fairview Heights, business creation is pursued via several programs.

Business Incubation

Offering a unique and highly flexible combination of business development processes, infrastructure and people, business incubation is designed to nurture new and small businesses by helping them to survive and grow through the difficult and vulnerable early stages of development. Central to any ongoing program is provision of affordable work space with shared services such as human resources, marketing and shipping.

Status

We are working with the Urban League of Metropolitan St. Louis and other partners to establish a business incubator here that would specialize in supporting women and minorities.

Encore Entrepreneurs

Contrary to widespread expectations, the highest rate of entrepreneurial growth over the last few years has not been among Gen-Y upstarts but with Boomers over the age of 50, now called encore entrepreneurs. In fact, according to the Index of Startup Activity by the Kauffman Foundation and recent SBA reports, these Baby Boomers are actually driving a new explosion of entrepreneurship. Longer, healthier lives and changes in job tenure are enabling Boomers now to stay in the labor force longer; they will likely dominate the labor market by 2024.

Upcoming Event(s)

Thursday, August 30 - Encore Entrepreneur Roundtable

Tuesday, October 2 – Presentation at IEDC Annual Conference

Metro East Startup Challenge

The Challenge is a \$20,000 cash prize business plan competition to identify, encourage, and reward excellence in entrepreneurship in the St. Louis Metro East region.

Metro East Startup Challenge, continued

The purpose of the challenge is to:

1. Increase the Metro East region's interest in and excitement for business start-ups through a competitive process;
2. Identify "growth oriented" start-ups with plans to operate in the nine-county St. Louis Metro East region;
3. Generate a greater awareness of network services/resources for entrepreneurs and small business owners; and
4. To advance the academic mission of Southern Illinois University Edwardsville by strengthening relationships with private enterprise and expanding opportunities for both students and faculty.

The first place winner will receive a \$10,000 cash prize accompanied by an array of in-kind professional services. Second and third place winners will receive a \$6,000 cash prize and \$4,000 cash prize, respectively, along with many in-kind professional services.

Upcoming Event(s)

Wednesday, Sept. 12 – Mentor Semi-Finalist Networking Event
Friday, Nov. 2 – Prize winners announced

Southwestern Illinois Small Business Week

National Small Business Week is a week-long recognition event held each year to honor entrepreneurs. In Illinois' Metro East, a non-profit organization sponsors seminars, an awards ceremony and a Business Expo.

Upcoming Event(s)

May 2-14, 2019 – Small Business Week

Partners

- City of Fairview Heights (Paul Ellis)
- IMPACT Strategies, Inc. (Mark Hinrichs)
- Lindenwood University – Belleville (Brett Barger, Amy Determann)
- Managing Midlife/Boomalally (Kristen Edens)
- Metro East Regional Chamber of Commerce (Tom Tyler)
- Office of Minority Economic Empowerment, State of Illinois (Derrick Champion)
- Small Business Development Center (Jo Ann Di Maggio May)
- SIUE – Southern Illinois University Edwardsville (Tim Schoenecker)
- Urban League of St. Louis (Michael Holmes)

ED Now Feature: How to Help Disadvantaged Entrepreneurs: Part One

tags: [entrepreneurship](#), [inclusive entrepreneurship](#), [small business](#)

Eli Dile on Monday, June 18, 2018 at 9:03:00 am

By Della G. Rucker, AICP, CEcD

Entrepreneurs are unique people -- they want to move fast, they're obsessed with their vision, they're inclined to do everything themselves, and they're overwhelmed. Especially when they finally confront the fact that they can't do everything themselves.

Entrepreneurs typically solve problems by leaning on their network. They get advice from a colleague, they contract for professional support, or they leverage their reputation to get someone to support them. But what if it's a weak network? What if it's not big, diverse, supportive, or flexible enough?

Disadvantaged entrepreneurs come in every color, every place, and every type of business. Some are disadvantaged because they are new to a place. Some are disadvantaged because of decades of deep-seated discrimination and rejection. Some are disadvantaged because they look different from the people around them, while others are challenged by issues the casual observer cannot see.



There's no simple solution to addressing these barriers, and when we pursue simple solutions, we can do more harm than good. But if we listen and learn, we can make our communities more equitable for entrepreneurs of all backgrounds.

Who is a disadvantaged entrepreneur?

A policy brief from the OECD describes disadvantaged entrepreneurs as “women, youths, seniors, unemployed, disabled, ethnic minorities and immigrants who run a business.”^[1] That's a rather broad definition, and most others are even less specific. Fundamentally, a disadvantaged entrepreneur is one who, due to some inherent characteristic(s), is likely to encounter barriers to entrepreneurship that a non-disadvantaged entrepreneur would not encounter.

Disadvantages may be:

- Structural, such as credit or citizenship requirements;
- Cultural, such as racist or sexist attitudes on the part of decision-makers;
- Interpersonal, such as communication barriers;
- Informational, such as knowledge about standard bookkeeping practices; and
- Material, such as lack of legacy family wealth.

And of course, disadvantages often overlap, such as a woman of color unable to access conventional credit due to a previous family financial crisis, or an immigrant unable to understand a property lease due to a language barrier. Supporting entrepreneurship among disadvantaged populations, therefore, requires a high level of sensitivity to the ways these disadvantages manifest.

Simply providing disadvantaged entrepreneurs with money (or making it cheaper for them to operate) is not always the solution. Yes, many of them lack access to funding, but that's often a symptom of a larger challenge. If that deeper issue isn't addressed, the strings attached to the gift, grant, or loan may disadvantage that entrepreneur even more. Consider this scenario, based on an experience at a previous organization I worked with.

An African-American woman of Jamaican heritage wants to start a food stand in a local market to break her family out of a low-income job cycle. An upper-income person hears her tell her story and gives her a no-interest loan of \$10,000. She opens a small shop in the market and sells jerk chicken dishes to an appreciative audience.

The entrepreneur is a good cook, but she buys the ingredients at the local grocery store rather than from a commercial supplier, which raises her expenses. She buys new kitchen equipment because the supplier is also Jamaican, and she feels comfortable with him. But she does not check his prices against other suppliers. Since she needs to take care of her daughter after school, she recruits her sister to help manage the shop, but the sister has no patience with customer questions and has trouble using the point-of-service software.

Over the first six months, the shop's expenses increase faster than sales. The entrepreneur finds that she can't judge how much food she needs to buy because the inventory tracking system is not accurate, and she must discard a couple hundred dollars' worth of inventory every few days. Arguments with her sister become more intense. She tries to find ways to reduce costs, but the equipment she purchased is on a fixed contract that she cannot break without incurring additional costs. Meanwhile, the loan provider sees that the shop is popular and starts pressuring her to pay back the loan. When she explains that she does not have the money for repayment, the loan provider suspects she is lying.

It's not difficult to envision this scenario ending badly. The entrepreneur may have to take a night job, which will impair her ability to find more creative solutions for her supplies and equipment. Her

relationship with her family may be damaged, leaving her and her daughter more socially isolated. And if the business is not generating enough profit to pay back the loan according to terms, chances are slim that she has the personal savings to cover it.

In this scenario, the loan did not solve her true challenges and may have made things worse.

Why networks matter

In the previous scenario, the entrepreneur needed help from people who had access to loan capital, equipment, ingredients, flexible labor, and more. Note where her help came from. Her flexible labor came from someone with whom she has a complex and highly personal relationship. Her equipment came from someone she decided to trust because they had a shared background. Her foodstuffs came from a consumer retailer because she did not have a better source.

Our ability to benefit from the people and organizations we know is called our *social capital*. Social capital has two dimensions: the number of people we know, and the degree to which we share with them some norms of behavior (i.e., assumptions and expectations) that make it easy to get help when we need it. Social capital determines if an entrepreneur can access the help they need, whether that help is information, support, funding, or something else.

Very often, when we look closely at disadvantaged entrepreneurs, we find networks with limited social capital. We can fund, we can educate, we can provide storefronts and mentors and grants, but if we are not intentionally building their access to social capital, chances are they will not be successful.

^[1] “Sustaining self-employment for disadvantaged entrepreneurs A background paper for the OECD Centre for Entrepreneurship, SMEs and Local Development.” Dr. Robert Blackburn and Dr. David Smallbone, 2014.

Look for part two of this series, which will explore strategies to build stronger networks for disadvantaged entrepreneurs, in the next edition of ED Now.

Della Rucker is a principal with Wise Economy Workshop and co-founder/operations lead for Econogy Talent Group.

ED Now Feature: How to Help Disadvantaged Entrepreneurs, Part Two

Eli Dile on Monday, July 9, 2018 at 9:05:00 am

By Della Rucker, AICP, CEcD

[The first article](#) in this two-part series examined the characteristics of disadvantaged entrepreneurs and the importance of supportive networks to their success. Unfortunately, we often find that disadvantaged entrepreneurs have not just weak networks, but limited *social capital*.

Social capital is our ability to benefit from the people and organizations we know. It has two dimensions: the number of people we know, and the degree to which we share with them some norms of behavior (i.e., assumptions and expectations) that make it easy to get help when we need it. Social capital determines if an entrepreneur can access the help they need, whether that help is information, support, funding, or something else.

Strong ties versus weak ties

When researchers analyze social capital, they usually look at two types of connections: strong ties and weak ties. Strong ties are your close personal relationships -- family, close friends, members of the community, etc. Weak ties are with people whom you do not have a close personal relationship, or are not obligated to provide mutual aid to, but nonetheless share common interests.

What happens to an entrepreneur who has a lopsided mix of weak and strong ties? Perhaps something like this:

	Strong Ties	Weak Ties
Extensive Ties	-Trusted relationships	- Complicated relationships
	-Network effects	-Easy to get hurt - "personal"
	-Access to resources	-Trust is precious
	-Few trusted relationships	
Limited Ties	-Limited means of differentiating good advice from bad	-Isolation

In the upper-left-hand corner, the entrepreneur with extensive strong and weak ties has a rich network. If she wants a recommendation or a loan, she can make a decision based on the merits of the offer, whether it comes from a strong tie (such as her father) or a weak tie (such as someone she knows from LinkedIn). She can not only consider the reliability of her source, but she can also think about how her

choices may impact her relationships (if she does not use the accountant her LinkedIn connection recommends, it won't be held against her).

This represents the experience of many immigrant and isolated communities. Extensive strong ties you find in a close-knit immigrant community with a shared language and traditions are valuable for a person's sense of belonging and community. However, a reliance on strong ties comes with risks. It can strain family relationships; make it hard for the entrepreneur to determine who to trust if she needs resources outside the community; and constrain innovation, if strong ties oppose it.

The lower-left-hand corner reflects a common experience in communities subjected to long-term structural discrimination and isolation. Economic factors may have damaged family and community relationships, leaving the entrepreneur with few strong ties. If the entrepreneur is proactive, she may have built an extensive network of weak ties, some of which may become strong over time. However, her challenge is the lack of people in her personal life who understand and support what she is trying to do. Isolation and depression are well-documented among entrepreneurs, and a limited strong-tie network makes this entrepreneur more susceptible.

The lower-right-hand quadrant reflects the experience of too many disadvantaged entrepreneurs – a lack of both emotional support from strong ties and the resources offered by weak ties. In these cases, the entrepreneur has to rely on her own willpower, which may be strong but always is finite.

Building stronger networks for disadvantaged entrepreneurs

While access to funds, space, and information is crucial for any entrepreneur, programs that do not build a disadvantaged entrepreneur's social capital – particularly their network of weak ties – risk doing as much harm as they do good. Without the ability to tap into these networks, the entrepreneur has less ability to generate sales, obtain operational support, or innovate.

Lack of social capital also impacts the entrepreneur's personal resilience. If an entrepreneur is the first in her family to start a business, her family may openly question her decisions, especially when things do not go well and when money is tight. If the entrepreneur is trying to make an impact in a community that has been wounded by decades of neglect, disinvestment, or ostracization, then the entrepreneur may find herself very alone. Building weak ties that can develop into stronger ones can make the difference between her deciding to continue or to give up.

But building weak or strong ties requires much more than simply throwing a networking event or hosting a pop-up. For entrepreneurs who grew up in a disadvantaged community, establishing trusting relationships with persons who do not come from their backgrounds is not always easy. The process must be directed by the entrepreneurs themselves, if they are going to overcome those potentially deep layers of distrust. Though support organizations can help, it's crucial that they facilitate, not prescribe or direct. Active

listening, intentional checking of privilege, and deep transparency on what he or she doesn't know are the most crucial skills of the facilitator.

How might one do this? Here are a few ideas:

- Host standing meetups or events specifically for entrepreneurs from a disadvantaged background. Facilitate them by determining what ties need to be built and help them build them. For example, the group can invite a specialist from a different background to help them learn about a specific issue. This allows them to make valuable connections and to do so in a setting where they are not the "minority." It is safer for them to ask difficult questions in a context where they don't have to worry about being judged.
- Help the target population identify their own needs. This process cannot simply be an open forum. It must be intentionally designed to develop a shared understanding of what success looks like for entrepreneurs in this community, what challenges they commonly encounter, and what kinds of support might have the greatest impact. It's crucial to focus on building the assets and unique ties of this community, rather than falling back on a demoralizing needs analysis focused on deficiencies.
- Develop strategies to target young entrepreneurs within the population. Though entrepreneurs are all ages, younger entrepreneurs may be more receptive to new approaches. If there is a history of distrust between the disadvantaged population and the dominant society, it may be easier for younger entrepreneurs to navigate those cultures.
- Build leadership and team-management skills among disadvantaged entrepreneurs. As discussed earlier, one of the challenges disadvantaged entrepreneurs face is a lack of trusting working relationships with people outside of a close circle. This creates difficulties as a company grows and needs to recruit employees outside of that circle, not only damaging the business, but also potentially missing otherwise desirable expansion opportunities.

In an economy where innovation drives growth and where the majority of new jobs are created by small businesses, we need every potential entrepreneur to realize that potential. Entrepreneurs from all backgrounds rely on social capital and networks of weak and strong ties to fill in what money cannot: advice, recommendations, emotional support, and more. Disadvantaged entrepreneurs particularly depend on these ties, but they are often underdeveloped. As a result, efforts to improve the entrepreneurial ecosystem require more than just conventional networking; these entrepreneurs need opportunities to specifically build weak and strong ties.

Perhaps the most challenging aspect of this work is that it cannot be imposed by the majority culture or entrepreneurship experts. To grow social capital, the disadvantaged entrepreneur must make that first leap.

Della Rucker is a principal with Wise Economy Workshop and co-founder/operations lead for Econogy Talent Group.

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

DISTRIBUTION MONTH	MAY 2012 - APRIL 2013	MAY 2013 - APRIL 2014	MAY 2014 - APRIL 2015	MAY 2015 - APRIL 2016	MAY 2016 - APRIL 2017	MAY 2017 - APRIL 2018	MAY 2018 - APRIL 2019	% CHANGE	CHANGE IN DOLLARS
MAY	\$ 629,863.98	\$ 601,011.50	\$ 584,713.94	\$ 586,147.75	\$ 632,285.33	\$ 571,553.40	\$ 553,114.13	-3.2%	\$ (60,731.93)
JUN	692,902.50	655,667.46	647,401.33	708,268.15	696,077.63	677,065.69	676,704.83	-0.1%	\$ (19,011.94)
JUL	578,187.49	574,119.26	578,345.95	563,612.88	576,220.16	599,877.49			\$ 23,657.33
AUG	602,449.00	586,795.92	593,876.18	607,839.70	608,444.47	600,057.37			\$ (8,387.10)
SEP	663,854.82	610,055.28	579,381.42	653,462.36	679,234.60	613,965.54			\$ (65,269.06)
OCT	572,075.75	554,178.50	550,782.54	573,059.41	572,368.09	476,801.05			\$ (95,567.04)
NOV	620,158.32	574,589.49	579,500.49	642,921.78	599,121.43	575,354.24			\$ (23,767.19)
DEC	631,306.50	468,313.25	588,998.17	626,164.49	612,305.99	581,474.30			\$ (30,831.69)
JAN	576,698.91	589,088.14	580,475.99	627,103.06	570,540.96	564,056.46			\$ (6,484.50)
FEB	710,629.96	687,960.48	680,833.91	695,015.32	678,820.57	672,397.54			\$ (6,423.03)
MAR	1,049,090.01	969,659.49	1,028,593.77	1,041,010.81	974,290.59	935,340.51			\$ (38,950.08)
APR	532,313.55	458,225.94	528,428.24	519,339.92	488,717.27	528,625.80			\$ 39,908.53
YTD TOTAL	\$ 7,859,530.79	\$ 7,329,664.71	\$ 7,521,331.93	\$ 7,843,945.63	\$ 7,688,427.09	\$ 7,396,569.39	\$ 1,229,818.96	-3.28%	\$ (291,857.70)
YTD CHANGE	1.0%	-6.7%	2.6%	4.3%	-2.0%	-3.8%			
MONTHLY AVG	\$ 654,960.90	\$ 610,805.39	\$ 626,777.66	\$ 653,662.14	\$ 640,702.26	\$ 616,380.78			

**CITY OF FAIRVIEW HEIGHTS, IL
HOTEL / MOTEL TAX REPORT
Summary - All Hotels**

COLLECTED MONTH OF:	MAY 2011 - APRIL 2012	MAY 2012 - APRIL 2013	MAY 2013 - APRIL 2014	MAY 2014 - APRIL 2015	MAY-2015 APRIL 2016	MAY-2016 APRIL 2017	MAY 2017 - APRIL 2018	MAY 2018 - APRIL 2019	
MAY	\$51,562	\$76,867	70,550.73	\$83,448	\$63,247	\$78,268	\$98,946	\$103,619	\$4,673
JUN	\$50,039	\$96,687	71,307.00	\$93,183	\$81,589	\$89,866	\$112,339	\$61,381	(\$50,957)
JUL	\$61,645	\$79,430	84,602.79	\$88,248	\$111,108	\$94,195	\$82,224		
AUG	\$67,747	\$102,111	88,916.45	\$91,794	\$117,257	\$88,178	\$114,247		
SEP	\$60,771	\$85,282	93,891.56	\$92,982	\$61,148	\$70,399	\$107,636		
OCT	\$58,942	\$70,399	69,053.21	\$87,358	\$71,742	\$89,876	\$116,430		
NOV	\$76,196	\$77,067	74,924.39	\$70,743	\$96,784	\$113,340	\$34,852		
DEC	\$69,169	\$72,134	72,670.86	\$102,684	\$90,420	\$61,108	\$61,766		
JAN	\$48,664	\$49,753	61,456.30	\$44,914	\$52,471	\$69,453	\$76,957		
FEB	\$47,406	\$45,249	43,860.05	\$47,416	\$46,978	\$50,779	\$51,366		
MAR	\$48,099	\$45,678	55,042.59	\$53,437	\$49,236	\$60,392	\$55,680		
APR	\$80,645	\$64,325	68,244.45	\$58,173	\$61,680	\$44,624	\$70,968		
TOTAL	\$720,884	\$864,983	\$854,520	\$914,378	\$903,660	\$910,477	\$983,409	\$165,001	\$ (46,284.20)
MONTHLY AVERAGE	\$60,074	\$72,082	\$71,210	\$76,198	\$75,305	\$75,873			

**CITY OF FAIRVIEW HEIGHTS, IL
FOOD & BEVERAGE TAX REPORT
Summary - All**

COLLECTED MONTH OF:	MAY-2015 APRIL 2016	MAY-2016 APRIL 2017	MAY 2017 - APRIL 2018	MAY 2018 - APRIL 2019	
MAY	\$174,616	\$174,616	\$185,677	\$179,090	(\$6,587)
JUN	\$200,370	\$197,280	\$180,795	\$181,565	\$770
JUL	\$173,655	\$187,884	\$174,195		
AUG	\$173,027	\$188,179	\$190,106		
SEP	\$178,239	\$171,560	\$178,726		
OCT	\$160,273	\$161,419	\$157,259		
NOV	\$167,909	\$180,015	\$194,834		
DEC	\$184,313	\$163,022	\$179,175		
JAN	\$167,698	\$194,908	\$207,221		
FEB	\$209,651	\$170,369	\$151,471		
MAR	\$180,696	\$182,724	\$159,856		
APR	\$185,259	\$183,745	\$172,096		
TOTAL	\$2,155,706	\$2,155,720	\$2,131,412	\$360,655	\$ (5,816.99)
MONTHLY AVERAGE	\$179,642	\$179,643			