



Mission, Goals, Strategies and Guiding Approach

Mission and Goals

The mission of the Economic Development Corporation (EDC) is to facilitate economic development in Glen Ellyn. A primary goal is to focus on economic development activities which are complementary in benefiting both the business and residential communities. A secondary goal is to promote growth in local sales tax revenues.

Strategies

Strategies set forth in the bylaws guide the EDC in fulfilling its mission and goals:

- Facilitate commercial development and redevelopment
- Attract new businesses (cold calling and location assistance)
- Foster business retention
- Encourage improvements in the image and appearance of the business districts

Guiding Approach

The following initiatives frame the approach the EDC will use as the facilitator for local economic progress:

- Capitalize on the key role of independent agency status to serve as the bridge between the business sector and the municipality in facilitating economic development for the community and achieving the Village's Strategic Goals.
- Facilitate the realization of Village plans and vision through liaison outreach with private developers for commercial redevelopment opportunities in all 3 business districts.
- Coordinate with the Village to identify action steps from the Downtown Strategic Plan which are appropriate for the EDC to implement.
- Be proactive with new opportunities to attract commercial redevelopment and engage a creative approach to finding solutions which improve business district outcomes.
- Be responsive to evolving economic conditions and input from residents and business owners in retail recruitment.

- Use the availability of Village business assistance grants strategically to improve on the success of business recruitment and benefits to the business districts.
- Be the primary resource and facilitator for business relocation and expansion in all 3 business districts.
- Perform as the lead agency for marketing outreach to commercial real estate interests and prospects to assist the Village to achieve its economic development goals.
- Serve as the liaison to the Roosevelt Corridor and Stacy's Corners districts to facilitate solutions to local business issues which help improve business retention.
- Actively promote the perception that the Village of Glen Ellyn is business friendly with improved processes and open to dialogue with the private sector on economic growth opportunities.



EDC 2012 Action Plan

Core Mission Activities

Commercial Development and Redevelopment

- Coordinate with the Village Manager and staff on redevelopment priorities and vision
- Serve as the primary outreach agency to proactively market priority redevelopment sites to developers, commercial investors, brokers and targeted businesses through direct contact, meetings and customized site tours, the EDC website, and other marketing and advertising initiatives.
- Team up with the Village Manager and serve as a resource at outreach meetings with developers to market doing business in Glen Ellyn and showcase opportunity sites in all 3 business districts
- Formulate creative and proactive approaches to specific site development issues, and serve as the bridge between the private and public sectors to facilitate desirable opportunities and the Village's redevelopment goals
- Facilitate early contact with Village staff for technical consultation on codes, site planning and the approval process for redevelopment concepts
- Monitor progress and provide channel to improve communications, efficiency and outcomes between parties to get deals done

Activity Highlight: Network with property owners, real estate industry professionals and businesses to identify new opportunity sites and uses

Approach

Redevelopment potential may be apparent for certain parcels, but timing is the key. The EDC works proactively as the bridge to link parties together when the time is right. Regular contact with property owners and business owners helps the EDC to keep current about changes coming up that affect property availability. The EDC also maintains contact with real estate professionals, investors and targeted businesses, and shares opportunities when appropriate to bring parties together for negotiations. EDC facilitation is coordinated with Village staff to be consistent with Village Board priorities, the Comprehensive Plan and the Downtown Strategic Plan.

Online Redevelopment Attraction Tool: www.glenellynedc.com

The upgraded EDC website reflects the new priority for commercial redevelopment identified by the Village. Primary navigation is now established for brokers and

developers for easy access to useful information, including the following: the Village-owned Stacy's Corners opportunity site, the recently approved Village Economic Incentive Guidelines, attributes of choosing Glen Ellyn, demographics, trade area profile, available commercial properties, the Zoning Map, searchable business directory, business district maps, and updates on local economic development progress.

Business Recruitment

- Directly contact targeted retailers for business recruitment and follow through
- Maintain regular contact with real estate industry professionals to market available commercial spaces and keep abreast of tenant representation and expanding retailers
- Promote space options and trade area attributes and data to retail brokers through ongoing contact
- Provide onsite tours to recruit new businesses
- Track and make available details on commercial vacancies and properties for sale
- Provide demographic and market data
- Maintain and enhance website relevant for business recruitment
- Employ the EDC website to efficiently provide information for market analysis and site options to new business prospects
- Evaluate store mix and adjust strategy to target recruitment efforts to specific niches that will improve store mix and sales tax revenue potential
- Actively request and act upon business recruitment suggestions from existing business owners, property owners, and residents
- Participate in regional recruitment events of the International Council of Shopping Centers (ICSC)
- Assist interested business owners to find suitable space and evaluate sites
- Provide listing brokers with data and send them prospect leads to assist with marketing specific spaces and sites
- Creatively identify potential business opportunities and link parties together for negotiations
- Provide bridge to improve communication between parties in order to keep negotiations moving forward and get deals done
- Facilitate the start up process for entrepreneurs with resources for making initial planning decisions and developing the business plan
- Link business owners with expertise available from the Small Business Development Center for business planning and financing
- Guide business owners through the process of opening a business in Glen Ellyn, fulfilling regulatory requirements and understanding the Village permit process
- Facilitate link up with appropriate Village staff for code and approval process consultation on new business proposals

Activity Highlight: *Direct recruitment and location assistance*

Approach

These activities constitute a primary function of the EDC. Gaps in retail niches are identified, including input received from property owners, existing business owners, residents and our own analysis using industry resources and retail trends. A current

list of desirable retail niches is posted on the EDC website. Retailers in desirable niches are directly recruited (contact initiated by the EDC).

Location assistance is a separate service provided for new businesses that contact the EDC. Efforts are made to find the most suitable location for a new business based on its requirements, fit with the business mix, and potential for success.

Online Business Attraction Tool: www.glenellynedc.com

The EDC website is an important tool for business recruitment providing easy access to useful information, including the following: attributes of choosing Glen Ellyn, retail niches sought, demographics, trade area profile, available commercial properties and spaces, business opening process checklist, Village grant assistance for downtown retail build out, Village grant assistance for façade improvements, searchable business directory, local business news and economic development progress, and maps.

Business Retention

- Core mission activities of the executive director to attract new businesses and redevelopment improves the climate for existing businesses and promotes retention
- Maintain ongoing contact with business and property owners in all 3 business districts to keep abreast of possible changes in business or property status, leases, upcoming vacancies, plans for business expansion, relocation or succession, plans for selling property or the business, and possible new redevelopment opportunities, with follow up initiatives as appropriate
- Provide market lease rates to property owners and existing business owners to facilitate their negotiations for lease renewal
- Facilitate existing business owners to find viable relocation and expansion sites
- Assist business owners to market their successful businesses for sale
- Serve as a business ombudsman and mediator for the Roosevelt corridor and Stacy's Corners business districts, reporting business issues, concerns and suggestions to the Village President, the Village Manager and Village department directors as appropriate
- Provide early awareness to existing business and property owners regarding requirements to positively impact their experience when their proposals will involve Village approvals
- Link business and property owners with Village staff for proposal review and technical assistance

Easy Access to Useful Operational Information: www.glenellynedc.com

The EDC website helps existing business owners find answers to common operational questions including solutions for employee parking, signage for special events, and sidewalk maintenance. The website also serves existing business owners who want to stay current with local business news, find technical resources for business growth, find available commercial spaces for expansion, learn about Village business assistance grants, and get links to Village codes.

The online **Business Directory** for all 3 business districts serves an important retention function by making it easy for existing business owners to find other local businesses for the use of their services and for co-promotion. The directory is searchable by business name, business location, and business category.

Added Value: The EDC Business Directory appears on the Downtown Alliance website through a feed to support local shopping and business services.

Economic Development Marketing

- Comprehensive and direct support for the Village Strategic Goals of recruitment, redevelopment and retention:
 - Cold calling and follow up by executive director
 - Assistance to Business Prospects/Brokers/Developers upon request
 - Brokers/Developers customized personal tours and meetings
 - Website
 - Social Media
 - eNewsletters to Brokers/Developers, quarterly
 - Media relations for editorial coverage
 - Recruitment packet, customizable
 - Custom flash drives - Redevelopment sites, etc.
 - EDC YouTube Channel showcasing properties and spaces
 - Video Gallery on EDC website
 - Online Animated Ads, click thru to EDC website
 - Print Advertising, timed to ICSC regional recruitment events
 - Recruitment Banners in Available Windows - "Imagine Your Business Here"
 - Group Events for Brokers and Developers
 - ICSC regional events, trade booths, and networking
 - Direct mail recruitment postcard to select area retailers
 - Contacts database
 - Brand identity promotion throughout marketing initiatives and personal contact by executive director for Glen Ellyn to attract new businesses, investors and developers

Economic Development Information Gathering, Sharing and Networking

- Maintain a database of commercial properties and businesses
- Track and compile descriptive data on the retail climate
- Inform the Village Trustees, Village staff, the Chamber, and the Downtown Alliance on status of pertinent business topics
- Network with economic development officials in other communities for ideas/information
- Inform business and commercial property owners on activities and topics of interest
- Report on activities and opportunities through press releases and presentations
- Participate in regional economic development networking events
- Publish *EDC eNews*, a monthly email newsletter of business updates to facilitate awareness among Village leaders, property owners, business owners and residents
- Provide new business updates for publication in the Village Newsletter
- Provide an annual report of accomplishments and business status to the Village



EDC 2012 Action Plan

2012 Growth Areas for Action Plan

Building the ED Momentum

This section highlights the growth areas envisioned for the EDC action plan in 2012 which rely on Village funding support.

Group Events for Brokers / Developers

Gathering a targeted audience together to share information is efficient, showcases priorities, and is a great way to generate more buzz. The EDC sponsored a well-attended breakfast briefing in November 2010 for over 40 invited brokers and developers to highlight community attributes, the Downtown Strategic Plan, recent efforts to streamline the approval process, and priority sites for redevelopment. In July 2011, the EDC filled a trolley car with over 20 invited brokers and developers for a guided onsite tour of 11 opportunity sites among the 3 business districts. Among its current outreach initiatives, the EDC continues to facilitate redevelopment from connections made at these group events. With adequate funding support in the new fiscal year, the plan is to expand the number of group events possible reaching real estate professionals who seek sites in the Western Suburbs.

Group Events for Entrepreneurs

The action plan would take the current one-on-one approach to entrepreneur development to a new level using group events. The EDC has already started a database of entrepreneurial contacts and resources, and has many ideas on how to connect with talented individuals in the community who could benefit from guidance on taking the first steps. The SBA estimate that small businesses make up 99.9% of over 27 million enterprises in the nation is reflected in Glen Ellyn. Most Glen Ellyn businesses came from start ups and are independently owned, particularly in the downtown. Our spin on offering events to entrepreneurs would be retail focused and specific to Glen Ellyn to encourage new start ups to choose our community over the competition.

Marketing Village Projects

The expanded action plan will actively support the Village to achieve its economic development goals on sites it owns and with opportunities under its management. The EDC will coordinate with the Village to launch project specific marketing campaigns for sites such as the Village-owned Stacy's Corners property and the downtown TIF to attract developers should the TIF District be approved.

Advertising

The vision for advertising is to implement consistent year round exposure to our marketing messages to keep Glen Ellyn front of mind for economic development opportunities. Repetition is essential to build awareness that Glen Ellyn equates with business success and to spread the perception that Glen Ellyn is open to economic growth. Feedback consistently heard is that business friendliness is a high priority among developers and businesses in making their location decisions. On this basis, a key message communicated through EDC advertising is that the Village is business friendly, permit and approval processes have been streamlined, and the Village continues to make process improvements.

The EDC has created the framework for taking advantage of the internet to communicate our economic development messages. We currently utilize opt-in eNewsletters, Facebook, Twitter, online ads linked to our website appearing for metro Chicago searches, targeted ads on Facebook to build followers of our social media content, an EDC YouTube channel for property videos, and the upgraded EDC website. The current FY12 budget supported a high profile full page advertorial in Heartland Real Estate Business coinciding with the fall 2011 International Council of Shopping Centers (ICSC) dealmaking event. The FY13 plan will improve our message outreach and repetition through well placed print advertising in addition to internet presence. At the moment, we are lacking any presence in several key publications geared to retail development and retail end users, such as the Chicago Retail Guide, the Illinois Real Estate Journal, and several economic development directories.

Photography Library Update

The photography library supports all facets of economic development marketing. Printed collateral, such as the recruitment packet, and ads require high quality professional photos. The last time we hired a professional photographer for a shoot was in 2005, so it is time for an update. We hope to work collaboratively with the Alliance and Chamber on this activity.

Recruitment Packet Refresh

The print version of the recruitment packet was created in 2005. It was designed to include template sheets for low cost updating of information such as demographics using the office copier rather than outsourcing to printers. However, some of the high quality print pieces in the packet need to be repositioned to reflect the Village's high priority on redevelopment.

Telecommunications & Technology Needs

A smart phone is an office necessity which has not been supported by the EDC budget in the past. A computer tablet would serve as a valuable tool for sharing graphics of opportunity sites and accessing the internet during offsite recruitment meetings with developers, brokers and business owners or onsite at the subject location in Glen Ellyn. The FY13 budget proposal would directly support core mission activities with these technology additions.

Technical "Best Practices"

The work performed by the EDC is hands-on and accomplished by the executive director. Consistent with the Village's shift to more proactively attract economic growth, the EDC Board intends to support continuing education for the first time to ensure we are tied in with evolving technical "best practices" in the field of economic development. The EDC will become a member organization of the International Economic Development Council for its networking benefits and to reduce the cost of technical seminars.



EDC 2011 Accomplishments

The following report presents the 2011 accomplishments of the Glen Ellyn Economic Development Corporation organized by strategies identified in the bylaws to achieve Village economic development goals. The prior section on **Core Mission Activities** should be reviewed along with this report to obtain a more complete picture of the services provided by the EDC in 2011.

Please Note: The EDC serves as a bridge between the business community and the Village government. Many processes and projects which impact the business community involve partnering with appropriate Village staff in Administration, Planning & Development, the Police Department, and Public Works to achieve outcomes. These accomplishments would not be possible without the willing cooperation, primary contributions, and expertise of Village staff, and we acknowledge and appreciate their involvement.

Bylaws Strategy: Facilitate Commercial Development and Redevelopment

Opportunity Sites Group Tour

Filled a trolley car with over 20 developers and brokers for a guided onsite tour of 11 opportunity sites among the 3 business districts on July 26, 2011.

Tangible results from the trolley tour to date include:

Dodge Dealership Site – The trolley tour brought brokers together on neutral ground which led to a meeting with property owner directly after the tour. A verbal agreement was achieved and the deal got back on track for future retail redevelopment.

Roosevelt Glen Corporate Center Site – The executive director continues contact with 4 developers who expressed interest in the 739-799 Roosevelt site following the trolley tour.

Chase Site – A developer interested in the former Chase Bank site was linked with the property brokers following the trolley tour.

Fannie May Corner Site – The EDC office did follow up research for a developer who expressed interest in the site anchored by Fannie May following the trolley tour. The

research revealed that 19 area Fannie May stores are under a single lease which was just renewed for 5 years, making redevelopment of this corner more difficult.

Main Street South Site – The EDC office maintains contact with a developer who expressed interest following the trolley tour in retail redevelopment and structured parking to include the Giesche property. The developer is waiting on the outcome of TIF District consideration.

Stacy's Corners Site – A developer who expressed interest in the site after the trolley tour was linked with the Village Planning Director for follow up.

Dodge Dealership Site

This site has historically produced significant retail sales tax for the Village. The Dodge dealership closed in May 2008. The executive director has invested hundreds of hours over the past 3.5 years toward high level retail redevelopment of the property, and the broader goal of redeveloping the entire Glen Ellyn block from this site at the western Village gateway to Lambert Road:

- During this period, the executive director connected with developers and retail end users and brought numerous prospects to the property owner and brokers.
- Federal stimulus funding available for a limited time through DuPage County was actively marketed by the EDC to help attract developers.
- In late 2009, the EDC Board commissioned a hotel market study in order to evaluate the demand for future hotel rooms as recruitment efforts returned separate interest from a hotel chain and a hotel developer.
- By mid-2010, EDC efforts honed in on the opportunity for a site along Glen Ellyn's Roosevelt corridor to be selected as one of the locations to fulfill the national expansion plan for **The Fresh Market**. A synopsis of EDC involvement with the grocer and the developer under contract for the site follows:
 - The executive director first reached out to the developer who is now under contract regarding this opportunity site in October 2008. The developer indicated a connection with a specialty grocer.
 - The executive director arranged for the developer and the listing broker for the auto dealership site to meet with the Village Manager and staff to discuss site planning issues in May 2009.
 - A request for extensive historical housing sales data was fulfilled in advance of The Fresh Market real estate director's tour of the Roosevelt corridor in mid-June, 2010.
 - A customized recruitment presentation was provided for a meeting arranged by the EDC in late August 2010 for The Fresh Market real estate director and his broker to meet with the Village Manager.
 - Improvement of Taft Avenue for full access is a site requirement for the grocer to retain interest in the auto dealership site. The executive director met with the property owner to the east to open the door for future coordination regarding Taft Avenue improvement and provide the link up for the broker.
 - In advance of developer selection, the executive director recommended, in September 2010, that the Village be proactive in providing a preliminary in-house engineering assessment on Taft improvement in order to retain the grocer's interest. Results were presented by the Village professional engineer in an October 2010 follow up meeting.

- To stay on track, the EDC executive director arranged for The Fresh Market real estate director to meet with the Interim Village Manager and staff in May 2011 to discuss extraordinary costs and financial assistance, and to reconfirm prior communications regarding full Taft access.
- The EDC's July 26, 2011 opportunity sites trolley tour added value by offering brokers for the property and the grocer an opportunity to get together at a pivotal time in the negotiation process. A meeting of the brokers with the property owner was arranged directly after the conclusion of the trolley tour.
- The 2.93 acre site went under contract for redevelopment with The Fresh Market as the anchor retailer on October 7, 2011.
- The first meeting with the new Village Manager and the developer under agreement with The Fresh Market was arranged by the EDC to discuss the entitlement process in mid-October 2011. From this point, the Village Manager led the vetting and negotiation process with the developer, with Village staff assistance and input from the Finance Commission, to bring business terms forward to the Village Board for consideration. The Village Board approved the business terms and authorized preparation of a redevelopment agreement on December 12, 2011.
- Throughout this process, the EDC executive director has facilitated communications, encouraged momentum toward an agreement among the parties, and maintained contact with adjacent property owners.
- The executive director continues to facilitate the broader goal of redeveloping the entire Glen Ellyn block to Lambert Road as an ongoing activity.

Roosevelt Glen Corporate Center Site

Communicated through the receiver's broker regarding the Village's interest to engage in a creative economic development future for the site, particularly for retail end use. The EDC provided an opportunity for the receiver's broker to address participants attending the trolley tour in July. The executive director regularly networks to link developers to this opportunity site and reaches out to potential retailers. This activity was stepped up once the bank took title in September 2011. A key message promoted by the EDC with developers is the opportunity to assemble adjacent parcels fronting Roosevelt Road to create a retail redevelopment site of about 11 acres. Guidance on the high priority for retail redevelopment was again communicated through the broker who was preparing advice to the bank for how to position the property. The property will be listed for sale in early 2012 making it a top priority for EDC facilitation in 2012.

Antique Mall Site

The executive director has been facilitating a signature restaurant redevelopment of the property at 535 Pennsylvania since August 2011. The EDC set up the initial meeting onsite in late August to involve the Village Manager and Planning Director with the concept. The restaurant developer has expressed interest in a future TIF District and some form of a development assistance agreement. The executive director coordinated with the prospect to receive an initial proposal to initiate more in-depth discussions with the Village staff in a 2nd meeting which took place in late December. The executive director also linked the prospect with alternative financing resources in the community and through the Small Business Development Center (SBDC).

Stacy's Corners Site

The Village-owned opportunity site at Stacy's Corners is highlighted in all EDC custom tours for developers and cold calling efforts. The site was the focus of the December 2011 EDC eNewsletter which was received by 247 subscribers in our contacts database of brokers and developers. The open rate for this issue was over 24% and the click thru rate to details posted on the Village website was over 5%. The average open rate for real estate sector email campaigns is about 18% and click-thrus is about 3% (*Source: MailChimp average email campaign statistics*). By year end, 4 developer leads were provided by the EDC to the Village for the list of parties interested in receiving the RFP (2 from the July trolley tour, 1 from the December eNewsletter, and 1 from a retailer/self-developer originated through an EDC cold call). A 5th lead on the Village's list is a developer contact of the new Village Manager for whom there was a joint meeting and tour provided in late November involving the EDC executive director.

Main Street South Site

The public parking lot fronting Main Street south of the rail tracks was actively promoted by the EDC in developer outreach efforts in 2011. Private sector interest in this site is enhanced due to the current listing of the adjacent Giesche property for sale. Developers are primarily watching for the outcome of the TIF District consideration regarding this location and the other redevelopment sites identified by the Downtown Strategic Plan.

Direct Outreach to Developers

Cold Calls and Follow Up – A primary activity of the executive director with follow up as prospects are identified. 83 total efforts (initial contact and follow up activities) recorded.

Developer Database Enhancement – Contacted other communities to build the database for outreach to developers who have a track record in the Western Suburbs. Additional developer connections achieved at ICSC events and through the new Village Manager.

ICSC Events – The executive director attended 4 regional events of the International Council of Shopping Centers (ICSC) in February, August, September and October to network with developers, brokers and retailers regarding opportunity sites. Opportunity sites and available spaces/properties were promoted at a Glen Ellyn Community Table during the ICSC Midwest event, February 17-18. The executive director continues to follow up on the new connections generated from the events.

- ICSC Alliance Program and Idea Exchange, Chicago, February 17-18
- ICSC Chicagoland Retail Connection, Chicago, August 30
- ICSC Next Generation – “New Retail Concepts Entering the Chicagoland Market,” Chicago, Sep 21
- ICSC Chicago Deal Making and Alliance Program – “The Glass Is Half-Full: Making Retail Work,” October 5 & 6

Custom Flash Drives – Distributed 67 custom flash drives with opportunity sites since July 2011 in personal meetings to pre-qualified developers and brokers who have a retail, mixed use or multi-family product focus, and a track record or interest in the Western Suburbs.

Real Estate eNewsletter – 7 issues total released in March, June, July, September and December featured commercial real estate news to keep Glen Ellyn top of mind for our

database of brokers and developers. Key message points included redevelopment opportunities, news on our recruitment of an anchor kitchen store, July opportunity sites tour invitation, Stacy's Corners site, and other featured properties and spaces. The EDC office typically receives email responses from several recipients with requests for additional information following the release of each newsletter. Overall averages include an open rate of about 22% with a 2.7% click thru rate for 234 subscribers. Our best open rate was about 29% and our best click thru rate was over 5%. The average open rate for real estate sector email campaigns is about 18% with click-thrus at about 3% (*Source: MailChimp average email campaign statistics*).

Developer Recruitment Meetings with Village Manager

Meetings with 2 separate developers were held jointly with the Village Manager. Opportunity sites in all 3 districts were reviewed and developer interest was ascertained. The EDC executive director continues to provide ongoing follow up contact.

Bylaws Strategy: Attract New Businesses

Recruitment Metrics

- 206 total EDC priority recruitment efforts averaging 17 efforts per month
- 35 EDC-initiated new business contacts
- 39 contacts initiated by targeted prospects
- 6 new priority recruitment contacts average per month
- All of the above contacts address priority retail niches for recruitment
- 12 additional prospect-initiated contacts not on the priority recruitment list
- 18 additional EDC efforts
- 224 combined total recruitment efforts averaging 18 efforts per month
- At year end, the following progress is reported:

EDC-Initiated Recruitment

- **The Fresh Market**, a significant sales tax producer, plans to anchor a new retail building which will be constructed at the former Dodge dealership property. The EDC has worked with the grocer for the past year and a half and with the developer for more than three years. Additional details are recorded in the *Redevelopment* section of this report.
- **Subway** – Directly recruited by EDC for the former European Market space at 572 Crescent. The new restaurant opened November 9, 2011.
- A specialty food retailer pursued has narrowed their downtown location preference and we will contact them again when space meeting their specifications is available
- A specialty retailer contacted received a personal tour of downtown space options and was considering a specific location near year end
- A branded restaurant concept recruited for the Roosevelt corridor has agreed to terms with the property owner and a lease is being prepared
- A restaurant broker who had been contacted by the EDC mid-year and given a tour of spaces responded at year end with a new client seeking to expand in the Western Suburbs

Targeted Prospect-Initiated Recruitment

- **Marcel's Culinary Experience** – The EDC's direct outreach to bring in an anchor kitchen store drew the attention of a local resident who was ready to make the life change to entrepreneur. The EDC facilitated the entrepreneur's market evaluation, location options, and link ups with Village staff, and approved grant assistance for both interior build out and façade improvement, contingent on funding in the next cycle. Subsequent to this action, grants management was transferred to the Village. The EDC recommended to the Village that maximum grant funding be approved to partner with this new anchor retailer opening in the downtown. The entrepreneur purchased the building, invested in a significant remodeling project, gave the exterior a new updated retail look, and established a store which had been at the top of the EDC's priority list. Marcel's opened on September 26, 2011.
- **Anastazia** – The executive director presented the case for opening in the downtown and linked the owner with several existing retailers who were willing to share their experiences. This business expanded to Glen Ellyn with an existing store on Third Street in Geneva. The new store opened October 25, 2011, bringing home décor back into the mix of downtown shops which had been lost during the economic downturn.
- The EDC agreed to partner on the cost of a trade area study contingent on an executed lease for a new downtown restaurant concept. Although the study results are very positive, the partners have decided to review other options beyond the original targeted space. The executive director is currently working with the partners on an alternative location.
- A specialty retailer was in lease negotiations for a downtown space by year end.
- A specialty food retailer assisted by the EDC presented a letter of intent for the preferred downtown space at year end.
- A unique entertainment-oriented service business assisted by the EDC presented a letter of intent for the preferred downtown space near year end.

Other Prospect-Initiated Assistance

- **Sunshine Dance Project** opened at 510 Crescent on September 13, 2011 with an approved Village Special Use Permit. The executive director highlighted this location during initial contact in fall 2010. The new dance studio is a synergistic use for this location off of Main which lacks a retail storefront, but which is in close proximity to other child-friendly retailers (MandEm's and 2Toots).
- **Aesthetics by Juliette & More** signed a lease for 2nd floor space at 540 Duane Street across from the Civic Center with plans to open around mid-February 2012. The business owner saw the EDC window banners in the downtown and contacted us.

ICSC Events – Participated in 4 International Council of Shopping Centers regional events (see *Redevelopment* section for details.)

LoopNet.com Listings – Updated available commercial spaces and properties through LoopNet staff for posting on their site.

Market Pricing Information – Served as a resource for property owners and brokers with vacancies regarding market lease rates.

Business Financing Resources – Provided guidance and resources to a number of entrepreneurs considering new business ventures regarding business planning and financing strategies based on information collected from the Small Business Development Center (SBDC) at College of DuPage, Choose DuPage (the County economic development corporation), area bankers, real estate investment brokers, and regional investor groups.

Opening Assistance – Provided ongoing support to 17 business owners (58 total efforts) during their opening process including topics of business planning, financing resources, government registration requirements, Village process for permits and approvals, business assistance grants, downtown parking management, core shopping hours, use of attention-getting devices, responsibilities for sidewalk maintenance, and the value of joining the Chamber and the Downtown Alliance.

Bylaws Strategy: Foster Business Retention

Business Visits

274 personal visits with business and property owners (average 22 per month) with follow up as appropriate regarding business and property plans and upcoming status changes including business expansion, relocation, succession and closure, and property availability.

Glen Art Theater

- Ongoing coordination with the theater owner continues regarding an upcoming industry requirement for digital conversion.
- Facilitated research of options and guidance through a film industry contact..
- Linked the theater owner with 4 contacts as potential facility users to help diversify the business, including The MacAninch Arts Center, the College of DuPage arts and theater directors, and a director of live theater productions.

Downtown Grocer

- The 150th anniversary of McChesney & Miller occurs in 2012. The executive director continues to work in concert with the owner with the goal of maintaining a downtown grocer.

Relocation & Expansion Assistance

- **Larc Jewelers** was successfully led to 479 Main culminating a multi-year effort by the executive director to facilitate finding the appropriate location. The EDC Board approved interior build out and façade grants to assist with the relocation. The jeweler reopened at the new location in early May, expanding the square footage by 44%.
- **Chicago Prime Meat Market** was successfully retained by the EDC over the potential to relocate outside of the Village as the result of 1.5 years effort. The new space at Pickwick Place is 2.5 times larger than its first location allowing the retailer to accommodate its growing catering activity. The business opened in the new location during the first week of November.
- **Treasure House** received approval from the EDC Board for an interior build out grant culminating a multi-year effort to address physical expansion needs. The EDC executive director assisted Treasure House to locate viable site options during prior

years, then worked with the business on financial assistance through the EDC-managed grant program once the decision was made to expand at the existing location with a 2nd floor addition. The expansion project will more than double the current retail floor area to accommodate better merchandising of more profitable items such as furniture, jewelry, art and home décor.

- Worked additionally with 8 existing business owners (14 total efforts) in their consideration of new locations for business growth.

Market Pricing Information

- Served as a resource for property owners and business tenants regarding current market rates for their lease renewal negotiations
- Provided property pricing analysis to assist existing tenants with interest in purchasing property for their businesses

Business Strategy & Consultation Resources

- Linked existing business owners with the Small Business Development Center at the College of DuPage and other business resources for consultation, strategy analysis, and redirection related to staying in business

Business Visits with Village Manager

The executive director arranged and accompanied the new Village Manager on several key business visits including McChesney & Miller Grocery, Giesche Shoes, the property owner for the Glen Art Theater, and the President/CEO for Choose DuPage, the County economic development partnership.

Marketing Support for Economic Development

www.GlenEllynEDC.com

A refreshed website was launched on July 26 offering more intuitive navigation for an improved viewer experience. The top level navigation guides business owners and commercial brokers and developers to information of interest for their respective needs. Available spaces/properties and a new video gallery are easily accessed from convenient headings at the top of each page. Each space/property on our list now includes a photo appearing on the details page for each listing. Featured properties on the homepage and site videos produced by the EDC help to showcase key spaces/properties.

- 2011 Website Statistics: Comparing pre and post site refresh is most useful. Returning visitors increased after the refresh, viewing more pages per visit and spending more time on the site. Additional metrics for top pages viewed indicates that site visitors are viewing a much more targeted set of pages, most importantly the available spaces and properties pages. Results are hopeful that visitors are increasingly finding content they like and are checking back in for updates.

EDC Website Metrics

<u>Metric</u>	<u>Total 2011</u>	<u>Jan – July 2011 Pre Site Refresh</u>	<u>Aug - Dec 2011 Post Site Refresh</u>
Visits	6,271	3,669	2,602
Unique Visitors	5,249	3,216	2,087
New Visitors	82%	86%	77%
Returning Visitors	18%	14%	23%
Page Views	16,951	9,413	7,538
Pages / Visit	2.7	2.57	2.9
Average Time on Site	1:47	1:37	2:02
<u>Traffic Sources</u>			
Organic (Search)	64%	69%	57%
Direct (typed in URL)	22%	18%	29%
Referral (another site link)	14%	14%	14%

Staging Windows with Recruitment Banners

Banners with the message “*Imagine Your Business Here*” were displayed in available spaces at 4 locations during 2011: 535 Pennsylvania, 530 Pennsylvania, 530 Crescent, and 413 Main. We have been able to track at least 3 prospect calls from the banners, including the current restaurant developer interested in the former antique mall property.

Advertising

Top-tier advertising options were researched to target influencers in the commercial real estate industry and showcase Glen Ellyn as a premiere destination for business. Ads focus on a core set of key messages which identify and expand upon the major selling points of commercial development, investment and leasing in Glen Ellyn.

Ads Targeting Developers, Brokers and Business Owners

- Full-Page Advertorial – Appeared in **Heartland Real Estate Business** in the February and October issues timed to coincide with regional ICSC events in Chicago. Readership is 15,000 plus ICSC conference distribution.
- Online Ads – Ads linked to the EDC website ran a total of 9 months in 2011 on 2 leading commercial services sites. Both services were used to maximize our reach as viewer profiles differ as confirmed by our prior survey of broker and developer contacts:
 - **CoStar** – Animated ad on home page for Chicagoland Costar subscribers
 - **LoopNet** – Animated banner ad at top of search results for Chicago MSA viewers
 - Total ad views were 520,996

Ad Targeting Entrepreneurs

- An online banner ad on the opt-in daily eNewsletter, **Business Edge**, published by the Daily Herald Business Ledger ran for 1 month during October-November 2011 to attract new contacts interested in opening new businesses. The ad clicked thru to the EDC website. The Business Edge has 15,000 subscribers.

Social Media

Facebook and Twitter postings were fully shifted from shopper attraction to target commercial brokers, developers, business prospects, and entrepreneurs as of January 1, 2011. We are building our new group of followers on Facebook with 211 fans at year end.

Facebook Ads

The EDC began running separate Facebook ads targeting entrepreneurs and developers/brokers to encourage growth in the Facebook fan base to begin an ongoing dialogue. Ads ran for two months from October 19 through December 15. The overall click-through rate (CTR) averaged .03%. Industry statistics for real estate average .05% and local services average .03% (Source: Webtrends white paper, January, 2011).

Entrepreneur Ads on Facebook

- Ad engagement was significant, particularly from the entrepreneur-targeted ad. Ads encouraging entrepreneurs to locate a business in Glen Ellyn were viewed more than a million times, with 319 clicks on our ads. Given the sample size and specific appeal of our message, our entrepreneur ads were successful and resulted in 29 new Facebook fans, a 16% increase in fan base prior to ads.

Developer Ads on Facebook

- Developer ads targeted Facebook users who are employees of selected broker and development companies. While we were not able to generate any new fans from this audience, we were able to put more than 10,000 sets of eyes on our message at no cost (ads are cost-per-click).

Media Relations for Editorial Coverage

- TribLocal, "New Culinary Arts Store Owner Inks Deal on High Priority Property in Downtown Glen Ellyn," 3/17/11
- Glen Ellyn News / other My Suburban Life newspapers, "Trolley Tour Shows Development Options," 7/11/11
- TribLocal, "Glen Ellyn EDC:Glen Ellyn Downtown Retail Occupancy Rates On the Rise," 9/26/11 - <http://triblocal.com/glen-ellyn/community/stories/2011/09/glen-ellyn-edc-glen-ellyn-downtown-retail-occupancy-rates-on-the-rise/>
- Glen Ellyn News, "Occupancy Rates Rise in Downtown Glen Ellyn," 9/26/11 - <http://www.mysuburbanlife.com/wheaton/newsnow/x229294753/Downtown-retail-occupancy-on-the-rise-according-to-EDC>
- Glen Ellyn Patch, "Occupancy Rates Rise in Downtown Glen Ellyn," 9/27/11 - <http://glenellyn.patch.com/articles/occupancy-rates-rise-in-downtown-glen-ellyn>
- Glen Ellyn News, front page feature story, "Bringing in the Business," 10/13/11 - <http://www.mysuburbanlife.com/wheaton/features/x1742686093/Bringing-in-the-business>

YouTube Videos

Real estate videos are accessible through the EDC YouTube Channel and in the Video Gallery section of the EDC website as a new initiative. Very positive feedback has been received from prospects on the convenience and ability to view available space interiors.

The following videos were produced by the EDC in 2011:

- 515 Crescent: <http://www.youtube.com/watch?v=uYJyy8XvYZg>
- 530 Crescent: http://www.youtube.com/watch?v=Be2T6kh_I2Y
- 515 Roosevelt: <http://www.youtube.com/watch?v=FQIci8XIMI0>
- Market Plaza: <http://www.youtube.com/watch?v=5F0GktpizWQ>
- July 26, 2011 Opportunity Sites Trolley Tour:
<http://www.youtube.com/watch?v=NUFG55mlbYY>

Direct Mail to Retail Prospects

Mailed 1,773 postcards calling out “Your Business Belongs in Glen Ellyn” to retailers from 22 selected communities and the EDC’s in-house database of brokers and developers on March 10. The call to action was lunch on the EDC (a \$10 Chamber gift certificate for contacting and meeting with the EDC). Unlike our prior experience with direct mail to shoppers, we did not have the desired direct response. This venue will be evaluated per its timing and message in consideration of whether to try it again or not.

EDC eNews

Released on a monthly basis with new business opening status. The opt-in email distribution of nearly 300 recipients includes existing business owners, property owners, Chamber, Alliance and Village contacts, and interested residents.

Added Value 2011

- EDC business directory feed appears on Downtown Alliance website
- Business inventory to Downtown Alliance for design of the next shopping guides
- Labels to Public Works for annual mailing on downtown winter sidewalk maintenance
- Labels for Chamber Appearance Committee mailing to downtown property owners
- Participation in other regional economic development networking meetings:
 - Choose DuPage Quarterly ED Meeting, “How to Market DuPage County as a Region,” Oakbrook Terrace, March 9
 - Business Districts Inc.(BDI) Spring Seminar, “Back to School: Resetting Your Community’s 3 Rs (Retail, Restaurants, Residential),” Oak Park, May 6
 - Webinar: Esri’s “Community Analyst Improves Quality of Life for Citizens and Attracts the Right Businesses,” September 15
 - Economic Development Professionals Networking Meeting, Morton Grove, September 23
 - Choose DuPage Quarterly ED Meeting, DCEO and SBDC Programs/Financial Resources, and County ED Marketing Initiatives, December 7



Key Historical Accomplishments

Baker Hill

Facilitated the commercial portion of this PUD from concept development through the public hearing and Village Board approval. The grocer-anchored community shopping center opened in 1998 with over 140,000 square feet, increasing total commercial inventory by 14%. Baker Hill is a significant sales tax revenue generator for the Village.

Pickwick Place

Served as the bridge enabling the property owner and the Village to reach an agreement to revitalize the shopping center in 1997. The agreement resulted in a significant appearance upgrade to the blighted center and the recruitment of anchor retailers, Trader Joe's (2000) and Binny's (2002).

Downtown Transit Oriented Redevelopment

Facilitated assembly by the developer for the downtown mixed use **Crescent Station** building with 21 condominiums and street level commercial use, constructed in 2002.

Roosevelt Blight Redeveloped

Worked with the developer to expand the concept for redevelopment from a proposed bank building at the SWC Nicoll to include underutilized (small used car dealership) and vacant (shuttered Bargeway gas station) properties to the east. Facilitated the developer to reach property owners and understand their motivations to sell. **Glen Ellyn Crossings** added over 22,500 square feet to inventory with its opening in 2007. Tenants attracted to the center include Starbucks with a hugely popular drive-thru, Chipotle, Chicago Prime Meat Market, Wine Styles, and Massage Envy.

Roosevelt Corridor Streetscape

Funded the corridor design study, assisted Public Works to obtain easements from private owners for installation of streetscape elements, and managed the seasonal light pole banner program from 2004 through April 2011.

Businesses Recruited and Site Selection Assistance

In 2010-2011, the EDC facilitated both Marcel's Culinary Experience and Anastazia to choose Glen Ellyn. We directly recruited the downtown Subway (cold call). Some examples of historical recruitment include Thipi Thai, 2Toots Train Whistle Grill, Noodles and

Company, Potbelly Sandwich Works, Run Today, and Staples. Some examples of site selection assistance include AliKat, Chicago Prime Meat Market (initial location), Honey, and Dessertz.

Successful Relocation Assistance

Some examples include The Bike Shop, Curves (brings 300 members into downtown), Enchantments, MandEm’s (retention of an anchor retailer), and Larc Jewelers.

Financial Assistance for Commercial Building Improvements

The EDC created the **Commercial Façade Improvement Program** (1996) and the **Downtown Retail Build Out Program** (2009) as tools for economic development. Grant assistance has served as a direct means to partner with business and property owners, leveraging private investment for higher quality exterior improvements and serving as an incentive for business recruitment. EDC grants invested funding directly into the commercial building inventory with positive spin off to customers increasing business traffic and sales. The EDC approved 68 grant projects during its 15 years of managing business assistance grants through April 30, 2011. Through these grant programs, the EDC invested nearly \$267,000 into commercial building improvements to leverage over \$2.82 million in private sector investments. The Village assumed the management role for business assistance grants on May 1, 2011.

	<u>Projects</u>	<u>Private Investment</u>	<u>Total Grants</u>
Façade Grants	60	\$2,041,897	\$197,474
Interior Build Out Grants	8	\$783,590	\$69,372

Commercial Real Estate Briefing, November 10, 2010

Sponsored a very successful briefing session attended by 43 commercial brokers and developers in partnership with the Village. Developed the agenda and coordinated with the Planning & Development staff to put together slides which were presented to attendees by the EDC executive director and the Village Director of Planning & Development. The agenda included a description of the commercial base, attributes for investment, business grants, development tools, Village approval process improvements, the Downtown Strategic Plan, priority redevelopment sites, and how to contact EDC and Village staff for assistance. Many valuable introductions, connections, and even some deal-making occurred during networking time.

Business & Properties Database / Annual Business Activity Metrics

The EDC created and manages the database to support its role in redevelopment and recruitment. Annual metrics are tracked to assist with strategic planning and monitoring of progress.

9 Years of Shopper Attraction Support (2002 through 2010)

The EDC worked closely with retailers to deliver shopper attraction marketing support with positive results over the 9-year period from 2002 through 2010 when the function was fully transferred to the Downtown Alliance. EDC support continually evolved to directly address

retailer priorities and embrace new marketing venues such as social media.

Collectively, EDC shopper attraction delivered the following support to retailers:

- Image advertising
- Brand development (*Glen Ellyn Style*)
- 3-season light pole banners program in the three business districts
- Way-finding signage to parking lots and shops located on side streets
- Printed shopping guides, updated annually
- Walk-up business directories, Main Street and train station, updated annually
- Current store events posted on Main Street kiosk for pedestrians
- Cooperative merchant advertising
- Media relations and press releases for print, radio, television, and internet
- Radio advertising
- Cinema screen advertising, at the Glen Art and at theaters in other communities
- Multi-media themed campaigns
- Retailer interviews on television and radio
- Customer-friendly store hours support
- Customer flyers and pocket guides for cash wrap at retailers
- Direct mail with shopper and dining incentives
- Coupon mailers
- Retailer skills enhancement workshops – for example, meet the media, window merchandising, social media marketing
- Registered supporter of The 3/50 Project to spread the “Shop Local” message
- Facebook ads to build followers
- Facebook and Twitter postings for retailers
- Monthly email newsletter, *EDC eNews*
- Televised presentations at Village Board meetings

Commercial Appearance and Identity - Light Pole Banner Program in 3 Business Districts

Banners have been a significant component of the business district streetscapes while also serving as a high profile branding element. The EDC initiated the first downtown banner design in 2003 in response to input from business owners, and created and managed the banner program serving all 3 business districts with 3 seasonal changes for 8 years through mid-2011. Funding for banners was eliminated with the FY 11-12 EDC budget reflecting higher economic development priorities of the Village and an overall budget reduction. The Downtown Alliance will be handling the banner program going forward with their rebranding effort which is currently underway. It is our hope that the Village can find another way to save or resume the banner program for the other business districts for its marketing value and appearance benefits in the future. The cost history for the banner program has been shared with Public Works and the Village Manager. The EDC is a resource for further information to assist the Village as desired.

Historical Retention Services for the Downtown

Prior to the creation of a downtown organization, the EDC managed a broader scope of retention services for the downtown. With the Downtown Alliance in place, the EDC has honed its retention services today on initiatives which reflect upcoming changes in business or property status, leases, upcoming vacancies, plans for business expansion, relocation or succession, plans for selling property or the business, and possible new redevelopment opportunities.

The EDC served the following additional scope of activities prior to the creation of the downtown organization in 2011:

- Provided feedback from business owners on parking management and offered solutions
- Marketed the availability and location of parking to the public
- Assisted business owners to understand and use the parking management system
- Promoted the value of “customers first” regarding parking to business owners and employees
- Showed business owners how to promote parking near their business with customers
- Maintained ongoing contact with business and property owners for issues and opportunities, and initiated appropriate follow-up activities
- Served as a business ombudsman reporting business issues and solutions
- Facilitated coordination between businesses to find solutions to common concerns
- Sponsored networking meetings for business and property owners focused on timely issues
- Identified opportunities for business owners to work together for customer attraction
- Promoted shopping local to support businesses and keep tax dollars within the Village
- Promoted consistent and expanded store hours among business owners

Economic Development Toolkit for Glen Ellyn

As of 12/31/11

EDC Tools

Direct business and developer recruitment for all business districts
Recruitment Website
EDC Social Media and YouTube Channel Sites
Recruitment Packet
Community Marketing Brochure for recruitment
Space Availability Report
How to Open a Business Checklist
Online Information Request Form
EDC Capabilities Brochure
Small Business Development Center for business consulting services

Village Tools Utilized by EDC

Village of Glen Ellyn Economic Incentive Guidelines
Comprehensive Plan
Downtown Strategic Plan
Streamlined Entitlement Process
Financial Incentives:

- Village Commercial Façade Improvement Grant Program
- Village Downtown Interior Improvement Grant Program
- Village sales tax sharing based on incremental future sales tax revenue

Resources for Redevelopment Opportunity Sites – graphics and aerial photos
Official Village Map, hard copy (cost shared by Village and EDC)

Under Consideration by Village

Downtown TIF District