



Authority Members

Mark Allen
Ian Coats
Lexie Newhouse
Nimesh Patel
Mary Jo Groeneveld
Doug Edwards
Leslie Patton

**Kennesaw Downtown Development Authority
Meeting Agenda
February 13, 2026 7:30 AM
Council Chambers
(2529 J.O. Stephenson Avenue, Kennesaw, GA 30144)**

- 1. Call to Order / Roll Call**
- 2. Approval of the Meeting Minutes**
 - A. Draft meeting minutes — 01.09.26
- 3. Financial Report**
 - A. KDDA Financial Report as of 1.31.26
- 4. Old Business**
 - A. Request for bond closing extension for Lacy Phase 2
- 5. New Business**
 - A. KSU Student Project: Integrated Marketing and Communications Plan
 - B. Consideration for scheduling a Special Called KDDA meeting in March 2026
 - C. Review proposal for marketing/promotional items for Farmers Market
- 6. Main Street Program Updates**
 - A. Update on annual assessment and accreditation
 - B. Event Reminder: Mardi Gras pop-up celebration on Tuesday, Feb 17, 5:30-7:30 pm in the Main Street Plaza
- 7. Public Comments**
- 8. Board Comments**
- 9. Economic Development Director Comments**

10. Executive Session

- A. Pursuant to the provisions of O.C.G.A. 50-14-3, the KDDA could, at any time during the meeting, vote to close the public meeting and move to executive session to discuss matters relating to litigation, legal actions and/or communications from the City Attorney as provided under O.C.G.A. 50-14-2(1); and/or personnel matters as provided under O.C.G.A. 50-14-3 (4) and/or real estate matters as provided under O.C.G.A 50-14-3(6).

11. Adjourn

- A. NOTICE: Any person who desires to appeal any decision from this meeting will need a record of the proceedings, and for the purpose may need to insure that a verbatim record of the proceedings is made which includes the testimony and evidence upon which the appeal is based. The Agenda is designed to make more efficient use of the KDDA's time. It is not designed to curtail discussion or input. If you need special accommodations to attend or participate in our meetings, please contact City Hall at least 24 hours in advance of the specific meeting you are planning to attend.

**MINUTES OF KENNESAW DOWNTOWN DEVELOPMENT AUTHORITY MEETING
CITY OF KENNESAW
Council Chambers
(2529 J.O. Stephenson Avenue, Kennesaw, GA 30144)
January 9, 2026
7:30 AM**

Present Chair Mark Allen
 Vice Chair Ian Coats
 Secretary Mary Jo Groeneveld
 Lexie Newhouse
 Doug Edwards

1. Call to Order / Roll Call

The meeting was called to order at 7:31 am by Mark Allen, KDDA chair.

KDDA members present: Mark Allen, Mary Jo Groeneveld, Lexie Newhouse, Doug Edwards, Ian Coats

KDDA members absent: Nimesh Patel, Leslie Patton

Staff members present: Luke Howe, Miranda Taylor

2. Approval of the Meeting Minutes

A. Draft meeting minutes - 11.14.25

The board reviewed minutes from the November 14, 2025 meeting. Ian Coats made a motion to approve the minutes as presented. Doug Edwards seconded the motion and the motion passed unanimously.

3. Financial Report

A. KDDA Financial Report as of 12.31.25

Lexie Newhouse presented the financial report with an ending cash balance of \$120,299.79. Ian Coats made a motion to approve the financial report as presented; seconded by Doug Edwards. The motion passed unanimously.

B. Review of open invoices

No action required as no invoices were received prior to the meeting.

4. Old Business

5. New Business

A. KDDA 2026 Officer Election

Members currently serving as KDDA officers include:

Mark Allen, Chair

Ian Coats, Vice-Chair

Leslie Patton, Treasurer

Mary Jo Groeneveld, Secretary

Miranda Taylor (staff) serves as Assistant Secretary.

Lexie Newhouse made a motion to approve the currently serving slate of officers, as presented, to continue in the same roles for 2026. Mary Jo Groeneveld seconded the motion. The motion passed with a vote of 5-0.

6. Main Street Program Updates

A. New Business Road Map

Mark Allen stated that he would like to help support new businesses in the downtown district with resources on how to open a business. Tanyel Aviles, Business Recruitment and Retention Manager, presented our current checklist and the ways we support all new businesses. She serves in a concierge role and walks people through the process as they apply for a Certificate of Occupancy and/or a new Business License.

Mark Allen shared a detailed outline/flowchart that he created as an overview of the process, based on his recent experience with building a new building and expanding his business downtown. The board agreed that they would like to see something like this be available to prospective business owners. Staff suggested adding a tab/page to the downtown website to direct people to available CO/Business License checklists, grant information, and other incentives or business resources.

No action required as this item was for discussion only. Staff will report back on the status of including the resources on the downtown website.

B. 2025/2026 Annual Assessment update

Miranda Taylor shared an update on the 2025/2026 Annual Assessment for Main Street. She is working on the self-assessment that is required for the National Main Street assessment. All documents for the state assessment have been uploaded to Dropbox, as required. Miranda reminded the board that the reporting period has reset, and each board member will need to complete 2 training hours for 2026, which is a requirement for our successful assessment.

No action required as this was an informational discussion item only.

7. Public Comments

Tracey Viars commented and shared that the Brown Dog Book Shop opened yesterday. The Wreck On skate shop is opening soon as well. There is lots of activity happening downtown and we are doing things to be proud of!

8. Board Comments

Mark Allen shared the following comments:

- Is there an update on the Placer.AI presentation from the last meeting? Staff advised there is no update on the procurement of this service.
- Is there a Farmers Market update? Miranda Taylor had a site visit with CCFB this week to go through all logistics and they will begin recruiting vendors in February. Mark reminded staff that the board would like CCFB to come to a meeting to give an update prior to the start of the season.
- The GDA meet-up in Acworth in October was a great chance to see how other

downtowns work and what resources they use. He encouraged other board members to attend one of these sessions in 2026 if possible. Miranda Taylor will send the schedule to the board when it is published.

- Reformation Brewery posted a development update to their social media; Mark noted it was good to see movement on this project.

Lexie Newhouse shared information about a business resource called "Right to Start", and asked if we should consider sharing estimated timelines for our development process to set the expectation with prospective business owners.

Ian Coats shared Happy New Year wishes with the board, and inquired as to the goals that KDDA should set for the new year. The board discussed the possibility of holding a goal setting retreat, and agreed to discuss this at the February meeting.

9. Economic Development Director Comments

Luke Howe provided updates on the following projects:

- Reformation: moving forward with design
- Lazy Guy Distillery expansion: staff will bring an Inducement Resolution for potential incentives to the next meeting after consulting with Mayor & Council
- Kennesaw Square: reviewing preliminary incentive documents; developers anticipate starting this project in Q3 of 2026
- Lacy II: financing is in place and they are working through some environmental issues; they plan to start later in Q1 of 2026

10. Executive Session

- A. Pursuant to the provisions of O.C.G.A. 50-14-3, the KDDA could, at any time during the meeting, vote to close the public meeting and move to executive session to discuss matters relating to litigation, legal actions and/or communications from the City Attorney as provided under O.C.G.A. 50-14-2(1); and/or personnel matters as provided under O.C.G.A. 50-14-3 (4) and/or real estate matters as provided under O.C.G.A 50-14-3(6).

11. Adjourn

With no further business, Ian Coats made a motion to adjourn and was seconded by Lexie Newhouse. Motion passed unanimously and the meeting was adjourned at 8:34 am.

- A. NOTICE: Any person who desires to appeal any decision from this meeting will need a record of the proceedings, and for the purpose may need to insure that a verbatim record of the proceedings is made which includes the testimony and evidence upon which the appeal is based. The Agenda is designed to make more efficient use of the KDDA's time. It is not designed to curtail discussion or input. If you need special accommodations to attend or participate in our meetings, please contact City Hall at least 24 hours in advance of the specific meeting you are planning to attend.

[MIN_SIGNATURES]

Kennesaw Downtown Development Authority
Operating Cash Activity
For the Month Ended January 31, 2026

Beginning Cash	120,299.79
Cash Receipts:	
Main Street Burger	2,431.58
Cash Deposit Reclassed to KDDA from GF	560.00
Interest Earned	227.76
Total Cash Receipts	<u>3,219.34</u>
Cash Disbursements:	
Kathryn Collier	742.63
Total Cash Disbursements	<u>742.63</u>
Ending Cash	<u><u>\$ 122,776.50</u></u>



Account	Name	Balance
Fund: 760 - KDDA FUND		
Assets		
760-0000-11-111200-00000	OPERATING ACCOUNT	122,776.50
760-0000-11-112100-00000	KDDA FACADE	3,760.56
760-0000-11-311100-00000	DUE FROM/TO GENERAL FUND	1,300.00
	Total Assets:	127,837.06
		<u>127,837.06</u>
Liability		
760-0000-12-110000-00000	ACCOUNTS PAYABLE	742.63
760-0000-12-260000-00000	DEPOSITS PAYABLE	3,000.00
	Total Liability:	3,742.63
Equity		
760-0000-13-521400-00000	F/B - UNRESTRICTED	113,842.12
	Total Beginning Equity:	113,842.12
Total Revenue		15,405.04
Total Expense		5,152.73
Revenues Over/Under Expenses		10,252.31
	Total Equity and Current Surplus (Deficit):	124,094.43
	Total Liabilities, Equity and Current Surplus (Deficit):	<u>127,837.06</u>



City of Kennesaw

Income Statement Account Summary

For Fiscal: 2025-2026 Period Ending: 01/31/2026

	Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
Fund: 760 - KDDA FUND					
Revenue					
760-0000-34-756500-00000 FARMERS MARKET	2,000.00	2,000.00	0.00	0.00	2,000.00
760-0000-34-756600-00000 DOWNTOWN MERCH SHOP	1,500.00	1,500.00	0.00	0.00	1,500.00
760-0000-34-758000-00000 HOLIDAY MARKET	2,500.00	2,500.00	0.00	1,960.00	540.00
760-0000-34-758500-00000 BEER FESTIVAL REVENUE	2,500.00	2,500.00	0.00	0.00	2,500.00
760-0000-36-100000-00000 INTEREST REVENUES	1,200.00	1,200.00	234.93	916.40	283.60
760-0000-38-100700-00000 RENTS&ROYALTIES(BURGERFI) 2844 S. MAIN	28,932.00	28,932.00	2,431.58	9,659.48	19,272.52
760-0000-38-900000-00000 OTHER (MISCELLANEOUS REV)	9,145.00	9,145.00	0.00	2,869.16	6,275.84
760-0000-39-400000-00000 USE OF PY RESERVES	9,619.00	9,619.00	0.00	0.00	9,619.00
Revenue Total:	57,396.00	57,396.00	2,666.51	15,405.04	41,990.96
Expense					
760-7550-52-121000-00000 LEGAL SERVICES	15,000.00	15,000.00	0.00	188.50	14,811.50
760-7550-52-125000-00000 OTHER PROFESSIONAL SERV	10,620.00	10,620.00	0.00	1,251.08	9,368.92
760-7550-52-127000-00000 DESIGN & GRAPHIC DESIGN	250.00	250.00	0.00	0.00	250.00
760-7550-52-231000-00000 RENTAL OF LAND & BUILDNG	8,916.00	8,916.00	742.63	3,713.15	5,202.85
760-7550-52-325000-00000 POSTAGE	100.00	100.00	0.00	0.00	100.00
760-7550-52-330000-00000 ADVERTISING	500.00	500.00	0.00	0.00	500.00
760-7550-52-350000-00000 TRAVEL	500.00	500.00	0.00	0.00	500.00
760-7550-52-363000-00000 MEETING EXPENSES	100.00	100.00	0.00	0.00	100.00
760-7550-52-371000-00000 PROFESSIONAL DEVELOPMENT	600.00	600.00	0.00	0.00	600.00
760-7550-52-395000-00000 MILEAGE REIMBURSEMENT	250.00	250.00	0.00	0.00	250.00
760-7550-52-550000-00000 DEVELOPMENT AUTH EXPENSES	15,000.00	15,000.00	0.00	0.00	15,000.00
760-7550-52-615000-00000 FARMERS MARKET	1,560.00	1,560.00	0.00	0.00	1,560.00
760-7550-52-615500-00000 HOLIDAY MARKET	2,500.00	2,500.00	0.00	0.00	2,500.00
760-7550-52-616600-00000 DOWNTOWN MERCH SHOP	1,500.00	1,500.00	0.00	0.00	1,500.00
Expense Total:	57,396.00	57,396.00	742.63	5,152.73	52,243.27
Fund: 760 - KDDA FUND Surplus (Deficit):	0.00	0.00	1,923.88	10,252.31	
Total Surplus (Deficit):	0.00	0.00	1,923.88	10,252.31	

Income Statement

For Fiscal: 2025-2026 Period Ending: 01/31/2026

Group Summary

Account Type	Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
Fund: 760 - KDDA FUND					
Revenue	57,396.00	57,396.00	2,666.51	15,405.04	41,990.96
Expense	57,396.00	57,396.00	742.63	5,152.73	52,243.27
Fund: 760 - KDDA FUND Surplus (Deficit):	0.00	0.00	1,923.88	10,252.31	-10,252.31
Total Surplus (Deficit):	0.00	0.00	1,923.88	10,252.31	

Fund Summary

Fund	Original Total Budget	Current Total Budget	MTD Activity	YTD Activity	Budget Remaining
760 - KDDA FUND	0.00	0.00	1,923.88	10,252.31	-10,252.31
Total Surplus (Deficit):	0.00	0.00	1,923.88	10,252.31	



Item Report

TO: The Kennesaw Downtown Development Authority
FROM:
DATE: February 13, 2026
TITLE: Request for bond closing extension for Lacy Phase 2

Summary:
Staff received a request to extend the bond closing deadline for The Lacy Phase 2 project by 60 days. Elliot Van Dyke will provide an update on the project and the request for extension.

Recommendation:

Fiscal Impact:

Attachments:
None



Item Report

TO: The Kennesaw Downtown Development Authority

FROM:

DATE: February 13, 2026

TITLE: KSU Student Project: Integrated Marketing and Communications Plan

Summary: Anthony Martizez teaches a marketing class at KSU and has worked with staff to outline a class project for the spring semester, using KDDA and Downtown Kennesaw as the client. This assignment gives students real-world experience by working from a live client brief to develop an Integrated Marketing Communication (IMC) plan addressing a defined business challenge. Their final plans will include:

- Target audience recommendation
- Messaging strategy tied to motivations and barriers
- Media strategy across paid, earned, owned, and shared channels
- Budget guidance
- Measurement framework

The goal of the project is to outline strategies that could be implemented to increase the consistency of every-day visitation to downtown, thereby increasing foot traffic, extending visitor stays, and increasing awareness of downtown amenities.

Recommendation:

Fiscal Impact:

Attachments:

1. KDDA IMC Request for Proposal

REQUEST FOR PROPOSAL

KENNESAW DOWNTOWN DEVELOPMENT AUTHORITY – INTEGRATED MARKETING & COMMUNICATIONS PLAN.

EXECUTIVE SUMMARY

The Kennesaw Downtown Development Authority (KDDA) is committed to creating a vibrant, welcoming downtown that unites the community, supports viable businesses, and honors Kennesaw’s historic heritage. Guided by its mission *“to create a vibrant downtown...while maintaining our sense of community and historic heritage”* and its vision *“to become a vibrant and welcoming downtown that responds to the needs of the community by focusing on entertainment options, business recruitment, and beautification projects,”* KDDA seeks a strategic Integrated Marketing & Communications Plan that reflects both the district’s history and its modern momentum.

Downtown Kennesaw blends small-town charm with contemporary energy. Anchored by Depot Park, The Southern Museum (a Smithsonian Affiliate), public art installations, local restaurants, boutiques, and a designated Entertainment District that allows open-container beverages, the area serves as a growing hub for residents, visitors, and Kennesaw State University students.

Despite strong attendance at major events, **everyday visitation remains inconsistent**, and KDDA aims to increase foot traffic, extend visitor stay, and strengthen awareness of downtown amenities. Student teams are asked to research, design, and present a campaign that integrates traditional and digital strategies, elevates the downtown brand, and supports KDDA’s mission and vision.

CONTEXTUAL LANDSCAPE

The following insights are from the Downtown Visioning Report to understand the current environment in which Downtown Kennesaw operates. These points are not exhaustive; they simply offer initial direction as you evaluate the district’s competitive position:

- **Current advantages:** Depot Park, Southern Museum, events, walkability, Entertainment District, public art
- **Current challenges:** Parking challenges, limited retail mix, inconsistent everyday visitation
- **Emerging opportunities:** KSU student engagement, beautification, business recruitment, cultural events
- **External pressures:** Competing downtowns, limited space for new venues

RESEARCH & PLANNING

Student teams should begin by conducting a situational analysis that includes:

MARKET ANALYSIS

- Demographics of Kennesaw and surrounding areas
- Visitation patterns and store foot-traffic insights

THIS RFP IS PART OF A STUDENT LEARNING EXERCISE WITHIN THE KENNESAW STATE UNIVERSITY DEPARTMENT OF MARKETING & PROFESSIONAL SALES.

- Community perceptions of Downtown Kennesaw
- The district's identity: historic charm (est. 1887), walkability, brick-lined streets, Depot Park, The Southern Museum, public art, and the Entertainment District

COMPETITOR ANALYSIS

Evaluate comparable downtown districts such as:

- Woodstock
- Marietta
- Acworth
- Smyrna

Analyze their marketing strategies, event programming, and brand positioning.

TARGET AUDIENCE CONSIDERATIONS

Identify and describe key segments:

- Local residents (families, young professionals, long-time community members)
- KSU students (undergraduate and graduate)
- Regional visitors
- Event attendees who visit only during festivals
- Consider where Downtown Kennesaw can source visitors

PLAN DEVELOPMENT

The IMC plan should present a strategic and tactical roadmap that includes:

MARKETING OBJECTIVES

- Increase everyday foot traffic
- Extend visitor length of stay
- Strengthen awareness of downtown businesses and amenities
- Position Downtown Kennesaw as a destination for KSU students
- Support KDDA's Vision priorities: entertainment, business recruitment, beautification
- Improve communication and promotion of events and merchants

MESSAGING PRIORITIES

Develop a messaging strategy that positions Downtown Kennesaw as:

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- A lively, walkable, historic-meets-modern destination
- A place “on the move” with growing energy and investment
- A hub for entertainment, dining, culture, and community
- A welcoming environment for students, families, and visitors

MESSAGING CONSIDERATIONS

- Depot Park
- The Southern Museum
- Local restaurants, breweries, dessert shops, boutiques, and antiques
- Public art and beautification
- The Entertainment District (open-container area)
- Seasonal and cultural events

CHANNEL RECOMMENDATIONS

Identify the best media to reach target audiences and propose a timeline of placements. Consider including:

- Social Media (organic + paid)
- On-Campus Outreach (KSU partnerships, student ambassadors, campus media)
- Community Partnerships (merchants, city departments, local organizations)
- PR & Earned Media (local news, event listings, feature stories)
- On-Site Signage & Collateral (maps, posters, rack cards, wayfinding tie-ins)
- Event Activations (concerts, markets, cultural festivals, pop-ups)
- Influencer or micro-influencer collaborations
- Merchant cross-promotions
- Paid Local Media (out-of-home, local radio, local news (e.g., Rough Draft), etc.)
- Owned channels: Kennesaw downtown website, blog, newsletters
- Shared channels: merchant websites, social feeds, other community partner assets

CREATIVE STRATEGY

Teams should present a campaign theme with mockups and sample creative such as:

- Campaign slogan/tagline

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- Social media graphics and content examples
- Posters, flyers, and downtown signage
- Example press release or media pitch
- Event activation concepts
- Visuals aligned with KDDA's brand guide
- Creative that reflects downtown's blend of historic character and modern vibrancy

CAMPAIGN TIMELINE

Develop a **6-month campaign timeline** that includes:

- Pre-launch research and planning
- Campaign launch
- Event tie-ins (concerts, markets, festivals)
- Seasonal opportunities
- Ongoing optimization

BUDGET CONSIDERATIONS

- Assume a **modest annual marketing budget**
- Focus on cost-efficient, high-impact tactics
- Identify optional budget allocations for:
- Provide realistic budget ranges for campaign execution

EVALUATION METRICS

Teams should recommend KPIs to measure campaign effectiveness, such as:

- Increased downtown foot traffic
- Growth in social media followers and engagement
- Event attendance
- Merchant participation and feedback
- Website traffic and calendar usage
- Surveyed awareness of downtown amenities
- Alignment with KDDA's mission and vision

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DEPARTMENT OF MARKETING & PROFESSIONAL SALES.***

PROPOSAL ORGANIZATION

Proposals must follow this structure:

1. **Cover Sheet**
2. **Team Introductions**
3. **Executive Summary**
4. **Research & Planning** (market analysis, target audience, SWOT, mission/vision alignment)
5. **IMC Plan** (objective for communication, role for communication, strategy, tactics, channels)
6. **Creative & Messaging Strategy** (theme, sample creative, mockups)
7. **Campaign Timeline**
8. **Budget**
9. **Evaluation Metrics**

SELECTION CRITERIA

Proposals will be evaluated on:

- **Originality and Creativity of Recommendations**
The extent to which the proposed ideas are imaginative, strategically sound, and differentiated from conventional solutions.
- **Effective Integration of Marketing Channels**
How well the plan connects channels into a cohesive, mutually reinforcing system across Paid, Earned, Owned, and Shared tactics.
- **Clear Linkage From Marketing Objectives to Communication Strategy**
How logically and transparently the student translates Marketing Objectives into both the *Role for Communication* (mindset shift) and the *Objective for Communication* (behavior change).
- **Well-Defined Target Audience with Strong Rationale**
The clarity, specificity, and evidence supporting the recommended audience profile.
- **Alignment With KDDA Mission, Vision, and Community Priorities**
How well the plan reflects KDDA's purpose, values, and the needs of the community it serves.
- **Quality of Research and Feasibility of Implementation**
The strength of supporting research and the realism of the proposed strategies and tactics.
- **Professionalism and Clarity of Presentation**
The overall polish, organization, readability, and persuasiveness of the final submission.

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Item Report

TO: The Kennesaw Downtown Development Authority
FROM:
DATE: February 13, 2026
TITLE: Consideration for scheduling a Special Called KDDA meeting in March 2026

Summary:

Due to deadlines for posting legal ads that are required for agenda items to be considered at the March 2026 meeting, the board is asked to consider a Special Called meeting on March 20, 2026, in lieu of the regularly scheduled March meeting.

Recommendation:

Fiscal Impact:

Attachments:

None



Item Report

TO: The Kennesaw Downtown Development Authority
FROM: Miranda Taylor, Downtown / Main Street Manager
DATE: February 13, 2026
TITLE: Review proposal for marketing/promotional items for Farmers Market

Summary: In preparation for the 2026 Farmers Market season, staff proposes the following marketing/promotional item:

- 1 new event banner, to be displayed on market days at the event site
- New directional signage, to incorporate FM logo/branding
- Panels for A-frame signs to be used on-site each week
- 100 tote bags, to be given out on opening day
- Funding for social media advertisements through the Downtown social pages

Staff requests KDDA to approve a budget not to exceed \$1000 for these items.

Recommendation:

Staff recommends approval.

Fiscal Impact:

Attachments:

1. Farmers Market Rebrand Guide



Full Color



One Color



Primary Color Palette



Type Standards

KENNSAW
FARMERS MARKET

Monotalic
Bold
Monotalic
Regular

Usasge



Banners/Social Media Event Covers/Website

Print Products



Item Report

TO: The Kennesaw Downtown Development Authority
FROM: Miranda Taylor, Downtown / Main Street Manager
DATE: February 13, 2026
TITLE: Update on annual assessment and accreditation

Summary:

Based on our submitted annual assessment, our program has been recommended for full accreditation as a Classic Main Street. A virtual assessment presentation is required. The presentation will cover items from the annual assessment document, recent projects, and the downtown items from our ED Strategic Plan. Board members will be invited to attend the presentation when it is confirmed by Georgia Main Street.

Recommendation:

Fiscal Impact:

Attachments:

None