

## Downtown Rocky Mount Downtown Economic Development Implementation Plan - July 2015-December 2016

**Economic Positioning/Vision:** At the convergence of transit, trains and walking trails, downtown Rocky Mount is a regional hub cultivating the synergy of education and entrepreneurial opportunity and enriched by a thriving culture of arts, entertainment, technology and scientific discovery.

**Mission:** The Central City Revitalization Panel serves the citizens and it's Council by educating, advocating, and energizing investment in Downtown Rocky Mount.

**Implementation Strategy:** Rocky Mount is a designated NC Main Street community that uses the National Main Street Center's Four-Point Approach® which includes: organization, promotion, design and economic development to implement a downtown revitalization initiative.

DOWNTOWN ECONOMIC DEVELOPMENT STRATEGIES	ORGANIZATION	PROMOTION	DESIGN	ECONOMIC RESTRUCTURING
<p><b>ED Strategy:</b> Cultivate the synergy of education and entrepreneurial opportunity.</p> <p><b>Goal:</b> Recruit 2 new start-up businesses in the next 18 months.</p> <p><b>Objective:</b> To increase the number of people downtown by 10% over the next 18 months.</p>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Create a system for improving communication and coordination for activities and events to be on Main Street and the Douglas block, and implement the system by October 2016.</li> <li>2. Open the Downtown Development Office on Main Street for easy access and accessibility by October 2016.</li> </ol>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Establish a professional downtown booth in October 2015 to capitalize on activities such as the BBQ Throw Down, that promote the educational and entrepreneurial opportunities that will lead to a comprehensive marketing/promotional campaign by October 2016.</li> <li>2. Complete the updates to the website by February 2016, to point entrepreneurs to the Central City Revitalization director as the first point of contact.</li> </ol>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Update and expand the existing wayfinding plan by September 2016.</li> <li>2. Proactively identify and develop plans for 3 building rehabs, using DBAP grant and other tools, by October 2016.</li> </ol>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Develop a plan by October 2016 to create a shared space for a downtown Rocky Mount visitor center and downtown development office.</li> <li>2. Develop/update market analysis report to identify gaps in the local market and growth in downtown by March 2016.</li> <li>3. Facilitate the development of a Commercial Maintenance Code with the City of Rocky Mount for enforcement to begin by December 2016.</li> </ol>
<p><b>ED Strategy:</b> A thriving culture of arts and entertainment.</p> <p><b>Goal:</b> Make downtown Rocky Mount more creative ready.</p> <p><b>Objectives:</b> To bring 5 more independent artists to downtown.</p>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Convene artists and arts organizations quarterly, beginning in January 2016, to discuss and communicate arts &amp; entertainment economic development opportunities in downtown Rocky Mount.</li> <li>2. Partner with the NC Arts Council to collaborate on economic development and to bring resources to</li> </ol>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Develop an image and marketing campaign by July 2016, promoting downtown's existing connections to the arts and artists.</li> </ol>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Restore 2 ghost signs and/or install 2 murals in downtown Rocky Mount by September 2016.</li> <li>2. Incorporate art and artist's displays in 10 downtown windows by March 2016.</li> </ol>	<p>Action:</p> <ol style="list-style-type: none"> <li>1. Develop a plan to retain and expand the existing artist cooperative by December 2016.</li> <li>2. Attract an artist gallery to downtown Rocky Mount by September 2016.</li> </ol>

**Downtown Rocky Mount - July 2015-December 2016  
Resource & Partnership Identification**

	downtown by October 2016.			
<p><b>ED Strategy:</b> A thriving culture of technology and scientific discovery.</p> <p><b>Goal:</b> Make downtown Rocky Mount “connected”.</p> <p><b>Objective:</b> Attract the population that values connectivity by adding 3 more hotspots.</p>	<p><b>Action:</b> 1. Identify internal and external partners for hotspots by January 2016.</p>	<p><b>Action:</b> 1. Develop a marketing plan to promote the hotspots by July 2016.  2. Establish a technology based business open house and available property open house at the end of August 2016.</p>	<p><b>Action:</b> 1. Develop a hotspot infrastructure plan and coverage area by March 31, 2016.</p>	<p><b>Action:</b> 1. Develop a business recruitment plan in partnership with existing economic development directors for technology and scientific businesses and downtown residential recruitment by March 31, 2016.  2. Identify five new restaurants and recruit three new restaurants to downtown by September 2016 that offer free wifi.  3. Assist Twitch with getting free wifi in their restaurant by July 2016.</p>

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**Economic Development Strategy: Cultivate the synergy of education and entrepreneurial opportunity. – pages 3-**

Economic Development Strategy: **Cultivate the synergy of education and entrepreneurial opportunity.**  
 Goal: **Recruit 2 new start-up businesses in the next 18 months.**  
 Objective: **To bring 5 more independent artists to downtown.**

## Organization

1. Organization Action: Create a system for improving communication and coordination for activities and events to be on Main Street and the Douglas block, and implement the system by October 2016.

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Determine the current communication sources.	Sydney Land	In House	10hrs		Public Affairs Office	Completed
	Identify the gaps in communication.	Sydney Land	In House	10hrs		Public Affairs Office	Completed
	Develop a Downtown Communications Plan	Sydney Land	In House	27hrs		Committee Members	Completed
	Develop a Downtown stakeholder database	Sydney Land	In House	45hrs		Committee Members	Completed
	Develop an electronic downtown newsletter	Sydney Land	Out Source	Part of Contract	Downtown Website	Committee Members	Completed
	Develop Downtown Rocky Mount Social Media (Facebook, Twitters, etc.)	Sydney Land	In House	5hrs		Public Affairs Office	Completed

2. Organization Action: Open the Downtown Development Office on Main Street for easy access and accessibility by October 2016.

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Identify the City requirements for the downtown director/office.	John Jesso	In House	N/A		CoRM Prop Mgr, Technology Services	Completed
	Identify the downtown office requirements for space and function and develop a plan for the office.	John Jesso	In House	N/A		CoRM Prop Mgr, Technology Services	Completed

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	Identify 3 suitable buildings for the downtown office.	John Jesso	In House	3hrs		CoRM Prop Mgr, Technology Services	Completed
	Identify partners that may share the space or pay for the space.	John Jesso	In House	N/A		Tourism, Small Business Recruiter	Completed
	Identify funds for the downtown office space.	John Jesso	In House	3hrs		Budget Manager	In Progress

## Promotion

1. Promotion Action: Establish a professional downtown booth in October 2016 to capitalize on activities such as the BBQ Throw Down, that promote the educational and entrepreneurial opportunities that will lead to a comprehensive marketing/promotional campaign by October 2016.

Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Create a downtown booth that looks professional.	DDO	In House	\$88	N/A	N/A	Completed
	Obtain “downtown giveaways” for the booth.	DDO	Outsource	N/A	N/A	Allegra	Cancelled
	Purchase a tent for the booth.	DDO	In House	\$88	N/A	N/A	Completed
	Identify the volunteer schedule for the booth.	DDO	In House	N/A	N/A	Organization Committee	Cancelled
	Develop marketing pieces regarding educational and entrepreneurial opportunities.	David Joyner	In House/Outsource	TBD	N/A	Allegra/DDO	Completed
	Develop a scrolling screen of business and building opportunities.	DDO	Outsource	TBD	N/A	Allegra/Saltwater	Completed

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2. Promotion Action: Complete the updates to the website by February 2016, to point entrepreneurs to the Central City Revitalization director as the first point of contact.

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Develop a site map to know how the website will flow.	Sydney Land	Outsource	TBD	N/A	Allegra/Saltwater	Completed
	Update existing and develop new content.	DDO	Outsource	TBD	N/A	Allegra/Saltwater	Completed
	Develop an online forms for grant funds, volunteers, suggestions for downtown.	Travis Joyner	Outsource	TBD	N/A	Allegra/Saltwater, Technology Svcs.	Completed

## Design

1. Design Action: Update and expand the existing wayfinding plan by September 2016.

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Review the existing plan.	John Jesso	Outsource	25hrs		DDO, ACSM, Engineering	Completed
	Identify the gap between the need for wayfinding and what exists today.	John Jesso	Outsource	25hrs		RATIO, ACSM, Engineering/NCDOT	Completed
	Finalize downtown's brand.	John Jesso	Outsource	In Progress		RATIO, PAO, Committee Members	In Progress
	Design the wayfinding signage for downtown.	John Jesso	Outsource	\$36,000		RATIO, ACSM, Steering Committee	In Progress
	Identify the vendors for the signs.	John Jesso	Outsource	10hrs		RATIO, ACSM, Selection Panel	Completed
	Identify cost and funding for signs.	Ken Hunter	Outsource	\$40,000		Budget Manager, NCDOT	In Progress

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2. Design Action: Proactively identify and develop plans for 3 building rehabs, using DBAP grant and other tools, by October 2016.							
Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Identify which buildings will have the most profound impact on downtown.	Matt Rueff	Out Source	17hrs	GIS	RATIO, Committee Members	Completed
	Conduct market analysis to identify the types of businesses that can go into the buildings.	Matt Rueff	Out Source	10hrs		RATIO, Committee Members	Completed
	Identify preservation architects that can do schematic façade renderings on the buildings.	John Jesso	Outsource	\$5,000		Encore Arts, LLC	Completed
	Conduct proforma analysis on the buildings.	Matt Rueff	Outsource	13hrs		RATIO	Completed
	Identify capital and/or funding for the projects.	Matt Rueff	Outsource	TBD		SC2/ Rocky Mount Budget Office	Completed
	Establish a Downtown Properties nonprofit and/or partner with an existing organization to flip property and gain access to property.	John Jesso	In House	NA		Downtown Renaissance, RMECDC	Completed
	Rehab 3 buildings.	John Jesso	Outsource	NA			Completed

## Economic Restructuring

1. Economic Restructuring Action: Develop a plan to retain and expand the existing artist cooperative by December 2018.							
Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Meet with the existing owners and find out her plan.	Vann Joines	In House	15hrs	Survey	Jim Whitley	Completed
	Meet with the existing artists and find out their plans.	Tierra Norwood	In House	N/A		Imperial Centre	On Hold

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	Identify best practices for artists cooperative.	Tierra Norwood	In House	N/A		Imperial Centre	On Hold
	Identify potential owners.	Tierra Norwood	In House	N/A		Imperial Centre	On Hold
	Explore coop models.	Tierra Norwood	In House	N/A		Imperial Centre	On Hold

2. Economic Restructuring Action: Develop/update market analysis report to identify gaps in the local market and growth in downtown by July 2018.							
Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Contact Electri-cities about doing the market analysis/retail strategy analysis.	John Jesso	Outsourced	No Charge	ESRI	Electricities	Completed
	Conduct a local business survey to facilitate retention and expansion plans with individual businesses.	Vann Joines	Outsourced	37hrs	Surveys	Jim Whitley	Completed
	Analyze the results of the survey and put the results into a report.	Vann Joines	Outsourced	5hrs			Completed
	Develop plans for ER to help existing businesses more fully.	Tarrick Pittman	Outsourced	10hrs		Downtown Merchants Association	Completed
	Create incentives that make sense for locally owned businesses.	Tierra Norwood	Outsourced	18hrs			In Progress
	Develop a business recruitment plan for vacancies.	John Jesso	Outsourced	30hrs		Chamber, David Joyner, Electricities	In Progress

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3. Economic Restructuring Action: Facilitate the development of a Commercial Maintenance Code with the City of Rocky Mount for enforcement to begin by December 2016.							
Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Identify the need and the means to enforce codes.	John Jesso	Outsourced	TBD		RATIO, Core Committee, Planning	In Progress
	Conduct best practices survey with other MS communities that have adopted a Commercial Maintenance Code.	John Jesso	Outsourced	TBD		RATIO, Core Committee, Planning	In Progress

**Economic Development Strategy: A thriving culture of arts and entertainment. pages -**

Economic Development Strategy: <b>A thriving culture of arts and entertainment.</b> Goal: <b>Make downtown Rocky Mount more creative ready.</b> Objective: <b>To bring 5 more independent artists to downtown.</b>							
<h1>Organization</h1>							
1. Organization Action: Convene artists and arts organizations quarterly, beginning in January 2016, to discuss and communicate arts & entertainment economic development opportunities in downtown Rocky Mount.							
Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Identify partners to participate in the conversation.	Tierra Norwood	OutSourced			Imperial Centre	On Hold
	Conduct an asset map of the artists in Rocky Mount.	Tierra Norwood	OutSourced			Imperial Centre	On Hold
	Define what “artist” means to Rocky Mount.	Tierra Norwood	OutSourced			Imperial Centre	On Hold
	Develop a listserv or database of artists and arts organizations.	Tierra Norwood	OutSourced			Imperial Centre	On Hold
	Identify a meeting location.	Tierra Norwood	OutSourced			Imperial Centre	On Hold



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	Develop a calendar of meetings	Tierra Norwood	OutSourced			Imperial Centre	On Hold
	Convene the meetings.	Tierra Norwood	OutSourced			Imperial Centre	On Hold

#### 2. Organization Action: Partner with the NC Arts Council to collaborate on economic development and to bring resources to downtown by October 2018.

Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Meet with the NC Arts Council and learn about their programs, such as SmART Initiative.	John Jesso	In House	2hrs		Imperial Centre	Completed
	Bring Arts Council resources to downtown Rocky Mount.	John Jesso	In House			Imperial Centre	In Progress
	Encourage the reactivation of a Rocky Mount Arts Council.	John Jesso	In House			ACM Thom Moton, Imperial Centre	In Progress

## Promotion

#### 1. Promotion Action: Develop an image and marketing campaign by July 2016, promoting downtown's existing connections to the arts and artists.

Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Develop the parameters of the branding campaign.	John Jesso	In House/Outsource	TBD		RATIO, Public Affairs Office, Steering Committee	In Progress
	Identify funding for a branding campaign.	John Jesso	In House/Outsource	TBD		RATIO, Public Affairs Office, Steering Committee	In Progress
	Write an RFP for a branding campaign.	John Jesso	In House/Outsource	TBD		RATIO, Public Affairs Office, Steering Committee	In Progress
	Select a branding company	John Jesso	In House/Outsource	TBD		RATIO, Public Affairs Office, Steering Committee	In Progress
	Create the brand.	John Jesso	In House/Outsource	TBD		RATIO, Public Affairs Office, Steering Committee	In Progress

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## Design

1. Design Action: Restore 2 ghost signs and/or install 2 murals in downtown Rocky Mount by September 2018.

Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Identify two signs to restore in downtown.	Tierra Norwood	In House/Outsource	NA		Local Artists/HPC	Complete
	Identify an artist(s) to restore the signs.	Tierra Norwood	In House/Outsource			Local Artists/HPC	On Hold

2. Design Action: Incorporate art and artist's displays in 10 downtown windows by March 2016.

Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Develop the concept for the window displays.	Tierra Norwood	In House/Outsource			Allegra	On Hold
	Identify windows for displays	Sydney Sadler	In House/Outsource			Allegra	On Hold
	Develop a schedule for rotating windows.	Sydney Sadler	In House/Outsource			Allegra	On Hold

## Economic Restructuring

1. Economic Restructuring Action: Develop a plan by October 2016 to create a shared space for a downtown Rocky Mount visitor center and downtown development office.

Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Identify Building	John Jesso	In House/Outsource	NA		Travel and Tourism	Completed
	Identify Architect	John Jesso	In House/Outsource	NA		Travel and Tourism	Completed
	Identify Contractor	John Jesso	In House/Outsource	NA		Travel and Tourism	Completed

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2. Economic Restructuring Action: Attract an artist gallery to downtown Rocky Mount by September 2018.							
Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Survey existing artists and arts organizations to see who may have the resources to open a gallery.	Tierra Norwood	In House			RATIO, Imperial Centre	On Hold
	Identify a building for a gallery.	John Jesso	In House			RATIO	On Hold
	Identify funding and capital for building rehab and gallery.	Ken Hunter	In House			Budget Office	On Hold

**Economic Development Strategy: A thriving culture of technology and scientific discovery. pages -**

Economic Development Strategy: A thriving culture of technology and scientific discovery. Goal: <b>Make downtown Rocky Mount “connected”.</b> Objective: <b>Attract the population that values connectivity by adding 3 more hotspots.</b>							
<h1>Organization</h1>							
1. Organization Action: Identify internal and external partners for hotspots by June 2018							
Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Identify existing Downtown hotspots	Dale Land	In House	TBD		NC Broadband, Technology Services	In progress
	Determine coverage gaps in hotspots, identify priority placement for hotspots	Dale Land	In House	TBD		NC Broadband, Technology Services	In progress
	Contact property owners to discuss proposed hotspot location	John Jesso	In House	TBD		NC Broadband, Technology Services	In progress

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2. Organization Action: Create a Downtown social media presence by August 2017							
Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Create a social media strategy	Sydney Sadler	In House	5hrs		Public Affairs Office	Completed
	Receive appropriate approvals from administration for social media presence	Sydney Sadler	In House	NA		Public Affairs Office	Completed
	Implement social media strategy	Tierra Norwood	In House	TBD		Public Affairs Office	Completed

## Promotion

1. Promotion Action: Develop a marketing plan to promote the hotspots by August 2018							
Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Determine best practices in other downtowns for implementing hotspots	Sydney Land	In House/ Outsource	TBD		NC Broadband, Technology Services	In Progress
	Identify appropriate marketing outlets based on desired audience	David Joyner	In House/ Outsource	TBD		Promotion Committee	In Progress
	Acquire/determine partners in marketing campaign	David Joyner	In House/ Outsource	TBD		Promotion Committee/ Allegra	In Progress

2. Promotion Action: Establish a technology-based business open house and available property open house by end of October 2018							
Completed ✓	Task	Name of Person Responsible	In-House- Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Determine private/public partners in planning/facilitating both open houses	Tierra Norwood	In House/ Outsource			Downtown Rocky Mount Stakeholders Association	In Progress
	Determine sponsors/investors for new startups	Tierra Norwood	In House/ Outsource			Economic Vitality Committee, Ben Braddock , Station Square	In Progress
	Create a marketing campaign for the open houses	Tierra Norwood	In House/ Outsource			Promotion Committee/ Allegra, Ben Braddock , Station Square	In Progress

**Downtown Rocky Mount - July 2015-December 2016  
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## Design

**1. Design Action: Develop a hotspot and infrastructure plan and coverage area by June 2016**

Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Determine/organize stakeholders	Dale Land	In House	ghrs		Downtown Rocky Mount Merchants Association	Completed
	Facilitate a SWOT analysis of hotspot needs in downtown core	Dale Land	In House	TBD		NC Broadband, Technology Services	Completed
	Determine/pursue funding sources for infrastructure improvements	Ken Hunter	In House			Budget Manager	In Progress

**2. Design Action: Utilize Google's "Get Your Business Online" to ensure all downtown businesses have a strong online presence**

Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Conduct analysis to determine current needs of downtown businesses online presence	Tarrick Pittman	In House	TBD		Chamber of Commerce, Technology Services, Yo Pro	Completed
	Create action plans for each business based on needs analysis	Tierra Norwood	In House			Chamber of Commerce	In Progress
	Create a Show Support Campaign to incorporate patrons in increasing/improving local businesses online presence	Tierra Norwood	In House			Chamber of Commerce	In Progress

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# Economic Restructuring

1. Economic Restructuring Action: Develop a business plan in partnership with existing economic development directors for technology and scientific businesses and downtown residential recruitment by August, 2018.

Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Identify and contact stakeholders to be involved in the planning process	John Jesso	In House/Outsource			Chamber of Commerce	In Progress
	Complete a gap analysis of current business/residential recruitment strategies	John Jesso	In House/Outsource			Chamber of Commerce	In Progress
	Use gap analysis to create action plan for business and residential recruitment	John Jesso	In House/Outsource			Chamber of Commerce	In Progress

2. Economic Restructuring Action: Identify 5 new restaurants and recruit 3 new restaurants to open in downtown that offer free Wi-Fi by September 2016

Completed ✓	Task	Name of Person Responsible	In-House-Outsource	Time/Cost	Tools	Partners / Assistance	Date To Be completed
	Determine potential entrepreneurial interest for restaurants in downtown	John Jesso	In House/Outsource	NA		Chamber of Commerce	Completed
	Facilitate an interest meeting for potential restaurateurs/investors	John Jesso	In House/Outsource	2hrs		Chamber of Commerce	Completed
	Assist businesses in determining best Wi-Fi model for their downtown restaurant	John Jesso	Outsource			Chamber of Commerce	On Hold