


MEMORANDUM

TO: William "Bill" Ware, Chairperson
Economic and Community Development Committee

FROM: William J. Heniff, AICP, Director of Community Development 

DATE: November 3, 2010

SUBJECT: Village Wide Economic Development Plan

BACKGROUND

As part of the Village's strategic planning session, the Village Board identified economic development as a key goal for FY2011. Specifically, the Village Board identified the following:

"Continue to expand economic development strategies to attract, maintain or expand businesses opportunities within the community, to include creating innovative solutions to fill commercial vacancies and innovative solutions to vacant lot development."

Building upon the Village Board's goal, staff is seeking the input from the Economic and Community Development Committee (ECDC) on a Village Wide Economic Development Strategy and Action Plan ("the Plan"). This memorandum provides the ECDC with a general outline for developing a plan and seeks the committee's thoughts and comments. Staff offers the following actions for discussion:

1. Develop Goals
2. Prepare an assessment of our current and past economic development tools
3. Identify key development strategies
4. Identify priorities and develop a timeline for completion.

STEP 1: DEVELOP GOALS

The first step for developing the Plan is to create a set of specific policy goals that are measurable and realistic. To initiate this process, staff identified four key areas for consideration. These goals are meant to be a starting point, with refinements by the ECDC as they deem necessary. Staff also recommends that specific strategies be developed with each goal.

1. Retain, expand and attract commercial and industrial businesses to Lombard.

The purpose of this goal is to build upon the business visitation program initiated last year. This goal is intended to also promote awareness of the existing businesses to residents and other customers in the Lombard trade area as well as develop ways to attract new businesses to the community. Key strategies include:

- ***Raise awareness of local businesses-*** Continue to partner with the Lombard Area Chamber of Commerce and Lombard Town Centre on marketing strategies to both consumer and business markets.
- ***Retain existing businesses-*** Continue business visits, including follow up visits. Be responsive to concerns raised by local businesses.
- ***Welcome new businesses-*** Develop a comprehensive new and existing business database to be shared with residents and businesses. Create a “Welcome to Lombard” program for new businesses. This could include a letter, business database, Village information, etc. The business database could be used to help promote business to business transactions in the community.
- ***Attract new businesses-*** Continue to develop relationships with key business representatives that may choose Lombard as their location.
- ***Consider incentives for large businesses-*** Explore all available incentives for large commercial businesses that have a significant impact on the Lombard economy.
- ***New business follow-up-*** Once business located within the community, follow up and seek input about their experiences working with the Village.

2. Promote general economic development and business growth.

This goal is intended to promote Lombard as a business friendly environment. Key strategies could include:

- ***Enhance the image of Lombard support businesses and business growth-*** Work proactively to identify businesses seeking expansion and promote Lombard’s willingness to help them expedite their development and approval processes.
- ***Provide clear and consistent rules and regulations-*** Engage other departments and approval entities early in the permit process. Proactively work with businesses educating them about common code enforcement issues.
- ***Promote environmental sustainability-*** Work with the Public Works Department and the Environmental Concerns Committee to educate local businesses about environmentally friendly options.
- ***Keep businesses informed-*** Keep website up to date with the most recent economic development information. Provide web based questionnaires to businesses to solicit suggestions, concerns and input. Lastly, explore creating a constant contacts list for businesses to share new information as it becomes available.

3. Increase municipal revenue sources and identify incentives for specific development opportunities.

The purpose of this goal is to establish specific and attainable goals for increasing municipal revenue (i.e. sales tax) through a site specific strategy plan. Some key strategies could include:

- ***Identify key development parcels that have the opportunity to contribute most to the Lombard economy-*** Staff has already identified several key sites throughout

the community that have a strong redevelopment opportunity within the next 3-5 years.

- *Seek all available federal, state and county grants to assist with Lombard economic development efforts-* Continue to work closely with the State of Illinois Department of Commerce and Economic Opportunity and DuPage County's "Choose DuPage" for business assistance programs and leads.
- *Establish an "Explore all options" approach to businesses retention.* When learning that a business is interested in relocating, expanding, or possibly leaving, have a clear plan and response approach.

4. Encourage redevelop along key commercial corridors

The purpose of this goal is to identify the key commercial corridors and identify opportunities for redevelopment. This goal should build upon the past actions associated with the Downtown Plan, Roosevelt Road Corridor Study and the upcoming Westmore/Meyers Corridor Study. Some key strategies could include:

- *Promote unified development where applicable-* Although past studies cover this issue, this should be applied where applicable.
- *Develop themes for the identified shopping districts-* Identify themes or niches that might be best for each corridor (restaurants, niche retail stores, recreation, etc.). Unified signage and promotional banners should be encouraged to identify each distinct district.
- *Promote façade enhancements.*

STEP 2: ASSESSMENT

The second step for developing the Plan is to provide a general overview of the Village and identify current and past economic development activities. This section should also identify the various commercial corridors throughout Lombard. Specifically, this section should include:

1. Commercial Corridors
 - North Avenue
 - Westmore/Meyers
 - Downtown Area
 - Roosevelt Road
 - Yorktown/Butterfield Road
2. Summary of the Lombard Market and an overview of current and past economic development activities/successes.
3. Identify all economic development tools available for consideration, including
 - Tax Increment Financing (TIF)
 - Business Improvement Districts (BID)
 - Grants (requires a funding source)
 - Special Assessment
 - Special Service Area
 - Revenue Sharing (sales tax, property tax, utility tax and telecommunication tax)

- Industrial Revenue Bonds (IRB)

STEP 3: DEVELOPMENT STRATEGIES

A key component to the Plan is to strategically identify redevelopment sites that can provide the most immediate impact to the Lombard economy and increase municipal revenue. A minimum of four sites is identified which would likely result in sales tax generating uses. Staff offers the following locations for consideration:

1. *Dania Property*- The 10 acre property is located at the southwest corner of Roosevelt and Finely Roads.
2. *Yorktown Office*- The property is located south of Butterfield Road, east of Fairfield Avenue and is approximately 9 acres in area.
3. *Northern Baptist Seminary Property*- This property is located north of Butterfield Road, east of Yorktown Center. The site is 27 acres in area of which approximately 12 acres are buildable.
4. *Yorktown Center (remaining parcels)* - This includes the few remaining outlots and vacant parcels located throughout the mall area.

Once the sites have been selected, it is recommended that conceptual development scenarios be created. The following information should be identified:

1. *Current status of the property*- Identify the property owner(s) and whether or not the site could be available for redevelopment.
2. *Project type and square footage*- Identify the type of retail use (medium box, big box or strip center) and the overall projected square footage. Identify development scenarios that can generate the greatest amount of revenue to the Village of Lombard.
3. *Conceptual development pro forma*- Using industry standards, create a development pro forma to determine if the development concepts are financial feasible or if there are financial gaps.
4. *Recommend an economic development tool(s)*- If a gap is identified, what type of incentive will be needed to facilitate the development (TIF, BID, Special Assessment, etc). A recommendation should be provided identifying the projected amount of assistance the Village may be willing to support.
5. *Develop a timeline for implementation*- A specific timeline should be provided for project implementation. Those sites that are ready for redevelopment with willing sellers should be given highest priority.

To be most effective, the Village and its stakeholders should agree on the available opportunities, the perceived importance in achieving the objective, exploring all options for incentives and provide a clear direction for moving forward.

STEP 4: PRIORITIES AND TIMELINE

The final section of the Plan should include a specific list of the priorities and timeline for completion. Once that timeline has been approved, the final priorities will be discussed throughout the process. Staff offers the following timeline for completion of the plan:

Date	Action
November 3, 2010 ECDC Meeting	Review draft work plan and provide comments
December 1, 2010 ECDC Meeting	Approve final work plan and establish goals
January 5, 2010 ECDC meeting	Review the first draft of sections 1 & 2 and approve the location and proposed uses for the redevelopment sites
February 2, 2010 ECDC Meeting	Review and approve the development strategies (section 3) and establish timelines and priorities.
March 2, 2010 ECDC meeting	Review and make a recommendation to the Village Board on adopting the Plan. Staff may also solicit the input of the Plan Commission with reference to the redevelopment sites.

ACTION REQUESTED

Staff requests the Economic and Community Development Committee's concurrence with developing a Village Wide Economic Development Strategy and Action plan. Staff requests that the ECDC review the proposed work plan and recommend any changes that they feel are appropriate. Once the work plan has been approved, staff will begin developing the document in concurrence with the timeline provided.