

Please hold for May 17th
Workshop Meeting

MEMORANDUM

TO: Steve Jones, Village Manager

FROM: Staci Hulseberg, Director of Planning and Development
Michele Stegall, Village Planner *MYS*

DATE: April 30, 2010

FOR: May 17, 2010 Village Board Workshop

SUBJECT: New Downtown Organization Proposal

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Background. In October of 2009, the Village Board approved a Downtown Strategic Plan that created a vision for Glen Ellyn's Central Business District. One of the first priorities of the plan was the development of a new downtown organization to serve downtown businesses and property owners. Currently, these responsibilities are shared among the EDC, the Downtown Alliance, the Chamber of Commerce, Go Downtown!, and the Village. The creation of a new organization was proposed in order to create one organization with a central focus on the downtown.

The Village Board appointed a Transitional Downtown Advisory Committee (TDAC) in November of 2009 to research and develop a proposal for a new downtown organization. The Committee was a continuation of a group established in March of 2008 and known as the Downtown Advisory Committee, which was formed to assist in the development of the Downtown Strategic Plan. The TDAC includes representatives from the Downtown Alliance, the EDC, the Chamber of Commerce, downtown business owners, downtown property owners, the Glen Ellyn Historical Society, the Plan Commission, the Architectural Review Commission, the Historic Preservation Commission, Go Downtown! and Village residents at-large.

The TDAC worked rapidly from December 2009 through April 2010 to research, discuss and develop a proposal for a new downtown organization. The Committee examined practices used in other communities and considered the unique needs and characteristics of downtown Glen Ellyn in developing their proposal. Throughout the course of their research, the TDAC visited six communities in the Chicago area including Batavia, Elmhurst, Geneva, Highland Park, LaGrange and Wheaton. The TDAC was dedicated to their mission and invested considerable time reading materials, conducting research and attending meetings. The TDAC was focused on the task that needed to be achieved at each meeting and worked diligently to research and develop a list of goals, responsibilities, a board structure, budget options, a transition plan and draft bylaws for a new organization.

Issues. Based on this work, a proposed plan for a new downtown organization has been developed for review and consideration by the Village Board. The plan proposes the establishment of a new independent, membership-based downtown organization. The proposed organization would have a Board of at least seven, including a mix of business owners, property owners and a resident. The primary responsibilities of the new organization would include the coordination and planning of downtown events, marketing and promotion for the downtown and its activities, business recruitment and business retention. As part of the proposal, it is anticipated that the Downtown Alliance would dissolve on December 31, 2010. The TDAC therefore recommends establishing the

Board of the new organization by September 1, 2010 to allow the new Board to become familiar with the many successful programs and events currently sponsored by the Downtown Alliance and to allow the new Board to begin planning events for the 2011 calendar year while ensuring no gap in services to downtown business and property owners.

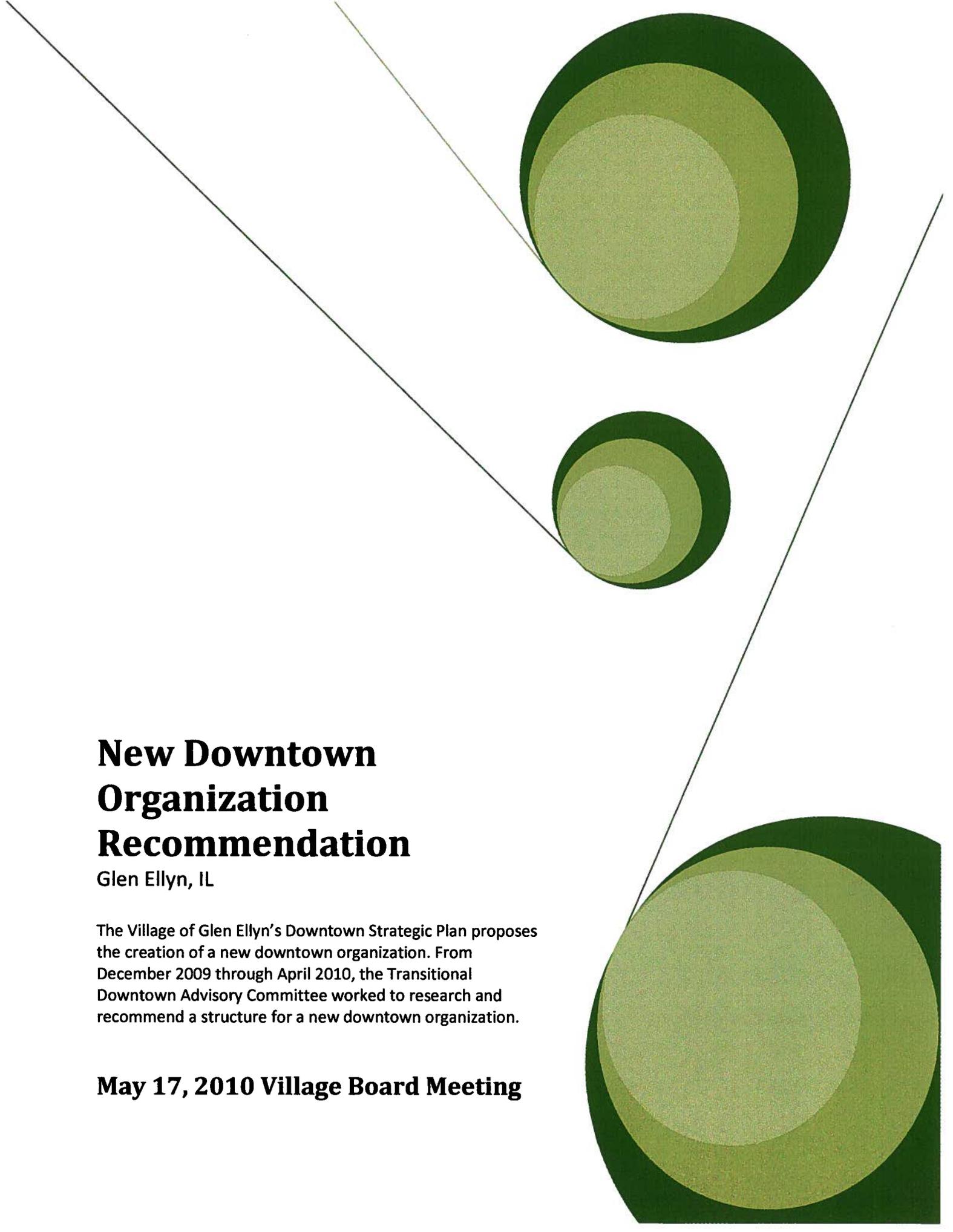
The minimum funding level proposed for the new organization is \$182,000 which would accommodate a staff of 1.5 individuals and allow the organization to make progress toward achieving its goals. The funding level preferred by the TDAC is \$257,000 which would accommodate the hiring of 2.5 individuals and allow the organization to make substantial progress towards achieving its goals, while also allowing for the hiring of personnel with more specialized skills, such as a marketing or events coordinator. An all volunteer budget option of \$55,000 is also identified in the report although it is not recommended by the TDAC. With the all volunteer option, it is assumed that business recruitment, retention and marketing in the downtown would remain the responsibility of the EDC. Potential options for funding the organization are described in the attached report. The report also includes a transition plan and supplemental recommendations from the TDAC based partly on the wealth of information obtained from their research.

Recommendation. At the April 20, 2010 TDAC meeting, by a vote of 10-0, the committee unanimously recommended approval of the proposed plan to the Village Board (attached). Neither of the 2 chamber representatives were present at the meeting. Chamber representative Scott Hamer has expressed some concerns about the ability to fund the proposed organization, competition with the Chamber for membership dues and recruitment of volunteers to staff downtown events.

Action Requested. The Village Board should consider and discuss the recommendation of the TDAC. If the Board is generally in favor of the recommendation, the next steps would be to appoint members to the transitional Board and to begin discussing potential funding options.

Attachment: Recommendation for New Downtown Organization

Cc: Transitional Downtown Advisory Committee
Christina Collison, Former Planning Intern and TDAC Liaison



New Downtown Organization Recommendation

Glen Ellyn, IL

The Village of Glen Ellyn's Downtown Strategic Plan proposes the creation of a new downtown organization. From December 2009 through April 2010, the Transitional Downtown Advisory Committee worked to research and recommend a structure for a new downtown organization.

May 17, 2010 Village Board Meeting

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 - o Letter from Chairman Melady dated January 14, 2010
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- F Proposed Draft Downtown Organization Bylaws
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 - o Highland Park Vacant Ground Floor Premises Storefront Window Displays
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- H Minutes of TDAC Regular Meetings
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- February 9, 2010
- February 23, 2010
- March 9, 2010
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- April 20, 2010

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- Batavia, January 13, 2010
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- Elmhurst, January 27, 2010
- Highland Park, February 1, 2010
- Geneva, February 3, 2010

Acknowledgments

The development of this plan was made possible through the work and dedication of a number of people.

Transitional Downtown Advisory Committee

Pat Melady, Chairman, Downtown Property Owner

Beth Howley, Vice Chairwoman, Go Downtown!

Rinda Allison, Village of Glen Ellyn Resident

Dan Anderson, Glen Ellyn Historical Society

Jacqueline Cornwell, Village of Glen Ellyn Resident, former Downtown Business Owner

Ian Dickie, Architectural Review Commission and Licensed Architect

Julie Fullerton, Plan Commission

Scott Hamer, Glen Ellyn Chamber of Commerce

Rob Kelley, Glen Ellyn Chamber of Commerce, Downtown Business Owner

Tim Loftus, Historic Preservation Commission, Historical Society and Citizens for Glen Ellyn Preservation

Jim Meyers, Economic Development Corporation

Sandy Moore, Downtown Business Owner

Jessica Pekny, Downtown Glen Ellyn Alliance and Downtown Business Owner

Village Board of Trustees

Mark Pfefferman, Village President

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Peter Cooper

Phil Hartweg

Carl Henninger

Peter Ladesic

Michelle Thorsell

Village Planning Team

Staci Hulseberg, Director of Planning and Development

Michele Stegall, Village Planner

Christina Collison, Planning Intern

Executive Summary

In order to encourage and facilitate the growth and success of Glen Ellyn's Central Business Districts, the Transitional Downtown Advisory Committee (TDAC) proposes the establishment of a new independent downtown organization to serve the business and property owners in downtown Glen Ellyn, as well as residents of the community at large.

The goals of the organization should include:

- Building relationships and networks with downtown businesses and property owners.
- Promoting downtown as a destination for shopping, dining, and entertainment.
- Promoting downtown as a desirable location for businesses.
- Being a strong advocate for downtown businesses.
- Focusing on business retention by partnering and working with retailers.
- Focusing on business attraction and ensuring a desirable and viable mix of businesses in the downtown.
- Promoting downtown living to support businesses and add to the vibrancy and vitality of the downtown.
- Cooperating with other groups that provide educational seminars and networking events for business and property owners.

Examples of responsibilities the new downtown organization should engage in to achieve the above listed goals include:

- Downtown events
- Marketing and Promotion
- Business attraction and retention

The TDAC recommends that the organization be membership-based and open to all individuals interested in the improvement of the downtown. The new downtown organization should be governed by a board of at least seven people, including four downtown business owners, two downtown property owners and one resident, with preference given to a downtown resident. The TDAC also recommends that the Village, Chamber, Economic Development Corporation (EDC) and Historical Society hold ex-officio positions on the Board.

The TDAC also recommends that the organization hire a minimum of a full-time executive director and an additional part-time staff person in order to coordinate the responsibilities of the organization. The staff level proposed would allow sufficient out-of-office time to build relationships with downtown business and property owners and with other organizations, while also providing in-office staff that would be able to serve as a resource when needed. As the organization and its responsibilities grow, the TDAC recommends that 2.5 full-time equivalent staff be provided to fully achieve the above-listed goals and responsibilities.

In order to fully and effectively achieve the goals and responsibilities of a new downtown organization, and provide sufficient staffing, the TDAC believes the new organization would need \$257,000 per fiscal year. Recognizing that there are fiscal constraints, however, the TDAC believes the organization could make progress toward the above goals and responsibilities with a beginning budget of \$182,000 per fiscal year. Should no outside funding be available, the organization should use membership fees to fund certain downtown events and marketing to the extent possible, and business recruitment and retention for the downtown should remain the responsibility of the Glen Ellyn Economic Development Corporation.

Background

In October 2009, the Village of Glen Ellyn approved a Downtown Strategic Plan that develops a vision and plan for Glen Ellyn's Central Business District. One of the first priorities of the plan was the development of a new downtown organization to serve as an advocate and resource for downtown business and property owners. Currently, these responsibilities are shared among the Glen Ellyn EDC, the Downtown Glen Ellyn Alliance, the Glen Ellyn Chamber of Commerce, Go Downtown!, and the Village. The creation of a new organization was proposed in order to more clearly define the roles and responsibilities of each organization and to ensure a more efficient use of resources for the benefit of the downtown and community at large. It is believed that the development of a new organization would result in some organizations dissolving, specifically the Alliance and Go Downtown!, thereby creating a single, common resource for downtown property and business owners.

Transitional Downtown Advisory Committee

The Village Board appointed a Transitional Downtown Advisory Committee (TDAC) to research and develop a proposal for a new downtown organization. The Committee was a continuation of the Downtown Advisory Committee, which was involved in the development of the Downtown Strategic Plan. The TDAC included representatives from the Alliance, the EDC, the Chamber, downtown business owners, downtown property owners, the Glen Ellyn Historical Society, the Plan Commission, the Architectural Review Commission, the Historic Preservation Commission, Go Downtown!, and Village residents at-large.

The TDAC worked from December 2009 through April 2010 to research, discuss and develop a proposal for a new downtown organization. The Committee examined practices used in other communities and considered the unique needs and characteristics of downtown Glen Ellyn in developing their proposal.

Research

The TDAC visited and researched six communities in the Chicago area, each of which approaches their downtown somewhat differently. The Committee requested that the community extend an invitation to meet with representatives from the various organizations involved in the downtown, including municipal staff, Chambers of Commerce or other local organizations. The communities included in the study were:

- Batavia (Batavia Main Street)
- Elmhurst (Elmhurst City Centre)
- Geneva (City of Geneva)
- Highland Park (Highland Park Downtown Public/Private Alliance)
- La Grange (Village of La Grange)
- Wheaton (Downtown Wheaton Association)

Members of the TDAC volunteered for subcommittees, each of which visited the community being researched and spoke with representatives for the various organizations about each organization's role in the downtown, how efforts are coordinated, what services are provided, and how the organization is funded. The Committee members also asked generally what has and has not been successful in encouraging the success of each downtown. Minutes of these meetings can be found in the Committee's full report. The Village team also reviewed public documents, including budgets, TIF programs, and websites, to gather supplemental information for the Committee's reference.

Downtown Organization Proposal

Based on its research and discussion, the TDAC is proposing the creation of a new downtown organization that would act as a central resource and advocate for downtown business and property owners. The organization should be a not-for-profit corporation.

Goals

In order to encourage and facilitate the growth and success of Glen Ellyn's Central Business District, the TDAC proposes the establishment of a new independent downtown organization to serve the business and property owners in downtown Glen Ellyn, as well as residents of the community at large.

The goals of the organization should include:

- To build relationships and networks with downtown businesses and property owners.
- To promote downtown as a destination for shopping, dining, and entertainment.
- To promote downtown as a desirable location for businesses.
- To be a strong advocate for downtown businesses.
- To focus on business retention by partnering and working with retailers.
- To focus on business attraction and ensure a desirable and viable mix of businesses in the downtown.
- To promote downtown living to support businesses and add to the vibrancy and vitality of the downtown.
- To cooperate with other groups that provide educational seminars and networking events for business and property owners.

Responsibilities

Accomplishing the above-listed goals will require the new downtown organization to take on a number of responsibilities. For the purposes of planning, the goals and responsibilities can be placed into four categories: Marketing/Promotion, Business Recruitment and Retention; Downtown Events and Administrative Responsibilities. These broad categories were also used for budget development and job descriptions. Examples of responsibilities the downtown organization should engage in include:

- Downtown events*
 - Planning and coordination of events focused on downtown businesses
- Marketing and Promotion
 - Downtown organization branding
 - May include things such as banners, e-news, a business directory, a website, and cooperative advertising
- Business attraction and retention
 - May include new business welcome packets and business visits
 - Continue efforts to develop coordinated shopping hours
 - Developing contacts with desired businesses and distributing recruitment materials
 - Serve as an ombudsman for downtown business and property owners
- Administrative Responsibilities
 - Routine meetings with other organizations, including the Village, Chamber and EDC
 - Development of an annual action plan
 - Development/infrastructure input

*Existing Community Events in the downtown would remain the responsibility of the groups currently responsible for them, though it is anticipated the downtown organization would be involved.

The TDAC acknowledges that the goals and responsibilities of the new downtown organization will evolve over time and as circumstances change. The TDAC encourages the new downtown organization to work closely with downtown property and business owners to assess their needs and realign organization goals and tasks as necessary to meet those needs. The TDAC also encourages the downtown organization to work with the Village, the Chamber of Commerce and the Economic Development Corporation to ensure that efforts to foster the success of the downtown and the community at large are coordinated and are as efficient and effective as possible.

Organization Membership

The downtown organization will serve the interests of the central business district in Glen Ellyn. However, the membership of the organization should be open to all who are interested in the success of downtown Glen Ellyn, including but not limited to downtown business owners, downtown property owners, and downtown residents.

Membership to the organization should be based on an annual fee set by the organization. The services of the downtown organization will benefit the downtown at-large, but certain services, events and promotions may be designated as open to only paying members of the organization or for a fee for non-members. Such designation should be made by the organization.

Board of Directors

A Board of Directors should be elected to oversee the mission, policies and plans of the downtown organization. The Board members should be elected by the membership on a rotating basis, with each member serving a four-year term, limited to two consecutive terms. The terms should be staggered so that no more than half of the Board turns over every other year.

The Board should be comprised of the following members:

- Business owners (4)
- Property owners (2), at least one non-business owner preferred
- Resident (1), downtown resident preferred

The Board may expand to accommodate other stakeholders as necessary and agreed upon by the sitting board, but should at a minimum include seven individuals as designated above.

The downtown organization Board should also include several ex-officio positions in order to ensure collaboration and coordination of efforts between the various stakeholders in the downtown. The TDAC recommends the following ex-officio officers, but recognizes the organization may need to create other such positions as its responsibilities and goals evolve:

- Chamber of Commerce
- Village Board
- Economic Development Corporation
- Historical Society

The ex-officio office holders should be appointed by their respective organizations with an undefined term, unless such a term is established between the downtown organization and the represented organization.

The selection of the first Board of Directors should be made by appointment of the Village, with input from the Chamber, EDC and Downtown Alliance, with staggered terms of 1 and 2 years through voluntary or random designation. Appointment in this manner would allow the initial Board to be knowledgeable about the purpose and goals of the organization as well as some of the programs and events

currently sponsored by the Alliance and EDC that the new organization would become responsible for. The makeup of the Board would then gradually transition to one fully elected by its membership.

Staffing

In order to meet the needs of downtown business owners, property owners and residents, the TDAC recommends that the new organization hire a full-time executive director and at a minimum a part-time staff person to assist as needed. A preferred staffing level for the organization would have 2.5 full-time equivalent employees, including a director and three part-time positions that, depending on the needs of the organization, could include a marketing coordinator, events coordinator and administrative assistant.

Under the minimum staffing proposal, it will be the responsibility of the executive director to oversee and implement the priorities and plans outlined by the Board of Directors for the downtown organization. The part-time staff person's job description should be designed to accommodate the needs of the director and the organization, whether by providing general office support or by specializing in an area of particular need of the organization (i.e. marketing or events). Providing 1.5 full-time equivalent staff would allow a staff person to be available in the office for questions and non-scheduled visits and phone calls by property and business owners in recognition that the director will need to spend time out of the office meeting with stakeholders and keeping up with the pulse of downtown. Under the preferred staffing level, the addition of potential specialized staff in marketing, events, etc. would provide more dedicated resources to these activities and increase the quality of services available to the downtown.

The TDAC recommends the organization look to hire an executive director with experience in downtown management. In order to be successful and achieve the responsibilities outlined for the organization, ideally the individual should have knowledge of marketing, promotions, downtown events, business operation and management, economic development, and other skills as designated by the organization. Furthermore, the executive director of the new downtown organization should be able to quickly establish strong working relationships with downtown stakeholders, including business and property owners, the Village, the Chamber, the EDC and the community at large. The first executive director of the organization should also have the ability to facilitate the development of an action plan or strategic plan in order to more clearly establish the priorities of the organization and the corresponding action steps. The TDAC proposes a starting salary level of approximately \$65,000 to attract an appropriate level of experience. An additional \$22,000 is included in the preliminary budget proposal for benefits for the director, assuming the organization could buy into the Village's insurance plan. The benefit level would accommodate a family PPO health plan based on 2010 costs. The TDAC's proposed staffing budget, which is detailed in the Downtown Organization Proposed Budget table found in the appendix, includes an additional \$20,000 per part time staff person. Therefore, the minimum staffing budget is \$107,000 and the preferred staffing budget recommended by the TDAC is \$147,000.

Funding

The TDAC also considered the budget level necessary for the downtown organization to achieve the goals listed above. A proposed budget was developed for the organization based on current spending on certain activities and spending on comparable activities in the communities studied. The TDAC developed preferred, minimum and all-volunteer budgets. The TDAC recommends that at least the Minimum funding level be targeted for the organization as the all-volunteer option would not provide the level of services necessary for the success of the downtown.

The TDAC established preliminary budget numbers to gain a sense of the overall budget needs of the organization, but recognized the organization may find it necessary to allocate resources to different needs in different budget years. The minimum funding levels would allow the organization to make progress toward the goals outlined above. The preferred funding level, the TDAC believes, could allow substantial progress toward the goals. Detailed budget proposals can be found in the Downtown Organization Proposed Budget found in the appendix.

Preferred Proposed Budget:

Personnel	\$147,000
Events	\$50,000
Marketing	\$32,000
Recruitment/retention	\$8,000
<u>Operations</u>	<u>\$20,000</u>
Total	\$257,000

Minimum Proposed Budget:

Personnel	\$107,000
Events	\$35,000
Marketing	\$15,000
Recruitment/retention	\$5,000
<u>Operations</u>	<u>\$20,000</u>
Total	\$182,000

All-Volunteer Proposed Budget:

Events	\$35,000
Marketing	\$15,000
<u>Operations</u>	<u>\$5,000</u>
Total	\$55,000

Please note that the All-Volunteer budget does not include funding for any staff for the organization or for business recruitment and retention, as with this option it would be anticipated that business recruitment and retention would remain with the EDC as it currently exists.

The membership fees for the organization would bring in some revenue to support the organization. The TDAC has recommended an annual fee of \$200 for all downtown organization members. Based on current Alliance membership and the expanded scope of services for the downtown, the TDAC anticipates approximately 100 members initially, resulting in \$20,000 in membership fees. However, to fully achieve the needs of the downtown, the TDAC recommends that the organization work with the Village and other stakeholders to establish additional revenue sources that have the capacity to sustain the organization and meet the needs of the downtown as its needs grow.

Below are several options that the Village could consider to generate additional funds for the new downtown organization.

- 1 percent home-rule sales tax: The Village instituted a local one percent sales tax in 2009. At the time the sales tax was established, it was suggested that a portion of the tax could be used to further the Downtown Strategic Plan. Original revenue projections estimated the tax would generate \$1.5 million per year for the Village. For the first seven months that the tax was in place, it has generated \$1,010,000. The fiscal year 2011 budget anticipates \$1,750,000.

- Downtown SSA: Special service area (SSA) 13 covers the central business district. The revenue generated from this, and other commercial SSAs in the Village, is currently transferred to the EDC and used to support economic development activities in Glen Ellyn. The current levy of 12.5 cents per \$100 Equalized Assessed Value generates about \$54,000 from SSA 13 alone. If certain responsibilities currently overseen by the EDC are directed to the new downtown organization, then a portion or all of the funding generated through the downtown SSA could be directed to the downtown organization. The maximum levy for SSA 13 is 15 cents per \$100 EAV. If the full amount had been levied in fiscal year 2010, it would have generated \$67,000. A second SSA could also be considered for the downtown in light of the additional services it would receive through the new downtown organization.

- Special Programs Fund: The Village has established a Special Programs Fund from which organizations can request funding. The fiscal year 2010 Special Program Fund budget provides \$20,000 for the Alliance, \$24,000 to the EDC (in addition to the revenue generated by the SSAs), and \$24,000 for the façade and retail grant programs. Some of this funding could be directed to the new downtown organization.

- Tax Increment Financing District: The Village could implement a Tax Increment Financing (TIF) District to fund some of the improvements proposed in the Downtown Strategic Plan and a portion of the revenue generated by the TIF could be directed to the new downtown organization. This would allow the organization to grow as the downtown and the responsibilities of the downtown grow. Each organization studied by the committee has or had TIF funding for downtown redevelopment efforts. Highland Park and La Grange's TIFs have expired. The most common use of TIF funds, beyond funding redevelopment efforts and capital projects, is to support façade and retail improvement grant programs. Elmhurst was the only community surveyed that uses TIF dollars for direct support of their downtown organization. It would take some time to establish a TIF District, and therefore it may be several years before the TIF would generate funds. In order to realize revenue from any TIF District as soon as possible, the Village Board is encouraged to immediately commence a TIF feasibility study.

Challenges

The new downtown organization will face a number of challenges as it is established and settles into its role in the community. Furthermore, some of the challenges the organization will face will be outside of the downtown organization's control, for example the current economic downturn.

As the organization is established, it will need to make downtown business and property owners aware of its existence and what services it can provide. The organization will need to establish its name and promote itself in the community as a resource, partner and advocate for the downtown. In these efforts, the organization must also begin to recruit members for the organization to establish a revenue base.

The organization also must focus on setting appropriate expectations and communicating those expectations to downtown stakeholders. While the organization will operate for the benefit of the downtown, achieving economic success in the downtown will require outside investment as outlined in the Village's Downtown Strategic Plan. This organization should be an actor in recruiting and working with potential investors, but real change takes years. Over the short term, the organization should focus on the many successful events established by the Downtown Glen Ellyn Alliance and growing marketing efforts in the downtown. The organization should continually communicate with downtown stakeholders about its progress and short-term and long-term goals.

Furthermore, much of the organization's efforts in its first few years will be focused on getting the organization running. This would include recruiting and hiring an executive director and other staff, developing an action plan and refining the organization's budgets and priorities based on its action plan. The Board of the new downtown organization will need to manage expectations during this time.

Finally, the new downtown organization board must establish priorities and will face a number of major decisions within its first few years of existence. Board members may not always agree on what priorities, actions and projects are in the best interest of the downtown. It will be the role of the Board and Executive Director to ensure that the organization focuses their efforts on what is best for the overall downtown and that it does not cater to individual opinions or a vocal minority.

Building a Network

The success, both short-term and long-term, of the organization will depend on its ability to establish effective working relationships and coordinate with the various downtown stakeholders, which includes downtown business and property owners, downtown residents, the Village, the Chamber and the EDC. Each organization wants to see the downtown succeed. The Board and staff will need to focus their efforts on building relationships with members of each of the above listed organizations, as well as many others within the community. The strength of these organizations will be the foundation on which the various organizations can more effectively collaborate for the success of the downtown.

Collaboration and cooperation are also important in order to ensure that resources across the community are used effectively. Glen Ellyn, as a community, has a limit on its capacity to support multiple efforts in the downtown. While each organization approaches the downtown different and provides important services to the community, the leaders of these organizations should ensure coordination among themselves to reduce duplication, confusion and build a sense of common purpose. By working collaboratively and supporting each others activities, the organizations can help to make the downtown the kind of flourishing, vibrant destination the community desires.

Transition Plan

Upon the establishment of a new downtown organization, the organization will undergo a period of transition in which it will establish itself, its offices and develop a work plan. The Transitional Downtown Advisory Committee has requested \$50,000 in start-up money in fiscal year 2011 order to undertake these activities. This document outlines several recommendations for this period of transition for the new organization.

Timeline

The Downtown Glen Ellyn Alliance is set to dissolve on December 31, 2010. Therefore, the new downtown organization board should be established by September 1, 2010. This would allow the new organization to start recruiting an Executive Director and begin planning events and promotions for the 2011 calendar year while limiting the disruption of services, events and promotions that have been the responsibility of the Alliance.

Board

Appointment: The proposed bylaws of the new organization state that the Board members shall be elected by the members of the organization. However because there will be no members yet, it is proposed that the first Board of the downtown organization be appointed by the Village Board with input from the Chamber of Commerce and the Economic Development Corporation.

The new organization would benefit by drawing on the experiences of the Transitional Downtown Advisory Committee and the Downtown Glen Ellyn Alliance, members of which have the necessary background and knowledge of both existing downtown events and activities and the plans and responsibilities of the new organization. Therefore, the first Board should include members of both of these organizations with consideration given to ensuring representation of downtown property owners, downtown business owners, and a downtown resident, as outlined in the proposed bylaws of the new organization.

Term: The terms of the first Board members should be staggered so as to begin elections in year two and allow stability of Board members for the first two years of the organization. Members of the first Board should draw at random assignment for one and two year terms so that by year 2 half of the Board would be elected. From the first election onward, the maximum term outlined in the adopted bylaws should apply. The first Board as appointed should elect among itself a President, Vice President, Secretary and a Treasurer.

Action Plan

The TDAC has recommended that each year the new organization adopt an annual action plan, outlining its top priorities for the year and connecting those to the development of its budget. The development of an action plan should be completed at the beginning of the first year as well for the year 2011. The Board should consider a strategic planning or team building process in order to ensure members build consensus on similar goals and interests in regards to the downtown and the new downtown organization, and that a more effective action plan is established.

Downtown Glen Ellyn Alliance

The Downtown Glen Ellyn Alliance has worked over the past several years to build relationships with downtown business owners and has developed many successful downtown events and promotions. Efforts should be made between the Alliance and the new Downtown Organization to create a smooth transition for downtown Glen Ellyn stakeholders. Therefore, it is recommended that the remaining

resources of the Alliance transition to the new organization, which may include funds, mailing lists, websites, and other materials. While the new organization will need to develop its own brand and identity to reflect its new roles and responsibilities, maintaining Alliance materials until such a brand is effectively established is anticipated to help smooth the transition between the two organizations.

Furthermore, the Alliance members have knowledge of the events and promotions it has developed and what has made these events successful. It is encouraged that the new organization continue many of these events, with assistance from Alliance members who transition to the new organization.

Economic Development Corporation

The TDAC also recommends that business recruitment and retention activities for the downtown remain with the EDC for the first year, transitioning to the new organization after the hiring of an executive director. This will allow the EDC and the downtown organization to not only determine how best to coordinate and cooperate on business recruitment and retention activities, but also ensure continued levels of services for the community. The TDAC recommends that the transition of these responsibilities occur no later than January 1, 2012. To ensure that this deadline is met and that a smooth transition occurs, both organizations will need to actively work toward this goal during the first year of the organization. It is further suggested that the EDC and new downtown organization coordinate the transition of marketing and promotion efforts for the downtown to ensure that there is no gap in the provision of these services.

Establishment of the Organization

The new downtown organization will have a number of responsibilities to undertake upon establishment by the Village Board. Below is a list of top priorities and recommendations, though the new board may determine how and in what order to undertake these activities.

Founding the Organization: The organization must first discuss and approve documents that will govern how the organization functions. This process should include the development of a name and brand, approval of bylaws and membership details. The TDAC has proposed a set of draft bylaws for consideration by the new organization (see appendix).

Executive Director: The TDAC recommends that the new organization hire a full-time executive director to oversee its daily operations. The executive director should have experience with downtown organizations, and have the capabilities to not only work to better establish the organization but also to take on the responsibilities recommended by the TDAC, such as marketing/promotions, business recruitment and retention, and downtown events.

The TDAC recommends that the executive director be able to work with the Board to complete or make substantial progress toward the following priorities in the first 18 months of employment:

1. Build effective relationships with downtown business owners, downtown property owners, downtown residents, the Village, the Glen Ellyn Chamber of Commerce, the EDC and other relevant groups within the community.
2. Work with the Board to develop an annual action plan and implementation strategies for the top priorities defined in the plan.
3. Identify any unaddressed needs of downtown stakeholders and determine whether those needs would be appropriately addressed by the downtown organization.
4. Establish offices and acquire the necessary supplies and resources to support the organization.

5. Review downtown events, ensuring they meet the needs and wants of the downtown. Work to propose and develop additional events as needed or eliminate events if they are not beneficial to the overall downtown.
6. Work with the EDC to transition downtown business recruitment activities to the new organization and establish ways for the two organizations to work cooperatively to ensure effective business attraction, regardless of business district preference.
7. Become a central ombudsman for downtown business and property owner needs.
8. Develop job descriptions and hire part-time staff for the organization.
9. Recruit members to the organization and develop opportunities for involvement.
10. Achieve targets for membership, funding levels and sources of funds as set by the Board.

Establishment of Offices: In the first year, the new organization Board and Executive Director should work to find office space, purchase necessary equipment, insurance, and file other legal documents to establish itself as an operating not-for-profit organization. The new organization may find it necessary to seek the assistance of an attorney for some of these items. In order to assist the new organization in getting established, it is recommended that the Village Board allow the organization to initially establish its office in the Civic Center rent free. The organization is also encouraged to solicit donations of furniture and equipment.

Membership: The organization will need to recruit downtown property owners, business owners and other interested individuals for membership in the organization. Recruitment of new members will help to more clearly determine the needs of the organization, and to establish a funding source for the operation of the organization. It is recommended that as much face-to-face recruitment of members as possible take place in order for the Board members and Executive Director to be able to explain the purpose of the new organization, the benefits to potential members and to begin developing relationships on an individual level.

Supplemental Recommendations

As part of the Transitional Downtown Advisory Committee's research of downtown organization best practices, it had the opportunity to visit and meet with a number of communities in the Chicago area. In addition to the information used to develop a proposal for a new downtown organization for Glen Ellyn, the Committee would like to recommend consideration of several other ideas.

Parking, Parking, Parking!

The Committee inquired about the availability of parking and parking policies in each community. Based on the information gathered, and the prevalence of parking decks in other communities, the TDAC feels strongly that the Village Board should move expeditiously on a parking study and analysis to finalize plans for a new parking garage and aggressively pursue funding opportunities for a new parking garage. Construction of a garage in the near term should be a high priority of the Village.

Dark Windows Ordinance

The City of Highland Park has approved an ordinance that requires all vacant store-front windows in the downtown to have some sort of display. Most operating businesses will display merchandise or products in their windows. The benefit of the ordinance is that it requires owners of vacant property to install some sort of art or seasonal display. Vacant windows can be dark and uninviting, while decorated windows can improve the general appearance of the downtown. A copy of the relevant portion of Highland Park's code is included in the appendix.

Funding

The TDAC's recommendation for a new downtown organization will require significantly more funding in order to make it successful than is available solely through membership dues. The Committee encourages the Village Board with the assistance of the new downtown organization board to explore various funding options and sources to support the downtown. Other communities have used such sources as SSAs, TIF district funds and Village contributions to fund the services they provide. It was suggested during the course of research that the organization receive funding from the TIF or supplemented by the TIF so that the downtown organization's funding and capacity can grow in accordance with the redevelopment taking place. Because of the prevalence of TIFs in various communities, and the additional benefits the TIFs can provide in supplementing a downtown organization, the TDAC encourages the Village to do a TIF feasibility study in the immediate future.

Façade, Retail and Other Grants

The Economic Development Corporation currently administers the various grant opportunities provided to local businesses. These funds come primarily out of the Village's Special Programs Fund. One recommendation of the TDAC was for the Village to assume this responsibility in order to allow better coordination with Village Codes and Guidelines. In all of the communities studied that offered grant and/or loan programs, these programs were the responsibility of the municipality. A number of these communities have temporarily discontinued these programs in order to balance their budgets during this difficult economic time. Therefore, if this transition occurs, the TDAC strongly urges the Village Board to ensure that these funds remain available to business and property owners and that they not fall victim to future budget cuts.

Branding

Throughout the course of the TDAC's evaluation, the issue of branding both for the downtown organization and the community as a whole was discussed on several occasions. A majority of the TDAC feels that a community-wide branding effort should be undertaken by the Village, incorporating such

organizations as the Chamber, EDC and the new downtown organization. Such an effort would assist in economic development efforts Village wide and ensure that a consistent message and image about Glen Ellyn is portrayed. The TDAC feels that the downtown brand should then complement and be a “cousin” to the community brand.

Pedestrian Underpass

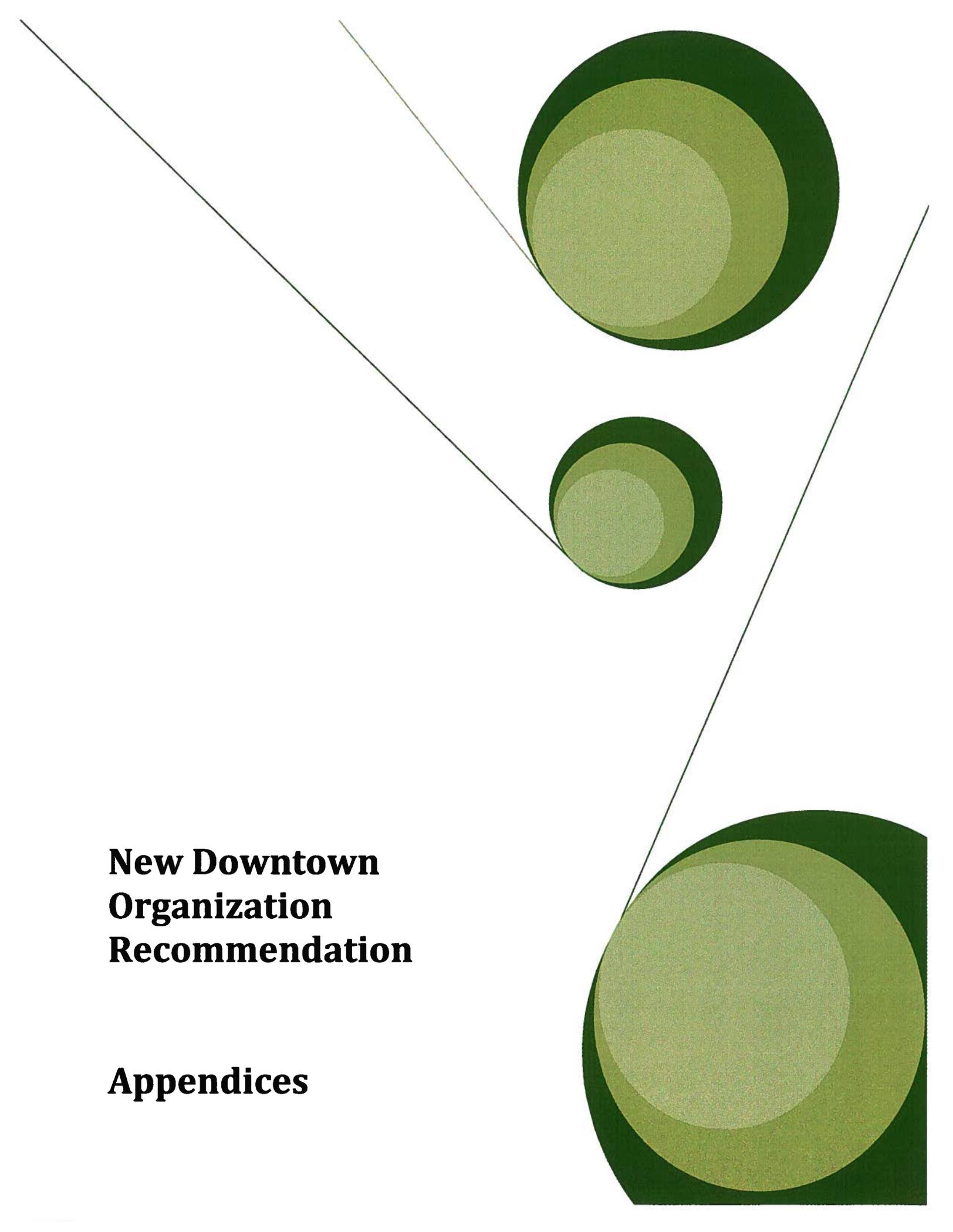
The TDAC feels that construction of the pedestrian underpass recommended in the Downtown Strategic Plan should be a priority of the Village Board. An underpass would provide a connection between the north and south sides of the downtown which are currently separated by the Union Pacific railroad tracks. Construction of an underpass would improve the connectivity and pedestrian friendliness of the downtown thereby assisting businesses.

Live Entertainment Ordinance

The Downtown Strategic Plan recommends that the Village evaluate areas where activities and uses that currently require the approval of a Special Use Permit could be reviewed and approved administratively by staff. This would decrease the time and expense involved for business and property owners in going through a zoning review process. The Downtown Plan specifically recommends, and the TDAC concurs, that live entertainment in restaurants should allowed with the administrative approval of Village staff or permitted by right with certain conditions.

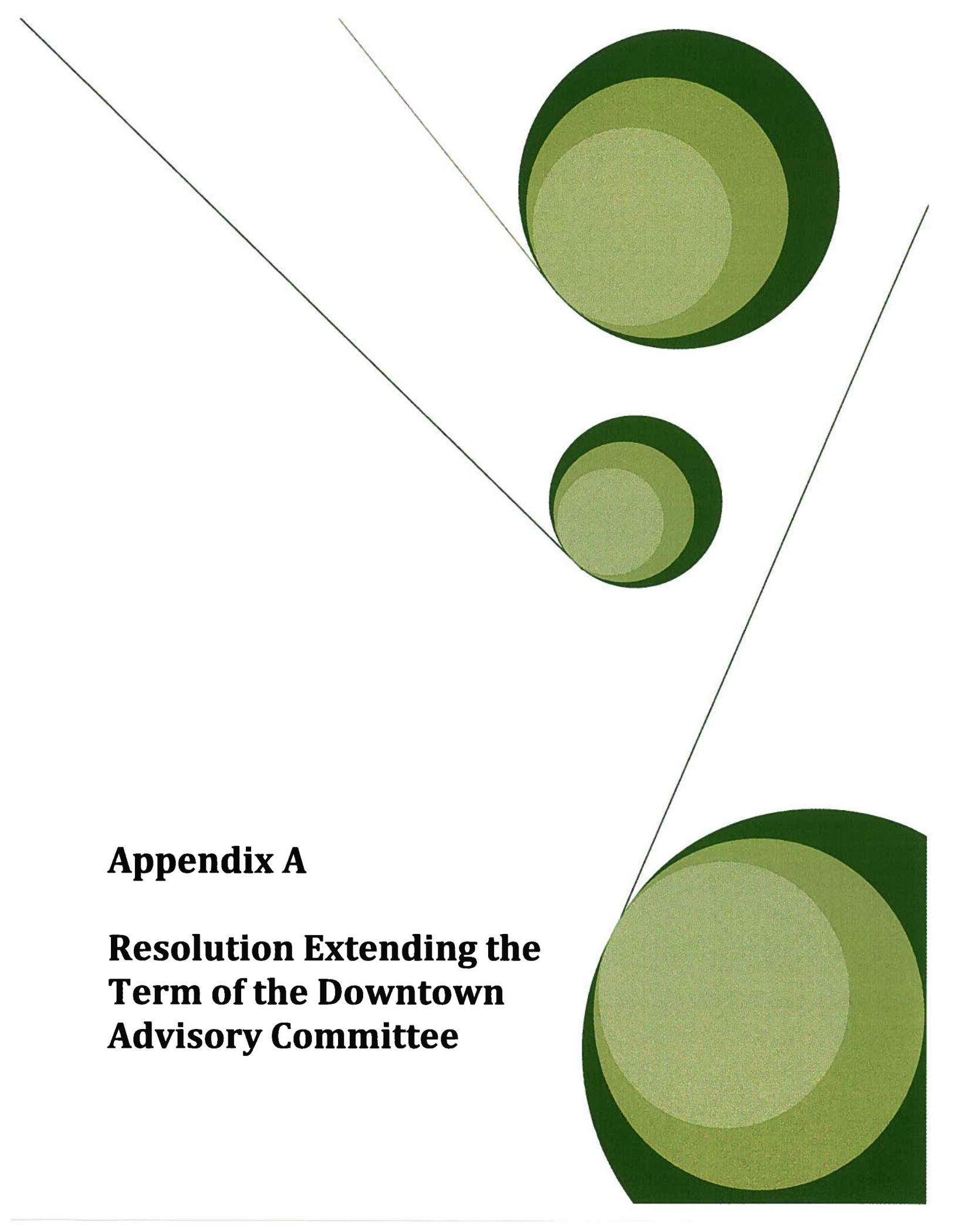
Conclusion

The development of a new downtown organization would benefit the downtown and community at large by ensuring a dedicated resource for the downtown and improving the use of the community's resources by avoiding duplication and increasing efficiency. The organization should work collaboratively with the various stakeholders in the downtown and focus on what they can do together to help the downtown be successful over the long term.

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**New Downtown
Organization
Recommendation**

Appendices



Appendix A

**Resolution Extending the
Term of the Downtown
Advisory Committee**

Resolution 09-30

**Resolution Extending the Term of the
Downtown Advisory Committee**

Whereas, on February 11, 2008, the Village Board adopted Ordinance 5656, which approved an agreement for professional services between Town Builder Studios and the Village of Glen Ellyn for the development of a Downtown Strategic Plan; and

Whereas, on March 10, 2008, the Village Board adopted Resolution 08-05 which created a Downtown Advisory Committee whose purpose was to review and advise the Village President and Board of Trustees on the creation of the Downtown Strategic Plan; and

Whereas, Resolution 08-05 states that the Downtown Advisory Committee shall be automatically dissolved upon the adoption by the Village Board of a Downtown Strategic Plan; and

Whereas, on October 26, 2009, the Village Board passed Ordinance 5811, which adopted a Downtown Strategic Plan and one of the recommendations in the Downtown Strategic Plan is the creation of a new downtown organization and the extension of the term of the Downtown Advisory Committee until such time as the new downtown organization is established; and

Whereas, ten (10) of the fifteen (15) members of the Downtown Advisory Committee have expressed interest in continuing to serve on the Committee for the purpose of making a recommendation to the Village Board on the structure of a potential new downtown organization.

Now, Therefore, be it Resolved by the President and Board of Trustees of the Village of Glen Ellyn, DuPage County, Illinois, in exercise of its home rule powers as follows:

Section One. The Village Board hereby extends the term of the Downtown Advisory Committee for the purpose of advising the Village Board on the creation of a new downtown organization.

Section Two. In order to ensure the continued representation of a variety of groups and interests on the Downtown Advisory Committee, the membership of the Committee is hereby amended to include the following individuals who shall represent the following groups and interests. In addition to those individuals listed below, up to an additional three (3) members may be appointed to the Committee at the discretion of the Village President.

1. Pat Melady - Downtown Property Owner
2. Rinda Allison - Village Resident
3. Dan Anderson - Historical Society
4. Tim Loftus - Historic Preservation Commission and Citizens for Historic Preservation
5. Jim Meyers - EDC
6. Beth Howley - Go Downtown!
7. Jessica Pekny - Downtown Alliance
8. Rob Kelley - Downtown Business Owner and Chamber of Commerce
9. Ian Dickie - Architectural Review Commission and Architect
10. Scott Hamer - Chamber of Commerce
11. Julie Fullerton - Plan Commission
12. Sandy Moore - EDC, Downtown Alliance, Downtown Business Owner and Chamber

Section Three. A list of tasks to be completed by the extended or transitional Downtown Advisory Committee is attached hereto as Exhibit "A". These tasks shall be completed by March 31, 2010.

Section Four. The transitional Downtown Advisory Committee shall be automatically dissolved without requiring any further action by the Village Board of Trustees as of March 31, 2010.

Passed by the President and Board of Trustees of the Village of Glen Ellyn, Illinois, this

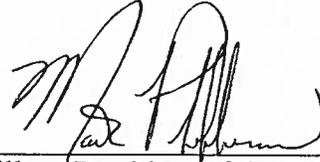
23 day of November, 2009.

Ayes: Henniger, Hartney, Cooper, Lodesio,
Ibarrill

Nays: - 0 -

Absent: Comerford

Approved by the Village President of the Village of Glen Ellyn, Illinois, this 23 day
of November 2009.



Village President of the
Village of Glen Ellyn, Illinois

Attest:



Village Clerk of the
Village of Glen Ellyn, Illinois

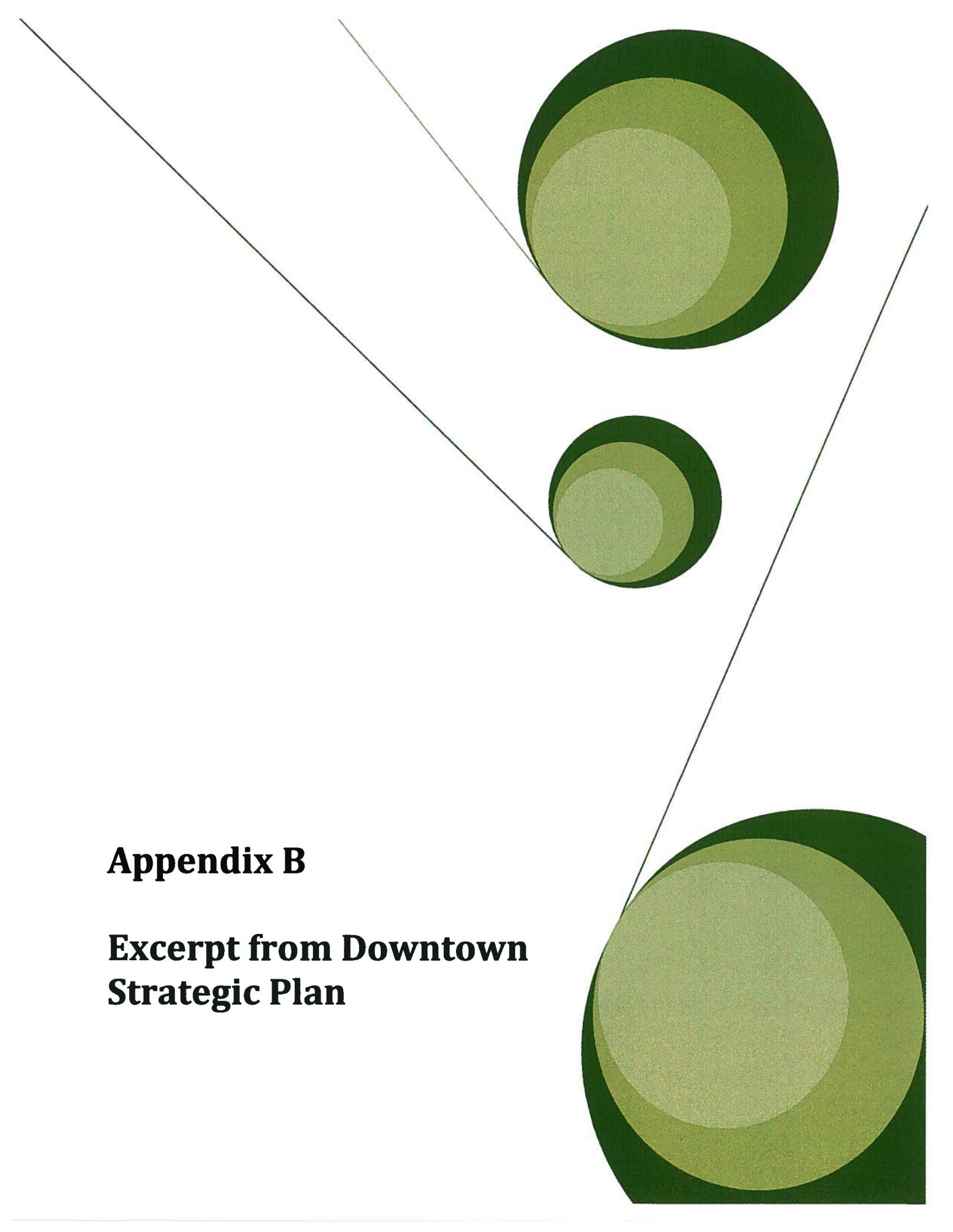
(Published in pamphlet form and posted on the 24 day of November 2009).

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EXHIBIT "A"

LIST OF TASKS FOR TRANSITIONAL DOWNTOWN ADVISORY COMMITTEE

- Meet with and analyze the organizations serving 5 successful downtown communities.
- Obtain information about the operating budget and staffing levels of each organization.
- Summarize the organizational structure and duties of each organization.
- Develop a list of common elements that make these downtowns and/or their downtown organizations successful.
- Identify which of these elements would be applicable to Glen Ellyn.
- Prepare a recommended list of potential duties and responsibilities for Glen Ellyn's new downtown organization.
- Prepare an organizational chart illustrating a recommended structure for a new Glen Ellyn downtown organization, including information relative to staffing levels and any recommended subcommittees.
- Outline how the new proposed downtown organization would interact with other organizations in the community that currently have responsibilities in the downtown.
- Make a recommendation relative to the appropriate funding level believed necessary to establish and support a new downtown organization.
- Given the economic times currently faced in our region and the United States, recommend an alternative volunteer-based structure.

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Appendix B

Excerpt from Downtown Strategic Plan

Initiatives

1. Create a Permanent Downtown Organization

Administration

Establish a new permanent Downtown organization.

The Village should be proactive in the establishment of a new permanent Downtown Organization ("Downtown Organization"). Several successful models for Downtown business organizations should be analyzed. For example, select members of Glen Ellyn's Downtown Advisory Committee assisting with the *Downtown Strategic Plan* preparation visited the City of Elmhurst to learn about Downtown Elmhurst's organizational structure. The DAC members were impressed and were attracted to a model whereby a downtown organization separate from the city government is formed. The new Downtown Organization's mission and purpose should include the entire responsibility for events, promotions, marketing, branding, and ombudsman services; and shared responsibility for extended maintenance and physical/aesthetic appearance. Accompanying the formation of the Downtown Organization must be a commitment to communication and cooperation between all of the existing entities including the Village, the Chamber of Commerce, and the Economic Development Corporation. Regardless of the final distribution of responsibilities, the new Downtown Organization should clearly be the "go-to" entity for all Downtown Glen Ellyn activities. The naming of the entity should be carefully considered during the process of its formation. The name should be bold, fresh, and fun, versus a name that is authoritative in nature. This approach will be an initial step signaling that Glen Ellyn's Downtown culture is evolving to a dynamic and inviting place to live, shop, work, and play.

Business recruitment and retention activities, as well as exterior façade and interior renovation grant programs, would continue to be the responsibility of the EDC. At the Village's discretion, these activities and programs could be absorbed into the Village of Glen Ellyn's scope of municipal services.

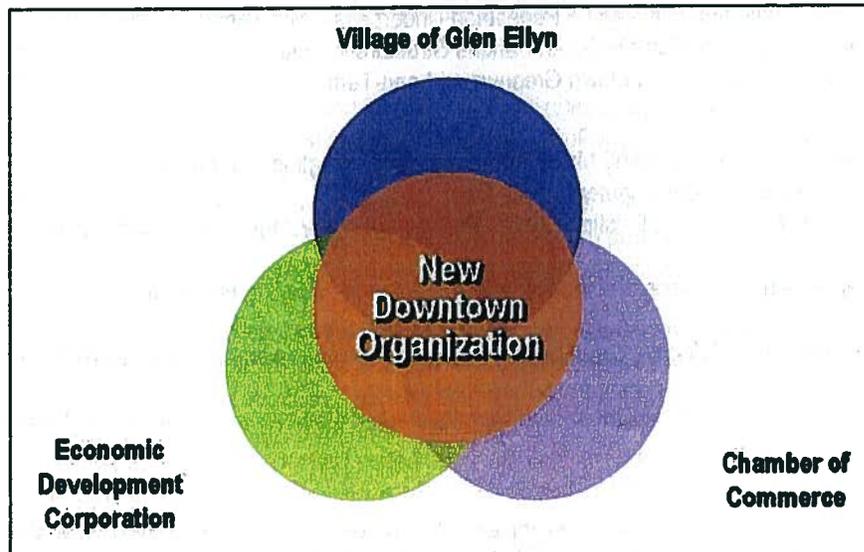


Figure 42: New Downtown Organization – Structure
Source: Town Builder Studios

The Village could consider modeling the Downtown Organization's format after the National Trust for Historic Preservation's National Main Street Program, or loosely modeling the format after the program without the Village officially enrolling in the program. The Main Street program is a methodology of combining "historic preservation with economic development to restore prosperity and vitality to downtowns and neighborhood business districts"¹.

The new Downtown Organization must be well-funded and staffed with full-time professionals. While it is premature to establish an annual budget, it is recommended that a range of \$300,000 to \$500,000 be targeted at the outset. In the future, the budget can be increased as the Downtown Organization becomes more successful. The City of Elmhurst's budget, for example, has grown to \$800,000 to \$900,000 and is funded primarily by two special service areas. It services the retail, commercial, and residential components of the Downtown Elmhurst.

It should be recognized that the Village of Glen Ellyn, as the governmental taxing, planning, and regulatory body, is ultimately responsible for permits and land use approvals, long-range planning, capital improvements, development approvals, and code enforcements for the Downtown and the implementation of this *Downtown Strategic Plan*. The Downtown Organization will be a primary resource to assist the Village to accomplish its goal to improve the economic viability of the Downtown through marketing, promotions, branding, etc.

The new Downtown Organization should be a free-standing not-for-profit entity administered by a Board of Directors, consisting of Downtown merchants, property owners, residents, and business owners – among others. The Board of Directors should be comprised of a maximum of nine individuals (see Figure 43) and be staffed by a full-time Executive Director. In addition, it is recommended that this organization hold regular monthly public business meetings. Offices could be located in the "Civic, Leadership, and Learning Center", and be located in a very public, inviting, and interactive civic space within the center; alternatively, the offices should be conveniently-located to the Civic Center, Main Street, and the Downtown Greenway.

Figure 43:

Potential Composition of the New Downtown Organization

1. Downtown Merchant
2. Downtown Restaurateur
3. Downtown Office-Based Business Owner
4. Downtown Resident
5. Downtown Property Owner
6. Downtown Business Representative – Anchor Tenant
7. Downtown Business Representative – Owner of a New Business (less than five years old)
8. Downtown Business Representative – Owner of a Tenured Business (more than five years old)
9. At-Large Representative
10. Village Representative (ex-officio)
11. Chamber of Commerce Representative (ex-officio)
12. Economic Development Corporation (EDC) Representative (ex-officio)

Individuals representing the Village, Chamber, and EDC could be appointed from within each respective organization. The remaining positions could be elected to two-year terms via ballot by the Downtown Organization's "membership".

Individuals appointed to the At-Large Representative position could be selected from the other community organizations such as Go Downtown!, Citizens for Glen Ellyn Preservation, the Historical Society, etc.

¹ Excerpt from the National Trust Main Street Center mission statement. Source: www.mainstreet.org.

While it is recognized that anyone within the Downtown is by right a member, a structure is required, which would entice students, merchants, residents, and seniors to participate. Committees must be established as teams to work on various Downtown initiatives. Funding for the full-time Executive Director and a sufficient operating budget is crucial to the Downtown Organization's success. Routine communications with the Village Manager, Director of Planning and Development, Director of Public Works, Director of Finance, EDC, and Chamber of Commerce, by the Executive Director is a must. In addition, the Executive Director must ensure that the business and development community receives efficient, effective, professional, and friendly customer service from the Downtown Organization.

It is envisioned that a business plan will be formulated over the next six to 12 months by a "transitional" DAC, to officially delineate the initial operational structure and budget of the Downtown Organization. The plan must acknowledge that the Organization will need to evolve as the conditions of the Downtown change. The following outline delineates the general responsibilities initially envisioned for the Downtown Organization:

- Business recruitment and retention – the Organization should be involved regardless if the Village determines that the primary responsibility for recruitment should continue to reside in the EDC or be handled by the Village. At a minimum, the Organization should be regularly informed as to the recruitment efforts and be allowed to provide input regarding desired targeted businesses; therefore, the Organization will be able to answer questions or field suggestions from the public and pass information onto the responsible entity. The Organization should play an active role regarding retention of existing Downtown businesses because the merchants will use it as a full-time resource engaged in increasing the consumer base and being available to field suggestions or solve problems.
- Marketing and promotions – the Downtown Organization should be the central clearinghouse for all Downtown marketing and promotions. As suggested by the Main Street program, the Downtown Organization should establish a committee that implements a very aggressive marketing program that could include efforts such as newspaper and radio advertisements, a new website, branding, banners, etc. This *Downtown Strategic Plan* offers a vision that can be branded including multiple projects that must be promoted and advertised. It is not suggested that the Chamber of Commerce, the EDC, or others are excluded from promoting the Downtown; however, the Downtown Organization should be the unifying team that is aware and informed.
- Events – the Strategic Plan has documented the many activities and events in the Downtown and recommends their continuation and expansion. The Downtown Organization should be the Village's primary resource for Downtown events; however, entities such as the Chamber of Commerce should be welcomed to continue the many legacy events that are successful. The Downtown Organization should be the clearinghouse for all events, and offer event sponsoring ideas for improving these programs assuring they are fresh and profitable for Downtown. For example, the Glen Ellyn Alliance has successfully sponsored many new events with the primary goal of increasing the number of consumers inside the stores. These should continue as part of the Downtown Organization. It has also been suggested that larger events such as the Taste of Glen Ellyn evolve to include more local businesses and students from the College of DuPage. The Downtown Organization should be a part of the team that assists the Chamber of Commerce as the sponsor of this coveted event.
- Communications – it is important that the Downtown Organization establish a formal multi-tier communication system where merchants and residents are able to post information and learn about current issues. This system is intended to be a Downtown "intranet" that is dynamic and constructive where current opinions and ideas are located. For example, the "Go Downtown" organization's recent grass roots effort to establish a database of residents and merchants has expanded the awareness of

Downtown issues. The communication system could tackle issues such as unifying and expanding store hours, and allowing merchants to communicate their participation. Additionally, as construction occurs in the Downtown, the Downtown Organization's communication program could be used to inform local merchants and residents about potential impacts of such projects.

- Administration of business and infrastructure grants – the EDC has programs that have recently been expanded to include interior grant programs, in addition to exterior façade grant programs. Similar to the way the City of Elmhurst handles its programs, these functions should be the responsibility of the EDC (or the Village). The Organization could assist the EDC (or the Village) by serving as a conduit where current and or interested businesses could retrieve information about and applications for the grants. Also, members of the Downtown Organization could assist the Village in the tracking of infrastructure grant projects many of which are identified in this Downtown Strategic Plan.
- Neighborhood services – a key objective of the Strategic Plan calls for a substantial increase in Downtown living. As more residential units come online, the Downtown's transformation into an urban neighborhood will be accompanied by an increase in the demand for social services. The Downtown Organization should be a resource to the Village, the area Churches, and not-for-profit entities. The Village should anticipate more Downtown activity during evening and weekend hours. Shared parking, store hours, and security will place increasing demands on the Villages' Police Department and volunteer Fire Company. The Downtown Organization should be a resource to the Village to communicate these issues and solve problems. Larger issues addressed by the Village, including vagrancy and homelessness as well as maintenance of buildings and public infrastructure must be continually supported.

The mission and responsibilities outlined above will be a daunting task and the Village will need assistance to establish the Downtown Organization over the next six to 12 months. It is recommended that the Strategic Plan's Downtown Advisory Committee continue to function during this period to assist the Village in preparing the organizational business plan, bylaws, and budget. The "transitional" DAC could assist in the recruitment of the Board of Directors for the Downtown Organization and advise on the hiring of the Downtown Organization's Executive Director. In addition, the "transitional" DAC could serve as a sounding board to the Village Board to help resolve any issues that could arise between the EDC, the Chamber of Commerce, and other successful teams in the creation of this new Organization.

Source of Funds and Resources

Village of Glen Ellyn

Village Special Service Areas

Tax Increment Financing (TIF)

U.S. Small Business Administration (SBA) – Basic 7(a) Loan Guaranty

U.S. Small Business Administration (SBA) – CDC/504 Program

U.S. Small Business Administration (SBA) – Microloan Program

Employ Illinois: Business Owners Loan

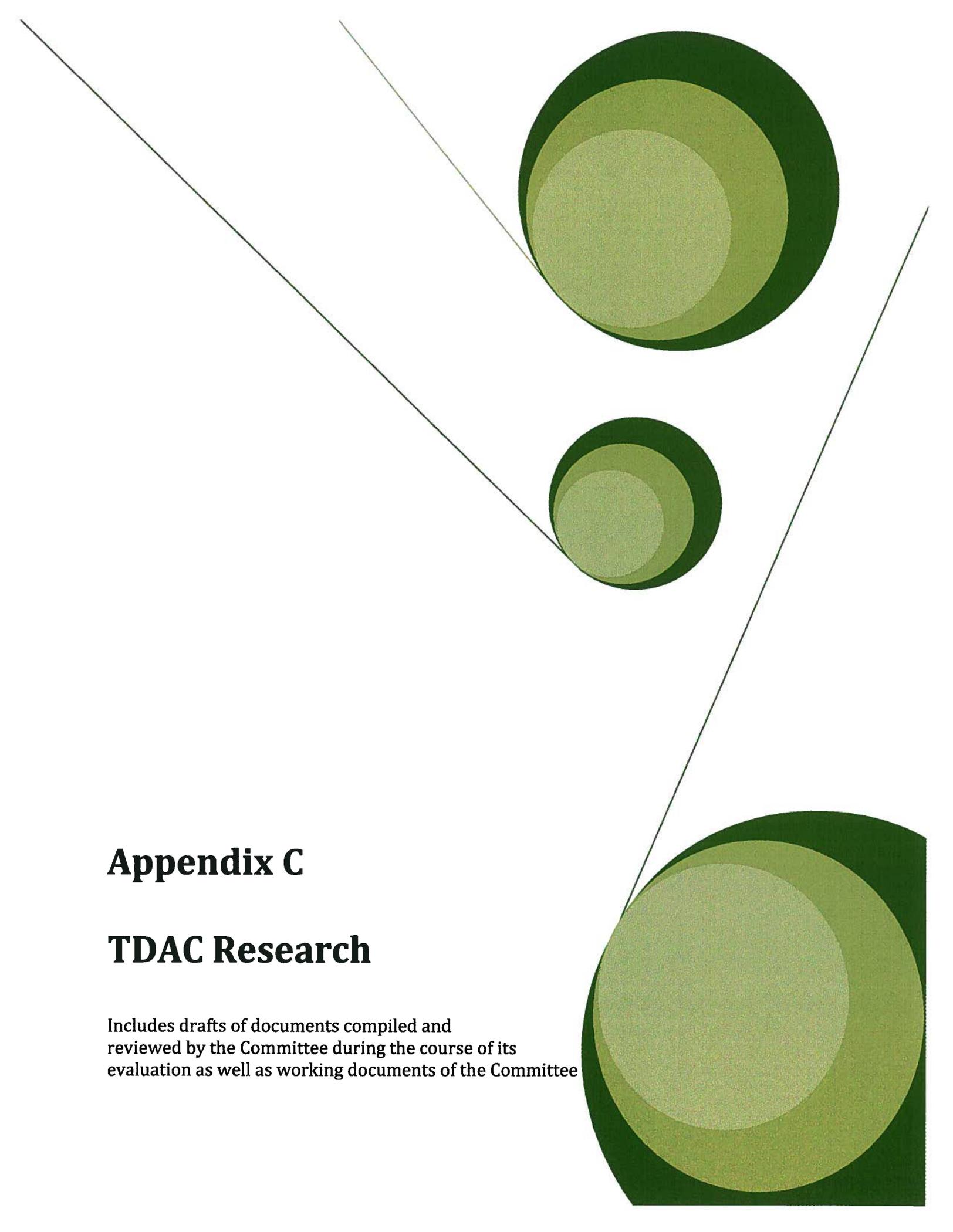
Employ Illinois: Small Business Owners Loan

Employ Illinois: Opportunity Knocks – Free Workshop

Opportunity Illinois: Non-Profit Development Loan

DuPage Regional Development Alliance

Illinois Home Rule Sales Tax

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Appendix C

TDAC Research

Includes drafts of documents compiled and reviewed by the Committee during the course of its evaluation as well as working documents of the Committee

Transitional DAC

Village of Glen Ellyn

Surrounding Community Questionnaire

1. Please describe your organization.
2. When was your organization established? What caused the organization to be created?
3. How many people work at your organization (full-time/part-time, paid or volunteer) and what are their positions?
4. What is your organization responsible for? What are the most important tasks/projects for your organization?
5. Please tell us about your board. How many members? Who is represented (residents, office tenants, retail, property owners, etc.)? How long are terms? How often do you meet?
6. Do you have membership requirements in order to receive benefits? If so, do you have different requirements and/or different benefits for different types of members, such as businesses or downtown residents?
7. What are your most successful programs – the things that work well, are well received, most appreciated, etc.?
8. What are the primary responsibilities of the staff? Of the Board?
9. Does your organization have subcommittees? If so, what for?
10. What is the funding source for your organization? What is your budget for the most recent fiscal year? Is the funding you receive sufficient to achieve the goals of your organization?
11. Are you required to apply for funding each year, or is it from a stable or dedicated source?
12. Please describe your interaction with other organizations. For example, do some organizations have non-voting membership on the Board? Do you attend board meetings of other organizations? Do you work with other organizations to conduct certain events?
13. What is your relationship with the municipality?
14. Does your community have a long-range plan for the downtown? How did the plan come into being? If so, what is the role of the downtown organization? What is the role of the other organizations?
15. Who do you consider to be the key stakeholders for your organization? Who do you serve? Does that differ from the stakeholders of other organizations (Chamber, Economic/Community Development Department)?
16. What role does your organization play related to economic development?
17. What have been the milestones or benchmarks to your success? How long did it take to feel as if your organization was achieving success?
18. Where do you think time and/or resources were wasted in efforts to improve your downtown?
19. What needs to you see that you haven't been able to address?
20. What changes/improvements would you make if you could?

Downtown Organization Summary

	Batavia	Elmhurst	Highland Park	Geneva	La Grange	Wheaton
Community						
Population	27,000	46,000	32,000	24,000	15,000	54,500
Groups involved in the downtown	Batavia Main Street, Batavia Chamber of Commerce, City of Batavia	Elmhurst City Centre, City of Elmhurst	Downtown Highland Park Alliance, City of Highland Park, Highland Park Chamber	City of Geneva, Geneva Downtown Partnership, Geneva Chamber	Village of La Grange, La Grange Business Association, West Suburban Chamber hosts farmers market.	Downtown Wheaton Association, City of Wheaton
City ED staff	1 part-time	City previously had 2 economic development staff. Positions recently cut.	1 full-time economic development assistant	2.75 FTE: 1 full-time ED Director, 1 full-time Business Development Specialist; part-time assistant and .25 office assistant	Community Development Dir., Asst. Comm. Dev. Dir. and Admin. Assistant support	Planning and Development Director and one part-time recruitment consultant
Vacancy rate	15 to 17 percent	3-4% at one time; unsure now	About 70 spaces out of more than 400 businesses. Rate not tracked	10-12%	Not tracked	Not tracked
Name	Batavia Main Street	Elmhurst City Centre	Downtown Highland Park Public/Private Alliance	Geneva Downtown Partnership (City Commission)	City of La Grange/La Grange Business Association	Downtown Wheaton Association
Staff	1.5 FTE: 1 full-time director, 1 part-time assistant	4 FTE: 1 part-time director (previously full-time position); 1 full-time administrative assistant; 1 full-time maintenance; 1 part-time marketing coordinator and 1 part-time events coordinator	2 FTE: 1 full-time director, 1 full-time marketing coordinator	2.75 FTE: City Economic Development staff (see above)	0 FTE: LGBA is all volunteer. City Community Development Director and Assistant Community Development Director oversee economic development in the Village.	1.5 FTE: 1 full-time director, 1 part-time assistant
When founded			2008 when SSA was established	2007 (?)		1998 formally; in existence in another form since 1993
Board	7 to 13 members. Simple majority must have stake in downtown, remaining members from Batavia at large.	2 boards. 1: 10 members w/ retailers and property owner. 2: Board 1 + 5 DT residents. Board 2 limited to physical issues in DT.	5 property owners, 3 representatives from the City of Highland Park and 3 representatives from Chamber.	GDP Board has 9 voting members and 6 ex-officio members, including Chamber and City ED director.	LGBA: 10 members; Community Development Director also attends meetings.	9: 2 property owners, 2 tenants, 2 property owner/tenants, past president, president, City of Wheaton rep. and at-large rep.
Meetings	Monthly	Monthly	2 per month	Monthly		Monthly
Term	3 years	3 years	1 year	3 years		

General

About the Downtown Organization

Downtown Organization Summary

	Batavia	Elmhurst	Highland Park	Geneva	La Grange	Wheaton
Community Selection	Board members recruited by the organization.	Nomination/election by group. Property owners' votes weighted by EAV.	Each group selects its own representatives.	Voting members appointed by Mayor. Ex-officio by organization.	Membership nomination; voting	Nominated/elected by respective groups.
Cross-membership	City liaison sits ex-officio on board	City Manager, Community Development Director, 4 alderman, and representative from Visitor and Tourism Bureau sit ex-officio	City, Chamber appoint three voting positions to the Board	Chamber, Strategic Plan Advisory Committee, History Center, Cultural Arts Commission and City ED have ex-officio status	None formally	Planning and Economic Development Director and DWA Director have ex-officio positions
Subcommittees	Design, Economic Restructuring, Organization, Promotion	Budget, Marketing and Promotions, Downtown Services and Networking.	Marketing, Finance and Operations	Originally developed similar to Main Street Model. Not feasible. Business Improvement and Retention Comm. is only current active subcommittee.	LGBA: Special Events, Finance, Marketing and Publicity and Membership	Economic Restructuring, Marketing, Organizational Development, Events. Fundraising committee disbanded
Operating agreement	Main Street has a contract for services with City	Yes	Not formally, but City reviews budget, goals.		City budgets funds for LGBA activities. No formal operating agreement.	
Total DTO Funding	\$142,860	\$800,000	\$355,000. FY10 budget of \$454,000	Total City ED budget: \$250,000	Not available.	\$250,000
DTO staff costs	\$72,000		\$132,000	NA		
TIF	Yes. Funds City façade improvement grants, downtown development grants, agreements, streetscaping, etc.	Yes. Funds City Centre, parking deck construction, façade grants, other downtown maintenance.	Yes, for Port Clinton Development. TIF expired.	Previously had one for downtown development. Expired in 2005.	Yes, for Triangle Development and downtown improvement grants. Expired in 2009.	TIF funds façade and retail improvement grants, parking garages, developments, retail consultant.
SSA	\$40,000	Yes. Funds City Centre, DT improvements.	\$300,000	Yes. Produced about \$100,000. Recently raised to .30/\$100 EAV.	Yes. Funds Parking Deck maintenance (About \$60,000)	Yes. .95/\$100 EAV (Total \$500,000; \$225,000 goes to DWA)
About the Downtown Organization						
Downtown Funding						

Downtown Organization Summary

	Batavia	Elmhurst	Highland Park	Geneva	La Grange	Wheaton
Community						
City	\$40,000. Also ED staff support.		\$55,000 from City for marketing	Yes. ED Dept. is \$250,000. Additional services also provided from PW, PD	\$71,200; includes \$20,000 for LGBA (Does not include staff salaries.)	
Other	\$61,820 from Committee efforts (not specified), \$540 from investments and \$500 grant.	\$225,000 of DTO funds general expenses (salary, rent) and physical services	No	Hotel/motel tax (5% tax: 3% to chamber, 2% to city) Total \$168,000	Membership fees (\$12,500 total); two events have profit.	\$11,000 payment from residential properties annually who were removed from TIF. Membership dues of \$125 (total \$8750)
Downtown Plan	In comprehensive plan: City oversees	No	City oversees	Beginning one	No	No
Marketing	Yes	Yes (\$400,000 marketing and events)	Yes -- primary purpose of organization	Chamber/City work cooperatively on event advertising	LGBA does event and cooperative advertising; City supports event advertising	Yes. \$80,000 budget
Events	Yes	Yes	No. Chamber, business owners, local organizations and City sponsor events.	Chamber sponsors 4 main events. City helps coordinate other events, though other local groups are directly responsible.	Yes	Yes. Not revenue generating.
Boutique services (ex. sidewalk snow removal)	Not provided	Yes. Supplements City services (i.e. snow shoveling to curb, planters, trash removal)	City provides all services, including snow shoveling to curb.	City provides sidewalk shoveling to curb.	City provides all services, including snow shoveling to curb.	Not provided. City consults DWA on landscaping.
Business Recruitment and retention	In coordination with City. City is first contact.	City	Responsibility of the Alliance for downtown. Works with City staff who maintains vacancy database.	City	City	City retail consultant

Funding, cont.

Responsibilities of DTO

Downtown Organization Summary

	Batavia	Elmhurst	Highland Park	Geneva	La Grange	Wheaton
Community Grants	City provides façade and improvement grants (\$50,000). Main Street works with businesses interested in applying for City grants	City provides façade and retail grants	City established façade grant program in 2000. Not funded in current year. Alliance offers event grants.	City: GDP reviewed façade and sign grant applications. Not currently funded.	City façade improvement loan was funded through TIF. Currently unfunded.	City provides façade and retail improvement grants. \$300,000 available for grants (matching).
Ombudsman	Yes	Not formally	No	City	City	City
Other	Main Street coordinates efforts with Illinois Main Street Program.			City oversees Geneva Downtown Partnership website. Currently expanding to all of Geneva. GDP's original purpose was to oversee grants, parking issues and advise on downtown.	City coordinates Ahhh La Grange Website. An ED committee reviews commercial developments from resident perspective	

Responsibilities of DTO cont.

*The Transitional DAC was unable to interview representatives from the Village of Downers Grove. The information was gathered through the DDG and Village websites.

TRANSITIONAL DOWNTOWN ADVISORY COMMITTEE

February 9, 2010

Tonight's Agenda

- Overview of communities studied
- Committee's likes and dislikes of each organization
- Discuss if any of the "likes" should be considered for Glen Ellyn

Batavia

- Batavia Main Street
 - 1.5 FTE staff
 - \$142,860 FY 2010 Budget
 - \$80,000 from SSA, remaining raised by committees (membership donations, events, etc.)
 - Responsible for:
 - Events
 - Business Recruitment and Retention
 - Available spaces inventory
 - Marketing
 - E-news
 - Banners
 - Main Street community, but they acknowledge the Main Street program currently offers few benefits.
 - Volunteer-based

Batavia

- City of Batavia
 - Part-time Economic Development Analyst
 - Responsible for Economic Development efforts across the community
 - Works closely with Batavia Main Street executive director on business attraction and other downtown issues
 - Conduct joint retention visits in downtown
 - City oversees grant programs (façade and retail)
- Chamber
 - Chamber provides services to members and is not involved in downtown events, recruitment or marketing
 - Works with Batavia Main Street

Elmhurst

- Elmhurst City Centre
 - DAC met with Elmhurst representatives in Feb. 2008
 - Since then, 2 City economic development staff positions have been cut
 - City Centre supplements services provided by the City
 - Approximately \$800,000 budget
 - Funded through 2 SSAs and downtown TIF
 - 4 FTE staff: Director, maintenance supervisor, administrative assistants, marketing coordinator and events coordinator
 - Responsibilities include: Events, marketing, and supplemental physical services

Geneva

- Geneva Downtown Partnership
 - Advisory commission for the City of Geneva
 - All economic development and downtown responsibilities fall to City Economic Development staff (2.75 FTE)
 - Total City Economic Development Budget: \$250,000
 - Some expenses budgeted in other departments
 - Downtown SSA established for parking needs; later expanded to general downtown maintenance (\$100,000)
 - City oversees business recruitment/retention activities, available spaces inventory and physical services in the downtown

Geneva

- Geneva Chamber of Commerce
 - Chamber oversees four major events in the downtown.
 - Receives \$100,000 from city hotel/motel tax
 - Used to market events outside of Geneva area.
 - City receives remaining \$68,000 of tax; used for group marketing (tour buses, meetings, weddings, etc.)
- Geneva reviewing approach to economic development
 - Moving away from event planning
 - Expanding focus to entire city

Highland Park

- Downtown Highland Park Public/Private Alliance
 - Downtown Property Owners group requested (2007/2008)
 - Funded through downtown SSA (\$300,000)
 - City of Highland Park contributes additional \$55,000 from advertising budget
 - 2 full-time staff (Director and marketing coordinator)
 - Primary responsibility is marketing/joint promotion
 - Oversee business attraction/retention for the downtown.

Highland Park

- City of Highland Park
 - Full-time Economic Development Assistant
 - Staff liaison for Business and Economic Development Commission
 - Maintains available sites inventory
 - General economic development responsibilities for commercial areas other than the downtown
 - City and private groups organize downtown events (City oversees/approves all events)
 - City provides physical services for the downtown
 - Previously had a façade retail grant program (not currently funded)
- Highland Park Chamber
 - Represented in Alliance

La Grange

- Village of La Grange
 - Community Development Department responsible for most economic development activities
 - Oversees Ahhhh La Grange marketing website
 - Has in the past hired consultants to attract businesses in the downtown, market and publicize the downtown
- La Grange Business Association
 - Membership-based organization; all-volunteer board
 - Organizes downtown events
 - Receives \$20,000 from City for event marketing

Wheaton

- Downtown Wheaton Association
 - 1.5 FTE staff
 - \$250,000 budget (\$225,000 from SSA)
 - Downtown property owners members by right; downtown business owners pay \$125 annual dues
 - Responsibilities include marketing, advertising and events
 - Organization structure similar to Main Street model

Wheaton

- City of Wheaton
 - City Economic Development Director oversee economic development for the City
 - Part-time retail consultant performs recruitment and retention responsibilities
 - TIF funds support façade and retail grant program (\$300,000 available)

Downtown Responsibilities

	Batavia	Elmhurst	Highland Park	Geneva*	La Grange**	Wheaton
Events	DTO	DTO	M, Private Org.	C, M	DTO	DTO
Business recruitment and retention	DTO, M	M	M, DTO	M	M	M
Marketing and advertising	DTO	DTO	DTO	C, M	DTO, M	DTO
E-News	DTO	DTO	DTO	M	DTO	DTO
Website	DTO, M	DTO	DTO	M	DTO, M (City and separate ED website)	DTO
Facade and retail grants	M	M	M (not currently funded)	M, GDP	M (not currently funded)	M
Ombudsman	M, DTO	M	M	M	M	M
Available spaces inventory	DTO, M	M	M	M	M	M
Landscaping and planters	M	DTO, M	M	M	M	M
Christmas lights	M	DTO (tree lights), M (Xmas Tree)	M	C, M provides staff labor	M	M
Sidewalk snow removal to curb	Not provided	DTO	M	M	M	Not provided
Benches, trash and signage	M	M, DTO supplements	M	M	M	M
Banners	DTO	DTO	M	C, M	M	M

Key:
 DTO: Downtown organization
 M: Municipality
 C: Chamber

Downtown Organization Subcommittees

	Batavia	Elmhurst	Highland Park	Geneva*	La Grange**	Wheaton
Finance/Budget		X	X		X	
Business Improvement and Retention				X		
Economic Restructuring	X					X
Design	X					
Organization/Operations	X		X			X
Promotions	X	X***				
Marketing			X		X	X
Events					X	X
Downtown Services		X				
Networking		X				
Membership					X	

*The City of Geneva's Geneva Downtown Partnership is considered the DTO. The GDP is a municipal commission.
 **The La Grange Business Association will be considered the DTO for La Grange. The organization is membership based and serves all business districts.
 ***Marketing and Promotion

Downtown Organization Board Structure							
	Batavia	Elmhurst 1	Elmhurst 2	Highland Park	Geneva*	La Grange**	Wheaton
Voting members	Property owners	X	X	X	X		X
	Business owners	X	X	X			X
	Property owner/tenant						X
	Residents			X			
	Members					X	
	General community	X				X	
	Municipality	X			X		X
	Chamber				X		
	Mayor/Council		X	X		X	
	City economic development staff		X	X		X	X
Ex-officio	Organization Director						X
	Chamber				X		
	Other Boards/Commissions		X	X	X		
	Convention and Visitor's Bureau			X			

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 **The La Grange Business Association will be considered the DTO for La Grange. The organization is membership based and serves all business districts.

Current Downtown Responsibilities

	Glen Ellyn*	Batavia	Elmhurst	Highland Park	Geneva**	La Grange***	Wheaton
Events	C, DTO, M	DTO	DTO	M, Private Orgs.	C, M	DTO	DTO
Business recruitment and retention	EDC	DTO, M	M	M, DTO	M	M	M
Marketing and advertising	EDC, DTO	DTO	DTO	DTO	C, M	DTO, M	DTO
E-News	EDC	DTO	DTO	DTO	M	DTO	DTO
Website	EDC, DTO	DTO, M	DTO	DTO	M	DTO, M (City and separate ED website)	DTO
Façade and retail grants	EDC	M	M	M (not currently funded)	M, DTO	M (not currently funded)	M
Ombudsman	EDC	M, DTO	M	M	M	M	M
Available spaces inventory	EDC	DTO, M	M	M	M	M	M
Landscaping and planters	M	M	DTO, M	M	M	M	M
Christmas lights	M	M	DTO (tree lights), M (Xmas Tree)	M	C, M provides staff labor	M	M
Sidewalk snow removal to curb	Not provided	Not provided	DTO	M	M	M	Not provided
Benches, trash and signage	M	M	M, DTO supplements	M	M	M	M
Banners	EDC	DTO	DTO	M	C, M	M	M
Redevelopment	M, EDC	M	M	M	M	M	M
Infrastructure	M	M	M	M	M	M	M
Total organizations in downtown:	4#	2	2	2	3	2	2

Key:

- DTO: Downtown organization
- M: Municipality
- C: Chamber

*The Downtown Glen Ellyn Alliance will be considered Glen Ellyn's DTO.

#Go Downtown! is considered a fifth downtown organization though it has no formal responsibilities outlined in the chart above.

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***The La Grange Business Association will be considered the DTO for La Grange. The organization is membership based and serves all business districts.

**TDAC Likes/Dislikes of Comparison Communities'
Downtown Organizations**

From February 9, 2010 TDAC Meeting Discussion

Highlight denotes items identified by TDAC as appropriate for a new downtown organization in Glen Ellyn.

Batavia

Likes	Dislikes
Action Plan	Main Street program
Partnership: Membership/involvement of organizations outside of the downtown	Main Street director having keys to vacant downtown spaces
Available spaces inventory	No clear lines of responsibilities related to Economic Development
Review of grant applications once per year	
Retention visits from both Main Street and City Economic Development staff	
Cooperation between three groups: Main Street, Chamber, City	
Monthly development meeting with City Administrator, Chamber Director, Main Street Director, etc.	
Goal of reducing overlap	

Elmhurst

Likes	Dislikes
Budget	2-board structure
Events (concert series)	Weighted voted based on property ownership in board selection
Boutique services	No volunteers
Resident involvement in Board of Directors	Poor planning (expansion of the downtown over time)
Parking garages	

Geneva

Likes	Dislikes
General downtown funding	Business training efforts
2 public works employees focused on downtown	Lack of resources
Focus on making events successful	Shifting focus from downtown to community as a whole
Destination place (external marketing)	Lack of funding
Economic Development staff served ombudsman role	Commission structure -- no authority
Strong Chamber	
Façade maintenance officer	
CLUE Group study (outlined who shops in the downtown)	
Series of videos promoting downtown	

Highland Park

Likes	Dislikes
Strategic goals/objectives	No façade grant funding
Defined role for director (job description)	
Shopper reward program	
"Working" board	
Strong communication	
Clear lines of responsibility	
Simplified entertainment approval process	
Lots of events in the downtown	
Dark windows ordinance	
Map of available parking spaces	
Early focus on branding, creating recruitment package, establishing strategic goals	
Bylaws are well organized	
Spent time planning the organization	

La Grange

Likes	Dislikes
TIF surplus	No formal relationship between LGBA and West Suburban Chamber
Regular meetings with organization members	No focus on downtown specifically
Marketing the town	No La Grange Chamber
Retail/senior housing development	No one clearly in charge of business recruitment
Branding consultant	Façade loan program versus grant program
Storefront display consultant (organized by LGBA)	LGBA: All volunteer

Wheaton

Likes	Dislikes
TIF funding amount	0.95/\$100 EAV SSA rate
SSA amount	Limited focus on marketing
Advertising	No focus on recruitment
"working" board	Too much focus on theater
Goal setting/training	No formal relationship with Chamber but similar missions
2 parking garages	Not having resources to finish proposed projects (Welcome Kit)
Review not required if following downtown design guidelines	

Glen Ellyn

Likes	Dislikes
Historic facades	Lack of parking
Size/scale	Missed opportunities
Diversity of businesses	Multiple organizations/information sources involved in downtown
Grant program	Lack of branding/strong message
Restaurants -- Type, number	Cleanliness -- litter, dirty sidewalks, building maintenance
Downtown events	Missing ability to attract certain demographics
Holiday atmosphere	No uniform business hours
Vacant spaces inventory	Dark/vacant windows
Downtown planters	Not promoting what is available already
	Signage -- needs improved
	Lack of a common gathering place

Preliminary Goals for Downtown Glen Ellyn Organization

The Transitional Downtown Advisory Committee proposes the following

- Build relationships and networks with downtown businesses and property owners.
- Promote downtown as a destination for shopping, dining, and entertainment.
- Promote downtown as a desirable location for businesses and residential space.
- Be a strong advocate for downtown businesses.
- Ensure a desirable and viable mix of businesses in the downtown.
- Engage in activities that add to the vibrancy and vitality of the downtown.

In pursuit of these goals, the downtown organization should engage in the following activities:

- Downtown events
- Marketing and Promotion
 - May include banners, e-news, a business directory and a website
- Business attraction and retention
 - May include new business welcome, business visits
- Serve as an ombudsman
- Routine meetings with other organizations, including the Village, Chamber and EDC
- Development of an annual action plan
- Continue efforts to develop coordinated shopping hours
- Development/infrastructure input
- Downtown organization branding
- Cooperate with other groups that provide educational seminars and networking events

Proposed Downtown Responsibilities and Priorities

Results from February 23, 2010 TDAC Meeting.

Revised at March 9, 2010 TDAC Meeting.

Downtown Organization

Number to the right indicates the votes given by TDAC members indicating top priorities for a downtown organization in Glen Ellyn.

Downtown events – 12

Marketing – 11

Promotion – 8

Business attraction – 7

Business retention – 6

Ombudsman – 5

Routine meetings with other organizations – 4

Development of an annual action plan – 3

Banners – 1

Coordinated shopping hours – 1

Business visits – 0

E-news – 0

Website – 0

Development/infrastructure input – 0

New business welcome – 0

Business directory – 0

Downtown organization branding (Added at March 9 meeting)

Village responsibilities

Façade grants

Retail grants

Other grants

Infrastructure repairs

Maintenance enforcement

Snow removal to curb

Christmas tree lights

Planters

Landscaping

Trash removal

Parking regulations

Way-finding signage

Holiday/seasonal décor

Streetscaping

Exterior appearance assistance/seminars

Village-wide branding effort (Added at March 9 meeting)

Chamber

Community events

Social Networking

EDC

Available spaces inventory

Seminars for business owners

Downtown Organization Board Structure

	Batavia	Elmhurst 1	Elmhurst 2	Highland Park	Geneva*	La Grange**	Wheaton
Property owners	X	X	X				X
Business owners	X	X					X
Property owner/tenant							X
Residents		X					
Members						X	
General community	X				X		
Municipality	X			X			X
Chamber				X			
Mayor/Council		X	X		X		
City economic development staff		X	X		X	X	X
Organization Director							X
Chamber					X		
Other		X			X		
Boards/Commissions							
Convention and Visitor's Bureau			X				

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**The La Grange Business Association will be considered the DTO for La Grange. The organization is membership based and

Downtown Organization Subcommittees

	Batavia	Elmhurst	Highland Park	Geneva*	La Grange**	Wheaton
Finance/Budget		X	X		X	
Business Improvement and Retention				X		X
Economic Restructuring	X					
Design	X					
Organization/Operations	X		X			X
Promotion	X	X***				
Marketing			X		X	X
Events					X	X
Downtown Services		X				
Networking		X				
Membership					X	

*The City of Geneva's Geneva Downtown Partnership is considered the DTO. The GDP is a municipal commission.

**The La Grange Business Association will be considered the DTO for La Grange. The organization is membership based and serves all business districts.

***Marketing and Promotion

Options for New Downtown Organization Structure and Staffing

<u>Question</u>	<u>Options</u>	<u>Glen Ellyn</u>
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Organization membership

How should the organization be structured?	<ul style="list-style-type: none"> • Advisory Board or Commission • Main Street organization • Independent organization • Sub-committee of current organization 	<ul style="list-style-type: none"> • Individual organization
--	---	---

Board Membership

Who should be members of the organization?	<ul style="list-style-type: none"> • Property owners • Residents • Retail/restaurant only • All downtown business owners • Community at-large • Other 	<ul style="list-style-type: none"> • Anyone can participate • There should be a membership fee
--	---	--

Should the organization have members by right? If so, who?	<ul style="list-style-type: none"> • Property owners • Residents • Downtown business owners • Other 	No
--	---	----

Should the organization have paid members? If so, who?	<ul style="list-style-type: none"> • Property owners • Residents • Downtown business owners • Other 	Yes
--	---	-----

Board Structure

How many board members?	7 voting members	
-------------------------	------------------	--

Who should be represented on the Board?	<ul style="list-style-type: none"> • Property owners • Business owners • Downtown residents • Village • Organization staff • Chamber • EDC • Other organizations • Residents at large 	<p>4 business owners (new business, tenured business, service and restaurateur mix preferred)</p> <p>2 property owners</p> <p>1 resident (downtown preferred)</p> <p>Ex-officio may include: Chamber, Village, EDC, Historical Society, Executive Director</p>
---	--	--

How should Board members be selected?	<ul style="list-style-type: none"> • Appointed by Village • Appointed by Chamber • Appointed by EDC • Joint appointment by Village, Chamber and/or EDC • Elected by property owners • Weighted election system • Other 	Board members should be elected from membership. Nominations should be solicited from identified categories.
---------------------------------------	---	--

What should the term be?	3 years. One-third of the board would turn over each year
--------------------------	---

How often should the board meet?	Monthly.
----------------------------------	----------

What subcommittees should the organization have? (Suggest limiting number of committees to four)	<ul style="list-style-type: none"> • Finance/budget • Business improvement and retention • Economic restructuring • Design • Organization/operations • Promotions • Marketing/advertising • Events • Downtown services • Networking • Membership • Other 	<ul style="list-style-type: none"> • Membership • Events • Marketing/Promotions • Ad hoc committees as needed <p>*Committee also recommended a treasurer be appointed among the board members.</p>
---	--	--

Staff

Should the organization have dedicated staff?	Yes
---	-----

If so, how many?	
Minimum?	1.5
Preferred?	2.5

Downtown Organization Proposed Budget

	Batavia	Elmhurst	Geneva	Highland Park	La Grange	Wheaton	GE: Alliance	GE: EDC	Preferred ¹	Minimum ¹	All-volunteer ¹
Total Expenditures	\$145,564	\$827,350		\$454,658 minus reserve: \$358,658	\$61,000	\$324,858	\$59,131		\$257,000	\$182,000	\$55,000
Staffing/Benefits*			Municipal		Municipal						
Director	\$56,415	\$72,000	\$106,000***					\$78,659	\$87,000 [#]	\$87,000 [#]	\$0
Assistant (s)	\$15,504	\$45,000	\$20,653						\$60,000	\$20,000	\$0
Total Staff	\$71,919	\$117,000	\$110,287***	\$132,311		\$106,525****		\$78,659	\$147,000	\$107,000	\$0
FTE staff	1.50	2.00**	2.50	2.00		1.50	0.50	1.00	2.50	1.50	0.00
Board	\$455			\$7,310		(included above)					
Board/Volunteer Recruitment/recognition	\$1,940	\$1,000									

*Please note that staff at different organizations may have different levels of experience and responsibility.

**PT Event and Marketing, FT Maintenance included in budgets below.

***The Economic Development budget for Geneva covers 33% of Director salary, 91% of development specialist and 25% of assistants salary. Benefits are not included. Total wages \$234,000 (benefits not included)

****Includes \$17,500 from Fundraising Committee budget for "Directors fees."

#Includes \$65,000, as well as \$22,000 for family PPO through the Village's health insurance plan.

Downtown Events	\$3,480	\$103,000	\$100,000*	\$22,000	--	\$48,245	\$37,599**		\$50,000	\$35,000	\$35,000
Staff	\$5,000 (city)	\$30,000					\$7,565				

*City contributes approximately \$100,000 to Chamber from Hotel/Motel Tax for event advertisement. Chamber organizes major downtown community events.

**Does not include cost of community events sponsored by Chamber.

Marketing/Promotion		\$275,800	\$81,302	\$153,700	\$56,171	\$55,085		\$50,000*	\$32,000	\$15,000	\$15,000
Website/newsletter	\$1,200	\$20,000		\$17,500		\$3,000		\$5,000*			
Banner								\$16,000**			
Committee	\$8,350										

*FY10 Budgeted numbers for EDC.

** Actual expenditures \$7,355.

Recruitment/retention	\$7,450			\$20,000	\$4,800				\$8,000	\$5,000	\$0
Consultant		\$13,000				\$36,000 (city)					
Consultant		\$20,000				\$2,400 (DWA)					
Facilities/Supplies					municipal						
Facilities/Rent	\$11,765	\$26,000		\$12,152		\$20,300		\$9,308			
Accounting	\$1,250	\$1,200		\$6,980		\$3,000		\$1,435			
Supplies	\$1,320	\$17,950	\$1,000	\$2,000		\$6,700					
Postage/shipping	\$420	\$2,500	\$555	\$727		\$750		\$429			
Training		\$2,000		\$990		\$1,500					
Travel/meetings	\$750		\$6,535	\$450		\$100		\$1,253*			
Subscriptions/dues	\$435	\$500		\$461		\$1,000		\$930*			
Insurance	\$3,150	\$5,800		\$3,323		\$4,000		\$2,012			
Credit Card fees	\$250										
Phone	\$1,380	\$5,000	\$2,000	\$3,036		\$4,000		\$1,527			
Computers				\$2,500							
Total Facilities/Supplies	\$20,720	\$60,950	\$10,090	\$30,119	\$0	\$43,850	\$6,967**		\$20,000	\$20,000	\$5,000

*Used for recruitment purposes.

**Website costs included

¹Proposed budgets reflects existing responsibilities of some organizations changing. If one group is not able to pick up additional responsibilities (i.e. snow removal), the Committee may want to make an additional recommendation on how much additional funding the downtown organization may need to take on these responsibilities.

Downtown Organization Revenue

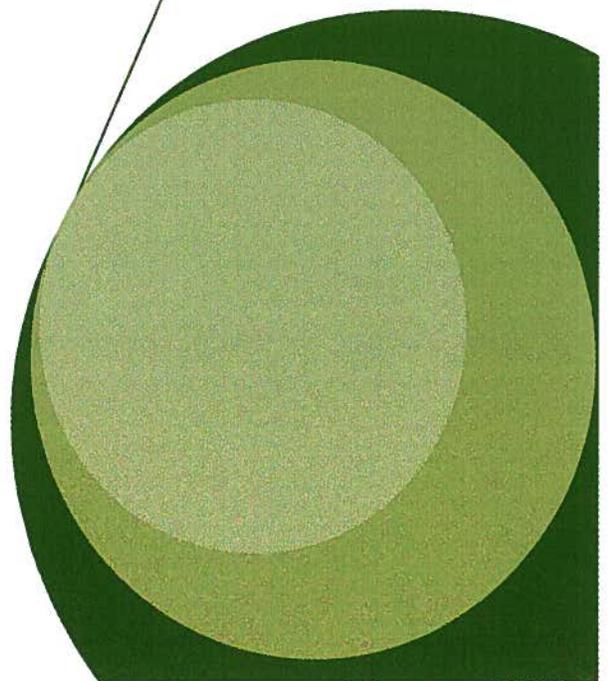
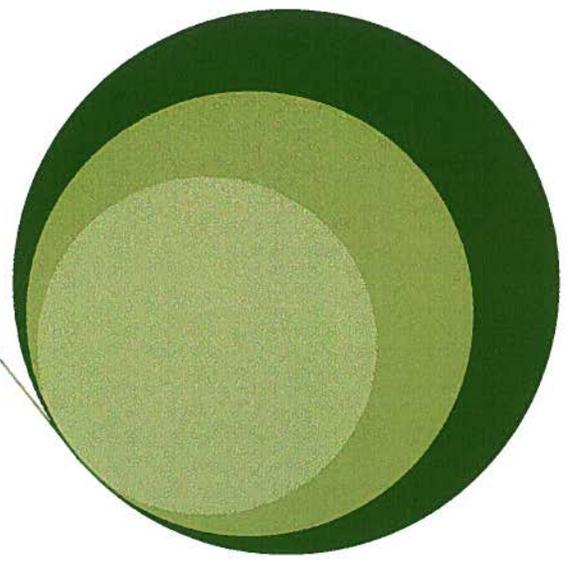
	Batavia	Elmhurst	Geneva*	Highland Park	La Grange**	Wheaton	GE: Alliance	GE: EDC
Total Revenue	\$ 142,860	\$ 895,702	\$ 68,000	\$ 355,000	\$ 12,500	\$ 326,151	\$ 59,131	\$ 201,800
SSA	\$ 40,000	\$ 324,517		\$ 300,000		\$ 225,000		\$ 177,300
TIF		\$ 544,685						
Municipal	\$ 40,000	\$ 20,000 (xmas)		\$ 55,000			\$ 20,000	\$ 24,000
Hotel/Motel tax			\$ 68,000					
Other orgs.	\$ 500 (grant)					\$ 7,600 (condo)		
Interest	\$ 540					\$ 300	\$ 10,000 (EDC)	\$ 500
Gift Certificates						\$ 4,000		
Membership	(by right)	(by right)		(by right)	\$ 12,500	\$ 10,000	\$ 14,528	
Fee					\$ 100	\$ 125	\$ 200/\$250	
Sponsorship	\$ 9,235					\$ 72,751	\$ 2,000	
Registration							\$ 6,500	
Events	\$ 22,050						\$ 200	
Other	\$ 4,850 (banners)							

*The remainder of Geneva's Economic Development Department is supported through the City's General Fund.

**LGBA did not provide detailed budget information. Membership amounts are based on information provided with TDAC's meeting with the Village of LaGrange La Grange's municipal Economic Development Budget is funded through the City's General Fund.

Appendix D

Memorandums to TDAC



MEMORANDUM

TO: Transitional Downtown Advisory Committee

FROM: Michele Stegall, Village Planner *MIS*

DATE: December 4, 2009

SUBJECT: First Meeting

On November 13th, the Village Board approved a Resolution (attached) extending the term of the Downtown Advisory Committee (DAC) for the purpose of researching and making a recommendation on the organizational structure for a new downtown organization. The first meeting of what is being referred to as the Transitional DAC will be at **7:00 p.m. Tuesday, December 15 in the Galligan Board Room**. The main purpose of the meeting will be to review the roles and responsibilities of the Transitional DAC and to establish a meeting schedule that will enable the Committee to complete its work by the March 31, 2010 deadline set forth in the Resolution. A draft agenda for the meeting is attached. Additional information in preparation of the meeting will be delivered to all Committee members next Friday, December 11.

Ten of the original 15 DAC members have graciously offered to continue on and assist the Village with this project. In order to ensure continued representation from the various organizations represented on the original DAC, two new members representing the Plan Commission and downtown business community have also been appointed to the Committee. A full list of Transitional DAC members is contained in the attached Resolution. As a representative of your respective groups, please be reminded that you should report back to and receive input from your organization throughout the process. Former DAC Chairperson Rinda Allison has indicated that she would like to serve on the Committee but step down as chair. Therefore, former vice chairman, Pat Melady has agreed to step up and chair the Transitional DAC and the committee will need to select a new vice chairman.

Planning Intern Christina Collison will be the staff liaison for the transitional DAC. Christina is working toward obtaining a Masters of Public Administration from Northern Illinois University and will be using this project to assist her with her capstone project. Planning and Development Director Hulseberg and/or myself will also be in attendance at each of the meetings.

Thank you for offering to volunteer your time and talents to assist the Village with this project. We look forward to seeing you on the 15th.

Attachments: Draft Agenda
Resolution

Cc: Staci Hulseberg, Planning and Development Director
Christina Collison, Planning Intern

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MEMORANDUM

TO: Transitional Downtown Advisory Committee

FROM: Michele Stegall, Village Planner *MYS*
Christina Collison, Planning Intern *CE*

DATE: December 18, 2009

FOR: December 29, 2009 meeting

SUBJECT: Downtown Organization Research

The goal of the Transitional Downtown Advisory Committee is to research and formulate a recommendation for a new downtown Glen Ellyn organization. The creation of a permanent downtown organization is one of the first initiatives to be undertaken in the Downtown Plan. The Downtown Plan outlines a number of recommendations related to the potential organization. However, additional research is necessary to further define the duties, responsibilities and operational structure that is best suited to meet the needs of downtown Glen Ellyn. This will be the focus of the Transitional DAC. The Village Board has set a deadline of March 31, 2009 to make a recommendation regarding a permanent downtown organization.

Project Timeline

The proposed timeline is designed to allow a period of information gathering and then two months of regular meetings to review the data, evaluate what would be most successful in Glen Ellyn and formulate a proposal to recommend to the Village Board. A proposed timeline and meeting schedule is listed below. Please note that all meeting dates are Tuesdays:

December 29, 2009:	First meeting
January 2010:	Information gathering/five community interviews
Late January:	Research completed and distributed to DAC
February 2:	Meeting 2
February 16:	Meeting 3
March 2:	Meeting 4
March 16:	Meeting 5

At the December 29 meeting, we would like to discuss the proposed meeting dates and to determine a schedule that will work for most. We can adjust the tentative meeting schedule as needed at the first meeting.

Committee Composition

Many of the members of the original Downtown Advisory Committee have agreed to stay on as part of the Transitional DAC. We thank the DAC for the hard work they put in to creating the Downtown Plan, as well as members of the Transitional DAC for the work you will do in the coming months. A copy of the Downtown Plan and the Appendices is enclosed. Please note that the creation of a new downtown organization is discussed on pages 10.4 through 10.7.

As the Transitional DAC begins its work, however, please note that there have been some changes to the composition of the committee. DAC chair Rinda Allison has decided to step down as chair for the committee and former DAC vice chairman Pat Malady has agreed to serve as chair for the Transitional DAC. The committee will need to select a new vice chair, who will be responsible to act as chairman in Pat's absence. There is also one new member on the Transitional DAC. Plan Commission chairman Julie Fullerton has joined the committee. In addition, as a representative of your respective groups, please be reminded that you should report back to, and receive input from, your organization throughout the process.

Data Collection

Attached you will find a preliminary survey of downtown organizations conducted by Village staff in summer 2008 during the development of the Downtown Plan. The survey provides an overview of basic information regarding downtown organization structures in several area communities. Based on this research and knowledge of other downtown organizations, we have identified five organizations that we would recommend the committee to interview. The organizations were selected because they represent successful downtowns in the surrounding area. The communities suggested are: Naperville, Downers Grove, Hinsdale, Geneva, and Wheaton.

Staff has contacted each of the five organizations and requested preliminary data. Information has been received from Geneva and brief telephone interviews have been conducted with representatives from Hinsdale and Naperville. Also included is a report from an interview the DAC conducted with Elmhurst City Centre earlier this year. So far there have been several obstacles to gathering information. The first is the holiday season. Staff from various downtown organizations have indicated that they will be more available after the holidays. We have also found that some organizations have been reluctant to share financial data.

The second phase of the data collection efforts will be to conduct more in-depth interviews with representatives of each of the organizations targeted for the survey. The goal of these interviews is to learn about different concepts and ideas that may be useful for Glen Ellyn's new downtown organization. We hope we also will be able to gain more insight on funding levels and sources through organization interviews. The interviews are expected to take place in January. We anticipate the interviews will be attended by available members of the DAC, Planning Intern Christina Collison and either Director Hulseberg or Village Planner Stegall. The interviews will include a pre-determined list of questions (which we will be asking the DAC to review), as well as allow for follow-up questions and informal discussion between members of the DAC and members of the organization being interviewed. All attempts will be made to schedule meetings on days of the week and times of days that will accommodate the most committee members. However, the Village team proposes limiting attendance at each organizational interview to five Transitional DAC members in order to accommodate the organizations being interviewed and to facilitate conversation. We would anticipate announcing the meeting dates and times as they are set and take the first five DAC members who indicate they can attend with an effort to make sure that all DAC members have an opportunity attend some meetings. A report will be completed following each interview and all reports will be forwarded to all members of the Transitional DAC so all members will have the same data.

Action Requested

The Village team requests the Transitional DAC provide direction before the main research efforts begin. At the December 29 meeting, we request the following actions:

- Approval of project timeline and discussion of proposed meeting schedule.
- Appointment of a vice chair for the committee.
- Approval of the five downtown organizations selected for study.
- Comment and discussion of proposed Surrounding Communities Questionnaire (attached).
- Discussion of community interview schedule. What day of the week and time of day is best for most committee members?

Attachments:

- Survey of Downtown Organizations in Surrounding Communities (July 2008)
- Proposed Surrounding Community Questionnaire
- Downtown Organization Forum
- Notes from preliminary telephone interviews Downtown Naperville Association and Hinsdale Economic Development Commission liaison
- Elmhurst interview information

Cc: Staci Hulseberg, Director of Planning and Development

MEMORANDUM

TO: Transitional Downtown Advisory Committee

FROM: Staci Hulseberg, Director of Planning and Development
Michele Stegall, Village Planner *MJS*
Christina Collison, Planning Intern *cl* *SH*

DATE: February 5, 2010

FOR: February 9, 2010 meeting

SUBJECT: Downtown Organization Research

Since the Committee's first meeting in December, representatives from the Transitional Downtown Advisory Committee have met with groups from six communities to learn more about their downtown organizations. Each of the communities approaches its downtown differently, and each has its own advantages and disadvantages.

Committee Goal

The task for the TDAC over the course of its meetings in February and March is to create a recommendation for a downtown organization, including structure, responsibilities and resources. The information gathered from other communities, as well as Glen Ellyn's unique goals and attributes should guide the Committee's discussions.

To achieve the task set forth for the TDAC in the short time period provided, the planning team is proposing the following objectives for the TDAC's meetings:

Meeting 1: February 9, 2010

Objective: Review downtown research.

- Staff provides overview of each community studied.
- Committee lists likes and dislikes of each organization's approach to the downtown.
- Discuss if any of the "likes" should be considered for Glen Ellyn.

Meeting 2: February 23, 2010

Objective: Define responsibilities for the downtown organization.

- Outline the services necessary for a successful downtown Glen Ellyn.
- Determine which services the downtown organization should be responsible for.

Meeting 3: March 9, 2010

Objectives: Outline an organizational structure and staffing and funding needs.

- Outline a preferred structure for the organization, including whether the downtown organization should be an independent organization, how the Board is appointed, what the makeup of the Board is, who should be represented with ex-officio positions, what subcommittees might be necessary, frequency of meetings and Board member terms.
- Determine the staffing needs of the organization based on its responsibilities.
- Determine the appropriate level of funding necessary to support the organization.

Meeting 4: March 23, 2010

Objective: Formalize downtown organization proposal to be recommended to the Village Board.

- Finalize committee's proposed downtown organization structure, responsibilities and funding prepared at prior meetings.
- Develop a recommendation for creating and transitioning downtown responsibilities to the new proposed structure.
- Make a formal recommendation to the Village Board on a preferred downtown organization structure and a secondary recommendation for a volunteer-based organization.

If the Committee determines additional discussion is necessary to formulate a recommendation, the above-outlined meeting objectives can be modified accordingly. The Committee may find it necessary to add a meeting in March or April to continue discussions.

Review of Downtown Research

The Committee has gathered a significant amount of information on the six communities included in its study. Included below is a brief description of each community's approach to downtown management. Attached you will find a chart outlining various attributes of each community, including the downtown organization's roles, responsibilities and resources. Also attached are draft minutes from each subcommittee meeting held by members of the TDAC and budgets, bylaws and other supplemental information gathered from each community. Please note that complete information was not available from each community included in the study. Staff will continue to try to obtain this information. Please also note that information from Downers Grove is limited because Downtown Downers Grove was unable to accommodate a meeting with members of the TDAC in the necessary time frame.

Batavia:

Batavia is the only Main Street community included in the study. The organization is primarily volunteer driven, with a paid full-time executive director and part-time assistant. The City of Batavia also has a part-time Economic Development Analyst. The Batavia Chamber is not involved in downtown events, business recruitment or retention. Batavia's downtown is primarily service-oriented businesses. As a business district, it has faced several challenges recently, including a foundry operating in the downtown until about five years ago and the reconstruction of the Wilson Street Bridge that provides access to the downtown. The Main Street Director, Chamber Director and City Economic Development Analyst each indicated that the ability to communicate, work together and respect each other's organization was important to the success of the downtown.

Elmhurst:

The DAC met with Elmhurst City Centre in 2009 when Glen Ellyn's Downtown Plan was being developed. Since that time, the City of Elmhurst has eliminated its economic development staff. The Elmhurst City Centre director was not sure who would be taking over the City staff's responsibilities.

Elmhurst City Centre's purpose is to supplement services already provided by the City, including events, marketing and downtown maintenance services beyond what the City provides. City Centre's executive director was a previous City Centre Board member and recently took on the role part-time when the former director left. City Centre has four full-time equivalent staff, including the director, administrative assistants, a maintenance supervisor, a part-time marketing coordinator and a part-time events coordinator. City Centre is funded through two SSAs and a TIF. The City Centre's director said the organization has gone through turbulent times as the board adjusted to its funding sources increasing. He said he also finds it helpful that he is personally in a position to focus on long-term needs over short-term demands because he also owns a downtown business. He said he can relate to the business owners and not be subject to the pressures and demands that the prior executive director was receiving from business owners.

Geneva:

The City of Geneva works with the Geneva Downtown Partnership (GDP), which is an official advisory commission for the City. The City has an Economic Development Department with two full-time staff members and two part-time staff. The GDP provides input on economic development initiatives and grant programs. The Geneva Chamber organizes the four largest Geneva events downtown and receives hotel/motel tax dollars from the City to support event advertising. The City Economic Development staff also assists with 13 other smaller downtown events, but is working to transition away from event management. Currently, the City of Geneva is reviewing its approach to downtown economic development because as a business district, the Downtown consumes more resources, both time and financial, and produces less revenue than other commercial districts. Geneva's primary concern is to develop effective working relationships and reduce duplication of efforts between the organizations involved in the downtown. Geneva had a downtown TIF that expired in 2005. The TIF provided funding for some development and the construction of a parking deck.

Highland Park:

The Downtown Highland Park Public/Private Alliance (Alliance) was established in 2008 based on a desire from downtown property owners to help the downtown succeed. The property owners association supported the implementation of an SSA to support a new organization, the Alliance, to be responsible for downtown marketing and business recruitment and retention. The City also has a full-time economic development assistant responsible for business recruitment and retention in the other business districts. This City staff person oversees business licenses, the City's Business and Economic Development Commission and serves as an ombudsman for local businesses, among other responsibilities. The Highland Park Chamber and City each appoint three Alliance Board members. The remaining five Board members are downtown property owners. The Alliance Director attributed much of the organization's early success to having a dedicated board in place and goals for the Alliance outlined early.

La Grange:

The Village of La Grange works cooperatively with the La Grange Business Association for economic development purposes. The LGBA is a membership-based business organization, and organizes events in the downtown. The LGBA receives some funding from the City, but it is limited to supporting advertising and marketing efforts for the LGBA's events. The Village of La Grange's Community Development staff is the primary contact for economic development in the Village.

Neither organization focuses specifically on the downtown. La Grange had a TIF district in place in the downtown that expired in 2009. The TIF proceeds funded façade loans and helped support several developments in the downtown.

Wheaton:

The Downtown Wheaton Association (DWA) was created when earlier downtown organizations disbanded. The DWA receives funding through a downtown SSA and from membership dues. Its purpose is to organize downtown events and marketing. The City has hired a part-time retail consultant who works on business recruitment and retention. There is also a TIF district for the downtown that supports façade, awning and retail improvement matching grants for downtown businesses. The DWA does not have a formal relationship with the Wheaton Chamber of Commerce, but the Wheaton Planning and Development Director holds an ex-officio position on the DWA Board.

Discussion points

- What aspects of each downtown organization did committee members like and dislike?
- What are the pros and cons of each community's approach to economic development?
- What practices does the committee think would work well in Glen Ellyn?

Other

Please find attached an editorial written by the Glen Ellyn News regarding the activities of the Transitional Downtown Advisory Committee. Committee Vice Chairwoman Beth Howley has submitted a response to the Glen Ellyn News. A copy of the editorial is provided for your information.

Attachments:

- Downtown Organizations Summary Table
- Organizational Responsibilities Table
- TDAC Minutes from December 29, 2009
- Support Documents
 - Batavia:
 - Draft minutes from TDAC Subcommittee meeting from Jan. 13, 2010
 - 2010 Batavia Main Street Final Budget
 - Bylaws of Batavia Main Street, Inc.
 - Batavia Main Street 2010 Action Plan
 - Batavia Chamber Economic Development Agenda for the City of Batavia 2009-2012
 - Elmhurst
 - Draft minutes from TDAC Subcommittee meeting from Jan. 27, 2010
 - Minutes from DAC meeting with the Elmhurst Representatives from Feb. 27, 2009
 - Geneva
 - Draft minutes from TDAC Subcommittee meeting from Feb. 3, 2010
 - City of Geneva Economic Development Department Organization Chart
 - City of Geneva Economic Development Budget for FY 2010

- City of Geneva SSA #1 Budget for FY 2010
- Economic Development Department FY 2009-2010 Goals
- Geneva Downtown Partnership Committee bylaws
- Highland Park
 - Draft minutes from TDAC Subcommittee meeting from Feb. 1, 2010
 - City of Highland Park Economic Development Department and Business and Economic Development Commission FY 2010 Budget
 - FY2010 Alliance Budget
 - Highland Park Central Business District Public/Private Economic Alliance By-Laws
 - Alliance 2010 Strategic Plan
 - Alliance Executive Director Job Description
- LaGrange
 - Draft minutes from TDAC Subcommittee meeting from Jan. 21, 2010
 - Village of LaGrange Proposed Economic Development Budget for FY2011
- Wheaton
 - Draft minutes from TDAC Subcommittee meeting from Jan. 14, 2010
 - By-Laws of Downtown Wheaton Association
 - Resolution R-06-05: Resolution Authorizing the Execution of an Agreement with the Downtown Wheaton Association
 - City of Wheaton Planning and Economic Development FY2010 Budget
- Glen Ellyn News Editorial from January 21, 2010

MEMORANDUM

TO: Transitional Downtown Advisory Committee

FROM: Staci Hulseberg, Director of Planning and Development
Michele Stegall, Village Planner *MS*
Christina Collison, Planning Intern *CC*

DATE: February 19, 2010

FOR: February 23, 2010 meeting

SUBJECT: Downtown Organization Responsibilities

At the committee's last meeting, it reviewed the research collected from the six communities included in the Transitional Downtown Advisory Committee's (TDAC) study. The committee outlined likes and dislikes of each organization's approach to the downtown and then identified aspects that may be appropriate for a downtown organization in Glen Ellyn. The Committee will next need to consider the responsibilities, structure and funding necessary for a new downtown organization in order to develop a recommendation for the Village Board.

Meeting Objective

The TDAC's objective for its second meeting will be to define the responsibilities for a new downtown organization in Glen Ellyn. The tasks to achieve this objective, which were proposed at the TDAC's first meeting, are:

- Outline the services necessary for a successful downtown Glen Ellyn
- Determine which services the downtown organization should be responsible for

This information will then be used to guide the TDAC in outlining an organizational structure and staffing at the next meeting.

Meeting Timeline

As the Village team has reviewed the remaining tasks for the TDAC, we realized it would be necessary to plan an additional meeting to separately address the funding needs for the organization. We would suggest adding a meeting on March 16, and amending the meeting schedule as follows:

- March 9: Review board structure, organization membership, possible subcommittees and staffing needs for the organization.
- March 16: Determine appropriate funding levels and finalize a preliminary proposal to be forwarded to the Village Board.
- March 23: Finalize downtown organization proposal and review draft bylaws to be recommended to the Village Board.

Reference Material

Attached please find several documents to serve as reference in the committee's discussion.

- Downtown Responsibilities: A version of this chart was included in the TDAC's packet for the February 9 meeting. The chart has been updated based on recommendations from committee members. In addition, information regarding current downtown responsibilities in Glen Ellyn has been added to the chart.
- Community Likes and Dislikes: The TDAC provided input for this chart at its February 9 meeting. The committee was asked to outline the things it liked and disliked about each community. Committee members then were asked to identify which of the items they thought could be considered in developing a downtown organization for Glen Ellyn. These items are shown highlighted.
- Downtown Responsibilities List: This list is intended to provide a starting point for determining the responsibilities of the downtown organization. The lists included in the table are not exhaustive but outline options based on the committee's study of other communities.

Discussion Points

When determining what the new downtown organization should be responsible for, there are several things the committee will be asked to consider at the meeting.

- What are the primary goals of the organization?
- What downtown responsibilities should be added or deleted from the list provided?
- Which responsibilities should be handled by the new downtown organization?
- Which responsibilities should be taken on by another group or organization, if any?
- Which responsibilities should be the priority for a new downtown organization?

Other

Please find attached a copy of a letter sent to each group with whom the committee met as part of its downtown study thanking them for their time and willingness to accommodate the committee.

Attachments

- Draft Minutes from the February 9, 2010 TDAC Meeting
- Downtown Responsibilities Chart Revised
- Community Likes and Dislikes Chart
- Downtown Responsibilities list
- February 9, 2010 letter to TDAC community study participants

MEMORANDUM

TO: Transitional Downtown Advisory Committee

FROM: Staci Hulseberg, Director of Planning and Development
Michele Stegall, Village Planner *MIS*
Christina Collison, Planning Intern *CC* *SHW*

DATE: March 3, 2010

FOR: March 9, 2010 meeting

SUBJECT: Downtown Organization Structure and Staffing

At the committee's last meeting, it outlined various responsibilities that it thought should be the purview of a downtown organization in Glen Ellyn. The next step in developing a recommendation for the Village Board is to consider the structure and membership of the organization, as well as subcommittee and staffing possibilities.

It has been suggested that the Committee review its likes and dislikes for downtown Glen Ellyn, similar to the Committee's discussion of other organizations studied. This activity, while not directly related to the objective of the March 9 meeting, will help to inform the committee's discussion.

Meeting Objective

The TDAC's objective for its third meeting will be to determine organization structure, membership, subcommittees and staffing needs best suited for downtown Glen Ellyn. The tasks to achieve this objective are as follows:

- Determine the primary and secondary stakeholders in the organization (i.e., who should the organization primarily serve? Business owners, property owners, downtown residents, citizens at large, etc.).
- Determine if the organization should be an independent organization, advisory board or commission, subcommittee of an existing organization or structured in another way.
- Determine organization membership, board structure, possible subcommittees and staffing needs.

The attached table entitled "Options for New Downtown Organization" sets forth the various questions the committee will be asked to consider at the meeting.

Meeting Timeline

At the last meeting, the TDAC approved a revised timeline for its upcoming meetings. The meetings will now be scheduled as follows:

- March 23: Determine appropriate funding levels and finalize a preliminary proposal to be forwarded to the Village Board.
- April 20: Finalize downtown organization proposal and review draft bylaws to be recommended to the Village Board.

Reference Materials

Several charts are attached for the committee's reference.

Likes and Dislikes of Organizations Studied: This chart was originally developed at the Committee's February 9 meeting. Likes and dislikes regarding downtown Glen Ellyn will be added at the March 9 meeting.

Current Downtown Responsibilities: The Committee discussed this chart at its February 23 meeting. It has been revised based on Committee suggestions.

List of Goals: The preliminary goals of the new downtown organization were initially discussed at the Committee's February 23 meeting. The Committee will be asked to review these goals and continue to refine them as it develops an organization structure to meet the needs of the downtown.

Proposed Downtown Responsibilities and Priorities: This list shows the results of the TDAC's discussion at its February 23 meeting. The list indicates the number of votes each of the responsibilities received at the conclusion of the last meeting. There will be an opportunity to review and comment on this list at the meeting.

Downtown Organization Board Structure: This list was first shown to the TDAC at its February 9 meeting. The list outlines the makeup of the boards of each organization studied, as well as who holds an ex-officio positions on each board.

Downtown Organization Subcommittees: This chart shows the standing subcommittees for each organization studied.

Downtown Organization Summary: This chart was previously provided to the Committee. It provides a summary of organization structures, subcommittees and staffing in the community's the Committee surveyed. This information may be useful for the Committee's discussion.

Options for New Downtown Organization: This chart is intended to help guide the main discussion at the March 9 meeting by outlining a number of questions for the Committee to consider and possible options. The list of options is not necessarily exhaustive and the Committee may develop alternatives.

Points to Consider

When developing the structure for a new downtown organization, the Committee should consider the following questions:

- Who are the primary stakeholders of the downtown organization?
- What other organizations should be represented?
- What responsibilities need expertise or training to be achieved?
- What responsibilities can be achieved through volunteers?

TDAC Term

Please also find attached a letter from Village President Pfefferman extending the term of the TDAC to April 30, 2010.

Miscellaneous

Please note that the meeting will be held in Room 306 as another meeting was previously scheduled in the Galligan Board Room.

Village staff recently was in touch with the director of the Downtown Downers Grove organization. She will be providing additional information that the Committee may find useful. This information will be provided to the Committee after it is received.

Finally, you will also find attached a questionnaire titled Governing Board Design. Planning Intern Collison has requested that each member of the TDAC complete the questionnaire for research on a paper she is writing on developing governing boards for a class in NIU's Master of Public Administration program. This project is intended for academic use only. If you have questions about the questionnaire, please contact Intern Collison. TDAC members are requested to complete and return the questionnaire prior to or at the March 9 meeting if possible.

Attachments

- Draft Minutes from the February 23, 2010 TDAC Meeting
- Likes and Dislikes of Organizations Studied
- Current Downtown Responsibilities
- Preliminary Goals for Downtown Glen Ellyn Organization
- Proposed Downtown Responsibilities and Priorities List
- Downtown Organization Board Structure
- Downtown Organization Subcommittees
- Downtown Organization Summary
- Options for New Downtown Organization
- March 1, 2010 Letter from Village President Pfefferman
- Governing Board Design Questionnaire

MEMORANDUM

TO: Transitional Downtown Advisory Committee

FROM: Staci Hulseberg, Director of Planning and Development 
Michele Stegall, Village Planner *MJS*
Christina Collison, Planning Intern *CC*

DATE: March 19, 2010

FOR: March 23, 2010 meeting

SUBJECT: Downtown Organization Funding and Preliminary Proposal

Over the past three months, the Transitional Downtown Advisory Committee has researched and discussed the roles and responsibilities of six downtown organizations across the Chicago area. At its last two of meetings, the Committee took the first steps in forming a proposal for a downtown organization in Glen Ellyn. The Committee must now further refine its vision for this organization and take the next step in matching the dollars to the details as it develops a final proposal for the Village Board.

Meeting Objective

The TDAC will have two objectives for its fourth meeting. The first objective will be to review the work of the committee from the prior TDAC meeting on March 9 and to review a preliminary proposed downtown organization structure. The committee developed preferences for this structure at its prior three meetings. The committee is asked to review and refine the proposed organization structure.

The second objective will be to develop a preliminary funding proposal for the new downtown organization. Per the Village Board's request, the TDAC should develop preferred, minimal and all-volunteer funding proposals. To achieve this, the committee should discuss the funding levels needed for the top responsibilities defined by the TDAC for the downtown organization.

The attached table entitled "Downtown Organization Funding" outlines spending for the six communities the TDAC studied, as well as a preliminary proposal for preferred, minimal and all-volunteer organizations for the Committee's discussion. Additional detail on this chart will be provided later in the memo.

Organization Structure (Board, Committees and Staff)

At its last meeting, the TDAC outlined a structure for a new downtown organization. The working document with the TDAC's choices indicated can be found attached. It is titled "Options for New Downtown Organization."

The Committee generally agreed that the organization should be an independent, membership-based organization. The Board of the organization would have at a minimum of seven voting members: four business owners, two property owners and one resident, preferably a downtown resident. In addition, ex-officio officers would be selected from various organizations, including the Village, EDC, Chamber and Historical Society. The TDAC recommended that Board members should be elected from the membership and serve three-year terms. It was also proposed that the Board meet on a monthly basis. Please also find an attached an e-mail from Committee member Kelley

requesting the Chamber receive a voting position on the organization board and a response from Director Hulseberg.

The TDAC also recommended that at least three committees be formed to assist with key responsibilities of the organization. The proposed committees are: Membership, Events, and Marketing and Promotions. Discussion among TDAC members indicated that the Membership committee would be important early in the life of the organization to recruit members and help to establish strong relationships with various groups in the community. However, this committee may be dissolved or replaced in the future. A more detailed description of the discussion can be found in the TDAC's minutes from March 9, 2010.

Two points to consider regarding the organization structure relate to TDAC's upcoming discussion of funding. The first is membership fees. The Committee proposed that the new downtown organization partially use membership fees to support its activities and that there would not be any individuals considered members by right. Included in the TDAC's packet is a document titled "Downtown Organization Revenues." In it, please find the membership fee amounts and revenue generated by membership fees for the organizations the Committee studied. Please note that only La Grange and Wheaton use membership fees, but Batavia solicits member sponsors who donate a chosen amount to Batavia Main Street.

The second issue is the staffing level proposed by the TDAC. At its March 9 meeting, the Committee determined that a minimum of 1.5 staff would be required for the organization to appropriately achieve its top responsibilities of downtown events, marketing and promotions and business recruitment and retention. The Committee discussed that providing 1.5 staff would allow the organization's director to spend more time out of the office meeting with business owners and other organizations.

Funding

Attached is a table entitled "Downtown Organization Funding," which outlines the funding levels of the organizations the TDAC studied. The table is organized based on the top three responsibilities outlined at the TDAC's February 23 meeting: downtown events, marketing/promotions, and business recruitment and retention. Included in the chart are proposed funding amounts for each responsibility and across three organization levels for the new downtown organization. The Committee may also choose other responsibilities proposed for the new organization for which they wish to designate funding.

There are a few things to note about the chart. First, it does not mirror the budgets provided for each organization. This is in part because of the way each organization categorizes activities related to the three areas designated as most important for Glen Ellyn. For example, Wheaton budgets about \$30,000 for event marketing in their Marketing Committee budget. For comparison purposes, this \$30,000 was moved from Marketing into the Events category. Secondly, the amounts do not add up because the certain spending categories outlined in some budgets are not relevant for the committee's discussion and were not incorporated into the table. This document is meant to provide a general comparison among communities.

In addition, the Committee should consider the funding amount required for staffing the organization. For each category, the organization should consider a preferred and minimal funding level. The Committee may also consider the costs of facilities, equipment and supplies, including

larger purchases the organization may need to make in the first year, such as a copy machine or computer and software.

Attached to the packet, please also find additional budget information for each organization included in the TDAC's study. The relevant information has been culled from these documents and included in the Downtown Organization Funding chart, but the support material may be useful for the Committee's reference and discussion.

There are a few items worth noting for clarification:

- Detail on the revenues and expenditures from each Main Street Committee can be found in the Main Street Action Plan.
- The budget referenced for the City of Geneva is that of the Economic Development Department, which does not include such items as facilities and supplies. Please also note that the City's Economic Development Department focuses on the entire community.
- The budget information referenced for La Grange is the City's Economic Development Department, which does not include staff, facilities or supplies costs.
- The City of Wheaton's TIF budgets indicate that \$85,000 was set aside for façade and retail grants in the downtown, which conflicts with what was indicated during the Committee's meeting in which Wheaton said they had \$300,000 available for various grant programs. City of Wheaton Planning and Economic Development Director Jim Kozik confirmed that the funding for such grants had been cut.

Proposed budgets:

Proposed preferred and minimum budgets have been included in the Downtown Organization Funding chart for the Committee's discussion. In developing these numbers, staff considered current spending in the categories listed, comparison to other communities and the responsibilities designated to the organization.

Revenue

In making funding recommendations, the Committee should consider the funding constraints the organization will likely face. It will be the decision of the Village Board to choose whether to establish new revenue sources or to pull from existing revenue sources. Please find below several general options that may be considered for funding the new organization.

- 1 percent home-rule sales tax: When the sales tax was established, it was suggested that a portion of the tax would be used to further the Downtown Strategic Plan. Original revenue projections estimated the tax would generate \$1.5 million per year for the Village. For the seven months the tax has been in place, it has generated \$1,010,000. The FY2011 budget anticipates \$1,750,000.
- Downtown SSA: SSA 6 covers the downtown commercial district. The current levy of 12.5 cents per \$100 Equalized Assessed Value generates about \$54,000 which is currently directed to the EDC. The Committee may recommend that if certain responsibilities currently overseen by the EDC are directed to the new downtown organization, then a portion or all of the funding generated through the downtown SSA could be directed to the downtown organization. The maximum levy for SSA 6 is 15 cents per \$100 EAV. If the full amount were levied this fiscal year, it would have generated \$67,000. A second SSA could also be considered for the downtown in light of the additional services it would receive through the new downtown organization.

- Special Programs Fund: The Village has established a Special Programs Fund from which organizations can request funding. The FY2010 Special Program Fund budget provides \$20,000 for the Alliance, an additional \$24,000 to the EDC (other than the revenue generated by the SSAs), and \$24,000 for the façade and retail grant programs. Some of this funding could be directed to the new downtown organization.
- Membership fees: The Committee has recommended that the new downtown organization implement a membership fee for those that wish to receive services and take part in organization programs. The fees used by other organizations range from \$100 to \$125. The Alliance has a membership fee of \$250, with a discounted fee of \$200 available if submitted by a certain date. The Alliance currently has 72 members. The new organization may expect to have more members as a result of the broader membership base. If the new downtown organization had a fee of \$200 and 100 members, it would raise \$20,000.
- Tax Increment Financing District: If the Village were to choose to implement a TIF District to fund some of the improvements proposed in the Downtown Strategic Plan, the Committee may consider that a portion of the revenue generated through the TIF also be directed to the new downtown organization. This was recommended by Linda Kunze, Director of the Downtown Downers Grove Association (DDGA). She indicated that the DDGA does not receive benefit from the TIF fund, which has negatively impacted the organization because its responsibilities have grown as the downtown has grown, but its SSA funding has not increased due to the value freeze implemented with the TIF District. She indicated that Elmhurst and Oak Park have these types of policies and that it has helped their success. Each organization studied has or had TIF funding for downtown redevelopment efforts. Highland Park and La Grange's TIFs have expired. The most common use of TIF funds among the organizations studied is to fund façade and retail improvement grants. Only Elmhurst uses TIF dollars for direct support of the downtown organization. The Committee should also consider that it would take some time to establish a TIF district, and therefore it would be several years before the TIF would generate funds.

Tasks

At the March 23 meeting The Committee is asked to complete the following tasks:

- Review materials/charts prepared and/or revised at March 9 meeting.
- Review options for new downtown organization chart populated at the Committee's last meeting.
- Review and discuss proposed preferred, minimal and all-volunteer budget amounts in each category on the Downtown Organization Funding chart.
- Review preliminary organization and funding proposal to be forwarded to Village Board.
- Discuss possible transition plan for new downtown organization.

Miscellaneous

Committee Member Meyers requested that additional information be gathered on Highland Park's process for allowing and/or permitting live performances in the downtown, which was discussed at the TDAC's meeting with Downtown Highland Park. Please find attached a webpage from the Late Night Highland Park program and a response from Administrative Intern Chuck Meyer on the Committee member Meyers question.

Finally, thank you to those of you who returned your surveys on Governing Board Design, which Planning Intern Collison will use for a paper for NIU's Master of Public Administration program. If

you have not yet filled out a survey, but are willing to do so, please bring it to the March 23 meeting. If you need another copy, please contact Planning Intern Collison.

Attachments

- Minutes from the March 9, 2010 meeting
- Preliminary Goals for Downtown Glen Ellyn Organization (revised at March 9 meeting)
- TDAC Likes/Dislikes of Comparison Communities' Downtown Organization (revised at March 9 meeting)
- Proposed Downtown Responsibilities and Priorities (revised at March 9 meeting)
- Options for New Downtown Organization with Glen Ellyn proposal
- E-mail from Committee member Kelley and response from Director Hulseberg
- Downtown Organization Funding
- Downtown Organization Revenue
- Preliminary Organization Proposal
- Batavia:
 - 2010 Batavia Main Street Final Budget
 - 2010 Action Plan
 - Detail from City of Batavia Administrative and Legislative budget
- Elmhurst: City Centre Budget
- City of Geneva Economic Development Department Budget
- Highland Park:
 - FY2010 Alliance Budget
 - Downtown Highland Park Alliance 2010 Strategic Plan
- Village of La Grange Community Development proposed FY2010 Budget
- Downtown Wheaton Association FY2009 + 2010 Budget Summary
- Glen Ellyn Alliance: Budget June 1, 2009 through May 31, 2010
- 2009 EDC Accomplishments
- EDC Day-to-Day Projects and Activities
- Memo from Highland Park Administrative Intern Chuck Meyer regarding Highland Park downtown entertainment and webpage from Late Nite HP program.

MEMORANDUM

TO: Transitional Downtown Advisory Committee

FROM: Staci Hulseberg, Director of Planning and Development
Michele Stegall, Village Planner *MS*
Christina Collison, Planning Intern *CH*

DATE: April 15, 2010

FOR: April 20, 2010 meeting

SUBJECT: Downtown Organization Proposal

The Transitional Downtown Advisory Committee has worked for the past four months to research and develop a plan for a new downtown organization. Based on this work, a proposed plan for the new downtown organization has been developed and has been prepared for review and consideration by the TDAC. If approved, the plan would then be forwarded to the Village Board for consideration.

Meeting Objective

The TDAC is asked to complete several tasks at its final meeting. The first is to review and comment on the New Downtown Organization Recommendation, which includes a plan, transition plan and proposed bylaws for the new organization created based on TDAC feedback. Secondly, the Committee is asked to review previous documents developed by the Committee for final approval to be included as an appendix to the New Downtown Organization Recommendation. Finally, the TDAC will be asked to formally recommend the plan, with any agreed upon changes, for recommendation to the Village Board.

New Downtown Organization Recommendation

Please find attached to this memo the New Downtown Organization Recommendation. The recommendation will be forwarded to the Village Board for consideration upon approval by the TDAC, and is intended to be used to guide the establishment of the new downtown organization, should it receive approval. The Committee is asked to review these documents prior to its meeting on April 20 for discussion at the meeting.

The New Downtown Organization Recommendation lays out the various goals and responsibilities the TDAC outlined as necessary for the success of the downtown that should be the purview of this organization. The recommendation describes the TDAC's proposal for the new downtown organization, including Board structure, membership, responsibilities and priorities.

Also included in the recommendation is a Transition Plan. This plan outlines a recommendation for establishing the new organization as well as transitioning responsibilities from the Alliance and Economic Development Corporation to the new organization to ensure continuity of service to downtown business and property owners. The Transition Plan also outlines responsibilities and expectations of the Executive Director for the first 18 months of employment.

Included in the appendix of the plan are proposed bylaws for the new downtown organization. The proposed bylaws were drafted based on Highland Park's Downtown Public/Private Alliance Bylaws and modified to fit the needs of Glen Ellyn and of the new organization as proposed by the TDAC.

Please note that the New Downtown Organization Recommendation transmitted to the Village Board will include a number of items that have already been transmitted to the TDAC, such as minutes of previous meetings. All items proposed to be included in the final recommendation to the Board are identified on the Table of Contents of the Recommendation. In order to save paper, the minutes have been omitted from the TDAC's packet.

Supplemental Recommendations: The TDAC had the opportunity to visit and learn from a number of communities. Through the course of this work, it developed a number of additional recommendations it wished to make to the Village Board, but that fell outside of the parameters of the Committee's role. Based on these comments, a series of supplemental recommendations to be forwarded to the Village Board have been prepared for the Committee's consideration.

Items for Consideration

Upon further development of the plan, the Village team discussed several items that the Committee may want to further consider for clarification purposes:

- **Term:** The Committee originally proposed a preference for a three year term, requiring 1/3 of the Board to turn over each year. This also requires the new organization to hold elections each year. In order to provide better continuity of Board members and reduce the burden of elections on the organization, the Committee may wish to consider having four-year terms with half of the Board turning over every two years.
- **Offices:** The Bylaws propose that offices of President, President Pro-Tem and Treasurer be elected to the Board out of the seven members. The Committee is requested to consider whether these positions are appropriate or whether some should be eliminated or added, for example, should a member be designated secretary of the Board or does the Committee foresee that the staff would be responsible for maintaining the organization records and taking minutes at meetings?
- **Ex-Officio:** The Committee has recommended that the Executive Director serve as an ex-officio officer of the Board. As part of the director's function, this individual would be providing staff support to the Board. Therefore, the Director will have significant involvement at all meetings and the committee may wish to reconsider if it would be appropriate for the Director to serve in an ex-officio capacity.

Final review of Committee Documents

The Appendix of the Recommendation includes a number of charts and lists that were compiled by the TDAC during the course of its work. The TDAC is also asked to give final approval to these items.

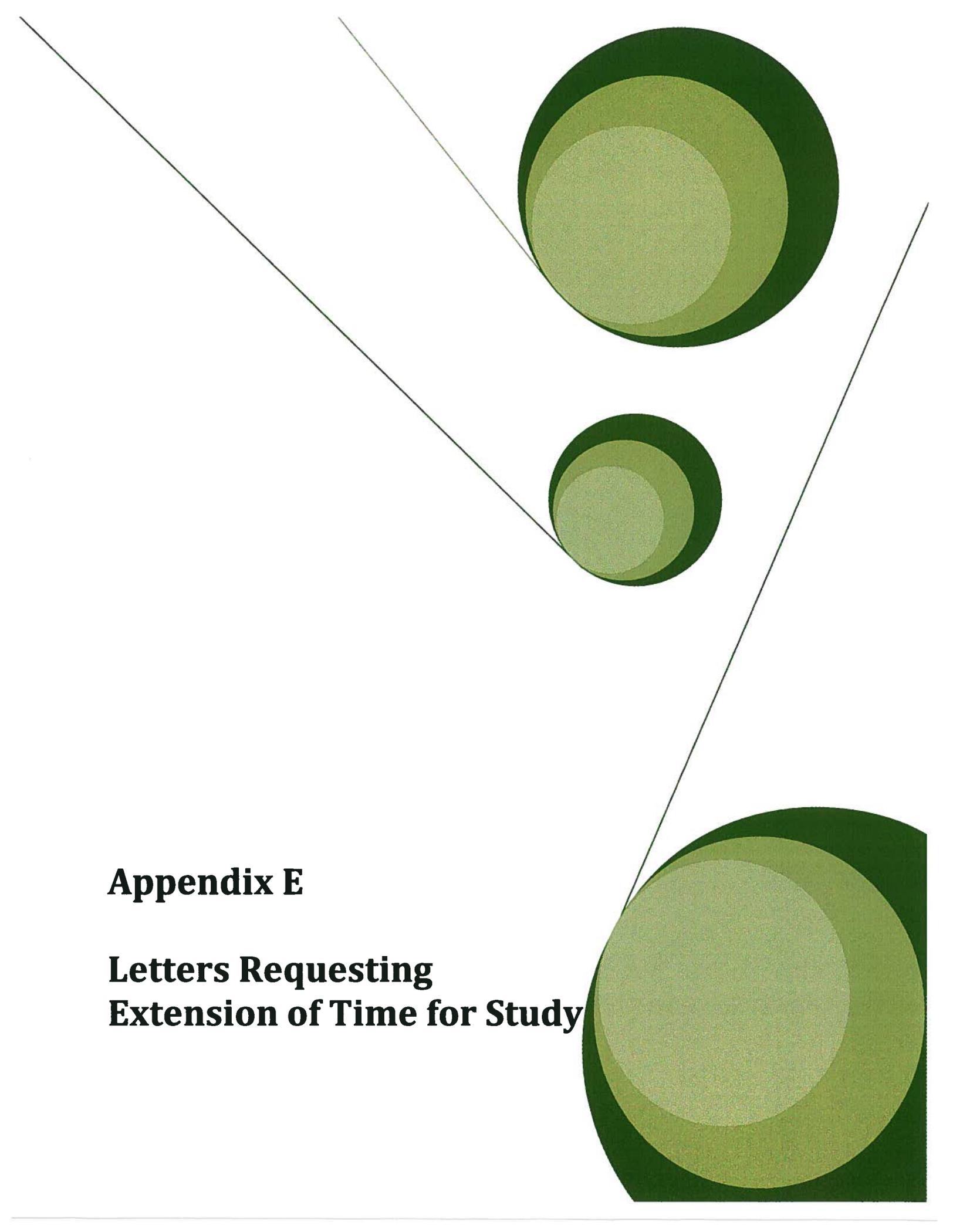
Final Consideration of Proposal

Based on revisions outlined at the April 20 meeting, the TDAC is requested to formally consider the plan for recommendation to the Village Board. Based on this recommendation, the New Downtown Organization Plan and accompanying support documents will be forwarded to the Village Board for discussion at an upcoming meeting.

Attachment List

- Minutes from March 23, 2010 meeting
- New Downtown Organization Recommendation

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A decorative graphic on the right side of the page. It features three green circles of varying sizes, each composed of three concentric layers of different shades of green. The circles are arranged in a vertical line, with the largest at the top, a medium-sized one in the middle, and the largest at the bottom. Three thin black lines extend from the top-left and top-right corners towards the circles, and a fourth line extends from the bottom-right corner towards the bottom-most circle.

Appendix E

Letters Requesting Extension of Time for Study

January 14, 2010

Honorable Mark Pfefferman
President, Village of Glen Ellyn
535 Duane Street
Glen Ellyn, IL 60137

Dear Mr. President and Board Trustees:

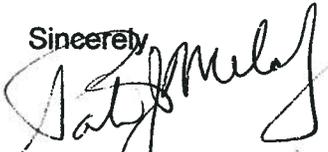
The Transitional Downtown Advisory Committee has been given the task of studying and making a recommendation for a new downtown organization to serve Glen Ellyn's historic downtown business district. The formation of this organization is a key component to the Village's Downtown Strategic Plan and we look forward to the important work ahead.

The Village Board created our Committee to stand until March 31, 2010. At our first meeting on December 29, 2009, we had the opportunity to outline the work ahead of us and set a tentative timeline. It became apparent that there is a tremendous amount of work to do in a short time frame. We understand that the Village Board is interested in moving forward with the implementation of the Downtown Strategic Plan, which requires the Committee to complete its work in a timely manner. While it remains the Committee's intent to meet its March 31 deadline, we may find the need to further discuss details of the recommendation prior to forwarding it to the Village Board. We intend to have meetings with the appropriate groups in several other communities. Coordinating with their schedules is not something we can control. In order to ensure that enough time and study is dedicated to what we believe is a very important task for our community, we would like to request an extension of the Committee's term to April 30, 2010. We would only use this additional time if necessary to complete the assigned tasks.

If an extension is not possible, I ask that you please let me know so that the Committee can plan accordingly. In addition, if for budgetary or other reasons the Board believes certain elements of our recommendation should be made by March 31st, the Committee will make these elements an early priority.

I know I speak for the Committee in thanking you and Board for giving us the opportunity to serve the Village of Glen Ellyn in this important matter.

Sincerely,



Patrick J. Melady
Chairman

Transitional Downtown Advisory Committee

Cc: Transitional DAC members
Steve Jones, Village Manager
Staci Hulseberg, Director of Planning and Development
Michele Stegall, Village Planner
Christina Collison, Planning Intern



March 1, 2010

Village President
Mark Pfefferman

Pat Melady
Chairman
Transitional Downtown Advisory Committee
Glen Ellyn Civic Center
535 Duane Street
Glen Ellyn, IL 60137

Trustees

Jim Comerford
Peter E. Cooper
Phillip Hartweg
Carl L. Henninger
Peter F. Ladesic
Michelle Z. Thorsell

Dear Mr. Melady:

I would like to begin by thanking you and the rest of the Transitional Downtown Advisory Committee for your efforts over the past few months. The Committee's work to research and develop a recommendation for a downtown organization for Glen Ellyn will surely be valuable to the long-term economic prosperity of our community.

Village Clerk
Suzanne R. Connors

The Village Board originally created the Committee to stand until March 31, 2010. After the Committee reviewed and outlined the work to be accomplished, it requested that the Village Board extend the term of the Committee to April 30, 2010. Therefore, in order to ensure the Committee has enough time to thoroughly research, study and deliberate its recommendation for a downtown organization, I will grant an extension of the term of the Transitional Downtown Advisory Committee to April 30, 2010.

Village Manager
Steve Jones

The Village Board and I look forward to receiving the results of the Committee, and we thank you for your hard work and dedication on behalf of the Village of Glen Ellyn.

Sincerely,

Mark Pfefferman
Village President

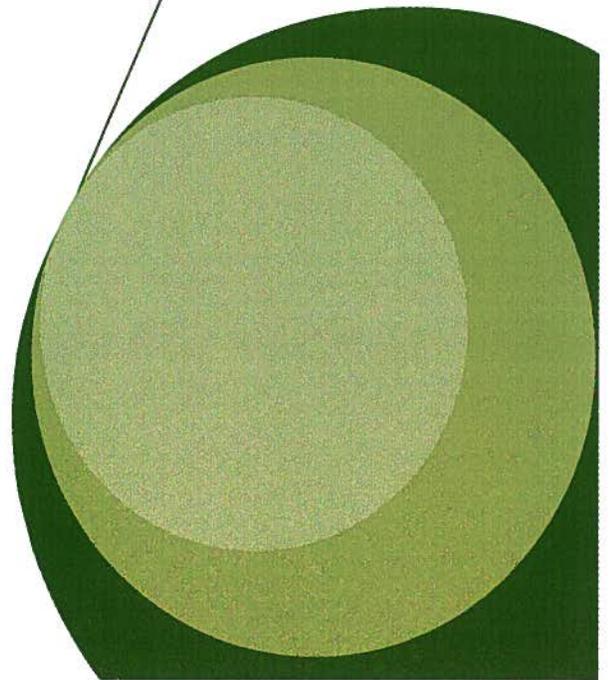
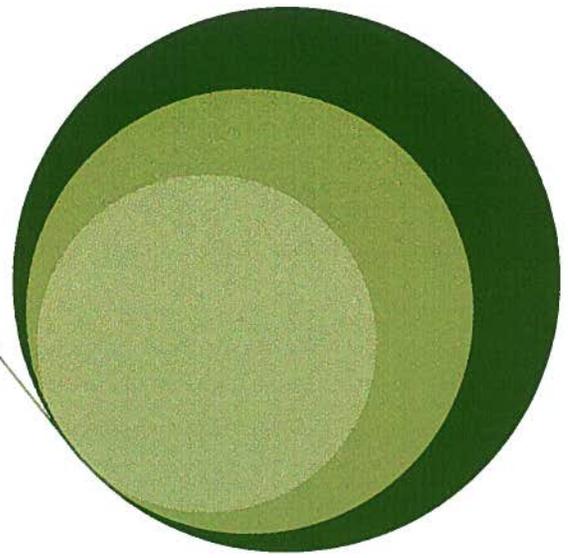
Cc: Village Board
Transitional DAC members
Steve Jones, Village Manager
Staci Hulseberg, Director of Planning and Development
Michele Stegall, Village Planner
Christina Collison, Planning Intern

Civic Center
535 Duane Street
Glen Ellyn, IL 60137
630 469-5000
Fax 630 469-8849
Web: www.glenellyn.org

Police Department
535 Duane Street
630 469-1187
Fax 630 469-1861

Public Works Department
30 South Lambert Road
630 469-3128
Fax 630 469-3128

Appendix F
Draft Bylaws



NEW DOWNTOWN GLEN ELLYN ORGANIZATION
Draft Bylaws
Proposed by Transitional Downtown Advisory Committee
Spring 2010

ARTICLE I: DECLARATION

Section 1 – Name: [Blank], a non for profit organization.

Section 2 – Mission: The purpose of the [Name] is to facilitate the growth and vitality of Glen Ellyn’s Central Business District. [Name] is initially organized for the purpose of achieving the goals listed below. However, [Name] will have the flexibility to prioritize and re-evaluate these goals on a regular basis.

- Building relationships and networks with downtown businesses and property owners.
- Promoting downtown as a destination for shopping, dining, and entertainment.
- Promoting downtown as a desirable location for businesses.
- Being a strong advocate for downtown businesses.
- Focusing on business retention by partnering and working with retailers.
- Focusing on business attraction and ensuring a desirable and viable mix of businesses in the downtown.
- Promoting downtown living to support businesses and add to the vibrancy and vitality of the downtown.
- Cooperating with other groups that provide educational seminars and networking events for business and property owners.

Section 3 – Area: [Name] shall serve the Glen Ellyn, Illinois Central Business District, generally defined by the C5A and C5B Zoning Districts.

Section 4 – Office: [Name] shall maintain office space in or immediately adjacent to the Central Business District of Glen Ellyn.

Section 5 – Fiscal Year: The fiscal year for [Name] shall run from January 1 through December 31 of each year.

ARTICLE II: MEMBERSHIP

Section 1 -- Eligibility: Membership in the organization shall be open to all persons and businesses with interest in the economic vitality and success of downtown Glen Ellyn, Illinois. Except as expressly provided in or authorized elsewhere in these Bylaws, all membership shall possess identical rights, privileges, restrictions and conditions, which may include participation in designated events and services as outlined by the Board.

Section 2 – Dues: The Board of Directors may establish annual dues as it deems appropriate. The Board may also establish varying due amounts based on incentives or participation level.

Section 3 – Liability of Members: A member of this corporation is not personally liable for the debts, liabilities or obligations of [Name].

Section 4 – Resignation: Any member may resign from membership in [Name] upon written notice to the Board of Directors. Such resignation shall specify the effective date. Members who resign from membership shall not be entitled to any refund of dues previously paid.

Section 5 – Notification: Members shall receive regular updates as to the state of the corporation.

ARTICLE III: BOARD OF DIRECTORS

Section 1 – Powers: The Board of Directors of [Name] (hereafter “Board”) shall manage the business and affairs of [Name]. The Board shall have all of the powers, authorities, responsibilities and obligations given the Board of Directors for a not-for-profit corporation under the laws of the State of Illinois, the Articles of Incorporation of [Name], and these bylaws.

Section 2 – Composition: The Board shall consist of at least seven voting Directors composed of:

- i. Four owners of a businesses located in the C5A or C5B Zoning Districts. Efforts shall be made to include a mix of tenured business owners (more than 5 years), new business owners (less than 5 years), and a mix of business types including a retailer, service business owner and restaurateur.
- ii. Two owners of property located in the C5A or C5B Zoning Districts.
- iii. One resident, with preference for a resident of the central business district.

Section 3 – Election: A portion of the Board of Directors shall be elected every other year. Election of Board members shall be made by the members of the organization, with the top vote getters selected for appointment. Elections shall be announced to members and nominations solicited at least 30 days prior to the date of the election.

Section 4 – Nomination: Members in good standing may be nominated or nominate themselves by submitting in writing a petition for nomination that includes signatures of at least two other members of the organization who are also in good standing. The petition shall be submitted following the announcement of an election but not less than 10 days prior to the date of the election.

Section 5 – Term: Each Board member shall serve a term of four years. In the event a Board member cannot fulfill his or her term, the Board may vote by majority to appoint an individual to fulfill the remaining term of the Board member.

Section 6 – Meetings: The Board of Directors shall meet as often as necessary, but at least once a month, unless such meeting is canceled by the President of the board. Meetings shall be open to all members of the public.

Section 7 – Notice of Meetings: Notice of meetings or cancelation of meetings shall be given to all members of the organization at least 48 hours in advance of the meeting, with exceptions made in the case of extraordinary circumstances. Notice shall be given in writing, which may include e-mail or some other method of electronic communication, fax, regular postal mail or personal delivery.

Section 8 – Reports: The Board of Directors shall submit a report of the work and finances of the [Name] at least once a year at the Annual Meeting of the organization, to which all members of [Name] are invited.

Section 9 – Voting: Each elected Board member shall have one vote on all matters pertaining to the organization. Members do not have voting rights on matters pertaining to [Name] but shall be allowed to submit in person or writing comments on issues to be addressed by the Board of Directors. A vote of the majority of the Board then in office shall be required to take action, with the exception of those items noted otherwise in the Bylaws.

Section 10 – Quorum: A majority of the total number of voting Board members then in office shall constitute a quorum.

Section 11 – Ex-Officio Officers: The Chamber of Commerce, Village Board, Economic Development and Historical Society may appoint ex-officio non-voting members to the Board for an undefined term. [Name] may also create such other ex-officio positions from time to time as it deems appropriate.

Section 12 – Electronic meetings: The Board members may participate in the regular meetings of [Name] by means of conference telephone or similar communications method whereby all Board members participating in the meeting can hear each other or commonly communicate in some fashion, and participation as provided herein shall constitute presence in person at such meeting.

Section 13 – Compensation: A Board member shall not receive any compensation for services rendered to [Name]. Upon approval of the Board of Directors, a Board member may be reimbursed for actual expense incurred in carrying out the duties of [Name] provided that such expenses are previously approved, itemized and documented in writing.

Section 14 – Removal for Cause: A member of the Board of Directors may be removed by a vote of a majority of the membership. Such a vote shall be initiated by either a 2/3 vote of the sitting Board of Directors or submission of a petition by 20 percent of the current membership of the organization. The referendum for removal shall take place not less than 15 days and not more than 30 days following the initiation of such referendum. All members shall be notified in writing of the referendum.

ARTICLE IV: OFFICERS

Section 1 – Composition: The Officers must be Board members and shall consist of: (1) a President; (ii) a Vice President; (iii) a Secretary and (iv) a Treasurer. The President shall be elected by the membership and shall serve a three year term. The Vice President, Secretary and Treasurer shall be elected by the Board on yearly basis.

Section 2 – President: The President shall preside at all Board of Directors meetings and perform all duties incident to this office. The President shall, with approval of the Board of Directors, appoint all committees.

Section 3 – Vice President: The Vice President shall assume (i) the specific duties delegated by the President to the Vice President, and (ii) all duties of the President during the absence or incapacity of the President.

Section 4 - Treasurer: The Treasurer shall be the custodian of all funds of [Name]. The Treasurer shall make or cause to be made an annual financial report to the Board of Directors and such other reports as requested by the Board of Directors. The Treasurer may, at the discretion of the Board of Directors, be bonded, with the cost thereof paid by [Name].

Section 5 – Secretary – The Secretary shall record and maintain in good order minutes of all meetings and all records and correspondence of the organization. The Secretary shall also have such other duties as may be assigned by the Board of Directors.

Section 6 - Vacancies: The Board of Directors may fill any vacancy of any Officer position at any time by a vote of the majority of the Board then in office.

ARTICLE IV - EXECUTIVE DIRECTOR

Section 1 - Executive Director: The Executive Director shall be the Chief Administrative Officer of [Name]. The Executive Director shall be responsible for and oversee the following:

- a. Preparing official correspondence, preserving all documents, books and communications, keeping books of accounts and maintaining accurate records of the proceedings of the Board of Directors and other [Name] Committees;
- b. The day-to-day operations of [Name] and implementation of the corporate policies and directives, subject at all times to the control and direction of the Board of Directors;
- c. Submission of an annual written report on the progress of organization's goals as outlined in annual action plan.
- d. Engaging, discharging, and supervising all employees, including the fixing of their duties and compensation within budgetary limits with the approval of the Board of Directors;
- e. Serving as an authorized co-signer on [Name] checks;
- f. Becoming bonded if designated by the Board of Directors;
- g. Being subject to such policies and procedures that are set forth by the Board of Directors;

ARTICLE V - COMMITTEES

Section 1 - Designation: The President, with the approval of the Board of Directors, shall designate all Committees and shall appoint the Chairman and the members of each such committee. One Board member shall be appointed as an ex-officio member of each Committee.

Section 2 – Committee Membership: Members of [Name] are eligible for participation in Committees through appointment by the President for a term of two years, and are eligible for re-appointment.

Section 3 - Duties: The Committees shall make investigations, conduct studies, make recommendations and carry out such other activities that may be delegated to them by the Board of Directors.

Section 4 - Limitations: No Board member, Officer or Committee member shall represent [Name] in advocacy of or opposition to any project, program or position without prior approval of a policy statement by the Board of Directors.

ARTICLE VI - FISCAL & PERSONNEL MATTERS

Section 1 - Approval of Fiscal & Personnel Matters: The act of a supermajority (2/3) of the entire Board of Directors shall be necessary in order to approve matters under the following subsections:

- a. The annual budget of [Name];
- b. Any expenditure of funds not included in the approved annual budget;

- c. Approval of any contract, loan agreement or any instrument in the name of and on behalf of [Name].
- d. Appointing or terminating the employment of the Executive Director.

Section 2 - Deposits: All funds of [Name] not otherwise employed shall be deposited from time to time to the credit of [Name] in such banks, trust companies, or other depositories as the Board of Directors may select.

Section 3 - Gifts: The Board of Directors may accept on behalf of [Name] any contribution, gift, bequest or devise for the general purposes, or for any special purpose, of [Name]. Such gifts shall not be made for the personal or business use of individual Board members or organization members.

Section 4 - Checks, Drafts, Etc.: All checks, drafts or other orders for the payment of money, notes, or other evidences or indebtedness issued in the name of the corporation shall be signed by such officer or officers, agent or agents of the corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors.

Section 5 – Distributions to Board members, Officers, and Private Persons: No part of the net income of [Name] shall inure to the benefit of or be distributable to its Board members, officers, or other private persons, except that [Name] shall be authorized and empowered to pay reasonable compensation for services actually rendered and to make payments and distributions in furtherance of the mission set forth in Section 2 of Article I of these Bylaws.

ARTICLE VII - CONFLICT OF INTEREST

All matters concerning conflicts of interest shall be considered in accordance with 805 ILCS 105/108.60 as in effect at the time of adoption of these Bylaws, a copy of which is set forth in Exhibit A, attached hereto, or as hereafter amended from time to time. The minutes of all actions taken on matters involving a conflict of interest shall reflect that these requirements have been met.

ARTICLE VIII - INDEMNIFICATION

Each person who at any time is or shall have been a Board member, Officer, employee or agent of this [Name], or is or shall have been serving at the request of this [Name] as a Board member, Officer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, shall be indemnified by this [Name] in accordance with and to the full extent permitted by the General Not-For-Profit Corporation Act of Illinois as in effect at the time. The foregoing right of indemnification shall not be deemed exclusive of any other rights to which a person seeking indemnification may be entitled under any By-Law, agreement, vote of disinterested Board members, or otherwise. If authorized by the Board of Directors, [Name] may purchase and maintain insurance on behalf of any person to the full extent permitted by the General Not-for-Profit Corporation Act of Illinois as in effect at the time of the adoption of these Bylaws, or as hereafter amended from time to time.

ARTICLE IX - DISSOLUTION AND WITHDRAWAL

Section 1 - Dissolution: [Name] shall use its funds only to accomplish the purpose and mission specified in these Bylaws, and no part of said funds shall be used for, or be distributed to, the Board members of [Name]. [Name] may only be dissolved by a vote of a supermajority (2/3) of the membership of the

organization. A referendum to dissolve may be called by a 2/3 vote of the Board of Directors of a petition by 20 percent of the membership of the organization. Notice of the referendum shall be given to all members in writing with voting taking place not less than 15 days and not more than 30 days following the action to initiate the referendum.

Section 2 - Distribution of Assets: Upon dissolution of [Name], the Board of Directors shall, after paying or making provisions for the payment of all the liabilities of [Name] out of the assets of [Name], dispose of all the assets of [Name] exclusively (a) for one or more exempt purposes within the meaning set forth in Section 501 (c) (3) of the Internal Revenue Code of 1986 (or the corresponding provision of any future United States Internal Revenue law), or (b) to the United States government, or to a state or local government, for a public purpose. Notwithstanding anything in this Article IX, Section 2 to the contrary, all public funds received by [Name] from the Village (including specifically revenues generated pursuant to a special service area) and remaining upon dissolution of [Name], if any, shall be returned to the Village.

ARTICLE X - MISCELLANEOUS

Section 1 - Parliamentary Procedure: Except as stated herein, the proceedings of [Name] shall be governed by and conducted according to general rules of parliamentary procedure with reference to the most current edition of Robert's Rules of Order as it may exist from time to time.

Section 2 - Books and Records: [Name] shall keep books and records of accounts and shall also keep minutes of the proceedings of its Board of Directors and Special Committees having any of the authority of the Board of Directors. Books and Records of the organization shall be made available for inspection by members of the public or other organizations upon request as outlined in the Illinois Freedom of Information Act.

Section 3 - Notices: Notices of meetings shall be given to Board members not less than seven days and not more than 50 days before a meeting. A notice may be given (i) personally, in which event it shall be deemed served when delivered; (ii) by facsimile, in which event it shall be deemed served when sent with proof of confirmation if during a business day; otherwise as of the next business day; (iii) by email, in which event it shall be deemed served when sent if during a business day, otherwise as of the next business day; or (iv) by regular mail, in which event it is deemed served one business days after posting. Notwithstanding the foregoing, if there are [Name] matters that require immediate action, notice of a Special Meeting of the Board of Directors shall be given to the Board members (i) by email, (iii) personally, or (ii) by telephone, at least 48 hours before such meeting. It shall be the Board member's responsibility to have current facsimile, email and address information on file with [Name].

Section 4 - Waiver of Notice: Whenever any notice whatsoever is required to be given by statute or by these Bylaws, waiver thereof in writing signed by the person or persons entitled to such notice, whether before or after the time stated therein, shall be deemed equivalent to the giving of such notice. Attendance at any meeting shall constitute a waiver of notice of that meeting unless the person at the meeting objects to the holding of the meeting because proper notice was not given.

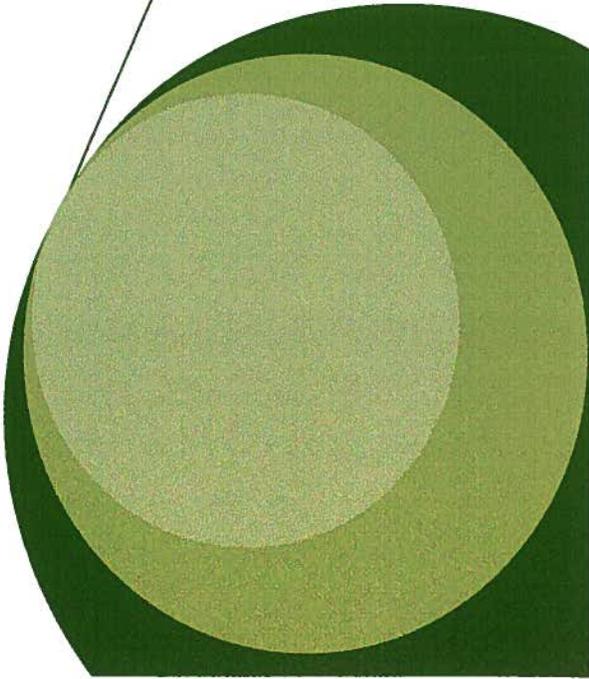
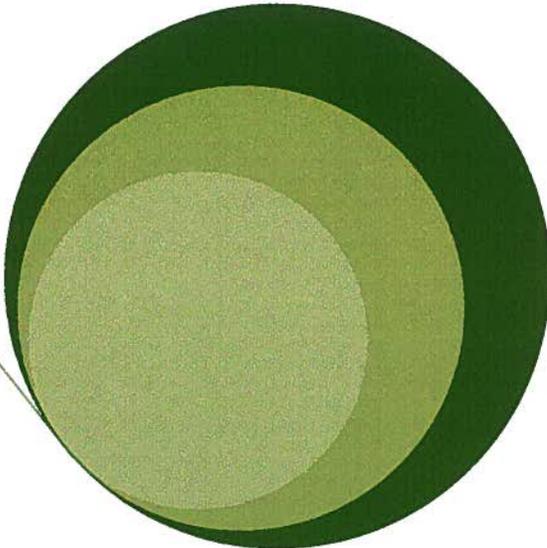
Section 5 - Compliance with Laws: Notwithstanding any other provision of these Bylaws, [Name] shall not conduct or carry on any activities not permitted to be conducted or carried on by an organization exempt under Section 501(c)(6) of the Internal Revenue Code of 1986, as amended, or the corresponding provisions of any subsequent federal tax laws.

ARTICLE XI - AMENDMENTS

Section 1 - Procedures: These Bylaws and the Articles of Incorporation may be amended by the Board members at any Regular Meeting of the Board of Directors, or at any Special Meeting of the Board of Directors called for that purpose at which a quorum is present, provided that seven days' written notice has been given to all Board members. Amendments to the Articles of Incorporation or the Bylaws of [Name] necessary to comply with the statutory requirements or qualifications, including but not limited to the Internal Revenue Code of 1986 as amended from time to time and the Illinois Compiled Statutes as amended from time to time shall also require approval of the Board, and shall be effective at the time of said approval.

Section 2 - Vote Required for Amendment: No amendment to these Bylaws or to the Articles of Incorporation shall be effective except upon a supermajority 2/3 vote in support of the amendment by the Board members.

Appendix G
Supplemental
Recommendations



CHAPTER 110: VACANT GROUND FLOOR PREMISES STOREFRONT
WINDOW DISPLAYS

SECTION

110.001	Definitions
110.002	Vacant Ground Floor Premises Storefront Window Display
110.003	Vacant Ground Floor Premises Storefront Maintenance
110.004	Prohibited Window Display Content

Sec. 110.001 Definitions.

Wherever the following words or phrases are used, they shall, for the purposes of this Chapter, have the meanings respectively ascribed to them in this Subsection 110.001, except when the context otherwise indicates:

"Ground Floor" shall have the meaning ascribed to it in Section 150.415 of the Zoning Code, Chapter 150 of this Code.

"Premises" shall have the meaning ascribed to it in Section 150.415 of the Zoning Code, Chapter 150 of this Code.

"Storefront" shall mean any façade of a Ground Floor Premises having one or more Storefront Windows.

"Storefront Window" shall mean any window of any Ground Floor Premises that permits an unobstructed public view into the interior of that Ground Floor Premises from any immediately adjacent street, sidewalk, or right-of-way.

"Vacant" shall mean the state of not being occupied by a regularly operating business from the Ground Floor of a Premises.

"Window Display" shall have the meaning ascribed to it in Section 150.2005 of the Zoning Code, Chapter 150 of this Code.

"Window Sign" shall have the meaning ascribed to it in Section 150.2005 of the Zoning Code, Chapter 150 of this Code.

Sec. 110.002 Vacant Ground Floor Premises Storefront Window Display.

(A) Window Display Required. Any Vacant, Ground Floor Premises that is located within the City's B-5 Central Business District, or the B2-RW Roger Williams Commercial District Overlay Zone, shall, not more than 15 business days after the date on which the Ground Floor Premises first becomes Vacant, contain a Window Display or other form of decorative screening in each of the Storefront Windows, if any, of that Ground Floor Premises. Each Window Display or decorative screening shall fully cover not less than 80 percent of each Storefront Window of that Ground Floor Premises so as to obscure a direct public view of the Vacant interior of that Ground Floor Premises.

(B) Signage.

(1) Window Signs and temporary Window Signs may be permitted in accordance with the Sign Area requirements of Section 150.2024 of the Zoning Code, Chapter 150 of this Code.

(2) A Real Estate Sign may be permitted in accordance with the Sign Area and Sign Height requirements of Section 150.2024 of the Zoning Code, Chapter 150 of this Code.

(C) Responsibility for Compliance. Any Person owning, leasing, maintaining, or in possession or control of any Vacant, Ground Floor Premises located within the City, or any Owner of the Lot upon which the Vacant, Ground Floor Premises is located, shall be responsible for adherence to the provisions of this Section.

Sec. 110.003 Vacant Ground Floor Premises Storefront Maintenance.

Any Vacant, Ground Floor Premises that is located within the B-5 Central Business District, or the B2-RW Roger Williams Commercial District Overlay Zone, shall, in addition to the requirements set forth in Section 110.002 of this Chapter, if applicable, comply with the following requirements:

(A) The Storefront of the Premises shall be maintained in good condition, kept neat, clean, attractive, and lighted, as required by this Code;

(B) The door area and sidewalk immediately adjacent to the Storefront of the Premises shall be neat, clean, and free from dirt and debris; and

(C) Any and all Storefront Window glass of the Premises shall be kept clean in accordance with Section 110.002 of this Chapter.

Sec. 110.004 Prohibited Window Display Content.

No Window Display shall contain any matter, in writing or in a depiction, that, when considered as a whole, predominantly appeals to prurient interests."

(Ord. 19-67, J. 4, p. 473-492, passed 6/5/67; Ord. 37-84, J. 15, p.632-53, passed 9/10/84, Reserved by Ord. 32-02, J. 28, p 227-264, passed 5/13/02, Chapter 110 Removed from Reserve/Vacant Ground Floor Premises Storefront Window Displays added by Ord. 65-05, J. 31, p. 267-269, passed 11/14/05 – Effective December 1, 2005)

MEMORANDUM

TO: Steve Jones, Village Manager

FROM: Staci Hulseberg, Director of Planning and Development
Michele Stegall, Village Planner
Christina Collison, Planning Intern

DATE: March 26, 2010

SUBJECT: Preliminary Budget Proposal for New Downtown Organization

For the past several months, the Transitional Downtown Advisory Committee has been working to research and develop a proposal for a new downtown organization. The Committee members have devoted significant time visiting area communities to learn how their downtown organizations are structured, staffed, funded and what tasks each organization is charged with. The Committee has used this information to assist in the development of recommended goals and responsibilities for a new downtown organization in Glen Ellyn as well as an organizational structure to best meet Glen Ellyn's needs. The Committee will be reviewing and finalizing its work in April and then transmitting its formal recommendation to the Village Board. However, because the Board is currently working on the fiscal year 2010-2011 budget, a preliminary budget proposal as well as a request for seed money to allow the organization to operate from January 1, 2011 to April 31, 2011 is being requested at this time.

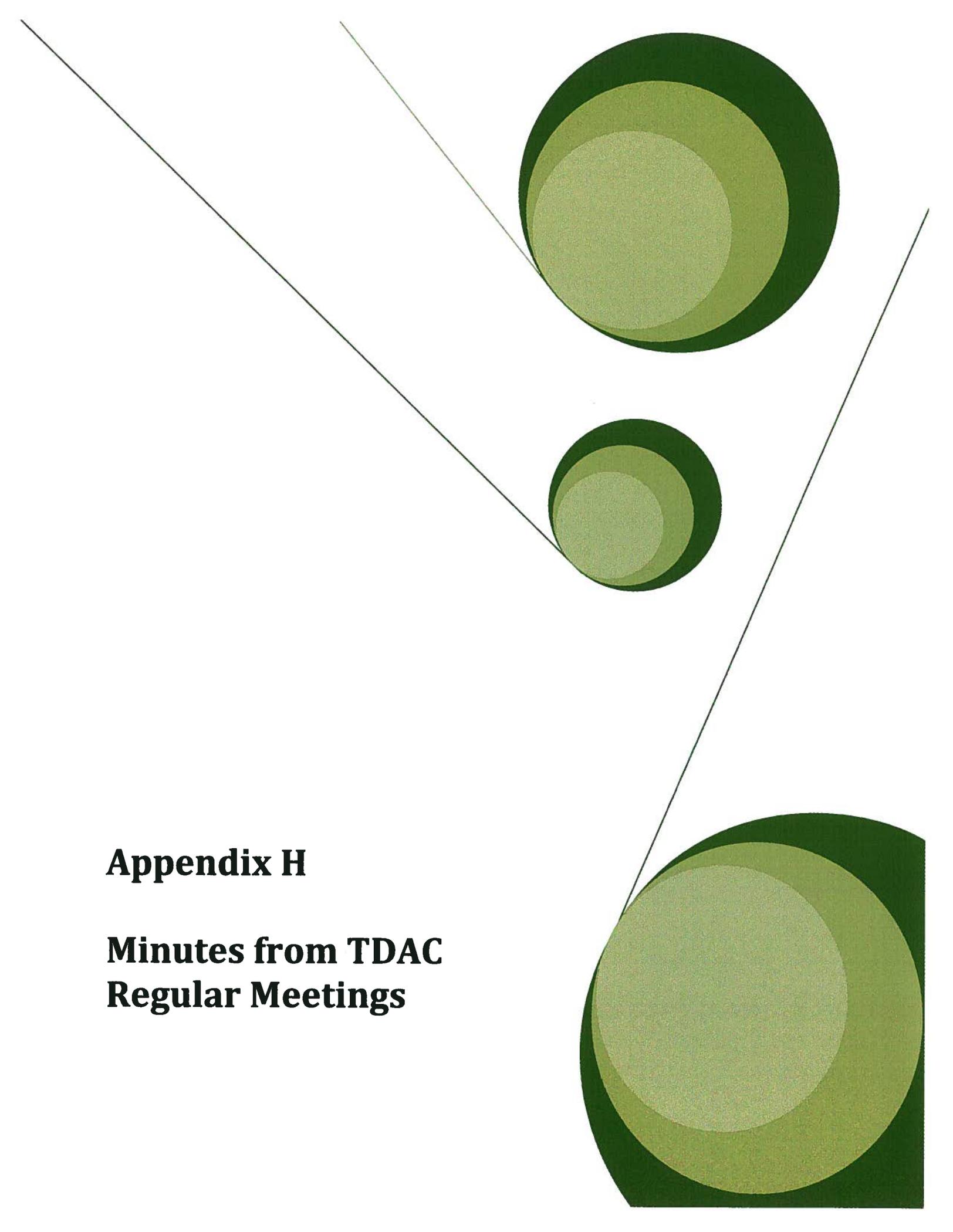
At the TDAC's March 23, 2010 meeting, the Committee considered the amount of funding necessary for the organization to provide the desired services in downtown Glen Ellyn. Please find attached a chart entitled "Downtown Organization Proposed Budget." This draft budget represents the views expressed by the committee at their March 23, 2010 meeting and will be reviewed further at their April 20 meeting. It also includes comparison spending information for the other communities studied. The chart includes a preferred, minimal and all-volunteer funding proposal. However, the Committee has expressed concerns that an all-volunteer organization would not be able to effectively promote and serve the kind of vibrant and successful downtown that is desired. A preliminary minimum funding level of \$182,000 beginning in fiscal year 2011-2012 is identified in the draft budget.

The organization will need to begin operations by January 1, 2011 in order to step in for the Alliance when it dissolves December 31, 2010. Therefore, \$50,000 in seed money is requested from the fiscal year 2010-2011 budget to allow the organization to begin operations and continue through April 31, 2011. This is similar to the Village's support of the EDC in the early 1990s when it provided \$50,000 for the EDC to begin operations. The seed money would allow the new organization to continue the many successful events the Alliance has established, as well as provide funding to establish offices and recruit an executive director.

The TDAC looks forward to delivering its full downtown organization proposal to the Board for consideration in the near future, and to continue to work for the success of downtown Glen Ellyn.

Attachment: Draft Downtown Organization Budget Proposal

Cc: Transitional Downtown Advisory Committee

A decorative graphic on the right side of the page. It features three circles of varying sizes, each composed of three concentric layers of green. The top circle is the largest, the middle one is the smallest, and the bottom one is the largest. Three thin black lines extend from the top-left and top-right corners towards the circles, and one line extends from the bottom-right corner towards the bottom circle.

Appendix H

Minutes from TDAC Regular Meetings

MINUTES

Transitional Downtown Advisory Committee

Date: 12/29/09

MEETING: Regular

CALLED TO ORDER: 7:05 p.m.

QUORUM: Yes

ADJOURNED: 8:20 p.m.

MEMBER ATTENDANCE:

PRESENT: Chairman Melady; Committee Members Allison, Anderson, Cornwell, Dickie, Fullerton, Hamer, Howley, Kelley, Loftus, and Meyers.

ABSENT: Commissioners Moore and Pekny

ALSO PRESENT:

Planning and Development Director Hulseberg, Village Planner Stegall, Planning Intern Collison

I. Roll call and agenda review

Chairman Melady called the first meeting of the Transitional Downtown Advisory Committee to order at 7:05 p.m. in the Galligan Board Room of the Civic Center, 535 Duane Street, Glen Ellyn, Illinois.

Committee members introduced themselves and what organization each represents. Director of Planning and Development Staci Hulseberg stated that the Ordinance that created the Transitional DAC allows for up to 15 members to be part of the committee. There are currently thirteen members of the committee: eleven members from the original DAC who agreed to remain on the committee, and new members Julie Fullerton representing the Plan Commission, and Jacqueline Cornwell who is a former downtown business owner. Director Hulseberg stated that up to two more additional members could be appointed. Director Hulseberg also introduced Village Planner Stegall and Planning Intern Collison who will be serving as the staff liaison for the committee.

II. Review role and responsibility of Transitional DAC

Director Hulseberg provided an overview of the Downtown Strategic Plan, which was developed with the assistance of the Downtown Advisory Committee. She stated that the Plan suggests establishing a permanent downtown organization and the creation of a Transitional DAC. Director Hulseberg stated that the Village Board approved an Ordinance creating the Downtown Advisory Committee on November 23, 2009. The Ordinance outlines the responsibilities of the Transitional DAC, which includes interviewing representatives from five successful downtown organizations and reporting back on the Committee's progress to their respective groups. Director Hulseberg also pointed out that the Ordinance provides a deadline of March 31, 2010 for the completion of the Transitional DAC's work, though the Committee Chairman may request an extension from the Village Board. Director Hulseberg stated that the recommendations for the Committee may have implications for the Village Budget, which may require recommendations related to the funding level of the organization to be made by the March 31 deadline.

Committee member Hamer asked if the January Special Programs Fund funding request deadline affected the Committee's work. Director Hulseberg stated that the Special Programs Fund was a fund designated to provide assistance to local organizations and was not relevant for the Committee at this time. Committee member Hamer also asked if the implementation of the new organizational proposal was the responsibility of the Committee or the Village Board. Director Hulseberg stated that the implementation will be up to the Village Board and that the Committee is responsible for making a recommendation by the established deadline.

Director Hulseberg then discussed the Downtown Organizational Forum that Village President Mark Pfefferman hosted November 2, 2009 at the Civic Center. Two representatives from the various groups involved in the downtown attended, including representatives from the Chamber of Commerce, the Glen Ellyn Economic Development Corp., Go Downtown! and the Downtown Glen Ellyn Alliance. Each group was asked to comment on their vision for the downtown. Director Hulseberg stated that one thing that came out of the meeting was Go Downtown! volunteering to conduct a survey of downtown businesses. Director Hulseberg stated that she believed the survey had been delivered but did not know when it would be compiled.

III. Discussion of project timeline and data collection methods

Director Hulseberg began a discussion of the proposed data collection methods, stating that the proposed methodology is outlined in the Committee's memo. She said that Village staff had conducted some preliminary research and identified five potential towns the Transitional DAC could study. Director Hulseberg stated that the data collection process should have consistency, with each meeting covering the same questions. The goal is to complete the study of surrounding communities and meetings in January. Director Hulseberg stated that staff is proposing that five committee members attend each meeting and two Village staff members in order to facilitate conversation. She said that meeting dates would be communicated to Transitional DAC members via e-mail, with the first five members responding being scheduled to attend each meeting. Director Hulseberg also stated that staff would ensure that each committee member can attend at least one meeting. She stated that Village staff will compile the data and the interview results to be distributed to all members of the committee. The Transitional DAC will then meet in February and March to formulate a recommendation.

Planning Intern Collison stated that she is currently gathering preliminary information about the structure, funding and other information for several downtown organizations in surrounding communities. She stated that this information would be distributed to members of the Transitional DAC prior to the smaller interview meetings. Planning Intern Collison then asked if Wednesday or Thursday mornings were acceptable meeting times for most of the Committee. Committee member Howley stated that most days of the week work for her, though she preferred meetings scheduled between 9 a.m. and 2 p.m. Other committee members stated that Wednesdays and Thursdays would be acceptable.

Next the Committee discussed what communities it would target to interview. Planning Intern Collison stated that staff has proposed Hinsdale, Geneva, Naperville, Downers Grove, Elmhurst and Wheaton to interview. Wheaton, Geneva and Downers Grove were chosen because of their similarity to Glen Ellyn, she stated. Hinsdale offers a different type of

organization as all of their economic development occurs in-house, while Naperville is much bigger and may offer other useful information. Planning Intern Collison then stated that there are other options, including St. Charles, which is a Main Street Community; Highland Park, which recently reorganized; and Arlington Heights, which has a Downtown Business Association.

Committee member Meyers stated that he thought the Committee should revisit Elmhurst, which the DAC previously interviewed, because of changes that have occurred in the last nine months. Committee member Meyers also suggested LaGrange because of the progress the downtown has made over the last several years and Evanston because it is a progressive downtown. Committee member Hamer questioned whether Naperville was an appropriate comparison. He also supported using LaGrange because of their recent downtown redevelopment. Committee member Loftus recommended including Batavia because it appears to have a volunteer downtown organization. Committee member Dickie suggested Mount Prospect and Committee member Allison suggested Lisle. Director Hulseberg then asked the Committee whether they would want to eliminate Hinsdale because it has no downtown organization. She also stated that Evanston is another large community and suggested that only one community be selected between it and Naperville. Committee member Hammer suggested that staff only gather information on large communities rather than conducting interviews. Discussion followed. The consensus among the Committee members was to study Wheaton, Geneva, Downers Grove, Highland Park, LaGrange, and Batavia, and to conduct a follow-up interview with Elmhurst. Committee members also asked that staff ensure that at least one community have a downtown plan that is being implemented.

IV. Establish meeting schedule through March 31, 2010

Planning Intern Collison then discussed the proposed meeting schedule, which would be meetings on the first and third Tuesdays in March. Committee member Anderson indicated the proposed schedule conflicts with Historical Society meetings. The Committee agreed to meet on the second and fourth Tuesdays in February and March.

Planning Intern Collison then stated that the deadline for a recommendation is March 31. Committee member Allison had spoken with Village President Pfefferman regarding the short deadline and asked whether it would be possible to have the term of the Transitional DAC extended. Committee member Allison relayed to Village staff that President Pfefferman seemed willing to extend the term, though the Committee Chairman would need to write a letter. Planning Intern Collison explained that there may be budget concerns that require the committee to prepare certain recommendations by the specified deadline and asked whether the Committee was interested in extending the term. The Committee agreed that they may need extra time, but would wait to formally request it from the Village Board until it was determined it would be necessary.

V. Review of Surrounding Community Questionnaire

Planning Intern Collison then introduced the proposed Surrounding Community Questionnaire that would be used in the interview of the downtown organizations. Committee member Anderson suggested that the Committee ask if each community has a downtown plan and what the downtown organization's role is in the implementation of the plan. Committee member Hamer suggested the Committee ask if the organization's funding

is adequate for their needs and whether the funding sources are permanent and provided by the municipality, a TIF district or SSA tax, or must be requested each year. Committee member Allison asked that organizations be asked whether their staff are paid or volunteer, and requested further clarification to questions 4 and 13 in order to differentiate involvement and requirements on retail businesses versus office use and residents related to the downtown organization. Committee member Howley suggested that a question be added that asks what the milestones to the downtown's success are, and what items most helped shape and change the downtown. Committee member Anderson suggested that the Committee ask where time and resources were wasted.

VI. Election of Vice Chairman for the Transitional DAC.

Chairman Melady requested nominations for Vice Chairman of the Transitional DAC. Committee member Allison nominated Committee member Howley. Committee member Meyers seconded the nomination. On a unanimous vote, the Committee selected Beth Howley as Vice Chairman.

VII. Other Business

None.

VIII. Adjourn

Committee member Anderson motioned to adjourn the meeting. The motion was seconded. The meeting was adjourned at 8:20 p.m.

MINUTES

Transitional Downtown Advisory Committee

Date: 03/23/2010

MEETING: Regular

CALLED TO ORDER: 7:05 p.m.

QUORUM: Yes

ADJOURNED: 9:05 p.m.

MEMBER ATTENDANCE:

PRESENT: Chairman Melady; Committee Members Allison, Anderson, Cornwell, Dickie, Fullerton, Howley, Kelley, Loftus, Moore, Meyers, and Pekny.

ABSENT: Committee Member Hamer.

ALSO PRESENT:

Planning and Development Director Hulseberg, Village Planner Stegall, Planning Intern Collison

I. Call to Order

Chairman Melady called the meeting to order at 7:04 p.m.

II. Approval of Minutes

It was noted that the Draft minutes did not accurately reflect attendance at the meeting. A motion was made to approve the Minutes of the March 23, 2010 Meeting with revisions

III. Comments on Materials Prepared at Previous Meetings

The Committee was requested to review a number of documents prepared at previous meetings. The first document reviewed was the "Preliminary Goals of the New Downtown Glen Ellyn Organization." Committee member Cornwell commented that maybe business retention should be listed higher in the order of goals. Committee member Anderson asked if the goals of the organization should be listed in order. Committee member Meyers said that the list of goals as presented does not align with the ranking of responsibilities in the organization. Director Hulseberg said that the Committee did not rank the goals, but ranked responsibilities. She said the goals could be reordered and prioritized. Committee member Meyers agreed it may be best to reorder the goals and emphasize the marketing and events first. Committee member Anderson commented that there is a difference between goals and activities and the Committee should consider them differently. Committee member Cornwell said she thought it would still be important to build relationships early. Committee member Moore recommended that the goals not be put in priority order, which allows greater flexibility. Planner Stegall said that earlier discussion of the TDAC eliminated the incorporation of specific activities within the goal, and that those items could be reincorporated.

Committee member Allison then questioned the difference between events and marketing. Committee member Cornwell said that she agreed there was some confusion between these activities and requested additional discussion. Chairman Melady said he believed events were particularly important, as the Alliance has demonstrated by its membership growth as a result of the events it has developed.

Director Hulseberg said that the Village team could rework the goals to remove the responsibilities/activities as much as possible to more clearly separate the two lists. The TDAC would

then review this at its next meeting. Committee member Meyers said that his concern was more related to whether the new organization would be too focused on the goals proposed and not reevaluate the needs of the downtown. He recommending adding a clause indicating the new organization should have flexibility to establish and reevaluate its own goals. Committee member Cornwell said she though the new organization would develop and evaluate its year priorities and evaluation for the director and itself based on the annual action plan. Committee member Allison then commented that the packet also includes a "Preliminary Proposal" that incorporates both the goals and responsibilities of the new organization. She commented that by just combining them both on one page balances the broad goals and activities. Director Hulseberg commented that a clause allowing flexibility will help. Chairman Melady recommended the numbers also be eliminated. The Committee agreed that combing the goals and activities of the organization would help to clarify for the organization and stakeholders in the future.

Committee member Meyers then asked a question regarding goal 6, as listed previously, which is to "Focus on business attraction and ensure a desirable and viable mix of businesses in the downtown." He asked who would determine if the mix was desirable or viable? He said the Committee did not necessarily need to develop an answer now, but should consider this. Planner Stegall said there are comments on this in the Downtown Strategic Plan that serve as a guide to this.

The next document for the Committee to discuss was the "Proposed Responsibilities and Priorities" and the "Likes and Dislikes of Organizations Studied." The Committee had no comments or revisions on these documents. Committee member Meyers said that he thought the Committee should also consider making other recommendations based on its study, such as improving parking if the TDAC feels that is a priority. Director Hulseberg said that while these items are not the purview of the TDAC, it may make a side recommendation in its transmission to the Village Board.

IV. Review of Options for New Downtown Organization Chart Developed at March 9 Meeting

The next document reviewed was "Options for New Downtown Organization." Committee member Cornwell commented that the Committee recommended the organization executive director hold an ex-officio position on the Board. The Committee agreed that this was the case. Committee member Fullerton then asked whether the list proposed for ex-officio officers was exclusive. She said she was concerned that there may be need for other ex-officio representation on the Board and that there should be flexibility. She said she would recommend that new organization be encouraged to choose ex-officio positions as needed. Committee member Allison commented that the headings are confusing, therefore an additional heading should be added that says "Board Membership" in order to clarify this. Committee member Moore commented that the organization should encourage a mix of representation among Board members, encouraging the inclusion of a new business owner and tenured business owner. Director Hulseberg said that there may be a concern with making requirements on board members may limit the number of people who can be recruited. Director Hulseberg said that it could be suggested that a mix be encouraged both in board member, but these decisions, as well as ex-officio positions and whether voting should be allows by ex-officio officers, may best be made as the organization sees fit. Committee member Anderson said the new organization may establish "task forces" occasionally for specific projects.

Intern Collison then asked if there was a specific list of business owners that should be included. Committee member Moore said she liked how it was proposed in the Downtown Plan, possibly including a business owner of more than five years, a business owner of less than five years, owner of a service business and a restaurateur.

The Board then discussed the term and election of the Board. Committee member Allison asked if the Board members would be allowed to succeed themselves. Committee member Meyers said that the EDC allows two four-year terms. Committee member Loftus asked if the EDC has lost dedicated Board members because of the term limit. Committee member Meyers said this has happened before. Committee member Meyers said he thought that it would be good to limit Board members to two terms, and if they are still interested after they may take a term off. Committee member Allison said it could be added that the Board members can serve up to two consecutive terms.

The Committee then considered the committees as discussed at the previous meeting. The committees proposed were Membership, Events and Marketing/Promotions. Committee member Cornwell then commented that she was not clear as to what was considered marketing, promotion and events. Committee member Anderson said the classic definition of marketing has promotion as a subset of marketing. Committee member Cornwell said that she viewed marketing as more static items, such as a website, marketing packets, banners and the like. Committee member Anderson said he disagreed, but said there is a lot of confusion on these categories. He said that marketing typically includes price, promotion and product. Committee member Cornwell said she thought marketing should be focused on the entire downtown, while marketing may be focused more on a specific event or group of businesses. Committee member Cornwell said she wanted to discuss how these items should be delineated before looking at the budget to determine how funds are spent. Planner Stegall said how funds are spent and what types of marketing and/or promotion activities the organization does will be the decision of the future downtown organization Board. Committee member Anderson said that the branding effort would provide the framework for marketing activities, providing consistency of message for the downtown and for the community. He asked who would be in charge of establishing a brand. Committee member Moore said that the meeting discussed these issues previously and recommended that a new committee be established to develop a brand for Glen Ellyn but that the downtown organization should still establish its own identity that works with the other groups that exist. The Committee then discussed branding for the Village and how it might be coordinated with branding for the various organizations, including the downtown organization. Director Hulseberg said that there have discussion among Village staff to undertake a branding effort, but there are budget conflicts. The Committee determined that it should table the discussion, and recommend the new downtown organization establish a brand but that the Village should be encouraged to undertake a branding effort for the community as a whole.

Committee member Cornwell then discussed what the Committee means by events. Committee member Moore said that she didn't think an event was necessarily a big thing, but it could bring together several businesses for an event. She then provided examples of what might be promotions, such as a recent Scavenger Hunt activity and discounts off sales items for a specified weekend.

The TDAC then began discussion of the staffing levels, which was at minimum a full-time director and an additional part-time person who could either be an assistant or have specified skills. Committee member Howley then discussed how it would be important to create a space for the organization that is visible, friendly and accessible, so the half-person was necessary in order to allow someone to be there during business hours. Committee member Howley said that the half-time person would have time to be out of the office, meeting with downtown business and property owners and other organizations. The Committee then briefly discussed where an office would be located. Director Hulseberg said there may be consideration to establishing office spaces in the Civic Center. Some committee members expressed a preference more visible in the downtown.

V. Review and Discussion of Proposed Budget for New Downtown Organization

The Committee was asked to discuss the membership fees for the organization, which is proposed to be membership based. The Alliance's current fee is \$250 per year, with a discount of \$50 if submitted by a specified date. Wheaton charged \$125 for business owner members, and LaGrange's fees for membership varied. Chairman Melady said that the Alliance dues seemed to work, and its membership is growing every year as downtown businesses see benefit. Committee member Pekny said the Alliance has been successful with its current dues amounts. Director Hulseberg said that based on the expanded membership base, and dues of \$200, the Committee could anticipate a budget from membership fees for \$20,000.

59:16

VI. Review of Preliminary Proposal for New Downtown Organization

Asdf

VII. Other Business

None.

VIII. Adjourn

The meeting was adjourned at 9:05 p.m.

MINUTES

Transitional Downtown Advisory Committee

Date: 02/09/2010

MEETING: Regular

CALLED TO ORDER: 7:05 p.m.

QUORUM: Yes

ADJOURNED: 9:20 p.m.

MEMBER ATTENDANCE:

PRESENT: Chairman Melady; Committee Members Allison, Anderson, Cornwell, Dickie, Fullerton, Howley, Kelley, Loftus, Moore, Meyers, and Pekny.

ABSENT: Committee member Hamer

ALSO PRESENT:

Planning and Development Director Hulseberg, Village Planner Stegall, Planning Intern Collison

I. Call to Order

Chairman Melady called the meeting to order at 7:05 p.m.

II. Approval of Minutes

a. Motion to Approve Minutes from the December 29, 2009 TDAC Meeting

Committee member Meyers motioned to approve the minutes. Committee member Cornwell seconded. The motion carried unanimously.

b. Motion to Approve Minutes from the January 13, 2010 TDAC Subcommittee meeting with Batavia Main Street

Committee member Allison motioned to approve the minutes. Chairman Melady seconded. The motion carried unanimously.

c. Motion to Approve Minutes from the January 27, 2010 TDAC Subcommittee Meeting with Elmhurst City Centre

Committee member Anderson motioned to approve the minutes. Committee member Moore seconded. The motion carried unanimously.

d. Motion to Approve Minutes from the February 3, 2010 TDAC Subcommittee Meeting with the City of Geneva

Committee member Anderson motioned to approve the minutes. Committee member Meyers seconded. The motion carried unanimously.

e. Motion to Approve Minutes from the February 1, 2010 TDAC Subcommittee Meeting with the Downtown Highland Park Public/Private Alliance

Committee member Cornwell motioned to approve the minutes. Chairman Melady seconded. The motion carried unanimously.

g. Motion to Approve Minutes from the January 21, 2010 TDAC Subcommittee Meeting with the City of La Grange

Committee member Fullerton motioned to approve the minutes. Committee member Loftus seconded. The motion carried unanimously.

h. Motion to Approve Minutes from the January 14, 2010 TDAC Subcommittee Meeting with the Wheaton Downtown Partnership

Committee member Howley motioned to approve the minutes. Chairman Melady seconded. The motion carried unanimously.

III. Review of Committee Schedule

Director Hulseberg gave an overview of the proposed plan for the TDAC's next four meetings. She said that at this meeting, the Committee is requested to review the research collected at its six community meetings, and define aspects that the committee liked and disliked about each community, and to consider what might be appropriate or good for Glen Ellyn. She then proposed that at the Committee's February 23 meeting, the Committee would define the responsibilities the new organization should have. The meeting on March 9 would then consider staffing and funding needs, as well as how the board and membership should be structured. At the committee's final planned meeting on March 23, the committee can then finalize its recommendations for the Village Board. Director Hulseberg also reminded the Committee that it should maintain two tracks as it develops a proposal: one that assumes funding is available and one that requires no funding.

Committee member Meyers asked how the proposed schedule aligns with the Village Board's budget approval schedule. Director Hulseberg said that the schedule allows the TDAC to make preliminary funding recommendations by March 9 to accommodate the Board's schedule.

Committee member Howley asked if the committee should assume funding for other groups will remain the same. Director Hulseberg said the other organizations are operating as if they will receive the same funding. She said the Board will look at funding opportunities, though the Committee can make recommendations. Committee member Howley asked if the Committee should also consider the role of the EDC within the Village. Director Hulseberg said discussion of who is in charge of economic development for the entire Village is not within the scope of the TDAC, though they may choose to make a recommendation. She said that the Village Board recently was asked to consider the role of economic development in the Village. She said that decision will ultimately be the responsibility of the Board.

Committee member Moore asked what would happen if the Committee proposed that the new organization should take on responsibilities currently overseen by other organizations. Director Hulseberg said that the Committee can make that recommendation, but it will be up to the Board.

IV. Presentation by Village staff summarizing findings from the six community interviews

Planning Intern Collison provided an overview of the information gathered by committee in its study of six downtown organizations.

Batavia

Planning Intern Collison began by introducing Batavia Main Street. Committee member Allison requested a brief overview of the Main Street concept. The Main Street approach is supported through four subcommittees: Organization, Promotions, Economic Restructuring and Design. The Director of Batavia Main Street said that in order to use the method effectively, those in charge need to be trained. She said that the Lieutenant Governor's Office oversees the Main Street program for the State of Illinois, but it is not currently providing funding for the program. Director Hulseberg added that the Economic Development Director in the City of Geneva commented on the Main Street approach by saying that the Main Street program is a "self-help program resting in the strength to its volunteers." It was created in the 1970s in response to the growth of malls. The Geneva Economic Development Director said that the Main Street approach is not sustainable without staff.

Batavia Main Street has a full-time executive director and a part-time assistant. Their annual budget is \$142,860, of which \$80,000 comes from a downtown SSA, and the remaining amount is raised by committees through membership donations, events, etc. Batavia Main Street is responsible for events, business recruitment and retention, available spaces inventory, marketing, e-news, and banners. Main Street is a volunteer-based organization.

The City of Batavia also has a part-time Economic Development Analyst who is responsible for economic development efforts across the community. She works closely with the Batavia Main Street executive director on business attraction and other downtown issues. They also conduct joint retention visits in the downtown. The City oversees façade and retail grant programs.

The Batavia Chamber of Commerce provides services to members and is not involved in downtown events, recruitment or marketing. However the Chamber and Main Street do try to coordinate efforts and work together.

Committee member Moore asked about the funding for the Main Street program. Planning Intern Collison said she will be working to gather additional information for the committee in the future.

Elmhurst

Members of the DAC met with Elmhurst representatives in February 2009. Since then, two City economic development staff positions have been eliminated. City Centre's mission is to provide services to the downtown business and property owners beyond what is provided by the city. City Centre's director said that City Centre has a budget of approximately \$800,000, which is funded through two downtown SSAs and a downtown TIF district. City Centre has two boards that oversee its efforts whose membership mirrors the properties included in the two separate SSAs. City Centre staff includes a full-time director, a full-time maintenance supervisor, two part-time administrative assistants, a part-time marketing coordinator and a part-time events coordinator. City Centre's responsibilities include events, marketing, and supplemental physical services.

Geneva

The organization the TDAC targeted for its study was the Geneva Downtown Partnership, which is an advisory body to the Geneva City Council. The Economic Development Director of the City of Geneva said that the GDP was envisioned as a Main Street program but that format did not work in a municipal setting because of the requirements of FOIA laws and because Main Street is a volunteer-based organization. The City of Geneva Economic Development Department takes on most of the responsibilities for the downtown. The department has two full-time staff, a part-time staff member and shares an administrative assistant with another department. The total City Economic Development budget is \$250,000, though additional resources are provided through other city departments. A downtown SSA was originally established for parking needs, though its purpose was later expanded to general downtown maintenance. The City oversees business recruitment and retention activities, available spaces inventory and physical services in the downtown.

The Geneva Chamber is also involved in the downtown, including organizing four major events in the downtown. The Chamber receives \$100,000 from city hotel/motel tax which is used to market events outside of Geneva area. The City receives the remaining \$68,000 of tax, and it is used for group marketing (tour buses, meetings, weddings, etc.).

The Economic Development Director said that Geneva is currently reviewing its approach to economic development. The Economic Development staff wants to move away from event planning and to provide economic development services for the entire community, not just the downtown.

Committee member Meyers added that the City of Geneva used to have an SSA rate of 16 cents per \$100 EAV. They recently raised the rate to 30 cents per \$100 EAV, which will go into effect in the near future.

Highland Park

The Downtown Highland Park Public/Private Alliance was established as a result of interest in downtown property owners wanting to ensure the success of the downtown businesses. A joint study conducted by the Chamber and the City recommended a new organization be formed to promote and dedicate time to the downtown. The Downtown Property Owners Association requested that an SSA be established to fund the organization. The SSA generates \$300,000. The City of Highland Park contributes an additional \$55,000 from its advertising budget. The Alliance has two full-time staff: a director and marketing coordinator. The primary responsibility of the Alliance is marketing and promotions. The Alliance also oversees business recruitment and retention for the downtown.

The City of Highland Park has a full-time Economic Development Assistant. This staff person is responsible for working with the Business and Economic Development Commission, maintaining an available sites inventory, and general economic development responsibilities for commercial areas other than the downtown.

Events in downtown Highland Park are organized by both the City and other groups, but the City approves all events. The City provides all physical services for the downtown, such as snow removal and landscaping. Previously, the City had façade and retail grant programs available, but they are not currently funded.

The Highland Park Chamber is active in the Alliance through board positions, but does not have specific responsibilities in the downtown.

La Grange

The Village of La Grange's Community Development Department is responsible for most economic development activities. The City has established a website, Ahhhh La Grange, for marketing purposes. In the past, the City has hired consultants to attract businesses and market and publicize the downtown. La Grange previously had a TIF district, which was redeveloped through a public-private partnership and is now the site of several national retailers. Another downtown TIF funded façade improvement loans in the downtown. The Village is currently reviewing how it should approach economic development and what it should use its remaining TIF funds for.

The La Grange Business Association does organize events in the downtown and coordinate advertising opportunities for its members. It is a membership-based organization that has an all-volunteer board. The LGBA receives \$20,000 from City for event marketing.

Wheaton

The Downtown Wheaton Association has a full-time executive director and a part-time assistant. The DWA budget is approximately \$250,000, of which \$225,000 comes from an SSA. The SSA's rate is 95 cents per \$100 EAV. Downtown property owners are members of the DWA by right, though downtown

business owners pay \$125 annual dues. The DWA's responsibilities include marketing, advertising and events. The organization structure is similar to the Main Street model.

The City of Wheaton has a Planning and Economic Development Director who oversees economic development for the City. The City also has hired a part-time retail consultant who performs recruitment and retention responsibilities for the City. The City also has a TIF that supports façade and retail grant program. A total of \$300,000 is available for the grant programs.

The committee discussed the grant programs available through each community. Committee member Meyers said he has observed that each of these communities has significantly more overall funding available than is currently available within Glen Ellyn. Committee member Moore asked if the Village has TIF funding. Director Hulseberg said that the Village has not established a TIF but will be looking into it in the future.

Planning Intern Collison then presented several charts that aimed to summarize the responsibilities and structure of the various organizations studied. The charts identified who oversees what responsibilities in the downtown, and the subcommittees and board members for each organization. Committee member Anderson requested that information be added to the downtown responsibilities chart about who oversees the implementation of a downtown plan for communities that have one.

Committee member Anderson expressed concern about defining who will be in charge of the implementation of the plan. Director Hulseberg said that Village staff remains focused on the plan and has outlined a list of priorities related to the plan. Planner Stegall then said that the focus of the TDAC is to propose a structure for a downtown organization, which is one step in implementing the plan.

V. Committee identifies positive and negative aspects of each community's organization

The Committee members then identified the aspects of each community's downtown organization that they like and disliked.

Batavia

Likes: Action plan; strength of partnership between the membership and involvement of organizations outside of the downtown; available spaces inventory; review of grant applications once per year; joint retention visits; cooperation between Main Street, the Chamber and the City; monthly development meeting with City Administrator, Chamber Director, Economic Development Analyst and Main Street Director; and the goal of reducing overlap.

Dislikes: Main Street program, Main Street director having keys to vacant downtown spaces, no clear lines of responsibilities in regards to the economic development.

Elmhurst

Likes: Budget, events, boutique services provided, resident involvement in the City Centre board, and availability of parking garage.

Dislikes: Two-board structure, weighted voting based on property ownership in board selection, no volunteers, and poor planning in the expansion of the downtown.

Geneva

General downtown funding, two public works employees focused on the downtown, focus on making events successful, focus on making Geneva a destination place, economic development staff designated

as ombudsman role, strong Chamber, façade maintenance officer, CLUE Group study that looks at who shops in the downtown, and the series of videos promoting downtown.

Dislikes: Business training efforts, lack of resources, shifting focus from downtown to community as a whole, lack of funding, and commission structure that does not provide any authority to the commission.

Highland Park

Likes: Strategic goals and objectives; defined role for Alliance director; shopper reward program; "working" board; strong communication; clear lines of responsibility; simplified entertainment approval process; lots of events in the downtown; dark windows ordinance; map of available parking spaces; early focus on branding, creating recruitment package, and establishing strategic goals; bylaws are well organized; and time devoted early to planning the organization.

Dislikes: No façade grant funding

La Grange

Likes: TIF surplus, regular meetings with organization members, focus on marketing the town, retail/senior housing development, use of branding consultant, and storefront display consultant event organized by LGBA.

Dislikes: No formal relationship between the LGBA and West Suburban Chamber, no focus on downtown specifically, no La Grange Chamber, no one clearly in charge of business recruitment, façade loan program versus grant program, and that the LGBA was an all-volunteer group.

Wheaton

Likes: TIF funding amount, SSA funding amount, advertising, board active in organization, goal setting and training, two parking garages, and policy of not requiring reviewing of renovations if they are following design guidelines.

Dislikes: 95 cent/\$100 EAV SSA rate, limited focus on marketing, no focus on recruitment, too much focus on theater, no formal relationship with Chamber but the organizations have similar missions, not having the resources to finish proposed projects such as a welcome kit.

VI. Committee identifies which aspects should be considered for Glen Ellyn

The Committee then reviewed the lists of likes it outlined for each community in order to identify what aspects could be appropriate for a new downtown organization in Glen Ellyn. The following items were identified:

- Developing an action plan
- Establishing an available spaces inventory
- Cooperation between groups involved in the downtown
- Monthly development meeting with city, chamber and downtown organization staff
- Goal of reducing overlap
- Ample budget
- Availability of boutique services
- Parking garages
- Two public works employees dedicated to downtown maintenance
- Making the community a destination place
- Role of economic development staff as an ombudsman
- Study of who shops in the downtown
- Strategic goals and objectives
- Defining the role for the director of the downtown organization

- Shopper reward programs
- Having a working board
- Clear lines of responsibilities
- Simplified entertainment approval process
- Dark windows ordinance
- Early focus on branding
- Creating recruitment package, and establishing strategic goals
- Well-planned bylaws
- Spending time planning the organization structure
- Collective marketing of the downtown
- Two parking garages
- Not requiring development review if downtown design guidelines are followed

VII. Other Business

None.

VIII. Adjourn

A motion was made and seconded to adjourn the meeting. The meeting was adjourned at 9:20 p.m.

Respectfully submitted,

Christina Collison, Planning Intern

MINUTES

Transitional Downtown Advisory Committee **Date:** **02/23/2010**

MEETING: Regular **CALLED TO ORDER:** 7:05 p.m.

QUORUM: Yes **ADJOURNED:** 9:30 p.m.

MEMBER ATTENDANCE: **PRESENT:** Chairman Melady; Committee Members Allison, Anderson, Cornwell, Dickie, Fullerton, Hamer, Howley, Kelley, Loftus, Moore, Meyers, and Pekny.

ALSO PRESENT: Planning and Development Director Hulseberg, Village Planner Stegall, Planning Intern Collison

I. Call to Order

Chairman Melady called the meeting to order at 7:05 p.m.

II. Approval of Minutes

Committee member Anderson motioned to approve the minutes from the TDAC's February 9, 2010 meeting. Committee member Cornwell seconded. The motion carried unanimously.

Committee member Howley commented that while she did not think it was necessary to amend the minutes, she wanted to clarify that she was not targeting the EDC with her comment at the February 9 regarding the Committee's role in evaluating the goals of other organizations involved in the downtown, only using it as an example.

Director Hulseberg then presented a proposed revised meeting schedule for the Committee in order to better accommodate the necessary tasks. The schedule plans meetings for March 9 to review organization structure, an additional meeting on March 16 to consider funding, and maintaining the March 23 to finalize a recommendation. Director Hulseberg also said she spoke with the Village's Finance Director and has since found out that a formal recommendation will not be required for the current Village budget process as had been anticipated. She said a small placeholder amount has been added to the Village budget to provide funding for the early stages of the organization. Director Hulseberg also informed the Committee that Village President Pfefferman has granted an extension of the term of the TDAC through the end of April, and therefore the Committee could chose to extend the meeting schedule into April. Committee member Meyers said that the Committee should consider looking at setting a meeting date for the end of April as a result of spring break. The Committee decided to extend its meeting schedule, planning a final meeting for April 20, and not meeting on March 16.

Director Hulseberg next stated that the material the Committee has to review from this point forward will likely not have consensus among members of the Committee. Therefore, Director Hulseberg recommended that when the Committee is having difficulty reaching consensus, it may consider calling for a motion and allowing members of the Committee to vote on their preferences.

Director Hulseberg then reviewed an e-mail sent by Committee member Moore regarding several comments she had because she would be late. One of Committee member Moore's recommendations was to list the Committee's likes and dislikes of downtown Glen Ellyn currently. Director Hulseberg said this would be planned for a future meeting.

Committee member Hamer asked how the planned budget impacts the TDAC's work. Director Hulseberg said that the TDAC would still need to develop a recommendation for funding based on its proposed downtown organization. Director Hulseberg said that \$20,000 had been included as a placeholder for the second half of the fiscal year, though that number had not been reviewed or approved by the Village Board. Director Hulseberg said that there are other funding options to explore. Committee member Meyers asked what the timeframe of a TIF would be if it were to be approved. Director Hulseberg explained the process of implementing a TIF district. Committee member Allison said it would be about five years before significant dollars would be generated from a TIF.

Committee member Allison then shared a plan for a renovation of a downtown in Iowa that incorporates green building practices into downtown improvements.

III. Review of Responsibilities of Downtown Organizations in Community Studies

Planning Intern Collison then presented the Downtown Responsibilities chart that had been presented at the February 9 meeting. The chart had been revised to incorporate who is responsible for the various tasks in Glen Ellyn's downtown. Categories of Redevelopment and Infrastructure were also added to the chart. Committee member Moore's e-mail recommended that the Downtown Alliance be incorporated into the chart because it provides various services indicated in the chart to the downtown. Committee member Hamer added that the Chamber also has a website, does marketing and works with downtown businesses. It was discussed that the Chamber focuses on its membership and its marketing efforts target the events it runs. Director Hulseberg clarified that the responsibilities list relates specifically to who is responsible for the tasks outlined related only to the downtown. The Committee also discussed what was meant by "Marketing" on the list of possible responsibilities. Marketing was defined as general advertising to bring people to the downtown, including cooperative advertising campaigns that market specific businesses. Director Hulseberg also clarified the definition of an ombudsman, which is a person who resolves complaints with government, and she said she thought that role was the responsibility of the Planning and Development staff and the EDC. Committee member Allison said she felt the EDC may play more of an ombudsman role. Committee member Meyers said that the ombudsman should be in a position to be an advocate rather than having to remain neutral, which the Village staff must sometimes do. Committee member Hamer said that there are several organizations that can provide assistance in the downtown, which is part of the confusion with downtown business owners. It was decided the EDC was currently most responsible for being an ombudsman.

Committee member Moore also recommended adding the Village to the grant programs in addition to the EDC. Committee member Meyers said that while the Village funds the program, the EDC could also provide funding. Director Hulseberg added that the EDC is in charge of administering the grant program. It was decided to not add the Village.

Committee member Meyers recommended the EDC be added to the Redevelopment responsibility because it had played a role in the redevelopment of properties.

Committee member Howley recommended that a row be added that shows how many organizations were involved in the downtown of each community studied because all other communities had only two organizations, while Glen Ellyn has four organizations involved in the downtown.

Committee member Allison suggested that coordinated business hours be added to the list of responsibilities. Director Hulseberg recommended that be added the list of possible downtown organization responsibilities.

Planning Intern Collison then began a discussion of what the primary goals of a downtown organization in Glen Ellyn should be. Committee member Cornwell then presented her ideas for the primary goals. She said the top goal should be to present the downtown as a destination for shopping, dining, and entertainment through marketing, branding, events and banners. Committee member Cornwell said she thinks this should be the first task of a director of this downtown organization. Committee member Howley suggested making the statement more general, and suggested including media and branding rather than specifying banners. The second goal of the organization would be to promote the downtown as a desirable location for businesses. The third goal would be to focus on business retention by partnering with retailers on events and promotions, e-news and other correspondence with the public and facilitating façade and retail grants. A fourth goal would be business attraction through a tenant recruitment packet, website and visits. Committee member Cornwell's proposed fifth goal for the downtown would be to promote downtown living and be a resource to the Village. She added that she thought the fourth and fifth goal may be things to consider after the organization is established. Committee member Howley suggested the organization should run all the major downtown events. This was included in Committee member Cornwell's first priority. Planner Stegall asked for clarification regarding whether the suggestion was that the organization should be in charge of or just part of the events. Committee member Howley said she foresees that the organization would plan all events, while Committee member Cornwell suggested that a director of this organization would be a part of planning downtown events, though not necessarily the person in charge. The Committee then further discussed the role of the downtown organization in organizing events. Committee member Howley said she envisions the downtown organization would play a role in organizing events in the downtown, developing new events for the downtown and evaluating the various events to determine which should continue and where new events could be added. Committee member Hamer said that the Chamber's events generate revenue for the Chamber. Planning Intern Collison recommended the Committee discuss events more when considering the various responsibilities in the downtown. Committee member Howley recommended that education, seminars and networking be a part of the purpose of the new downtown organization.

Committee member Hamer then commented that he observed that Batavia has clear responsibilities divided among the various organizations. Director Hulseberg said that is the goal of the TDAC is to review the various responsibilities and define what organizations should be in charge of the various downtown responsibilities.

Committee member Anderson then commented that he thinks another responsibility of the downtown organization should be to make recommendations about the infrastructure and physical aspects of the downtown, and that he did not see that responsibility on the list currently.

The Committee then began discussing the various tasks that need to be taken on to make the downtown successful. Director Hulseberg said that two things should be added to the existing list: advise on downtown structure and common store hours. Director Hulseberg commented that this phase

of the discussion of responsibilities should focus on the needs of the downtown generally, not necessarily the responsibilities of the new downtown organization. The Committee's next step will be to determine what of the various responsibilities should be the responsibility of the downtown organization.

Committee member Anderson recommended that parking regulations should be added to the list. Way-finding signage was also added to the list of responsibilities. Committee member Howley recommended adding holiday/seasonal decorating in the downtown, in addition to Christmas tree lights, which was already listed. Streetscaping was also recommended to be added to the list. Director Hulseberg asked if such things as window washing should be added to the list. The Committee said this should not be included. Committee member Howley thought the general exterior appearance of the downtown businesses, such as advice on window displays, should be included among downtown responsibilities. A new business welcome and business directory were also added to the list.

Committee member Kelly asked who was responsible for the Metra station in the downtown. Director Hulseberg said that Union Pacific owns the building and land and has entered into an agreement with a tenant to maintain the building.

The Committee then began a discussion on what items on the list should be the responsibility of the downtown organization. The Committee then discussed what their intent is in reducing overlap among the various organizations involved in the downtown. Committee member Moore said that the goal may be more to determine who can best take on responsibilities. Committee member Cornwell said that she thought the Downtown Organization should be more involved in the various responsibilities in the downtown, even if the organization is not directly responsible. Committee member Meyers said that he thought it would also be possible to phase responsibilities into the organization as it develops. Director Hulseberg added that the next step for the Committee would be to prioritize the various responsibilities for the organization by voting with dot stickers to determine priorities for the new downtown organization. Committee member Anderson said that the Committee may consider that the responsibilities defined for the downtown organization are for an ideal situation in which the downtown organization has the capacity to complete all responsibilities. Committee member Moore suggested that the Committee approach the list of responsibilities as a job description, which means the organization should know ideally what responsibilities it would take on at some point in the future and should be able to work toward that. Committee member Allison said that she envisions that the downtown organization would include representatives from the various organizations, therefore just because a responsibility is designated to the downtown organization, it does not necessarily mean the downtown organization would be completely responsible for it, but could coordinate with the other downtown organizations to know what is going on. Committee member Meyers said that the downtown organization will need to work with the other organizations. He also added that the EDC Board meetings incorporate membership from the various organizations, which facilitates communication, though it can be improved. Committee member Cornwell requested clarification. She said it was her understanding that the intent of this new organization would be to replace the Alliance, Go Downtown! and possibly the EDC's function as it relates to the downtown. Director Hulseberg said that Committee member Cornwell is correct that it is anticipated that the Alliance and Go Downtown! would cease to exist, though determining the role of the EDC related to the downtown will be primarily the function of the Village Board. She also indicated that whether the organization would be a new organization, subcommittee of an existing organization, Village Commission or take on another format would be discussed after the responsibilities were defined. She said the Village Board is currently considering economic development in the Village.

IV. Discussion of what the responsibilities of a downtown organization in Glen Ellyn

Planning Intern Collison then began reviewing the list of possible responsibilities. It was clarified that these responsibilities were being considered based on their relation to the downtown. The responsibilities were categorized as follows:

- Business attraction – downtown organization
- Business retention – downtown organization
- Business visits – downtown organization
- Marketing – downtown organization
- Promotion – downtown organization
- Downtown events – downtown organization

Downtown events was defined as business-oriented events that are specifically designed to bring people into businesses. Conversely community events was defined as general events to entertain and/or bring people together.

- E-news – downtown organization
- Newsletter – to be determined by the downtown organization
- Branding – not determined/all organization

The Committee discussed how marketing and promotion would be coordinated with the branding of the downtown. Committee member Anderson said that it should be considered how branding and marketing of the downtown is coordinated with branding for the entire Village. Committee member Cornwell said she envisioned a separate branding effort for the downtown over the rest of the Village. Committee member Howley said she thought the branding for the downtown should be coordinated with the rest of the community. Committee member Moore agreed. Committee members Howley, Cornwell and Moore stated that the branding should be the first step in moving forward with marketing. Planner Stegall recommended the Committee take a vote to determine whether a majority felt that branding should be a community project or a downtown project. The majority of the Committee agreed that the downtown organization's branding and marketing should be coordinated with the overall branding for the Village, and that branding should not be designated as a responsibility of the downtown organization.

- Website – downtown organization
- Ombudsman – downtown organization
- Façade grants – Village
- Retail grants – Village
- Other grants – Village
- Banners – downtown organization
- Development of an annual action plan – downtown organization
- Routine meetings with other organizations – downtown organization

Encouraging downtown redevelopment was revised to Advocating for downtown redevelopment for downtown organization. The responsibility for this was not defined.

- Infrastructure repairs – Village
- Maintenance enforcement – Village
- Snow removal – Village

Committee member Moore clarified the need for boutique services in the downtown. She said that it is difficult because certain business owners or owners of vacant property do not shovel. She said her concern is more about having uniform clearing of the sidewalks for ease of access to customers. Committee member Allison recommended that the downtown organization play a role in coordinating snow removal services.

- Christmas tree lights – Village
- Planters – Village

Landscaping – Village
 Trash removal – Village
 Development/infrastructure input – Downtown organization
 Coordinated shopping hours – downtown organization
 Parking regulations – Village
 Way-finding signage – Village
 Holiday/seasonal décor – Village
 Streetscaping – Village
 Exterior appearance assistance/seminars – Village

Committee member Howley recommended a new business welcome be added to the list. Director Hulseberg recommended a business directory be added to the list. The responsibilities for these items were defined as follows:

New business welcome – downtown organization
 Business directory – downtown organization

Committee member Allison asked if something was not indicated as a responsibility of the downtown organization if it would not be involved. Several Committee members responded negatively, indicating that the downtown organization may have input into responsibilities not specifically designated to it. Director Hulseberg said that in her view, the downtown organization, once established, would be consulted on decisions related to the downtown.

Social networking – Chamber
 Community events – Chamber

The Committee discussed differences in educational seminars between the Chamber and EDC, because the Chamber's seminars were oriented toward their membership and less focused on retailers. It was stated that educational and training seminars should not be a focus of the downtown organization.

Education and training seminars – EDC
 Available spaces inventory – EDC

Committee member Howley spoke about the role of a board of directors for a new downtown organization. She said she hoped that the board would continue to look at what the organization should be responsible for and should take on.

Director Hulseberg spoke about branding, which was not delegated to a specific organization. She said branding is more of a project rather than an ongoing responsibility, and it could possibly be handled at a later time.

Director Hulseberg thanked the Committee members for their patience in working through the responsibilities.

The Committee members were then each provided five dot stickers they could use to vote for the responsibilities designated to the downtown organization that they believed were most important. Committee members could choose to vote for five different responsibilities or they could emphasize one responsibility over another by placing multiple dots next to it. The results of the voting exercise would be tabulated and provided at the Committee's next meeting.

V. Other Business

None.

VI. Adjourn

The meeting was adjourned at 9:30 p.m.

MINUTES

Transitional Downtown Advisory Committee

Date: 03/09/2010

MEETING: Regular

CALLED TO ORDER: 7:04 p.m.

QUORUM: Yes

ADJOURNED: 9:30 p.m.

MEMBER ATTENDANCE:

PRESENT: Chairman Melady; Committee Members Allison, Cornwell, Dickie, Howley, Kelley, Loftus, Moore, and Meyers.

ABSENT: Committee Members Anderson, Hamer, Fullerton and Pekny.

ALSO PRESENT:

Planning and Development Director Hulseberg, Village Planner Stegall, Planning Intern Collison

I. Call to Order

Chairman Melady called the meeting to order at 7:04 p.m.

II. Approval of Minutes

A motion was made and seconded to approve the minutes from the February 23, 2010 meeting. The minutes were approved unanimously.

III. Discussion of likes and dislikes in downtown Glen Ellyn

Chairman Melady opened discussion of the likes and dislikes of downtown Glen Ellyn. Director Hulseberg thanked the Committee for their hard work and discussion at the Committee's previous meeting. She said she recognized that the Committee faced time constraints that limited their ability to fully debate certain issues, but it still managed to discuss the most important items in setting priorities for a new downtown organization. She said the Committee would likely face the same time constraints at this meeting as it discussed a proposed Committee structure, and she anticipated the Committee would have a similarly productive discussion at this meeting.

Director Hulseberg then introduced the Committee's first task. Committee member Moore previously recommended that the Committee discuss what it likes and dislikes about downtown Glen Ellyn, similar to the exercise it conducted regarding the communities the TDAC studied.

For Glen Ellyn, the Committee members identified the following items:

Likes: Historic facades; size/scale of the downtown; diversity of businesses; grant programs; the type and number of restaurants in the downtown; current downtown events; holiday atmosphere; existing planters; and the availability of a vacant spaces inventory.

Dislikes: Lack of parking; missed opportunities; multiple organizations and information sources involved in the downtown; lack of branding or strong message related to the downtown; cleanliness including the appearance of litter, uneven sidewalks and lack of building maintenance; lack of a gathering place; missing ability to attract certain demographics; no uniform business hours; dark/vacant windows; not promoting what is already available; and that the signage needs to be improved.

Planning Intern Collison then directed Committee members to the Proposed Downtown Responsibilities list, which was developed at the Committee's previous meeting. The Committee was asked to compare the lists to determine if any of the "Likes" identified in the previous discussion should be added to the list of responsibilities for the new downtown organization.

Committee member Kelley asked how marketing and promotions had been differentiated. Director Hulseberg said it was difficult to differentiate, but in discussion, marketing was a broader effort to publicize the downtown and attract visitors while promotions were oriented more toward specific events or groups of businesses. Committee member Cornwell agreed. Director Hulseberg said that these items are similar but based on the priority voting that took place at the last meeting, marketing and promotions received a total of 19 out of 53 votes, making those efforts a top priority for a downtown organization.

The Committee members agreed that there were no items from the "Likes" list that should be added to the existing list of responsibilities for a new downtown organization.

IV. Review of goals established at February 23, 2010 meeting

The Committee was then asked to review the list of Preliminary Goals established at the Committee's previous meeting. Planning Intern Collison brought to the Committee's attention that Goal 7: "Provide educational seminars and networking events for business and property owners" conflicts with the list of responsibilities designated for the new downtown organization. Committee member Allison recommended revising the goal to read "Cooperate with other groups that provide educational seminars and networking events for business and property owners."

Committee member Cornwell said she believed a goal of establishing relationships with current merchants and getting them on board with the new organization was missing from the list and proposed that it be added. A new goal was added that read: "Build relationships and networks with downtown business and property owners." Committee member Cornwell agreed, and said that she anticipated this to be the early focus of the downtown organization before the organization turns its focus outward to attract people to the downtown. Committee member Cornwell said she believed it was important to change how people view the downtown, and she hoped that building relationships among downtown stakeholders would achieve this.

V. Review of responsibilities and priorities established at February 23, 2010 meeting

The Committee then reviewed the results of its exercise at the previous meeting in which each member voted on the importance of various priorities listed. The voting results were as follows:

- Downtown events – 12
- Marketing – 11
- Promotion – 8
- Business attraction – 7
- Business retention – 6
- Ombudsman – 5
- Routine meetings with other organizations – 4
- Development of an annual action plan – 3
- Banners – 1
- Coordinated shopping hours – 1

Committee member Cornwell said she would hope that even though the Action Plan did not receive any votes, she hoped it would be a top priority of the organization to help it establish its priorities. She said she also thought branding would be important for the organization early on.

Committee member Meyers requested the Committee talk more about branding in order to clarify how each Committee member perceived it. Committee member Cornwell said she defined branding as establishing a logo and look to everything an organization does, including mailings, advertising, etc., so that there is quick recognition of where the material comes from.

Director Hulseberg reviewed the discussion from the previous meeting in which the Committee debated whether branding for the downtown organization should be taken as part of or different from a branding effort for the entire community. Committee member Cornwell said she thought the downtown organization could establish its own branding but that does not preclude that brand being used in other parts of the community to promote the downtown. Committee member Kelley said the Chamber has found it difficult to advertise downtown events along Roosevelt Road because there are limited signage options.

Director Hulseberg said that part of the Village plan includes the installation of way-finding signage for Roosevelt Road and Stacy's Corners to identify the Village and to direct people into the downtown. The look of these signs would relate to the branding of the Village. Committee member Meyers referenced Disney, which has an overarching brand, but each location in the Disney parks also has its own branding. Committee member Howley said that she supports an overarching brand. Committee member Moore said she also saw the point of establishing a distinct logo and brand for the downtown organization to establish an identity. Committee member Cornwell said the downtown is unique among the various business districts because it would have a downtown organization that would have a logo.

Director Hulseberg said there were two issues the Committee was discussing. The first was an effort to brand the downtown organization, which it would need to do regardless. The second issue is a larger community branding issue that would relate to images and use of signs, banners and other identifying elements for Glen Ellyn. Committee member Howley said she thinks a community-wide branding effort should be undertaken to develop a big-picture message of the downtown that is coordinated among various organization in the Village. There was agreement of the Committee that the downtown organization should undertake a branding effort, and it should be coordinated with other organizations, and that the Village should initiate a larger community-wide branding effort so that a consistent image of the Village is portrayed.

Committee member Allison said she disagreed about the importance of branding for the downtown organization. Committee member Howley discussed the branding effort the Historical Society is undertaking for the History Park, and branding can be important to help identify an area. Committee member Dickie said that he thought Elmhurst had effectively established a community brand. He said their use of a brand helps him identify when he is in Elmhurst and creates a sense of place that he appreciates.

Chairman Melady said he believed the Committee generally agreed that a branding effort should be undertaken by the new organization.

Committee member Cornwell requested clarification that the list does not indicate an order in which the tasks should be undertaken. Director Hulseberg said the prioritization of responsibilities will be related

more to funding should the Committee find that it cannot fund all the activities it expects from the organization.

Committee member Meyers said he was concerned with the business recruitment aspect because he was concerned that confusion and conflict may arise if a business is not sure whether it wants to locate in the downtown or within another business center in the community. Committee member Moore said she thought the director of the downtown organization would be able to work cooperatively with the EDC or any other organization to help the business owner establish the best fit for his or her property, and that all organizations should focus on what is best for the community. Director Hulseberg added that all of the communities the Committee visited seemed to be able to coordinate efforts between the downtown organization and other economic development efforts effectively.

VI. Discussion of organization board, membership, subcommittees and staffing

The Committee was then asked to consider the various aspects of what the organization should look like. The Committee was provided a chart with questions to consider and options based on what the Committee found in other organizations. Planner Stegall also pointed to a list of questions in the Committee's packet that it should consider, including who the stakeholders were, what groups should be represented and what responsibilities could be achieved through volunteers and what responsibilities needed certain expertise.

Structure:

The first question posed to the Committee asked how the organization should be structured. Chairman Melady said the Committee had already discussed the problems with the Main Street organization and said it should be eliminated as an option. Committee member Meyers said that the organization should be an independent organization. Several Committee members agreed.

Committee member Kelley said he disagreed and proposed that the new downtown organization be a subcommittee of the Chamber. He said the Chamber already has an existing volunteer base, it would be more cost effective than hiring an executive director for a new organization, and it would reduce competition for sponsorships. He said he was concerned that in a town Glen Ellyn's size, the number of available sponsorships is limited and there is already competition for these sponsors. He said establishing a new organization would make competition worse.

Chairman Melady said he thought independent organizations work well with the EDC, and that the Alliance has been able to find enough volunteers to make it work. He said he agreed that an independent organization would be best. Committee member Cornwell said she was concerned that businesses would then need to become members of the Chamber and that many of the downtown businesses are currently not members. Chairman Melady added that many of the downtown property owners are also not members of the Chamber.

Committee member Kelley proposed that the Chamber would have two separate dues structures, one for the Chamber and one for the downtown organization. He said that currently there are Alliance members who are also members of the Chamber. Chairman Melady said that while the committee does not know what the funding structure is, it is likely the property owners will be affected, and he said it would be important for property owners to feel they had a voice on the board and with the downtown organization. He said when the EDC SSAs were originally created, it was important to establish that the property owners would have a say in the organization, and it would be important again should an SSA or TIF be proposed for the downtown.

Committee member Meyers asked what would happen if the retailers were in conflict with something the Chamber proposed. He said one role of the organization is to serve as an ombudsman. He said he was concerned about what would happen if there was a conflict between what downtown retailers wanted and what the Chamber wanted. Committee member Meyers used the example of downtown events. He posed a hypothetical situation in which the downtown retailers oppose continuing the Taste of Glen Ellyn in downtown Glen Ellyn but the Chamber uses the event as a revenue source. Committee member Kelley said he thought that was a valid point and he realized the retailers were not in favor of the Taste of Glen Ellyn in the downtown. He said that conflict would be something that would have to be worked out, and he acknowledged that the Chamber relies on the event for revenue.

Chairman Melady said that if the organization is a subcommittee of a current organization, it that creates another level of management level that would complicate things. Chairman Melady said that the board of the downtown organization should report directly to the Village Board, not to the Chamber Board and then to the Village. Chairman Melady said the only logical organization for which the downtown organization could be a subcommittee would be the Village because it has more of a direct connection with the Village, but he supported an independent organization with a Village presence as a liaison or ex-officio from the Chamber and the Village. Chairman Melady said he thought it would be similar to the other organizations in that the Village and that the Chamber would have a presence in the organization. Chairman Melady said he supported an independent organization.

Committee member Loftus clarified that the organization should be independent and represent the interests of the downtown only. Chairman Melady confirmed this statement, but pointed out that the EDC has a liaison position to the Alliance currently, and that the Alliance, as currently structured, would disappear and become part of the proposed group. Committee member Moore said that in order for the organization to gain support, it should be an independent organization. She said there should be an effort for the organization to coordinate with the other organizations so that they aren't competing, but she thought that ultimately an independent organization would be most successful.

Committee member Allison said that the Committee should recognize that the organization will be answerable to the Village because its likely funding would come to some extent from the Village. However, she also agreed it should be an independent organization.

Membership

Committee member Cornwell said she thought that downtown business owners, downtown residents and downtown property owners should be considered members. Committee member Meyers said he thought property owners should be included as members of the organization but was concerned that fewer property owners were involved in Glen Ellyn than in other organizations. He cautioned that the bylaws should be carefully structured to prevent banks holding mortgages from being members. Committee member Allison clarified that Committee member Meyers thought that the beneficial property owners should be involved rather than the bank that owns the trust. Chairman Melady agreed.

Committee member Allison clarified that the Committee was talking about the larger membership of the organization, not necessarily board membership. Planning Intern Collison said that was correct. Committee member Allison said she liked that Batavia allowed community members to be involved in the organization for some fee even if you were not located in the downtown.

Committee member Meyers said that in the downtown there are roughly 115 business owners and 75 property owners. He said he thought that all of those businesses and property owners should be part of the group.

Director Hulseberg suggested the Committee first consider whether there should be a fee to be a member or whether there should be certain members by right. Committee member Meyers said he thought at least at the beginning, members should pay a fee to be involved because the organization would need some revenue source. He said later if a revenue source is established, the membership fee could be abolished or changed. Committee member Loftus said he disagreed because he thought it would be important to get as many business and property owners engaged in the organization early on in order to make it successful. Committee member Cornwell said she thought there would be some business owners in the downtown who would not pay the fee but would still receive some benefits. Committee member Moore said that the Alliance has a fee for membership that allows the member to participate in Alliance events. She said business owners that only want to participate in a specific event can pay a nominal fee. She said the Alliance has about 70 members, demonstrating that business owners were willing to pay a fee to participate. She said she would be more concerned with property owners who may be less willing. Chairman Melady said implementing a fee may hurt the Chamber more because they would choose one membership over the other. Committee member Kelley said there are some businesses that belong to both.

Director Hulseberg said that funding is an issue. She said the Alliance charges \$200 to \$250 per membership, which generates close to \$15,000. She said the Alliance was established that way in order to get the business owners involved and engaged in the organization, and so they would value the services the Alliance provides. She said that one of the problems is that some business members aren't part of the Alliance but still receive benefit. Chairman Melady added that he didn't think that the Alliance had sent an invitation to join to property owners so it was difficult to determine the interest of property owners in such an organization. Committee member Moore said she agreed, but there would have to be a value in it for property owners. Committee member Kelley said regardless of how you structure the organization, there would still be people who would benefit but who would not participate or pay.

Director Hulseberg said it may be unfair to have some members pay and others members by right, so it may be beneficial to choose one or the other. Planner Stegall said that some organizations structured it so that only certain services such as grants and cooperative advertising opportunities were available to members. Planner Stegall asked the Committee if they wanted to think of business owners and property owners differently. She said that if the organization would be funded through an SSA and a membership fee, property owners would be asked to pay twice. Committee member Moore said that some property owners may pass the SSA cost to their business owners.

Planner Stegall asked who the Committee thinks the membership should be. Director Hulseberg said if the organization is fee-based, anyone could be a member. Committee member Howley said if the organization membership was by-right, if it could add an additional fee per event. Committee member Moore said the Alliance currently charges a fee for businesses that are not members to be involved in events in order to cover a portion of marketing and other ancillary costs. She said it would be possible to not have a membership fee for the Alliance if a larger funding source were available. Committee member Meyers said that he thought a membership fee should be required at least until a larger funding source was established. Committee member Moore said she thought it would be important that there also be another revenue source.

Director Hulseberg asked if there was consensus among the committee that a membership fee would be OK. Committee member Cornwell asked if the fee would apply to all business, property and residential owners in the downtown. Director Hulseberg said that the organization could choose different fees for different groups. The Committee generally agreed that a fee would be OK. Director Hulseberg then asked if the Committee thought anyone should be excluded from membership. The Committee thought that everyone should be able to be a member, but they would have to pay a fee to be involved. Committee member Meyers was concerned if that anyone could be a member, then business and property owners outside of the downtown may request services. Director Hulseberg said that may also be a concern with appointing board members. It was commented that these issues could be clarified in the bylaws of the organization.

Board members

Committee member Moore clarified the difference between board membership and organization membership. Planning Intern Collison clarified that the board is a smaller group of the membership selected to be in charge of making decisions for the organization.

Committee member Cornwell referenced the Downtown Strategic Plan, which makes a recommendation on the board composition. She said she thought the board should not be too large. Committee member Allison suggested that a range of membership options be developed to allow the organization greater flexibility. Director Hulseberg commented that some communities found that having a narrow definition of the members made it difficult to recruit individuals interested in serving on the board.

Committee member Howley recommended that the board should have the following makeup: one property owner, two business owners (retail), one downtown resident, one Village representative, the organization executive director, one Chamber representative, one EDC representative, one Village Trustee, one restaurant owner, and one office or service business representative, making 11. She said each should be voting members. Committee member Cornwell asked what the benefit of having ex-officio board members would be. Director Hulseberg said that it allows the organizations to attend the meeting and provide input. Chairman Melady said that having certain members as non-voting members prevents them from being able to vote on the same issues twice, for example once with the organization board and then again at the Village Board level.

Planner Stegall said the Committee may want to consider who the stakeholders are when considering who the board members should be. Director Hulseberg said that the Committee could recommend that a certain number of business owners be on the board but that the board represents various categories, in order to encourage a diversity of membership but to allow flexibility. Committee member Cornwell said she thought the board should be weighted toward the business owners early in the organization's existence. Committee member Allison recommended that the bylaws read that "every effort be made to include the following..." referring to the groups proposed to be represented on the board. Director Hulseberg said it seemed the Committee agreed that the board should be made up of four business owners, two property owners and a resident, creating a minimum of seven members. Committee member Meyers said that the organization should give preference to a downtown resident for membership to the board, but it should be open to residents across the Village. The Committee agreed.

Committee member Allison suggested that a member of the Historical Society have an ex-officio position. Committee member Loftus agreed, especially if there is consideration for making a historical

district in the downtown. Director Hulseberg asked if the Village, Chamber and EDC should be ex-officio or voting. Committee member Allison said she thought the Chamber and EDC could hold voting positions on the board. Director Hulseberg said that many of the other organizations, including the Chamber and EDC, have each other as ex-officio members. It was suggested that the Chamber, EDC, Village and Historical Society hold ex-officio positions, as well as the executive director of the organization.

Board Selection

Committee member Cornwell recommended joint appointment of the board members by the Chamber, Village and EDC. Committee member Meyers suggested a ballot be distributed among the various groups represented and votes solicited. The Committee then discussed how names would get on the ballot. It was recommended that the organization solicit nominations.

Committee member Moore then asked if the executive director would be hired first or if the board would be appointed first. Director Hulseberg said the board would need to be in place in order to hire the director. The Committee then discussed developing a transition board and/or transition plan in appointing the first board. Committee member Moore thought that for the first board, it would make sense to have the Chamber, Village and EDC recommend individuals to serve on the board to begin with. Committee member Cornwell said that members of the Transitional DAC should also be included in the board. The Committee agreed that a transitional board should be established.

Planner Stegall said that it seemed there was consensus that board members be selected voted on by the membership. The Committee commented that the transitional board could be appointed, and that future boards should be elected on staggered terms. The Committee then determined that the board members should hold three year terms and should meet on a monthly basis. Chairman Melady said that in the beginning, the board may meet more often and could call a meeting at any point as necessary.

Subcommittees

Planning Intern Collison said the Committee might consider which responsibilities expected of the organizations may require subcommittees. Committee member Cornwell said she liked the Committee structure that Batavia Main Street used, which has Promotions, Design, Organization and Economic Restructuring subcommittees. Committee member Moore said that she thought it would be important to have a subcommittee on membership, budgets and other issues that need attention immediately. The Committee also discussed that an Events committee would also be needed. It was next suggested that a combined Marketing and Promotions also be established.

Committee member Cornwell said she thought it would be important to have a Committee focused on the budget, action plan and other organization/operations issues for the organization. She said membership may fall under this category. Planner Stegall asked if these issues could be taken on by the executive board. Committee member Allison said that there should be someone in charge of initiating these items and taking them to the board. Director Hulseberg said that most organizations do not have a separate finance or budget subcommittee but that it is an issue the executive board takes care of. Committee member Allison suggested that a designated Committee or a Treasurer appointed among board members would be responsible for the budget.

Director Hulseberg asked if the action plan would then be the responsibility of the organization subcommittee. Committee member Cornwell said the organization subcommittee may be in charge of the action plan and membership and volunteer recruitment. Director Hulseberg said that many of the

volunteers would be needed for events so that responsibility may fall more to the Events subcommittee. Committee member Meyers asked if it was necessary to be specific in recommending subcommittees. The Committee agreed that while it was making some general recommendation, the organization should determine what standing subcommittees it should have. The Committee decided to recommend the organization have the following subcommittees: Membership, Events and Marketing/Promotions.

Committee member Cornwell asked if a separate subcommittee should be established for the business recruitment and retention, similar to Batavia's Economic Restructuring Subcommittee. The Committee decided that the early focus of the organization will likely be on membership, events and marketing, so a committee for business recruitment and retention may not be necessary early.

Staff

The Committee agreed that the organization would need staff. Director Hulseberg suggested the Committee look at information provided on the staffing levels of each organization visited and then consider which organization is most similar to what the Committee is recommending.

Committee member Cornwell said she thought it would be important to have staff in addition to the executive director in order to allow the director to spend time out of the office working with downtown business owners and attending meetings with other organizations. Committee member Meyers asked if there were enough resources, if the organization may consider hiring consultants to work on certain events, similar to what the Alliance does now. Committee member Howley said she would not anticipate contracting for services being able to take on the various organization responsibilities. The Committee generally agreed that 1.5 full-time equivalent employees was the minimum the organization would need. Committee member Allison added that the Committee is not focusing on how the organization can barely scrape by, but looking at the minimum level needed to get the organization established. She agreed that 1.5 FTE would be necessary. Committee member Loftus added that fewer staff would hurt customer service and the ability to work with its members, which could hurt it over the long term.

Director Hulseberg then asked what the ideal staff for the organization would be. Committee member Cornwell suggested that 2.5 people would be ideal. Committee member Moore agreed that the addition of business recruitment would need at least another part-time individual. Director Hulseberg added that the Carol White works part-time for the Alliance and her focus is primarily on events, so the responsibility of maintaining events would require at least a part-time staff person.

Planner Stegall asked Committee member Moore to expand more on what she sees as the organization's role for business recruitment and retention during the transition phase. Committee member Moore said the organization had discussed adding business recruitment to the list of responsibilities after the organization is established.

Chairman Melady said that it would also be important to increase staffing down the road as the Village focused more on the redevelopment of the downtown. Chairman Melady said that it would be important to have a staff person on the organization responsible for communicating with business owners and property owners and focused on the redevelopment efforts.

Director Hulseberg asked the Committee to consider if 1.5 FTE staff was proposed, if it would be possible to get by with only one person and provide additional staff with interns and volunteers. Committee member Meyers said that it depends on how much the organization wants to accomplish in the first year, which would require additional support. Committee member Cornwell agreed.

Committee member Meyers asked if the downtown business owners would consume that much of the director's time. Committee member Cornwell said she did not think it would be just meetings with business owners that would take the organization director's time, but also meetings with other organizations.

Committee member Howley said it would be important to create a presence for the organization and to be available during daytime hours so that when people stop by or have questions, they know someone will be there. She agreed that 1.5 FTE was also required.

VII. Other Business

Planning Intern Collison reminded the Committee to complete the short survey provided on Governing Board Design for a paper she is working on for NIU's Master of Public Administration Program.

VIII. Adjourn

The meeting was adjourned at 9:30 p.m.

MINUTES

Transitional Downtown Advisory Committee

Date: 03/23/2010

MEETING: Regular

CALLED TO ORDER: 7:05 p.m.

QUORUM: Yes

ADJOURNED: 9:05 p.m.

MEMBER ATTENDANCE:

PRESENT: Chairman Melady; Committee Members Allison, Anderson, Cornwell, Dickie, Fullerton, Howley, Kelley, Loftus, Moore, Meyers, and Pekny.

ABSENT: Committee Member Hamer.

ALSO PRESENT:

Planning and Development Director Hulseberg, Village Planner Stegall, Planning Intern Collison

I. Call to Order

Chairman Melady called the meeting to order at 7:04 p.m.

II. Approval of Minutes

It was noted that the Draft minutes did not accurately reflect attendance at the meeting. A motion was made to approve the Minutes of the March 23, 2010 Meeting with revisions.

III. Comments on Materials Prepared at Previous Meetings

The Committee was requested to review a number of documents prepared at previous meetings. The first document reviewed was the "Preliminary Goals of the New Downtown Glen Ellyn Organization." Committee member Cornwell commented that business retention should be listed higher in the order of goals. Committee member Anderson asked if the goals of the organization should be listed in any order. Committee member Meyers said that the list of goals as presented does not align with the ranking of responsibilities in the organization. Director Hulseberg said that the Committee did not rank the goals, but ranked responsibilities. She said the goals could be reordered and prioritized. Committee member Meyers agreed it may be best to reorder the goals and emphasize marketing and events first. Committee member Anderson commented that there is a difference between goals and activities and the Committee should consider them differently. Committee member Cornwell said she thought it would still be important to build relationships early. Committee member Moore recommended that the goals not be put in priority order, which would allow greater flexibility. Planner Stegall said that earlier discussion of the TDAC eliminated the incorporation of specific activities within the goals, and that those items could be reincorporated.

Committee member Allison then questioned the difference between events and marketing. Committee member Cornwell said that she agreed there was some confusion between these activities and requested additional discussion. Chairman Melady said he believed events were particularly important, as the successful events the Alliance has developed are a reason for its growth in membership.

Director Hulseberg said that the Village team could rework the goals to remove the responsibilities/activities as much as possible and to more clearly separate the two lists. The TDAC

would then review this at its next meeting. Committee member Meyers said that his concern was more related to whether the new organization would be too focused on the goals proposed and not reevaluate the needs of the downtown. He recommended adding a clause indicating that the new organization should have flexibility to establish and reevaluate its own goals. Committee member Cornwell said she thought the new organization would develop and evaluate its yearly priorities based on the annual action plan. Committee member Allison then commented that the packet also includes a "Preliminary Proposal" that incorporates both the goals and responsibilities of the new organization. She commented that combining them both on one page balances the goals and activities. Director Hulseberg commented that a clause allowing flexibility to the new organization would help. Chairman Melady recommended the numbers also be eliminated and that instead the goals and responsibilities should be listed in bullet-point format to eliminate any misconception that they are listed in order of priority. The Committee agreed that identifying the goals and activities of the organization in the same document would help to clarify the intent for the organization and stakeholders in the future.

Committee member Meyers then asked a question regarding goal 6, as listed previously, which is to "Focus on business attraction and ensure a desirable and viable mix of businesses in the downtown." He asked who would determine if the mix was desirable or viable. He said the Committee did not necessarily need to develop an answer now, but should consider this. Planner Stegall said there are comments on this in the Downtown Strategic Plan that may serve as a guide.

The next document for the Committee to discuss was the "Proposed Responsibilities and Priorities" and the "Likes and Dislikes of Organizations Studied." The Committee had no comments or revisions on these documents. Committee member Meyers said that he thought the Committee should also consider making other recommendations based on its study, such as improving parking if the TDAC feels that is a priority. Director Hulseberg said that while these items are not the purview of the TDAC, it may make side recommendations to the Village Board.

IV. Review of Options for New Downtown Organization Chart Developed at March 9 Meeting

The next document reviewed was "Options for New Downtown Organization." Committee member Cornwell commented that the Committee recommended the organization executive director hold an ex-officio position on the Board. The Committee agreed that this was the case. Committee member Fullerton then asked whether the list proposed for ex-officio officers was exclusive. She said she was concerned that there may be need for other ex-officio representation on the Board and that there should be flexibility. She said she would recommend that the new organization be encouraged to choose ex-officio positions as needed. Committee member Allison commented that the headings are confusing, therefore an additional heading should be added that says "Board Membership" in order to clarify this. Committee member Moore commented that the organization should encourage a mix of representation among Board members, encouraging the inclusion of a new business owner and tenured business owners. Director Hulseberg said that there may be a concern that making requirements on board members may limit the number of people who can be recruited. Director Hulseberg said that it could be suggested that a mix be encouraged in board membership, but these decisions, as well as ex-officio positions and whether voting should be allowed by ex-officio officers, may best be made as the organization sees fit. Committee member Anderson said the new organization may establish "task forces" occasionally for specific projects.

Intern Collison then asked if there was a specific list of business owners that should be included on the Board. Committee member Moore said she liked how it was proposed in the Downtown Plan, possibly

including a business owner of more than five years, a business owner of less than five years, owner of a service business and a restaurateur.

The Board then discussed the term and election of the Board. Committee member Allison asked if the Board members would be allowed to succeed themselves. Committee member Meyers said that the EDC allows two four-year terms. Committee member Loftus asked if the EDC has lost dedicated Board members because of the term limit. Committee member Meyers said this has happened before. Committee member Meyers said he thought that it would be good to limit Board members to two terms, but the person may choose to run again after taking a term off if they are still interested. Committee member Allison said it could be added that the Board members can serve up to two consecutive terms.

The Committee then considered the proposed committees of the new organization as discussed at the previous meeting. The committees proposed were Membership, Events and Marketing/Promotions. Committee member Cornwell then commented that she was not clear as to what was considered marketing, promotion and events. Committee member Anderson said the classic definition of marketing has promotion as a subset of marketing. Committee member Cornwell said that she viewed marketing as more static items, such as a website, marketing packets, banners and the like. Committee member Anderson said he disagreed, but said there is a lot of confusion on these categories. He said that marketing typically includes price, promotion and product. Committee member Cornwell said she thought marketing should be focused on the entire downtown, while promotion may be focused more on a specific event or group of businesses. Committee member Cornwell said she wanted to discuss how these items should be delineated before looking at the budget to determine how funds are spent. Planner Stegall said how funds are spent and what types of marketing and/or promotion activities the organization does will be the decision of the future downtown organization Board. Committee member Anderson said that the branding effort would provide the framework for marketing activities, providing consistency of message for the downtown and for the community. He asked who would be in charge of establishing a brand. Committee member Moore said that the Committee discussed these issues previously and recommended that a new committee be established to develop a brand for Glen Ellyn but that the downtown organization should still establish its own identity that works with the other groups that exist. The Committee then discussed branding for the Village and how it might be coordinated with branding for the various organizations, including the downtown organization. Director Hulseberg said that there have been discussions among Village staff to undertake a branding effort, but there are budget conflicts. The Committee determined that it should table the discussion, and recommend the new downtown organization establish a brand but that the Village should be encouraged to undertake a branding effort for the community as a whole.

Committee member Cornwell then discussed what the Committee means by events. Committee member Moore said that she didn't think an event was necessarily a large-scale event, but could include one-day or short-term events that bring together several businesses. She then contrasted events such as Ladies Night with examples of promotions, such as a recent Scavenger Hunt activity and discounts off sales items for a specified weekend.

The TDAC then began discussion of the staffing levels, which was at minimum a full-time director and an additional part-time person who could either be an assistant or have specified skills. Committee member Howley then discussed how it would be important to create a space for the organization that is visible, friendly and accessible. The committee felt that the part-time person was necessary in order to allow someone to be available during business hours. Committee member Howley said that this would

owners and other organizations. The Committee then briefly discussed where an office would be located. It was noted by a member of the Committee that the EDC had office space made available to them when it was first created. Director Hulseberg said there may be consideration to establishing office space in the Civic Center. Some committee members expressed a preference for a more visible location in the downtown.

V. Review and Discussion of Proposed Budget for New Downtown Organization

The Committee was asked to discuss the membership fees for the organization, which is proposed to be membership based. The Alliance's current fee is \$250 per year, with a discount of \$50 if submitted by a specified date. Wheaton charged \$125 for business owner members, and LaGrange's fees for membership varied. Chairman Melady said that the Alliance dues seems to work, and its membership is growing every year as downtown businesses see benefit. Committee member Pekny said the Alliance has been successful with its current dues amounts. Director Hulseberg said that based on the expanded membership base, and dues of \$200, the Committee could anticipate a budget from membership fees of \$20,000. The Committee discussed whether residents not directly affiliated with the downtown could become members. The Committee agreed that they should be able to. Chairman Melady said that that he thought Board members of the new organization should call on potential organization members to put a face to the organization. Committee member Pekny said that the Alliance has had success contacting potential members via mail, but that Carol White, an Alliance volunteer, also meets people and talks with them about the Alliance to grow membership.

The Committee then began discussion of the proposed budget. A comparison chart was created based on priority categories (Marketing/Promotion, Events, Business Recruitment and Retention, and administrative costs). The Village team then developed a proposed Preferred Budget, Minimum Budget and an all-volunteer budget as was requested. Committee member Howley commented that she thought the director salary was low at \$65,000. Committee members commented that about \$80,000 would be closer to what they would expect. Committee member Meyers asked if benefits were included in the proposed salary. Planner Stegall said it was. The Committee then agreed the salary/benefits amount should be increased. The Committee then discussed the salary and benefit amounts included from other organizations. It was clarified that Batavia's budget does include benefits, but that Elmhurst City Centre's Director receives his salary based on a contract and it does not specify additional benefits. Geneva's salary amount is a portion of several staff members' salaries and it is figured based on the proportion of time spent on economic development. The total salary for Geneva's director, business development specialist and assistant are higher, as footnoted in the chart. Director Hulseberg also pointed out that they are different because they are municipal staff. Intern Collison said that a brief search of Main Street director positions open across the country ranged from \$25,000 for a part-time director to about \$50,000 for a full-time position, but the International Downtown Association salaries were higher, ranging up to \$120,000 for a large community. It was noted that factors such as job description and responsibilities, town sizes, experience required and other factors influence salary amounts. Committee member Howley said that in her opinion, based on the surrounding communities, Glen Ellyn should compare itself more to Elmhurst or Highland Park, rather than Batavia, which has less retail. She said it would also be important to ensure the director have experience in marketing. Director Hulseberg said she thought Wheaton's executive director is closer to \$65,000. Director Hulseberg asked what salary the Committee thought would be appropriate. The Committee members agreed that a starting salary of \$65,000 would be acceptable but that benefits should be an additional amount. Chairman Melady asked who the EDC director receives benefits from. Committee member Meyers said that the EDC director receives insurance benefits through the Village's policy but it is paid for by the EDC. It was discussed that the new organization could seek a similar arrangement, but that would

ultimately be a decision for the Village Board of Trustees. Planner Stegall then added that the part-time staff person could be an administrative assistant or have more specialized skill.

The Committee then discussed the budget proposed for events, which was developed based on the Alliance's current budget, which is event driven. The Committee agreed with the numbers proposed for the Preferred and Minimum budgets, which were \$50,000 and \$35,000 respectively.

The Committee then discussed the marketing and promotions budget, which was proposed to be \$32,000 for the preferred budget, and \$10,000 for the minimum and all-volunteer budgets. Planner Stegall commented that the preferred budget was intended to allow more print publications and advertising. Committee member Howley said that she thought banners should be a priority and that the organization should explore ways to change the banners more often. The Committee then discussed the high cost of banners and how that cost might be weighed against the other marketing and promotion needs. It was discussed how the various organizations and governments in the community can work together to put up banners for events and to brand the community. Director Hulseberg commented that the organization can't focus on all items in the first year, but it would decide what to spend its funds on each year and may do brochures in year one, one-third of the banners in year two, and a second one-third of the banners in year three, and so forth. Committee member Meyers said that in his opinion, if the Committee thinks banners are important, it should remain the responsibility of a designated organization. Director Hulseberg asked the Committee what its minimum budget for marketing would be. Committee member Anderson suggested that \$10,000 be provided for developing a comprehensive marketing plan but that additional funds would be needed to implement the marketing plan. Director Hulseberg said that she was aiming for a minimum budget of about \$150,000 for the organization because it is in line with area communities and what might be feasible in Glen Ellyn. The Committee agreed on a minimum and all-volunteer marketing and promotions budget of \$15,000. The Committee briefly discussed developing a new marketing plan, and reconsidering the Glen Ellyn Style tagline. It was commented that there may be individuals willing to lend their professional experiences in in-kind services to the organization and in developing a brand. Committee member Dickie pointed out that Chicago Magazine recently featured downtown Glen Ellyn, which is an example of effective use of free media.

The Committee then discussed the budgets proposed for business recruitment and retention, for which a preferred budget of \$8,000, a minimum of \$5,000 and an all-volunteer budget of \$0 was proposed. It was anticipated that these responsibilities would remain with the EDC if an all-volunteer organization was created. Intern Collison said that recruitment and retention funds would pay for printed materials for business recruitment. Committee member Howley asked what activities are oriented toward business retention. It was commented that those responsibilities are mostly staff intensive, spending time working with businesses and helping to identify needs. Committee member Howley asked if there is any resource that can help ensure businesses begin on a firm foundation, such as creating a business plan. She commented that this organization could provide these services on a consulting basis. Committee member Anderson commented that this resource is available through a group at the College of DuPage. Planner Stegall said that one of the goals of the organization was to cooperate with other organizations to provide educational events and networking. Committee member Cornwell said she thought this would depend on the experience and knowledge of the executive director of the organization and whether it was desired by the downtown business owners. Planner Stegall asked if providing these resources would change the budget proposed for business retention and recruitment, or if that depends primarily on the qualifications recommended for the executive director. It was decided that the proposed budget was acceptable.

The Committee then considered the proposed budgets for offices and supplies for the organization, which was proposed at \$20,000 for both the preferred and minimum budget, and \$0 for the all-volunteer budget. Committee member Howley asked if there was a temporary space available for the organization. Director Hulseberg said that the proposed budget was developed anticipating the ability to find a location rent-free for the first couple of years. Director Hulseberg said that items such as office location and transition of responsibilities may be able to be addressed in a transition plan developed by the TDAC. The Committee agreed that \$20,000 was an appropriate starting point for the proposed budget. Committee member Allison said that the funding should also be provided for the all-volunteer organization for supplies it will need. Committee member recommended \$2,000 be included. Committee member Howley said that she did not think that \$2,000 would be enough, and recommended \$5,000. Committee member Meyers said that the Committee may consider requesting seed money for the new organization so that it can establish itself and purchase necessary equipment. Chairman Melady said that the EDC was given \$50,000 as seed money to get started. Director Hulseberg said those items may be able to be included under seed money for the new organization.

VI. Review of Preliminary Proposal for New Downtown Organization

The Committee next considered the Preliminary Proposal for the New Downtown Organization. Director Hulseberg said that the Committee had already commented on some changes, such as changing the goals, adding language about ex-officio positions, term limits and other items discussed earlier in the meeting. The proposed document incorporates many of the major items discussed by the TDAC and is intended as a brief overview of the new downtown organization recommendation. Committee member Anderson suggested some changes to clarify that the responsibilities outlined are activities that may be undertaken in pursuit of the goals developed. Committee member Meyers asked how viable the budget the Committee discussed would be. Director Hulseberg said she believed it would be something that could be achieved, but recognizing that the Village's budget is tight, that the membership dues proposed are helpful.

Intern Collison then asked if the TDAC wants to propose a transition plan that would be reviewed at the next meeting. The TDAC agreed that it should be prepared, and that it should include board appointments, phasing in priorities, and requesting seed money. Committee member Howley said the plan should include a recommended profile of a new organization director or possibly put together a job description for the director. Committee member Anderson recommended that a list of accomplishments for the first 18 months may be better than a job description. Director Hulseberg agreed that this approach may be better in order to allow the new organization to develop its own job description for the executive director. Committee member Allison suggested draft bylaws also be prepared.

VII. Other Business

Committee member Meyers said that he thought a list of additional recommendations should be developed for the Village Trustees based on the various items the Committee came across that it thought would be beneficial for the community. The Committee agreed it would be beneficial to share these items as recommendations to the Village Board.

VIII. Adjourn

The meeting was adjourned at 9:05 p.m. The next meeting will be April 20.

MINUTES

Transitional Downtown Advisory Committee

Date: 04/20/2010

MEETING: Regular

CALLED TO ORDER: 7:05 p.m.

QUORUM: Yes

ADJOURNED: 8:25 p.m.

MEMBER ATTENDANCE:

PRESENT: Chairman Melady; Committee Members Allison, Anderson, Cornwell, Dickie, Howley, Loftus, Meyers, and Pekny.

ABSENT: Committee Members Hamer, Fullerton, Kelley and Moore.

ALSO PRESENT:

Planning and Development Director Hulseberg, Village Planner Stegall, Planning Intern Collison

I. Call to Order

Chairman Melady called the meeting to order at 7:05 p.m.

II. Approval of Minutes

Committee member Allison moved and committee member Meyers seconded a motion to approve the minutes of the March 23, 2010 meeting. The motion carried unanimously.

III. Comments on Materials Prepared at Previous Meetings

Planning Intern Collison provided an overview of the draft recommendation for a new downtown organization. She walked through the different sections of the report and gave a brief description of its content. Intern Collison noted that the sections titled "Transitional Plan" and "Supplemental Regulations" were prepared based on committee comments from prior meetings but had not previously been reviewed by the committee. Other sections new to the committee included those titled "Challenges" and "Building a Network". She also pointed to questions raised in the staff memorandum about the term of the Board members, the proposed Board offices and the Executive Director being identified as an ex-officio member of the Board. The Committee then began to discuss and ask questions about the draft report.

Committee member Anderson felt that the list of duties set forth for the Executive Director should be more specific by setting target numbers for membership and funding and felt that it was important to clearly express these and other expectations to the Executive Director. Committee member Allison indicated that she did not believe this list was meant to be an actual job description. Planner Stegall suggested that it might be more appropriate for the specific target numbers to be established by the Board of the new organization. Committee member Cornwell felt that this type of specific information could be incorporated into the action plan that would be adopted by the Board. Committee member Meyers also indicated that the Board should look to hire not just the job skills but also the attitude and that he didn't believe the information in the report should be too specific. Planning and Development Director Hulseberg then suggested adding to the list of responsibilities language that one of the duties

of the Executive Director would be to achieve the targets for membership and funding levels set by the Board. The committee concurred with this approach.

Committee member Meyers suggested that it may be problematic hiring an Executive Director before funding is in place for the organization as without funding there is uncertainty as to the future of the position. Chairman Melady asked what the timing would be for establishing an SSA or changing the levy on an existing SSA. Director Hulseberg indicated budget discussion could begin as soon as November or December of 2010 making funding available in May 2011.

Committee member Pekny recommended that the Board be established prior to January 1, 2011 as the Alliance will dissolve on December 31, 2010. She suggested that it may be beneficial for the new Executive Director to work with the Alliance for a period of time. She further noted that in order to take over on January 1, and to eliminate any gap in services or events, that the new Board may need to start planning some events scheduled for 2011 at the end of 2010. Chairman Melady also suggested that it might be useful for members of the new Board to attend some the Alliance meetings. It was agreed that the committee suggest that the new Board be established by September 1, 2010.

In regard to the membership of the Board, committee member Loftus suggested that at least one of the two property owners, should be a nonbusiness owner. The committee generally concurred that preference be given to have at least one non-business property owner on the Board. Committee member Cornwell also inquired about the term of the ex-officio members being for an undefined period. Director Hulseberg indicated that in some cases such as hers, it is the position and not the person that is appointed as the person in the position is the one most knowledgeable about those items that the group is interested in. She also stated that the various organizations would have the ability to appoint someone new at any time.

Committee member Cornwell suggested that the list of knowledge and experiences desirable for the new Executive Director be expanded to included experience as a business owner or knowledge of business management. Committee member Meyers concurred and indicated that the desirable skill set of the Executive Director will likely evolve over time. Chairman Melady concurred.

Committee member Cornwell then questioned the \$2,000 figure for administrative costs under the proposed all-volunteer budget believing that the committee had decided to raise this figure to \$5,000. The committee concurred that this number should be increased to \$5,000, resulting in an overall all-volunteer budget of \$55,000. Committee member Cornwell then asked if the committee believed members signing up early should be subject to a lesser membership fee. The committee felt that this should be a decision for the Board of the new organization.

Committee member Meyers asked a series of questions related to sales tax generation and its ability to support the new organization. Director Hulseberg responded that she did not envision that the organization would be supported entirely by membership fees and sales tax, but that it would come from a variety of different sources, including potentially sales tax, a SSA and/or a TIF. Committee member Meyers then questioned if the report should state that the goal of creating the new organization is to generate increased sales tax revenue. Committee member Allison indicated that she did not believe the purpose of establishing the new organization was to generate increased sales or property tax, but rather to create a vibrant and healthy downtown.

In regard to the supplemental recommendations in the report committee member Meyers suggested that parking be moved to the top to highlight its importance and that the wording be revised to indicate that this should be a high priority of the Village. The committee concurred. In regard to the recommendation that the existing façade and retail grant programs become the responsibility of the Village, Committee member Meyers noted that many of the communities studied had recently cut these programs from their municipal budgets. Therefore, he suggested that language be added to the report discouraging the Board from considering reducing the funding for grants in the future. Committee member Howley suggested that the TDAC recommend construction of the pedestrian underpass as a priority project. There was general agreement that this should be added under supplemental recommendations. Committee member Loftus then inquired if establishment of a downtown historic district should be also be added as a priority project. Director Hulseberg indicated that the Village Board is currently reviewing and ranking the various projects and initiatives recommended in the Downtown Plan and deciding which project they would like to undertake first. The group generally concurred not to include the establishment of a downtown historic district as a priority project in the supplemental recommendations section of the report.

The TDAC agreed that the proposed term of the Board members should be 4 years instead of 3 years to reduce the burden of holding elections on a yearly basis. The committee also indicated that as the Executive Director would be present at all meetings and would be providing staff support to the Board that the position should not be included as an ex-officio officer. The TDAC also generally concurred that the Board should have a President, Vice President, Secretary and Treasurer.

The TDAC then discussed the proposed transition plan. In regard to transitioning the EDCs marketing responsibilities for the downtown to the new organization it was suggested that the EDC and new organization work this out amongst themselves in a manner to ensure that there is no gap in services. The TDAC also agreed to recommend that the Village Board temporarily allow the new organization to set up offices in the Civic Center and Committee member Anderson suggested that the new organization solicit donations for supplies and equipment.

Committee member Allison commented on the draft bylaws and suggested that the organization simply be referred to as a not-for-profit organization and not a 501(c)3. She also recommended that the Board should follow general parliamentary procedures rather than Roberts Rules of Order. The committee concurred with these recommendations.

IV. Recommendation

Committee member Anderson moved, seconded by member Allison to recommend that the Village Board proceed with the establishment of a new downtown organization as recommended in the report and with the changes requested by the Committee at the April 20 meeting. The motion carried unanimously with a voice vote of 10-0.

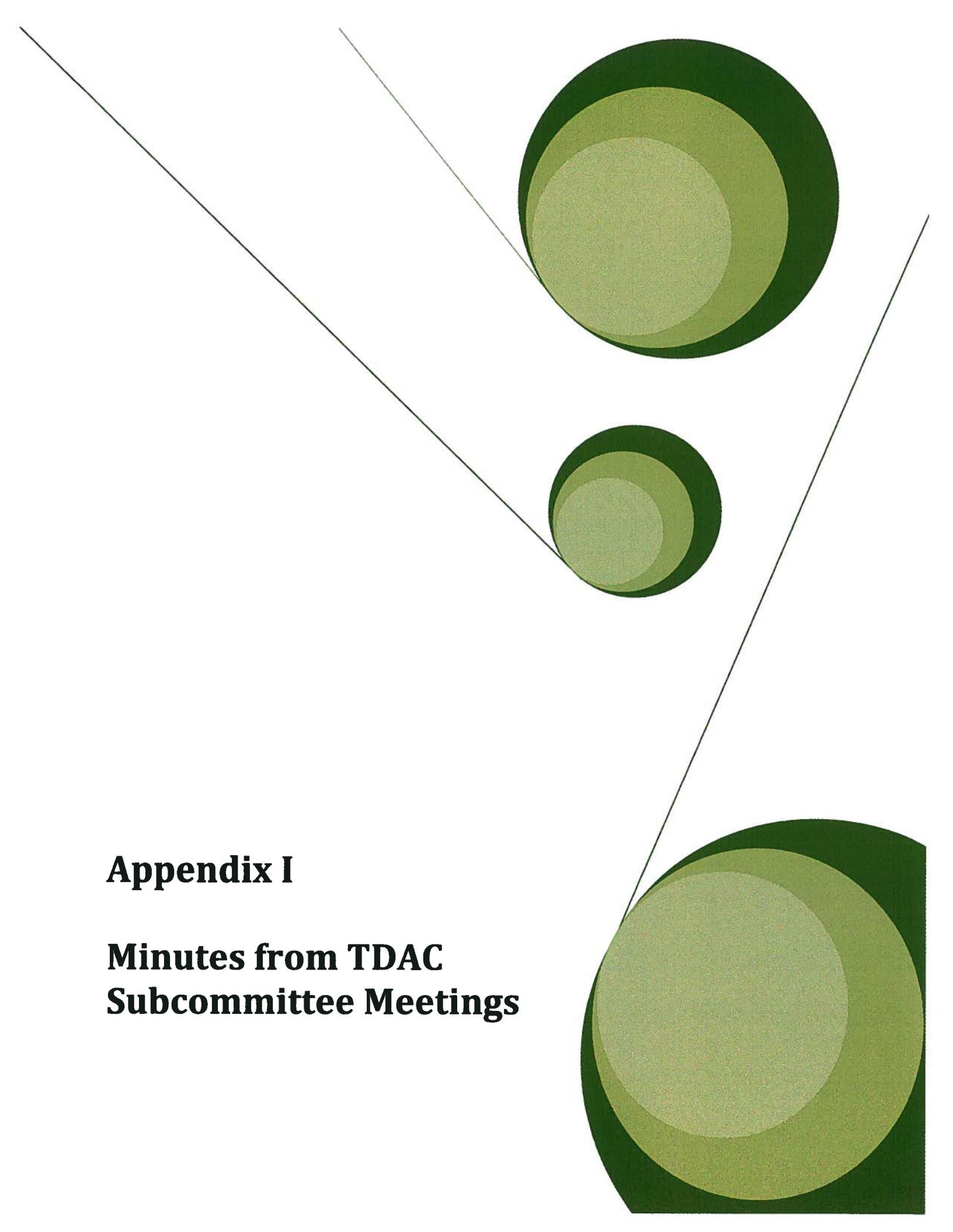
Director Hulseberg stated that the Village Board would be considering the TDAC's recommendation at their May 17, 2010 workshop meeting.

V. Other Business

There was no other business.

VI. Adjourn

The meeting was adjourned at 8:25 p.m.

A decorative graphic on the right side of the page. It features three circles of varying sizes, each composed of three concentric layers of green. The top circle is the largest, the middle one is the smallest, and the bottom one is the largest. Two thin black lines originate from the top left and extend towards the circles, and another thin black line extends from the top right towards the circles.

Appendix I

Minutes from TDAC Subcommittee Meetings

MINUTES

Transitional Downtown Advisory Research Subcommittee

Date: 01/13/10

MEETING: Regular

MEETING COMMENCED: 10:05 a.m.

COMMUNITY: Batavia

MEETING ADJOURNED: 11:45 a.m.

MEMBER ATTENDANCE:

Chairman Melady; Committee Members Allison, Cornwell, Hamer, and Kelley.

BATAVIA ORGANIZATION REPRESENTATIVES: Britta McKenna, Executive Director of Batavia Main Street; Roger Bryce, Executive Director of the Batavia Chamber of Commerce; and Meredith Hannah, Economic Development Analyst with the City of Batavia.

ALSO PRESENT:

Planning and Development Director Hulseberg, Village Planner Stegall, Planning Intern Collison.

I. Introductions

Executive Director McKenna welcomed members of the Glen Ellyn Transitional Downtown Advisory Committee and asked everyone to introduce themselves.

Planner Stegall then gave a brief introduction to the TDAC's purposes. Planner Stegall stated that the Village recently approved a Downtown Strategic Plan, and one of its first recommendations is to create a new downtown organization. The DAC's purpose is to research and make a recommendation to the Village Board on a structure for the organization.

II. Discussion with Batavia Main Street

Chairman Melady observed that Batavia has similarities to Glen Ellyn, such as a new condominium development and several storefront vacancies. Chairman Melady pointed out that Batavia has a river running through the downtown while Glen Ellyn has a railroad station. Chairman Melady said he observed that Batavia has one parking deck in the downtown, as well as an industrial area.

Analyst Hannah said that historically, Batavia was an industrial community. It had an active foundry in the downtown until about five years ago. She said one of the challenges Batavia has had to deal with compared to St. Charles and Geneva is to encourage those industrial businesses to find another location in Batavia. The City is currently undergoing new zoning because there are pockets of industry across the community. Analyst Hannah said the current effort is to get industry into one area by establishing new zoning districts.

Chairman Melady stated that Glen Ellyn's downtown has two districts, one for retail use and one for other non retail uses. Executive Director McKenna said that Batavia does not have any similar regulations at this point because most of the downtown businesses are service-oriented. She added that

it has been difficult for the last four years because the bridge running through the downtown was being reconstructed and then the recent national economic troubles began. She said that through that time, there has been no net loss in the number of businesses.

Director Hulseberg asked what the current vacancy rate was. Executive Director McKenna said that she thought Batavia's vacancy rate was 15 to 17 percent. Chairman Melady said that Glen Ellyn's vacancy rate is a similar 16 percent.

Executive Director McKenna then described how she and Analyst Hannah work together to avoid duplicating efforts. She said that Main Street is currently working to develop an available spaces database using software for downtown organizations. The software will allow her to upload data, export it and send it to a web developer to make it more accessible. Director McKenna also said that she works with businesses interested in applying for façade grants, which has seen an increasing number of applicants. Director McKenna said she provides one-on-one assistance getting photos and second bids, which are required in the City's application. Director McKenna said one difference between what she does and what the City can do is that she can be more proactive and provide recommendations to business owners. She described Main Street as a "hand-on-help" organization.

Director McKenna then described some of the background of the organization. She said originally the Chamber had a downtown organization. When Main Street came about, one of the tensions was figuring out where the line was between each group's responsibilities. Director McKenna said that she works closely with the City and the Chamber, and that there is constant communication between the different groups. Director McKenna said she also understands that certain people will speak with her and request confidentiality, which she provides. She also expects the City will at times need to keep certain information confidential.

Planner Stegall asked if there was a committee that reviewed façade grant applications. Director McKenna said that Main Street used to have a day-long event with architects from Illinois Main Street, but that service is no longer available due to state budget cuts. Director McKenna said she tries to provide some similar services, but does not have the expertise to provide what the architects could do. The grant programs are administered and applications are reviewed by the City. The program is supported through about \$50,000 in TIF dollars. Analyst Hannah said one of the benefits of having Director McKenna available is that she has worked with a number of businesses on façade grants. She said that Director McKenna can do a lot of the preliminary work and help businesses submit the grant on time. Analyst Hannah said last year the City started a sprinkler grant program, though only one business applied for funding. Through meeting with Director McKenna, the City reevaluated the grant and now provides a downtown improvement grant for improvements that will stay with a building. The grant has a \$25,000 limit.

Director McKenna said she views her role as an advocate for the entire downtown. Analyst Hannah said she thinks it is helpful to have people outside the City who are also asking for programs that the City staff wants to do. Analyst Hannah said that grant applications are reviewed by a Historic Committee and then forwarded to the Plan Commission and final approval is given by the Village Board.

Analyst Hannah said that her position as economic development analyst with the City is a half-time position within the administration department of the City.

Committee member Kelley asked how the Economic Development Department, Main Street and Chamber work together. Director McKenna said that she and Analyst Hannah began doing business visits together. The visits began prior to the bridge reconstruction, and she said she finds they are good for listening to what issues businesses are concerned about. Director McKenna said that she and Analyst Hannah also work together on a Developer's Forum. Analyst Hannah said the Developer's Forum brings in retailers, property owners and real estate brokers for a luncheon that facilitates networking.

Chamber Director Bryce said that he finds it helpful that he and Director McKenna have known each other for a long time. He said that both he and Director McKenna began their respective roles at about the same time five years ago. By having an established relationship, he said, he never questions Director McKenna's integrity and intentions. He said Main Street and the Chamber also have different perspectives. Director Bryce said that his background is in business and he views the Chamber as a successful business representing successful businesses, whether industrial, retail or other. He said he does not view the Chamber's role as being involved with festivals and similar events, but rather training, development and networking events that help businesses be more successful. He said that allows Main Street to oversee downtown events.

Committee member Hamer asked if Main Street required dues. Director McKenna said that the Chamber is a membership organization, but Main Street is responsible for representing all businesses in the downtown area. She said Main Street does hold a partnership drive that raised about \$11,000 last year, but businesses receive the same services and treatment whether they are partners or not. Director McKenna said Main Street has a contract for services with the City in exchange for City funding. She said the contract for services model was based on Bloomington (IL) Main Street. She said the contract is helpful because it demonstrates that the City is not just providing a donation, but rather purchasing certain services. Director McKenna said Main Street is also in the second year of a special service area. The SSA has a five-year sunset. She said having a stable source of revenue helps Main Street because it does not have to request funding each year. Main Street also receives about \$61,000 a year from various events.

Director Bryce said the fact that Main Street receives funding from the City did create tension with the Chamber Board. He said that his philosophy is that the Chamber should have distance from the municipality so that they can oppose it if necessary. He also restated his philosophy that the Chamber is a successful business organization and therefore should survive on its own.

Director McKenna said that one of the disadvantages of being funded through an SSA is that property owners then feel like they "own a part of you." She said that she focuses on Main Street's mission as serving the entire downtown. Main Street also has several programs that raise funds, such as an annual gala and house walk, but she tries to treat partners and non-partners the same. She acknowledged that this remains difficult for both herself and the Board.

Director Hulseberg asked what people were targeted for Main Street's efforts. Director McKenna said that Main Street has residents, business owners, property owners, and those who use downtown businesses involved.

Chairman Melady asked how the Main Street Board was appointed. Director McKenna said that the Main Street Board members all serve three-year terms. Board members are recruited by the organization because Main Street is a "working board." Director McKenna said previously the Board was more social in nature, but that is not the intent of the Main Street Program. She said the national Main

Street program is overseen by the National Trust for Historic Preservation in Washington D.C. The state program is currently not accepting new Main Street communities and is not currently funded. The Main Street structure has four committees: Design, Economic Restructuring, Organization and Promotions. Batavia Main Street has about 50 volunteers, Director McKenna said.

Director Bryce said that the Chamber has an Economic Development Task Force, which is still in the formation stages. He said the group was formed in part because of a recent mayoral election in which Batavia's long-time mayor was contested.

Committee Member Kelley asked about the Chamber's dues and events. Director Bryce said that the Chamber is funded primarily through dues and events. The only event the Chamber oversees is the Windmill City Event, which it co-sponsors with the Park District. The Chamber is involved in the event partly for historical reasons because it has long been associated with the event.

Committee member Hamer asked if the Chamber had many volunteers. Director Bryce said that Director McKenna is better at recruiting volunteers than he is, but the Chamber currently has 324 members, from a high of 352 members. Director McKenna said the Main Street and the Chamber are members of each other's organizations, but neither pays for the membership. Planner Stegall asked if the Chamber and Main Street have positions on each other's Board. Director McKenna and Director Bryce said each holds an ex-officio position on the other's board.

Director Hulseberg asked what Batavia Main Street was getting from Illinois Main Street. Director McKenna said the organization is not currently receiving anything. The state typically requires Main Street organizations to submit work plans every year. Batavia Main Street uses this to develop their annual budget. Director McKenna said that this year, each Main Street committee wrote their own action plans, which define their work for the next year and subsequently the budget. Director McKenna said Batavia Main Street continues to use the model because staff is trained in it and can operate independently of the state organization. Director McKenna said new organizations would need a lot of the training from the state that is no longer provided. Director McKenna said that she has proposed to the national organization that the current model of funding states does not work and that the organization should explore overseeing Main Street organizations at the national level.

Chairman Melady asked if the Main Street Board was involved in business retention visits. Director McKenna responded that Board members are not involved because many business owners prefer to keep things confidential.

Director Hulseberg asked what the responsibilities for the City's economic development staff are. Analyst Hannah said she was responsible for new business development and contact, current business retention, facilitating/ombudsman and communication and marketing.

Director Hulseberg asked if someone was responsible for the downtown specifically. Analyst Hannah said her job is to market the City as a whole and to know the types of spaces, including the downtown and Randall Road. Analyst Hannah said that Director McKenna takes lead in listing available spaces currently, but the City is working to develop a new land management tool that they hope will provide the ability to list available properties. Analyst Hannah said that if she does encounter someone interested in an open space in the downtown, she usually will call Director McKenna. Analyst Hannah said she also finds it helpful to introduce potential business owners to Directors McKenna and Bryce so

that the potential owner knows that he or she will have support within the community. Director Bryce said that in his opinion, interorganizational cooperation in Batavia is extraordinary.

Director McKenna said that once new business owners are introduced to her, they know they can call her. She said she and Analyst Hannah openly exchange information via phone and e-mail and that she tries to have a monthly downtown development meeting at the City.

Committee member Kelley asked what the relationship between Main Street and the Chamber was prior to Director McKenna joining the organization. Director McKenna said that the Chamber used to be in charge of events. Director Bryce said that the events were not as good as now because the Chamber did not have as many available volunteers.

Committee member Hamer asked how Main Street is able to get so many volunteers for its events. Director McKenna said that one advantage is that there is not as much retail. The people involved are often in service industries and residents. Director Bryce said that the Chamber Board is also active and that he encourages business owners to be involved, therefore he does expect them to volunteer a lot of their time. Director McKenna said one problem she has faced is "boutique volunteerism" in which people are only interested in being part of specific project or event. She said this can change Main Street's committee structure, and create situations where some committees are not as involved or active as others.

Director McKenna was asked what the boundaries of the Main Street organization are. She said that the official boundaries are the Historic Downtown district, though there are some businesses just outside of that that she tries to get involved. Director McKenna said that businesses outside of the historic district boundaries can still get the various mailings from Main Street.

Director McKenna was then asked if the residential properties were excluded. She responded that they were, as well as some residential properties in the area.

Committee member Allison asked about the City's proposed zoning changes and residential properties in the downtown. Director McKenna said she views increased residential in the downtown as a way to grow businesses. She said the Main Street model emphasizes foot traffic and increased residential properties provides that.

Planning Intern Collison asked what efforts have not been successful for Batavia Main Street. Director McKenna said that the organization tries lots of stuff, and has a lot of creative, passionate people. She said that one of her biggest challenges was figuring out the foundation for the organization, which helps to give it purpose. Director McKenna said she views her role as marketing a community, not a retail or tourist destination. Batavia has recreation, history, arts and it's for people who want to be in a place where the community works together. Director McKenna said that she wants to recruit businesses who want that kind of environment. Director McKenna said one of her other challenges is older businesses that are not interested in changing or evolving, but she said she makes a point to continue to interact with them and deliver materials, but realizes there won't be significant change until those business owners are no longer in the downtown. Therefore, her focus has changed to new businesses. Director Bryce said another challenge for Batavia is the psychological barriers of the river and Route 31, which makes the downtown less accessible to residents. He said these barriers make it a difficult location for retail businesses.

III. Adjourn

The meeting was adjourned at 11:45 a.m.

Respectfully Submitted,
Christina Collison
Planning Intern

MINUTES

Transitional Downtown Advisory Research Subcommittee

Date: 01/14/10

MEETING: Subcommittee

MEETING COMMENCED: 9:05 a.m.

COMMUNITY: Wheaton

MEETING ADJOURNED: 10:45 a.m.

MEMBER ATTENDANCE:

Chairman Melady; Committee Members Howley, Meyers, and Moore.

WHEATON ORGANIZATION REPRESENTATIVES: Tim Rater, Executive Director of Downtown Wheaton Association; Bonnie McLaren, Downtown Wheaton Association Board President; Angie Burke, Downtown Wheaton Association Administrative Assistant; and Jim Kozik, Director of Planning and Development for the City of Wheaton.

ALSO PRESENT:

Planning and Development Director Hulseberg, Village Planner Stegall, Planning Intern Collison.

I. Introductions

Representatives from the Downtown Wheaton Association (DWA), City of Wheaton and the Transitional Downtown Advisory Committee (TDAC) introduced themselves.

Director Hulseberg then gave a brief introduction to the DAC's purposes, which is to study and make a recommendation to the Village Board on a new downtown organizational structure. She thanked the Downtown Wheaton Association for hosting the committee.

II. Discussion with Downtown Wheaton Association

Committee member Meyers asked the DWA to provide an overview of the organization. Director Rater said that he had been with the organization for about one year, though Director Kozik and President McLaren had been involved much longer. President McLaren then provided a brief history of the organization, which is included in the Board Manual for the organization. She said that in 1989, the Chamber had a retail committee in which most of the members were located in downtown Wheaton, and the Chamber committee was able to accommodate most of the needs of the downtown. In 1993, the Heart of Wheaton organization formed. In June 1994, the Downtown Business Association formed. Both of these organizations were funded through a special service area tax. The Downtown Business Association was more involved in downtown events. In December of 1998, the Downtown Business Association dissolved. The Heart of Wheaton Association then changed to the Downtown Wheaton Association. The organization's purpose is to advocate for businesses, business recruitment and retention activities and to work with business owners.

Director Hulseberg asked how many staff the organization has. Director Rater said DWA has 1.5 staff people (a director and part-time assistant). Director Hulseberg asked about the DWA Board. Director Rater said the Board has nine members: two property owners, two tenants, two property owners and tenants, a City of Wheaton representative, an at-large representative, and the immediate past president. Director Kozik and Director Rater hold ex-officio positions on the Board. Director Rater said a Wheaton City Council Member is the City representative that is a voting member.

Director Rater said the DWA holds monthly regular meetings and committee meetings. The committees are Economic Restructuring, Marketing, and Organization Development. He said the organization is volunteer-based and has had other ad hoc committees. Director Kozik said there is a proposal to develop an events committee. President McLaren said that they previously had a fundraising committee that was responsible for the annual gala and fine art fair.

Director Rater said the primary source of funding is the SSA. Business owners pay dues of \$125 annually, and property owners are members by default. He said that about 70 business owners pay the annual membership fee, which is about a third of the total downtown businesses.

Director Rater said the organization is largely focused on marketing. They advertise events, put together a newsletter and provide co-op advertising opportunities for members. He said that most of the retailers and restaurants are members. Director Rater said the DWA's annual budget is \$250,000, of which \$225,000 comes from the downtown SSA.

Director Kozik said the boundaries of the downtown have evolved as the downtown has changed. He said the SSA rate is 95 cents per \$100 of assessed value. Director Kozik said that one of the reasons the rate is so high is that the properties in the Downtown are each in one of three TIF districts, which freezes the value of the property lower for taxing purposes. He said the TIFs have between seven and ten years left. Director Kozik said the SSA rate has been controversial lately. Recently a new SSA was proposed to fund the renovation of the theater downtown, but there was significant opposition. He said he attributed the opposition in part to the bad economy.

Committee member Meyers asked if there were different benefits provided to business versus property owners and who was affected by the SSA. Director Kozik said that residential properties were not included in the SSA districts in exchange for a yearly contribution of \$5,000 to \$6,000 dollars for each condominium development in the downtown. Director Hulseberg asked what the incentive was to pay this amount. Director Rater said the condos entered into a contract to pay the yearly fee in exchange for being excluded from the SSA.

Director Hulseberg asked what the TIF provides funding for. Director Rater said the TIF funding is separate from the SSAs. The TIFs fund façade, awning and retail grant programs, parking garages and development agreements. The retail grants provide up to \$10,000 per business. Director Kozik said the DWA does not administer any grants, but the TIFs do provide funding for a retail consultant who works under contract for \$3,200 a month. The consultant has been working with the city for two years.

Committee member Meyers asked how many parking units were in the downtown parking garages. Director Kozik said that he estimates there are about 400 spaces. Committee member Meyers asked what drove the development of the parking garages. Director Kozik said that the parking garages did not come from any outcry from business owners that they were needed, but rather they were built in order to enable development to occur. He said building the parking garages opened up additional land for

development, which was the primary catalyst. Director Kozik said that one of the garages was built in order to accommodate a new office building. Director Kozik said that both garages were paid for through TIF funding.

Director Hulseberg asked what the value of the TIF districts was. Director Kozik said he did not have that information immediately available. He said that one of the TIF districts was for Courthouse Square, which is not being developed. He said the City's General Fund is currently lending to the TIF Funds in order to be able to fully fund the City's façade and retail grants. He said that financially it is not a significant issue, but the TIFs will need to last their full term in order to be paid back.

Director Hulseberg asked more about the City's grant programs. Director Kozik said that there is not a commission that reviews grant applications, but the applicants for façade and awning grants are required to follow downtown design guidelines. He said the only reason a grant application goes to the commission is if the applicant does not want to follow the design guidelines. Director Kozik said DWA is not involved in the grant process, but can provide information to interested businesses. Director Kozik said the City also provides retail grants for businesses that are moving.

Director Hulseberg asked how much funding was available for grants. Director Kozik said that there is \$300,000 available for grants -- \$200,000 for façade and awning grants and \$100,000 for retail grants. though all of them require matching funding. Committee member Meyers asked if a lease is required in order to receive a grant. Director Kozik said that businesses are required to have a three-year lease. He said they also require businesses to submit a business plans. He said they haven't had a "failure" yet with a grant. He said that the guidelines for grants are created to encourage businesses the downtown needs. Committee member Meyers asked if there is flexibility to change the grant requirements from year to year. Director Kozik said yes.

Director Hulseberg confirmed that grant funding does not come from the DWA budget or the SSAs. Director Rater confirmed that the SSAs fund the DWA and the TIF is used to fund grants. Director Kozik said the total SSA value was \$500,000. He said the portion not used for the DWA is paid into the TIF funds. He said that property owners are concerned because they spend a lot of taxes, but the funding is being returned to the TIF funds. Director Kozik said when the DWA's SSA is up for renewal, the new proposal will need to pay back into the TIF funds.

Chairman Melady asked what the DWA's role in business recruitment was. Director Rater said much of the business recruitment is handled by the retail consultant. Chairman Melady asked if the DWA provides assistance or answers on zoning or other regulations. Director Rater said he refers most of those questions to Director Kozik. Director Kozik said that the DWA is a small organization and the quality depends on who is involved. He said he thought it was hard for the DWA to do everything because of its limited staff, and that some of the DWA executive directors have had a better rapport with businesses than others. He said that Director Rater has been able to develop better relationships with business owners than some of previous directors.

Director Rater said that he devotes much of his time to promotion and retail attraction. He said he also spends time doing business visits. He said the organization is also focused on some of the downtown events.

Director Stegall asked for more information on the DWA's budget. Director Rater said that about \$80,000 is spent on direct marketing. What is remaining after salaries is spent on the DWA's events. He

said the DWA plans monthly events, though the largest are the Dickens of a Christmas Celebration and the holiday open house. He said there are other ongoing events, such as the Vintage Rides nights during the summer. He said those bring a lot of people into the downtown, which directly benefits businesses. Director Rater said the DWA is always reevaluating events with the goal of trying to get people into the stores. He said the DWA does lots of image advertising and event-specific advertising. He said the goal is of the events is to be net-zero in cost, which is not always achieved because it is impossible to expect sponsors to cover the costs of many of these events. Director Kozik said the goal of the event is not to make money.

Director Meyers asked how much involvement the Board has in each event or determining what DWA funds are spent on. Director Rater said the budget is the primary control, and he stays within that once it is established regarding contracting with vendors or budgeting for events. He said that the DWA has a bookkeeper that works with the DWA on a quarterly basis and the organization works with an accountant to prepare reports.

Chairman Melady asked what the DWA's relationship was with the Chamber. Director Rater said that the two organizations have similar missions and work together, but there is no formal relationships established. He said they do not hold ex-officio or any other type of position on each other's boards. Committee member Moore asked if the Chamber organized events. Director Rater said that the DWA coordinates events in the downtown, but the Chamber is involved in the Taste of Wheaton. He said the DWA is looking to get more involved in that event. Director Kozik said that the Chamber is primarily a business networking organization and is focused on the entire community. He said the DWA has a more narrow focus on the downtown.

Planner Stegall asked about what role the economic restructuring committee had. Director Kozik said the committee focuses on business development. The City and the retail consultant hired by the City are primarily responsible for business recruitment. Director Hulseberg commented that the DWA seemed to borrow from the Main Street format. Director Kozik said that the committee structure was taken from the Main Street approach.

Director Kozik was asked if the city provides boutique services. He responded that the city has provided special services to the downtown, such as tree care, landscaping, snow removal from streets, but it was never separately accounted for in the budget. He said the organization is currently looking at funding these services through SSAs instead of the General Fund. He said this has not been a concern until recently.

Director Hulseberg asked what snow removal services the city provides. Director Kozik said that business owners are responsible for removing snow from the sidewalks in front of their businesses, but the city removes the snow from the street. Committee member Meyers asked what enforcement the city uses. Director Kozik said that enforcement is provided by the parking enforcement officer. He said that the Ordinance requiring owners to shovel their own sidewalks has been in place for about 10 years so people are used to it now. Committee member Moore asked what the consequences were for failing to shovel the sidewalk. Director Kozik said business owners are given a notice, but the city has filed lawsuits for business or property owners that continually fail to comply. Committee member Moore asked if there has been study or interest in arranging for boutique services, such as snow removal. Director Kozik said they have not proposed such an agreement.

Committee member Howley asked who was responsible for downtown beautification. Director Kozik said that the city has a multi-year contract to provide landscaping. Previously the city worked with DWA to approve a general landscape scheme. Director Kozik said the cost of the downtown banners was previously shared with the DWA.

Director Hulseberg asked how members were chosen for the Board. Director Rater said the DWA Bylaws state that board members should come from two categories: tenants and property owners. He said that a notice is sent to the DWA membership to request nominations and then members are notified of the candidate slate. He said that DWA members are only allowed to vote for candidates in their category (tenants for tenant representative, property owners for property owner representative). Director Kozik said that the Board structure can make it difficult to recruit candidates. Director Rater said that it was easier to recruit tenants for involvement than property owners.

Committee member Meyers asked how the organization reached owners of properties that were held in a trust. Director Rater said that occasionally they get members involved who own a property through a trust. He said over time the organization has been able to learn who owns the trusts. He said that Board members serve three-year terms. Director Hulseberg asked how many people were members of the DWA. Director Rater said the organization had 160 property owner members (members by default) plus 70 business owner members. President McLaren said that many of the board members serve multiple terms and that some have served as long as 18 years. She said the last few years the DWA has tried to encourage new membership. She said that with the tough economy, it has become necessary to work with various partners within the community including the City, the Chamber and the Park District. President McLaren said that the organization developed an action plan three years ago to determine its goals and priorities. She said previously the Board had an agenda to guide their activity, but recently it has become much more active. She said regular meetings have helped the executive committee to work together better. She said the organization is currently looking at contracting with a consultant to develop a strategic plan. Director Kozik added that the DWA is a working board. He said it can be difficult to find volunteers so sometimes board members end up doing a lot of the events and burn out can be high. Committee member Meyers asked what funding would pay for developing a strategic plan. President McLaren said that the planning process would come from the Board's training budget. She said the previous planning activity is what guided the organization to stop holding the Art Fair and Gala. She said that by studying their priorities as an organization, they realized that the events took too much time to organize and produced little in return to the organization.

Committee member Moore asked how involved business owners were in the organization. President McLaren said there is a small group of active business owners and the organization is always looking for volunteers. She said recently the organizations started holding open meetings that would have a short business meeting for the organization and then provide an event or training for attendees afterward. Director Kozik said the open meetings happened only recently. He said previously the Board would become isolated and opening events got people more engaged and involved in the process. He said they often send out surveys after events, and that even though few people respond, the surveys help maintain awareness of the DWA and what it does.

Committee member Meyers asked if the DWA has conducted social network training. Director Kozik said that the organization tries to connect people through such efforts as the shopping network. President McLaren said the organization's new website has been good, and they have promoted the shopper's club online. She said that while the organization is trying new things, it is difficult to get all the members in to the "electronic age."

Committee member Meyers asked if the decision to eliminate the annual gala was driven by looking at both the time and money invested. President McLaren said yes. Director Kozik said that each year the organization reviews the events. Several years ago they eliminated the Easter Program, but one of the business owners thought it was important enough that she took over organizing and putting on the event.

Committee member Meyers excused himself at 10:05 a.m.

Chairman Melady asked if anyone conducts retention visits. Director Kozik said the city does that to some extent. He said that some businesses don't want to share how they are doing, but that the City is making an effort to be more involved.

Director Kozik was asked if the city has a Downtown Plan. He responded that the Downtown Plan is rather old, but was updated when the TIF districts were established and now includes recommendations made with the establishment of the TIF districts.

Director Hulseberg asked what failures the organization has had. Director Kozik said he believes it is important when creating a new organization to look closely at how the organization is funded. He said by using SSA funding, the property owners pay for most of it when the benefit goes to the tenants. He said that when people are struggling and they see a high tax rate, they question the value of it. Director Rater said the DWA has also seen a disconnect with property owners who live out of state who don't want to pay the tax and tenants who occupy the space who want the services.

Director Moore asked if they could recommend any alternatives. Director Rater said the most important thing is to show that the organization is providing benefit. Director Kozik said that it would be very difficult to have a budget to provide the necessary services based on membership dues. Director Rater said that in trying to establish the SSAs, some who objected did not have a stake in the process (neither downtown property owners nor business owners). He said that they try to get feedback and to get property owners engaged. He said it is also difficult to gain the support of service businesses because it is difficult to get them to see the value in the organization. President McLaren said that they have to recognize different mindsets, some focus on the downtown as a whole and others on the impact to an individual business. She said she found it important to keep an open mind and listen to opposition. She found that taking that approach helped to establish better relationships.

Director Hulseberg asked what the organization thought it should be doing. Director Rater said the organization has long talked about having events about how to create a website or developing a "Welcome Kit" for new businesses. He said these smaller projects are the ones that are often put off because of a lack of time or resources. Director Kozik added that the city has recently laid off employees, which limits his time as well. President McLaren said that having a number of different volunteers has hindered the consistency of the organization. She said each time a new volunteer becomes involved, there is a learning curve. She said the organization is currently exploring getting local Key Clubs and the College of DuPage involved.

Committee member Howley asked what business model the organization is looking at for the theater. Director Rater said that the theater is currently used as a church, but it is basically empty. Director Rater previously worked at the Metropolis Performing Arts Centre in Arlington Heights, which was more of an educational center. He said that Wheaton's theater was donated by a non-profit organization for

community use and previously did not work as a theater. He said the plan would be for the theater to operate as a live entertainment center that would bring people into the downtown. He said there were plans to do a feasibility study and that they hope to see progress in the near future.

Committee member Moore asked who was responsible for hiring the DWA executive director. Director Kozik said that the City has an operating agreement with the DWA, but that primarily requires annual budget reports. He said the organization's priorities and hiring of the director would be the responsibility of the DWA Board.

Director Hulseberg asked what the organization sees as its biggest successes. President McLaren said she thought it was the events that people come to depend on, such as the Christmas events and classic car nights. Assistant Burke said that the most successful events are those that bring the DWA and business owners together, for example many of them walk in the Christmas parade. Director Rater agreed that many events not only bring people downtown but also bring the board together. He said it helps that the Board is invested and involved. President McLaren said last year the organization started a business "after-hours" event to help build cohesiveness among members. She said it helps because members become more educated and can then be ambassadors for the organization.

Committee member Moore asked how the City and DWA work together. Director Rater said that he will direct people to the city when they have questions and that he works closely with the City. He said he is involved not just with Director Kozik, but also other departments such as Public Works or the Police Department when they are organizing events.

Chairman Melady asked what the vacancy rate was in the downtown. Director Kozik said that the vacancy rate is higher now than it has been in a while, but there is still interest in the downtown. He said that he spends more time working with independent businesses, which require more attention because they don't often use a real estate broker.

III. Adjourn

Members of the DAC thanked the Wheaton representatives for their time. The meeting concluded at 10:45 a.m.

Respectfully submitted,
Christina Collison
Planning Intern

MINUTES

Transitional Downtown Advisory Research Subcommittee

Date: 01/21/10

MEETING: Subcommittee

MEETING COMMENCED: 1:10 p.m.

COMMUNITY: La Grange

MEETING ADJOURNED: 2:15 p.m.

MEMBER ATTENDANCE:

Chairman Melady; Committee Members Fullerton, Howley, and Loftus.

LA GRANGE ORGANIZATION REPRESENTATIVES:

Angela Mesaros, Assistant Community Development Director for the Village of LaGrange; Honor Lorenzini, Past President of the La Grange Business Association; Ryan Williamson, President of the La Grange Business Association

ALSO PRESENT:

Planning and Development Director Hulseberg, Village Planner Stegall, Planning Intern Collison.

I. Introductions

Chairman Melady gave an overview of the Village of Glen Ellyn's Downtown Plan and the mission of the Transitional DAC. Those present then introduced themselves.

II. Discussion with representatives of the Village of La Grange and the La Grange Business Association.

Assistant Director Mesaros explained that most economic development efforts are conducted through the Economic Development Department. The Community Development Director serves as a liaison to the LGBA. The staff that works on economic development includes the Community Development Director, herself and a part-time staff person. She said the Village did work with a paid consultant in the late 1990s. Assistant Director Mesaros said that the TIF districts in the downtown recently expired and staff is currently undergoing an evaluation of what the next steps will be. She said originally there was a development plan for the downtown district and that currently the TIF fund has a surplus of \$750,000. Staff is recommending the funds be used for economic development, but the Village Board is further exploring municipal government's role in economic development.

Assistant Director Mesaros was asked what other business districts are in La Grange, though the downtown is the only one to have received a TIF. She said that there are business districts at Stone Avenue on the western edge of the village, South La Grange Road, and a district area at East Avenue and Ogden.

Mesaros said La Grange is involved in the West Suburban Chamber, which includes approximately eight other communities. She said the Chamber's only significant event in the community is the Farmer's Market held downtown. Other events are organized by the LGBA.

President Williamson said that he has only been involved in the LGBA for the past year and a half and has been president for three weeks. He said one of his top goals is to encourage more participation across the various business districts, not just the downtown. He said the LGBA focuses marketing and advertising on the four major events it organizes each year. He said another goal of the LGBA is to be an advocate to the Village for local businesses and to work closely with the Village to achieve goals. President Williamson said the organization is also focusing on attracting local residents to remain in town and to support the local businesses.

Planner Stegall asked what the relationship between the LGBA and the regional Chamber was. Past President Lorenzini said that the organizations have collaborated previously but they do not maintain a formal relationship. President Williamson said that there is significant cross-membership, but the Chamber focuses on larger networking events such as prominent speakers and golf outings.

Director Hulseberg asked how many members the LGBA has. President Williamson said that there are roughly 125 members and that the dues are about \$100. He said they also look for sponsorships for events. Director Hulseberg asked about staff and other services the LGBA provides. President Williamson said the organization is completely volunteer, but they have recently expanded services to a weekly e-mail providing updates and promotions for the organizations. Past President Lorenzini said the Secretary is responsible for maintaining the LGBA website.

Director Hulseberg asked how many potential members the LGBA has in the community. Past President Lorenzini said she thought it was about 400 businesses.

Chairman Melady inquired about the process of the condominium developments in the downtown. Assistant Director Mesaros said that the first couple of developments were TIF sponsored, which is the "Triangle" district that was previously a Brownfield site. She said the Village purchased the land, remediated it and sold it to a developer. She said the projects did not face significant opposition.

Member Loftus asked if there was a master plan for the redevelopment. Assistant Director Mesaros said that there is a TIF Redevelopment Plan that was used to guide redevelopment in the downtown. She said that in 2005 the Comprehensive Plan was updated to incorporate the TIF redevelopment plans along the entire Burlington-Northern Rail corridor. She said they are currently studying post-TIF strategies (the TIF expired in 2009) that would expand the Design District to include the west-end business district. She said the TIF previously supported façade improvement loans (5-year, no-interest loan) for the TIF district.

Chairman Melady asked what the SSA funds were designated for. Assistant Director Mesaros said that the Village used TIF funds and a federal grant to support the construction of the parking deck. She said the SSA is used to pay for ongoing maintenance. She said a 0.25% sales tax was also put in place in order

to have shoppers from out of town also pay for the ongoing maintenance of the parking deck. She said restaurant owners were the primary group pushing for the parking deck.

Chairman Melady asked who oversees downtown maintenance. Assistant Director Mesaros said the Village provides complete snow removal on the downtown sidewalk. She said the Public Works Department fund pays for the snow removal. Past President Lorenzini said that La Grange provides excellent downtown maintenance and snow removal.

Director Hulseberg asked what the 0.25% sales tax supports. Assistant Director Mesaros said the tax generates about \$60,000 and is used for parking deck maintenance.

Committee member Loftus asked if there were plans for other parking decks. Assistant Director Mesaros said that the deck was a controversial project and that there are no additional decks planned. She said the facility was previously surface parking owned by the Village. She said the opposition came from residents, board members and others. She said the Village conducted a parking study but it was refuted by the opposition group. She said when the deck was built, there was a vacant property at La Grange Point that the Village leased temporarily for parking during construction of the deck.

Committee member Loftus asked who the primary users of the parking facility are. She said restaurants are a heavier user, as well as downtown employees.

Chairman Melady asked what the regulations were for restaurants to provide outside dining in the downtown. Assistant Director Mesaros said the Village allows a license agreement and fee for each table.

Planner Stegall asked if economic development has always been incorporated in the Village. Assistant Director Mesaros said the community previously had a Main Street-like organization prior to the TIF being implemented. She said the organization dissolved and that economic development has traditionally been a part of the Village.

Director Hulseberg asked what the TIF funds were used for. Assistant Director Mesaros said the funds were used for façade loans, streetscape improvements, parking structure, several redevelopment projects and most recently the Theater façade renovation. Director Hulseberg asked what will support those programs now, if anything. Assistant Director Mesaros said that is what the Village is exploring now.

Director Hulseberg asked what the City's budget was for marketing and economic development. Assistant Director Mesaros distributed copies of the budget. Planner Stegall asked if there was a staff person dedicated to economic development. Assistant Director Mesaros said the Community Development Director is the lead staff person for economic development.

Director Hulseberg asked if the Village has an Economic Development Commission or if fund use was left to staff discretion. She said previously there was a commission that worked with the TIF but currently the Village Board provides direction and budget for economic development. She said there is a

resident's economic development commission whose role is to provide feedback to the Village on developments in the commercial districts from a resident perspective.

Chairman Melady asked if the Village's Zoning Code requires retail on the first floor of the developments. Assistant Director Mesaros said yes, and that the agreements on several of the TIF projects outline what uses are permitted there. She said that agreement expired but the Zoning Code was updated to ensure it remains first-floor retail.

Planner Stegall asked if there was a design review process. Assistant Director Mesaros said there is a design review commission and that businesses must receive approval from the design commission for any façade loans. Chairman Melady asked what the maximum loan was. Assistant Director said it was \$20,000 per linear side or \$40,000 per building total. She said the Village does not provide any grants. Committee member Loftus asked how many business owners took advantage of the program. Assistant Director Mesaros said many buildings took advantage of it and it has resulted in significant improvements across the downtown area.

Director Hulseberg asked about a block with a number of national retailers. Assistant Director Mesaros said that is the public-private partnership development that TIF funds supported and it is referred to as the Triangle or La Grange Crossings. She said the Village did hire an economic development consultant who worked with that project. She said the consultant was a paid staff member for the term of the project, about three years. Committee member Loftus asked if eminent domain was necessary. Assistant Director Mesaros said it was not necessary. She said the site was previously home to a gas station and a dry cleaning facility, which was the primary cause for remediation.

Planner Stegall asked what events the LGBA coordinates and if any other group coordinates events. She also inquired if the events were designed as revenue generators. Past President Lorenzini said events are designed to get people into stores and to generate revenue. She said the carnival, which coincides with the pet parade, generates revenue. She said those funds then support the Christmas Walk. She said a couple of other events have been developed. She said the revenue from those events is then donated to charity.

Director Hulseberg asked what the requirements were for the Board. President Williamson said that there are not very strict requirements, but it tends to be La Grange-based businesses. He said the group strives for diverse representation from restaurant, retail and other owners. He said the Community Development Director holds an ex-officio position on the LGBA board.

Director Hulseberg asked if the Village plans any events. Assistant Director Mesaros said that the LGBA does all the events, but the Village provides support through police and public works support as well as a donation to the event.

Committee member Howley asked about Strategic Promotion events in the Economic Development Budget. Assistant Director Mesaros said that item is used to support LGBA donations and advertising assistance for several of the events.

Planner Stegall asked who approves the advertising for the events. Past President Lorenzini said that typically it was what the LGBA developed. Planner Stegall asked if all the advertising was for the events. Past President Lorenzini said there are joint advertising efforts outside of events.

Chairman Melady asked about the downtown theater. Assistant Director Mesaros said that TIF recently paid for façade improvements.

Committee member Howley asked about existing business education programs. Assistant Director Mesaros said that several years ago the LGBA did a survey of businesses and they found that people wanted additional education. She said that several years ago the Village hired a consultant to talk to business owners about window displays. She said that event was successful in her opinion.

Director Hulseberg asked who was responsible for designing the advertisements. Assistant Director Mesaros said the Village uses a consultant to design the advertisements. She said a local business owner designed the banners and branding. Committee member Loftus asked who was targeted with advertising. She said that the Village does mailings to areas outside the Village. She said a previous market assessment helped target areas, which they learned were not the areas they wanted to be advertising in. Past President Lorenzini said recently they have been advertising in West Suburban Living. Assistant Director Mesaros added that La Grange was recently named best downtown by Chicago magazine and the Village hired a consultant to help promote that.

Committee member Loftus asked how much the advertising has helped local businesses. Assistant Director Mesaros said she thought that was hard to gauge. She said she thought the theater renovation has helped the downtown and that the community has seen a number of new businesses this year and the vacancy rate remains low. Director Hulseberg asked what the vacancy rate was. Assistant Director Mesaros was unsure of the vacancy rate.

Director Hulseberg asked what the responsibilities of the Community Development staff were. Assistant Director Mesaros said the Director oversees economic development. She said she and the director divide much of the Economic Development, Planning and Zoning. She said they have an administrative staff person who helps maintain the website. She said the Ahhh La Grange Website (promotions website) is designed to allow businesses to update their own information.

Planning Intern Collison asked what businesses benefit from LGBA marketing. President Williamson said the LGBA advertising is targeted to members. He said the Village provides support primarily for the Christmas Walk because the Village has to balance its responsibility to all businesses with supporting only LGBA members. He said when the events and advertising are being planned; they try to recruit members during that time because of the advertising value.

Committee member Howley asked how many members also were involved in the Chamber. Past President Lorenzini said she would estimate at least 50 percent. President Williamson said that the Chamber focuses on after-hours events and has more political clout, but the LGBA has more involvement in La Grange.

Director Hulseberg asked what the monthly LGBA meetings involved. Director Williamson said the meetings are typically breakfast meetings. She said they do bring in speakers occasionally and 40 to 50 people typically attend. He said they provide time for networking and then discuss what is going on in the Village and with the LGBA.

Director Hulseberg asked what the top issues were in the community. Past President Lorenzini said parking was a top issue. She said now more people are concerned about the economy.

Planner Stegall asked what the population of La Grange was. Assistant Director Mesaros said it was 15,600.

Planner Stegall asked who is responsible for being the role of an ombudsman. Assistant Director Mesaros said the Village plays that role. She said many businesses reach out to the Village with concerns.

Chairman Melady asked if there was opposition for the TIF. Assistant Director Mesaros said at the time the community was supportive because there were a lot of vacancies. She said there have been more concerns recently as to how to use the funds. Director Hulseberg asked what the objectives were to using the funds in the district. Assistant Director Mesaros said the theater was controversial because the funds were used to support one business. She said she thought there was generally support among the community because other businesses also benefit. She said one of the goals of the comprehensive plan is to have restaurants and provide that niche, but the concern is to keep them here. Having a viable theater helps that goal. President Williamson said he supports it because he grew up in Wheaton where the theater is not operational currently. He said he thought it was important to keep the theater viable because he would not want to see what happened in Wheaton to happen in La Grange.

Chairman Melady asked if the theater has enough space to provide restaurant services. Assistant Director Mesaros said the theater does have some food services and storefronts on the inside.

Committee member Loftus asked if the theater showed first-run movies. Assistant Director Mesaros said the theater can not do first runs, but it can do second runs as soon as they are finished in the direct area, which is much better than the typical second-run format.

Director Hulseberg asked if there was anything either group would like to see happen in downtown La Grange. President Williamson said he didn't see what the Village can do to improve. He said they Village and LGBA have strong communication. He said the concern of the LGBA was now to get more volunteers.

III. Adjourn

The meeting adjourned at 2:15 p.m.

Respectfully submitted,
Christina Collison
Planning Intern

MINUTES

Transitional Downtown Advisory Research Subcommittee

Date: 01/27/10

MEETING: Subcommittee

MEETING COMMENCED: 10:10 a.m.

COMMUNITY: Elmhurst

MEETING ADJOURNED: 11:30 a.m.

MEMBER ATTENDANCE:

Chairman Melady; Committee Allison, Anderson and Moore.

ELMHURST CITY CENTRE REPRESENTATIVE:

Tom Paravola, Executive Director

ALSO PRESENT:

Planning and Development Director Hulseberg, Village Planner Stegall, Planning Intern Collison.

I. Introductions

Director Hulseberg thanked Director Paravola for spending time with members of the DAC. Those in attendance introduced themselves.

II. Discussion with the Director of Elmhurst City Centre.

Director Paravola provided a brief overview of City Centre. He said that it is a separate organization from the City. He said the first time he met with members of the DAC, the meeting was arranged through the City of Elmhurst and their economic development staff. He said those positions at the City were recently eliminated. Director Paravola said he thought the City would be contracting out for some of the responsibilities of the previous staff positions, but that some of the responsibilities may be given to the Chamber or City Centre.

Director Paravola said that he has been the Director of City Centre since 2007. He works part-time (roughly 1/3 time). He said he was previously a Board Member of City Centre. He said when the previous director parted ways with the organization, he volunteered to step in on a part-time, temporary basis. Director Hulseberg asked what hours he works. Director Paravola said his contract specifies a range of hours but he has discretion on when they are worked. He said he averages two hours a day, but more at certain times. He said it is historically a full-time position.

Chairman Melady asked what other staff work at City Centre. Director Paravola said there is a full-time staff person who works at the front desk. He said they have an events director and a marketing director, each of whom works part time. He said the organization also employs one full-time maintenance employee. He said that employee is responsible for pickup, trash removal and similar services when they are not being done by the city. He said City Centre's services are only supplemental to what the City provides. For example, the city empties the downtown trash receptacles twice weekly but City Centre provides additional service as needed. He said City Centre also contracts for separate snow removal service that operates after a certain amount of snow has fallen.

Committee member Anderson asked if there was a master plan for the downtown. Director Paravola said there is. He said City Centre was established before the plan and that the organization is not involved.

Committee member Anderson asked what grant programs City Centre has. Director Paravola said the grant program was run through the city department that recently cut staff. He said he was not sure what the status of the programs is currently.

Committee member Anderson asked who was responsible for business recruitment. He said that previously City Centre provided some funding to pay for a consultant to work on business recruitment, but that is not the primary goal of the charter of the organization. Chairman Melady asked what City Centre does if a potential new business owner contacts them. Director Paravola said City Centre will typically talk to the potential business owner about their plans and about City Centre, but it will refer him or her to the City.

Committee member Anderson asked if Director Paravola thought there was a perception that things in the downtown are generally OK. Director Paravola said he believed so. He said four years ago there was much more turmoil. He said when the organization was founded they did not have as much funding available. He said over time as funds became available for promotions and other activities, there was more concern about what the money was being used for. He said people became more active in the organization, which the organization did not handle well at the time. He said currently there are more vacancies, but overall the feedback is positive. He said City Centre and the City have been able to establish clear lines of responsibilities, which has helped the organization.

Committee member Anderson asked if downtown residents were involved. Director Paravola said that when he started on the Board, downtown residents were not represented. He said since that time, two residential complexes have been built. As a result, the board has been modified. He said one board has ten members of business and property owners that focuses on marketing and promotions. He said that board then expands to 15 members with the addition of five condo association representatives for matters addressing the physical aspects of downtown, such as streetscape and snow removal. He said each residential complex designates their own representatives. He said there are roughly 200 residential units in the downtown.

Committee member Anderson asked if the increased residential space has helped the downtown. Director Paravola said he thinks it primarily helps restaurants. He said he thinks one advantage Glen Ellyn has is that it has interesting, historic downtown buildings that Elmhurst does not have. He said Elmhurst also has a number of service and office businesses in the downtown. Committee member Anderson asked if having more office and service business downtown helps the retailers and restaurants or aggravates parking concerns. Director Paravola said he thought it does aggravate parking concerns, but provides more help to businesses because those employees patronize the downtown retailers and restaurants.

Chairman Melady asked for further information about the City Centre Board. Director Paravola said that the Board comprises five merchants, five property owners and that each is elected by their respective group. Committee member Moore asked how representatives were selected. Director Paravola said that City Centre solicits for candidates and lets people know there is an upcoming election. He said that candidates have to submit a petition signed by a certain number of individuals from their respective group (he thought about 20 signatures). He said the Board also has a nomination committee that will

nominate individuals if necessary. He said that typically the elections are not contested. He said that the property owner voting is weighted by equalized assessed value so owners of more property will have more votes in board elections. He said that currently City Centre has a diverse board in terms of both geography and size of merchants. He said residents are now active in the organization in a positive way, but it was difficult to reach that stage. He said that one of the changes that he thinks has helped the organization is that he has more experience working with boards than the previous director and he recognizes that the organization must make it easy for board members to participate and be active by providing good, organized information. Director Paravola said the board members have a three year term and meet monthly. He said that voting is limited on certain issues so that the appropriate board is voting and they avoid two meetings each month. He said the bylaws for the organization have been amended to accommodate changing needs, which has made them unwieldy. Chairman Melady asked if the merchant businesses were limited to retailers. Director Paravola said that merchants could include retail, restaurants, service and office businesses.

Committee member Anderson asked what sort of events City Centre conducted. He said City Centre coordinates all the downtown events except Elmfest, which was historically a Chamber event. He said Elmfest was discontinued last year. He said City Centre also organizes Halloween, Christmas, and Easter events and a downtown art display during the summer. He said the organization also coordinates the Cool Cars event during the summer. He said even though the events may help some businesses, there are always complaints any time parking or sidewalk space is being taken up. He said last year City Centre began a concert series in collaboration with the Chamber in part because of their decision to eliminate Elmfest. He said that the Chamber is not working on this effort in the future, but City Centre is planning three to four entertainment events this summer. The Chamber does not receive funding from the City.

Planner Stegall asked if there were any subcommittees. Director Paravola said there are four standing committees. He said there is a Budget Committee, a Marketing and Promotions Committee that is very active and a Downtown Services Committee that focuses on the physical aspects of the downtown. He said there is also a Networking Committee that encourages collaboration and seminars but is the least active committee. He said there used to be a Cool Cars subcommittee but that was taken over by the marketing committee. He said City Centre does not have as much emphasis on the committees as other organizations that are established more like a Main Street organization. He said Main Street-type organizations are more volunteer based and need communities that have active volunteers. He said City Centre is more of a Downtown Management Organization that depends less on volunteers and provides staff and planning for events. He said one disadvantage of volunteers is that there has been trouble with individuals having a vested interest in a certain aspect of the organization, such as a single event. Committee member Anderson stated that City Centre has the ability to staff events because of its budget. Director Paravola said that the organization does draw in TIF and SSA funds. He said there are two SSAs: one that is larger to support all downtown services and a second that comprises a smaller core district that funds marketing and promotions. He said several years ago, City Centre was not providing appropriate accounting to keep the SSA fund uses separate. The organization now has better accounting and allocates the City Centre management fees accordingly. He said Elmhurst was smart to have the TIF and SSA in place and to allocate funds to City Centre. He said after the TIF district was developed, they were able to capture the increase in property values. He said that City Centre is in good financial position until the TIF expires.

Committee member Anderson commented that he can see Director Paravola's point that volunteers sometimes can be difficult in this type of organization. Director Paravola said that the organization must balance the priorities of the entire downtown with individual businesses. He said he recently spent time

addressing complaints of planters distributed across the downtown in which business owners were complaining that they were too centered along York Road. He said he thinks it helps that he is part time because his position as director is not his only livelihood. He said that he thought in part because other directors depended on the job for their livelihood, they were more willing to cater to individual businesses. He said if the organization is not focused on the long term, it will not survive.

Committee member Anderson asked what involvement the Chamber had. Director Paravola said that City Centre does interact with the Chamber, and he attends meeting as an ex-officio member. He said that the Chamber's purpose is more oriented on networking. He said the Chamber does organize some parades.

Planner Stegall asked if City Centre has a letter of understanding or contract with the City. Director Paravola said there is a document outlining what City Centre is responsible for. He said City Centre also made a recommendation for the SSA levy amount that was recently approved. He said the City does receive a budget each year formally, but informally they see it more often than that. He said there are four aldermen who sit on the City Centre Board.

Committee member Anderson said he thought the fact that the City Centre board made the SSA recommendation to the City would be helpful because the City Centre board members are the ones who will eventually pay the tax. Director Paravola said he agreed and added that he thinks that the area is best managed by the people in it who are paying the dollars.

Director Paravola was asked what the term was for the SSA. He said the most recent one had a 17-year term. He said the funds are used for maintenance and physical aspects and for marketing and events. He said the City also uses the funds for a variety of purposes. For example, SSA funds supported the fountain that was installed in the downtown.

Director Hulseberg asked who was responsible for the Christmas lights. Director Paravola said the City Public Works Department is responsible for the main Christmas tree, but City Centre is in charge of lights on the parkway trees. He said he believed lights the previous year cost approximately \$30,000 for the entire downtown area. Director Paravola then discussed how important it was that the City established the SSAs when they did. He said at the time there were fewer businesses and he is not sure how receptive business owners would be to implementing the SSAs now so the organization focuses on its "value added" component but providing additional services that benefit local businesses. He said merchants and commercial owners might perceive "value added" because City Centre has received comments that it is producing results for local businesses.

Committee member Anderson asked about the impact of the underpass on the downtown. Director Paravola said that it was built a long time ago and was perceived as diverting traffic off of York Road and out of the downtown. He said he does not think the underpass negatively impacts the downtown today. He also said that City Centre provides enough marketing and that the downtown has enough to offer that the underpass's negative impact is minimal.

Committee member Moore asked what the vacancy rate was in downtown Elmhurst. Director Paravola said at one time it was 3 to 4 percent though he thought it was higher more recently. He also was not sure if that included certain "dead" spaces that are largely considered unusable because of their location and condition.

Director Hulseberg asked about the history of the parking decks in the downtown. Director Paravola said that City Centre still receives parking complaints. He said two parking decks have been installed and were funded through TIF dollars. He said the decks are targeted to commuters, though business spaces are available. He said there is a long-term project to redevelop another area with first-floor retail and more parking spaces that has been proposed by a developer. He said that the City of Elmhurst's long-term strategic plan calls for City Centre to manage parking when the TIF expires. He said that he does not see that being successful because of the many diverse interests on the board that would be responsible for parking. He said he would anticipate more people looking out for their business interests. He said City Centre would need a strong staff to oversee parking in the downtown. Director Paravola said the City of Elmhurst does consult with City Centre about parking needs and changes in parking times and uses.

Planner Stegall asked if there were things Director Paravola would like to see City Centre doing that it is not currently. He said he thinks City Centre is achieving its core mission. He said if it had additional funding he would prefer to expand existing programs. He said even with additional funding, the organization should weigh the advantages of the additional services with the cost from a tax-payer standpoint. He said that overall, the organization is in a good position.

Planner Stegall asked if City Centre offered or was involved with any grant programs. Director Paravola said the City offers retail grants that have a limit of \$10,000. He said about 5 of 6 are given each year. He said the City also oversees a façade improvement grant program, but he is not sure who will now be taking over that responsibility. He said that grants come out of TIF dollars.

Director Paravola was asked what City Centre's budget was. He said the total budget is about \$800,000, of which about \$400,000 is allocated for marketing and events, including marketing and event staff salaries. He said about \$225,000 is devoted to downtown services, including City Centre's full-time maintenance staff. He said the remainder is used for administrative costs, including office overhead, remaining salaries and professional services.

Committee member Anderson asked if most property owners live in Elmhurst. He said that most property owners live in area, especially those that own the most property, such as the Elmhurst theater owner.

III. Adjourn

The meeting was adjourned at 11:30 a.m.

Respectfully submitted,
Christina Collison
Planning Intern

MINUTES

Transitional Downtown Advisory Research Subcommittee

Date: 02/01/10

MEETING: Subcommittee

MEETING COMMENCED: 1:00 p.m.

COMMUNITY: Highland Park

MEETING ADJOURNED: 2:50 p.m.

MEMBER ATTENDANCE:

Chairman Melady; Committee Members Cornwell, Loftus and Meyers.

HIGHLAND PARK ORGANIZATION REPRESENTATIVES:

Alliance Chair-elect Terri Olian (also a City Councilwoman and member of the Alliance Marketing Committee); Alliance Treasurer Sandy McCraren (former President of the Board of the Highland Park Chamber); Alliance Executive Director Sarah Wiebenson; Chamber Director Ginny Glasner; City of Highland Park Economic Development Assistant Carolyn Hersch; City of Highland Park Assistant City Manager Will Jones

ALSO PRESENT:

Planning and Development Director Hulseberg, Village Planner Stegall, Planning Intern Collison.

I. Introductions

Chairman Melady gave an overview of the Village of Glen Ellyn's Downtown Plan, and the Transitional Downtown Advisory Committee's purpose to study and recommend a new downtown organizational structure. Chairman Melady thanked the Highland Park representatives for their willingness to meet with the group. Those present introduced themselves.

II. Discussion with representatives of the Downtown Highland Park Alliance, the Highland Park Chamber of Commerce and the City of Highland Park.

Director Hulseberg gave any overview of the organizations working to improve downtown Glen Ellyn, including the Downtown Glen Ellyn Alliance, the Chamber of Commerce, the Economic Development Corporation, the Village Planning and Development staff, and resident group Go Downtown! She said one of the goals of the TDAC was to help clarify the roles of the various organizations using best practices from other communities. She asked Highland Park representatives if each organization could describe activities for which they are responsible.

Director Wiebenson said the City has a Business and Economic Development Commission for which Assistant Hersch is the staff liaison. She said the Chamber is a membership-based organization. Director Wiebenson said the Alliance focuses solely on the downtown, and was created by a partnership of the

City, the Chamber and the Downtown Property Owners Association. She said the Downtown Property Owners Association had been in existence formally for about four years but had been an informal organization for longer.

Treasurer McCraren said that Highland Park has several shopping districts. She said the Downtown Property Owners Association was formed based on similar interests to ensure success in the downtown. She said members of the organization do not always see eye-to-eye, but they realized if they wanted to stay ahead of the game, they needed to come together. Everyone involved, despite their different interests, recognized the need to create a "critical mass" of interest. The organization decided to approve an SSA in the Central Business District. There is only one SSA in the downtown.

Director Wiebenson said the property owners group, the Chamber and the City that funded a study that recommended a new group be formed to support the businesses downtown. Treasurer McCraren said the other organizations also face demands from other business districts, which is why there was agreement that the Alliance needed its own executive director rather than other organizations focusing more efforts on the downtown. The Alliance Board searched for an executive director who could navigate the various organizations to achieve the goals of the Downtown Property Association. Treasurer McCraren said that the property owners have more weight in the Alliance because they pay for it through the SSA. She said it is a strong partnership because there is a mix of personalities and ideas, but they are all working toward a common goal to help the downtown.

Chair Olian said the Alliance was formed primarily for the purpose of marketing in the downtown, which includes business retention and attraction for the downtown. Director Hulseberg asked what happens if a business owner has not identified a location but is interested in Highland Park. Director Wiebenson said Assistant Hersch maintains a database of available spaces, including information on the downtown area that Director Wiebenson has access to. Director Wiebenson said she will send a prospective business to Assistant Hersch first to identify a space. Assistant Hersch said she provides information for all the business districts. Chair Olian said there have not been conflicts over territory, which she attributed to the personalities of the individuals involved. She said she thinks there is also a realization that what is good for one area of town is good for the rest of the community. Director Wiebenson said there is more conflict related to the organization when businesses who are outside of the SSA district want to be involved in Alliance programs. She said she has to turn those businesses away.

Chairman Melady asked how the Alliance Board is structured. Director Wiebenson said there are five board members that represent the property owners, three city representatives and three Chamber representatives. She said when there are votes on financial matters, a majority of the five property owners must approve for the measure to pass. Chairman Melady asked how many property owners there were in the CBD. Director Wiebenson said they are trying to determine definite numbers, but she said there are about 80 property owners and 400 businesses in the downtown. Treasurer McCraren said that each organization represented in the Alliance selects its own representatives.

Committee member Loftus asked how many property owners are Highland Park residents. Director Wiebenson said she was not sure, but there are property owners that are difficult to get a hold of. Treasurer McCraren said many of the property owners either currently or previously lived in Highland Park.

Intern Collison asked if there is ever a conflict between having the property owners represented but not the business owners. Director Wiebenson said that most property owners work in the interest of their

tenants. She said the conflict primarily arises because property owners are often more interested in the long-term success of the downtown and business owners can be interested in the short term. Chair Olian said the Alliance has had an increased interest from business owners. Director Glasner said that ideally, the Alliance wants business owners and property owners to communicate better. She said the Chamber is often asked to help when a communication gap exists.

Chairman Melady asked what the rate of the SSA was. Director Wiebenson said that the overall levy is \$300,000 and the rate is determined from that levy amount. She said the Alliance also receives \$55,000 from the City. Director Wiebenson said there was a study of economic activity in Highland Park that found that 60 percent the sales tax revenue generated in the City comes from the downtown. (The City's Economic Development Assistant later provided a correction that 26 percent of the City's sales tax revenue is generated downtown.) Committee member Meyers said that Glen Ellyn's downtown is 12 to 14 percent of Glen Ellyn's economic activity. Director Wiebenson said that the downtown is the largest business district in Highland Park.

Planner Stegall said she recalled a \$300,000 item in the Economic Development budget provided to the Alliance. Assistant Manager Jones said that item is essentially a pass-through for the SSA dollars. Director Hulseberg asked what the term of the SSA was. Assistant Manager Jones said the SSA was effective January 1, 2008 and expires December 31, 2010. It has a three-year term.

Committee member Cornwell asked about the rest of the budget for the Alliance. Director Wiebenson said the Alliance has been very conservative with its funding, and has worked to establish a reserve. Chair Olian said that the Alliance hopes it will get a longer term when the SSA is renewed. She said the Alliance and City Council will work to establish an appropriate term and amount for the SSA.

Planner Stegall asked what staff the Alliance has. Director Wiebenson said the Alliance has herself and a full-time marketing coordinator who handles much of the Alliance's social media and website. She said the ability to do many of those things in house is a cost savings for the Alliance.

Director Hulseberg asked what events the Alliance works on. Director Wiebenson said the Chamber and City are primarily involved in events. Chair Olian said that in the beginning, the Alliance was involved in several events, but they are expensive and time consuming to put on. She said the organization has evolved and learned over the past several years where to focus its efforts.

Treasurer McCraren said the Chamber has a number of established events in the downtown and that the Alliance helps with those events. Director Wiebenson said because the Alliance does not have as much staff, it can work on marketing events for the downtown.

Treasurer McCraren said the Alliance does offer grants for businesses interested in putting on an event. She said a local business owner recently used an Alliance grant to bring a speaker and host an event. She said that program is growing and getting more people involved in the Alliance.

Chairman Melady asked if there were any façade improvement grants or similar programs. Assistant Manager Jones said that the City has had a grant program in place since 2000 but there is no funding for it in the current calendar year. Chairman Melady asked who was responsible for clearing snow from sidewalks in the downtown. Assistant Manager Jones said the City hires a contractor to handle snow removal. He said they also have a contractor who hauls snow away from the CBD after a snow event. Director Wiebenson said all of the district maintenance, including snow removal, landscaping and

Christmas lighting is provided by the City. Assistant Manager Jones said most of those items are paid for out of the Public Works budget.

Chairman Melady asked what the City's parking regulations were. Director Wiebenson said the parking is mostly two-hour parking, but the City has created employee parking permits in lots on the periphery of downtown, as well as some areas with longer parking time limits. Assistant Manager Jones said the parking decks were funded through the City's capital budget and built in 2004. Committee member Meyers asked what was the main reason the parking decks were built. Assistant Manager Jones said a consultant conducted a comprehensive parking study in 2001 that recommended increasing the supply. He said the study recommended turning previous surface lots into two-level decks. He said the project cost about \$5.2 million. Committee member Loftus asked if there was a perception that there was enough parking. Chair Olian said shoppers never think there is enough parking. She said the City and Alliance think there is sufficient parking in the downtown, though there are pockets where there is not quite enough. Director Wiebenson said there are about 2,500 free parking spaces in the downtown. Assistant Manager Jones said the 2001 study said that parking should be free but it should have a time limit to encourage turnover. Downtown Highland Park also offers underground parking facilities that provide street-level access. Chair Olian said she thought these parking facilities were underused because people do not understand the regulations.

Assistant Manager Jones said the City does have an ordinance that prohibits employees from using the customer parking. He said the City's parking enforcement officer has learned what cars belong to employees. He said the City also has a boot program for those with multiple parking violations, which is more effective in recouping the costs of parking enforcement.

Committee member Meyers asked if the City uses grants or rebates to attract businesses to the community. Assistant Hersch said the City does have a sales tax rebate program, but businesses have to have \$20 million in annual taxable sales to qualify. She said there currently is a moratorium on the program because of the economy. Chair Olian said the Business and Economic Development Commission will be looking at that issue. Assistant Manager Jones added that if the bar for such incentives is set too low, existing businesses will ask for the same incentives. He said the City has sales tax rebate agreements with three businesses currently.

Committee member Meyers asked if the City has contemplated working with the County to reduce the immediate tax burden for property owners interested in upgrading their properties. Assistant Manager Jones said that has not been discussed in Highland Park.

Chairman Melady asked if the City has ever acquired property to encourage development. Assistant Manager Jones said the City did purchase property that is now the Port Clinton Development. He said that development is a public-private partnership, and the property has been sold back to the developer.

Committee member Meyers asked what percentage of downtown property owners and businesses are Chamber members. Director Glasner said that few property owners are involved in the Chamber but a larger number of retailers are involved. She said downtown businesses represent less than 25 percent of the Chamber's total membership.

Director Wiebenson said there are about 125 retail businesses in the downtown of about 400 total businesses. She said that some professional offices can count as multiple businesses depending on how they are structured (for example, a doctor may operate as a single business in a larger office).

Director Hulseberg asked if the City has had a TIF district. Assistant Manager Jones said a TIF was used for the Port Clinton Development but it expired several years ago.

Committee member Meyers asked what was involved in establishing the foundation for the Alliance. Chair Olian said there was a significant effort made to communicate and delegate and to work among the groups involved to determine who is best at certain tasks so efforts are not duplicated and resources aren't wasted.

Chairman Melady asked what events take place in the downtown. Director Wiebenson said there are a lot of events in the downtown area that are organized by many different organizations. She said the City puts on a summer concert series and there are other events nearly every week. Chair Olian said the City emphasizes entertainment in the downtown businesses, which attracts business to the downtown. Treasurer McCraren said that Chair Olian founded Late Night Highland Park in an effort to get Highland Park kids to a safe place. She said the events have been good for kids and adults. She said the Chamber and the Alliance work to advertise those events.

Committee member Meyers asked if there is a perception that there is enough or too many restaurants in the downtown. Director Glasner said there was a retail study in which people indicated they wanted specific kinds of restaurants, but there is also concern about having too many restaurants and hurting current businesses. Director Wiebenson said there are about 30 restaurants in the downtown. She said the Alliance has made more of an effort to let people know what kind of restaurants there are downtown to encourage business.

Committee member Meyers asked who paid for the concert events. Assistant Manager Jones said that the City pays for the concert series. Committee member Meyers asked if there are any events that close the street. Assistant Manager Jones said there are two events that close streets in the summer – the Port Clinton Art Festival and the Festival of Fine Crafts. Committee member Meyers asked if closing the streets created controversy. Treasurer McCraren said that people do complain, but surveys have indicated that the events help many businesses. She said that complaints come primarily from a vocal minority.

Committee member Meyers asked if there are use restrictions in the downtown. Chair Olian said the downtown does have an overlay district in the downtown that encourages pedestrian friendly stores. She said some property owners have requested the Plan Commission to remove their property from the district to allow other uses. Director Wiebenson said the pedestrian-district is restricted to sales tax generating businesses.

Committee member Meyers asked who is responsible for the light pole banners. Chair Olian said the City does put up banners on street poles and oversees a program that allows nonprofit organizations to request their banners be put on designated light poles. Assistant Manager Jones added that the City does have a "Dark Storefront" ordinance that requires businesses to put banners, artwork or displays in their windows even when the business is vacant. Director Wiebenson said the Alliance does work with the City and business owners to do this. She said it became a good marketing tool for the Alliance to put banners in vacant business windows.

Chairman Melady asked who was responsible for the events. Treasurer McCraren said the Chamber does have subcommittees that organizes events. Chair Olian said some of the major events are

organized by private organizations and businesses. She said the City will provide police and public works assistance as needed. Assistant Manager Jones said the City will sponsor some events on behalf of the Community, such as the Taste of Highland Park and the concert series. He said events put on by private businesses receive permits through the City and must reimburse the City for costs associated with Police and Public Works staff time.

Committee member Loftus asked if the downtown businesses have any unified business hours. Chair Olian said the Alliance has tried but has not been successful.

Planner Stegall asked if the Alliance could expand on its tenant recruitment strategy outlined in the packet of materials provided. Director Wiebenson said that the Alliance is trying to refine its recruitment strategy, but there is a fairly defined protocol in place for the Alliance and the City to work together. Director Hulseberg asked what City staff was responsible for. Assistant Hersch said her job involved attraction and retention, events, the Ravinia Business District Plan, Code enforcement, the Business and Economic Development Commission and business registrations.

Director Wiebenson was asked what the vacancy rate is in Downtown Highland Park. She said it is difficult to get a handle on the total number of spaces available and that that data can be misleading because vacant space could be an available office within a larger service business. She said they are working to establish information on gross leasable area. She said Highland Park has seen vacancies decrease in the last quarter.

Director Hulseberg asked what the responsibilities of the Business and Economic Development Commission was. Assistant Hersch said the commission is an advisory body for the City that meets monthly. Director Hulseberg asked if there are any ex-officio positions on the Alliance Board. Director Wiebenson said there were no ex-officio positions, but the organization makes it a point to be transparent so people are aware of what the Alliance is doing.

Director Hulseberg asked if the Alliance has any subcommittees. Director Wiebenson said there are three subcommittees: Marketing, Finance and Operation. She said the Operations subcommittee looks at the strategies the Alliance is using and ways to improve how things are done. Assistant Manager Jones said the Operations Committee has been especially involved in defining how the Alliance gets things done.

Committee member Cornwell asked what marketing the Alliance does. Director Wiebenson said they encourage businesses to participate in the Alliance's joint advertising efforts to leverage the advertising businesses are already doing. Director Wiebenson said the Alliance offers certain advertising for free, including space on the Alliance website, eblast and coupon listings on the Alliance webpage. She said they also offer a Meet A Merchant portion on their webpage. She said those services are free because they are low cost for the Alliance. She said businesses can also participate in a second tier of advertising through cooperative advertising in which the businesses pay a smaller portion of a larger advertising campaign. Director Wiebenson said one of the Alliance's most successful programs has been a gift card program, which is free for businesses to participate. She said the Alliance had start-up costs, but the ongoing costs are lower. She said the Alliance can offer promotions with the gift cards through schools and organization, which has helped sales. Chair Olian said that participating businesses receive a decal that can go in their window. Director Wiebenson said the gift card program also helps to spread information about the Alliance and to get people's e-mail addresses to add to the Alliance's e-mail list. She said they sold more than \$12,000 in gift cards.

Chairman Melady asked if there are any joint programs with the Ravinia festival facility. Director Wiebenson said there is a Downtown Highland Park night at Ravinia where member businesses can advertise, but there is no other cross promotion or events.

Planner Stegall asked if the Alliance has an operating agreement with the City. Assistant Manager Jones said there is no formal agreement with the Alliance. Chair Olian said the City Council does make it a wants to ensure that businesses are being helped. The Alliance provides a financial report each June to the City. Treasurer McCraren said that there were financial benchmarks established several years ago but the economic problems have made it impossible to achieve those. She said the real question is without the Alliance, would things be worse in downtown Highland Park.

Committee member Cornwell asked why the Alliance decided to hire someone after the group had been established. Chair Olian said she had served as interim director as a working group met to better establish the needs of the organization. She said there was a need to hire someone who could set the agendas and to guide the establishment of strategic goals and objectives for the organization. Treasurer McCraren said the organization spent a lot of time early on defining the role of the director. Chair Olian said that Director Wiebenson had previously worked in the City's Planning Department so she was familiar with the needs of the Alliance.

Planner Stegall asked if the representatives could expand on what influenced their decision to structure the Alliance in the way they did. Chair Olian said the previous organization structure influenced the decision to define the Alliance responsibilities in the way they were. She said they recognized that certain organizations did things well and there was not a need to change those things. She said the downtown property owners wanted more marketing for the downtown. Treasurer McCraren said that what property owners wanted was a driving force in the decision to create the Alliance. She said that as a group they did not know how to market, advertise or who to contact. Director Glasner said that they combined that with what other organizations were doing that were operating successfully.

Director Hulseberg asked what have been major successes or challenges for the Alliance. Director Wiebenson said that it would have been helpful to have a database of downtown property and business owners established early. She said working to develop that has taken a significant amount of her time. She said she recently began using a software package called Downtown Diva that has been helpful. She said that there are now requests for reports that the Alliance is not equipped to create. She said one of the Alliance's most successful program is the Holiday Shopper Reward program. She said the Alliance tried lots of different programs, but nothing has worked as well as cash. Director Glasner said the organization has learned a lot along the way, but good communication has been vital to the organization. Chair Olian added that an organization of this type needs board members who can roll up their sleeves and work. She said it is important for Director Wiebenson to spend as much time as possible meeting business owners because once they have met her, they put a face with the organization and pay more attention to what it is doing. Director Wiebenson added that it becomes difficult for her to meet business and property owners because she also has to spend much of her time in meetings and preparing for meetings. She said it has been helpful to have a second staff person to allow more time for business visits.

The group was asked who serves as an ombudsman for businesses that have concerns with municipal regulations or other issues. Assistant Hersch said she is the initial contact for all business owners who have concerns.

III. Adjourn

The meeting adjourned at 2:50 p.m.

Respectfully submitted,

Christina Collison
Planning Intern

MINUTES

Transitional Downtown Advisory Research Subcommittee

Date: 02/03/10

MEETING: Subcommittee

MEETING COMMENCED: 10:00 a.m.

COMMUNITY: Geneva

MEETING ENDED: 11:35 a.m.

MEMBER ATTENDANCE:

Chairman Melady; Committee Members Anderson, Kelley, Loftus, and Meyers.

GENEVA ORGANIZATION REPRESENTATIVES:

Ellen Divita, City of Geneva Economic Development Director; Paul Evans, City of Geneva Business Development Specialist; Jean Gains, Geneva Chamber of Commerce President; and Patti Rambo, member of Geneva Downtown Partnership.

ALSO PRESENT:

Planning and Development Director Hulseberg, Village Planner Stegall, Planning Intern Collison.

I. Introductions

Chairman Melady provided an overview of Glen Ellyn's Downtown Plan that makes a number of recommendations to improve the downtown, including the creation of a downtown organization. He explained the Transitional Downtown Advisory Committee's mission to develop a recommendation for a downtown organization structure as the first step of the plan. Chairman Melady provided an overview of the various organizations in downtown Glen Ellyn. Representatives from Geneva and the TDAC introduced themselves.

II. Discussion with Geneva organization representatives

Director Divita asked if Glen Ellyn was certain it was creating a new organization. Chairman Melady said that the TDAC is not sure what recommendation it would make yet, but it may chose a new organization or to repurpose an existing organization.

President Gains provided a history of Geneva's downtown. She has been a Chamber member for 33 years. She said the Chamber was the only organized effort to promote the downtown originally, but business districts have expanded to Randall Road. She said despite success in other areas, the downtown remains the heart of the community and remains an important aspect of the Chamber. She said that while the Chamber serves all businesses, all of its events are focused downtown. She said the sales tax generated City-wide was about 25 percent of the City's general fund. She said several years ago, the Chamber looked at challenges it might face in the future and saw it needed to focus on small businesses. At that time, the Chamber offered to pay \$25,000 if the City would allocate an additional \$25,000 to conduct a study of how to improve businesses in the downtown area. As a result, a consultant was hired to work with a committee to help identify weaknesses and find ways to help. That committee then evolved into the Geneva Downtown Partnership (GDP), which is a formal City Commission. She said that while the Chamber no longer provides funding for the committee, it does

participate in it. She said the committee achieved its purpose because the businesses are becoming more active and organizing their own events. She said a downtown manager was hired by the City, which has eventually evolved into what Specialist Evans' role is currently.

Director Divita pointed out that the organizational chart provided to Glen Ellyn in reference materials is no longer reflective of the organization. Committee member Anderson asked if the GDP was still active. Director Divita said the GDP was still in place but the City is currently looking at re-evaluating the GDP and the City's roles and responsibilities related to Economic Development in the community. She said the City is looking at moving to a full Economic Development Commission. She said the old organization format was put in place under a previous director who was trained in the Main Street approach. She said that it is not feasible to operate a Main Street program under the operation of the City because it is designed to exist in a volunteer community and the number of volunteers was limited. She also expressed concern about how the new Freedom of Information Act regulations could impact the organization.

Director Divita said that when Geneva Commons was developed seven years ago, there was concern about the stability of the downtown. She said at that time, the Council pledged to use \$100,000 in sales tax revenue to support the downtown in face of new competition. Committee member Anderson compared Geneva Commons to the opening of Yorktown Mall in 1968. He said that concerns of Glen Ellyn's downtown slowly declined after that and it took a while to open. Director Divita said there are four regional shopping centers in Kane County.

Director Divita said the Main Street program was created in the 1970s in response to the regional shopping centers. She said it is a volunteer-based organization. She said the state offered some services to Main Street communities, including four visits for technical consultations. She said in Geneva, the previous director began the implementation of a Main Street-like program, but it was not sustainable with the staff Geneva had available.

Committee member Kelley asked how the GDP was financed. Director Divita said that the group is a City commission. She said in previous years, \$50,000 was allocated from the capital budget for marketing activities but those funds are no longer available. Director Divita said the City's Economic Development Department does provide promotions funding. She said the department is funded in part through hotel/motel taxes (5 percent). She said that 3 percent goes to the Chamber to help fund Chamber events and 2 percent is directed toward the Economic Development Department. She said the City uses the funds for group marketing, which includes weddings, groups and tour busses, while the Chamber does regional marketing for its events. She said the Department hired a part-time employee to help with marketing and the website. She said the Chamber organizes the four major festivals in the City (Swedish Days, Fine Arts Show, Festival of the Vine and the Christmas Walk). The Chamber has received "festival status" with the City, meaning the merchants involved in the festival are exempt from transient merchant fees, sign permits and other City requirements because they are involved to support the Chamber.

Committee member Meyers asked where the event income goes. President Gains said the festivals are not designed to make money, but the proceeds are returned to the Chamber to fund future festivals. She said recently the Chamber has re-evaluated its events and has eliminated some events that were not successful. She said as a result, some local business owners have taken charge of organizing and sponsoring certain events, which the City helps with. Director Divita said that the goal of the City is to remove itself from event managing. She said downtown is 20 percent of sales tax revenue, 10 percent of property tax revenue but it was consuming 80 percent of the department's resources. She said now the

department has developed a better 50/50 mix in balancing its focus on the downtown and other business districts. She said the downtown will remain a priority because of its importance as the community center, but they have to focus on Randall Road and expanding the City's industrial base as well. She said the Community has also changed as the County has moved facilities out of Geneva and the hospital moved out of the downtown. She said as those employers left the downtown, there were fewer people around to shop and eat. She said most businesses are still only open 8 to 5. A report showed that only 20 to 30 percent of shoppers are residents, so the City is making an effort to bring residents to the downtown, but the residents then comment that the stores are not open. Director Divita said the businesses themselves are having a dialogue about what they want as a business community.

Committee member Loftus asked if the downtown businesses ever implemented an extended or unified shopping hours program. Director Divita and President Gains said no. She said there are several shops that are open 12 to 4 on Sundays. Director Divita said there are 200 tourism-type businesses in the downtown, including about 50 restaurants, and 150 office and service businesses. Specialist Evans' job was redefined as the City moved its focus away from event management. She said the department still hosts a monthly meeting with merchants to have an open forum with downtown businesses. She said the Business Improvement and Retention Committee also meets monthly. She said that committee is the "feet on the street" group to visit businesses and find out their needs and concerns. She said the Department has also implemented an e-mail list to maintain communication, but there are concerns with how FOIA laws might impact the e-mail list. Director Divita said they communicate with local businesses about upcoming events and general information. She said the City also takes care of the Geneva Downtown Partnership web page, but the plan is to expand the website to all business districts.

President Gains said the Chamber and the City make efforts to avoid overlapping. She said that because the Chamber was historically the only organization promoting the downtown, they have come to work closely with the City to combine efforts. She said the Chamber serves three functions: a visitor's bureau, a Chamber office and an event-planning office. She said the Chamber has seven staff members. She said the Chamber would not be successful with its many efforts are if it did not have a good working relationship with the City. Director Divita said that she would encourage Glen Ellyn to use an existing organization to avoiding creating competition. President Gains said that even though the Chamber is membership-based, its events benefit all businesses in Geneva.

Planner Stegall asked if the Chamber received funding from the City. President Gains said that the Chamber is not funded through a line-item, but does receive a portion of the hotel/motel tax. She said the Chamber does spend the tax proceeds in accordance with state guidelines, which say that hotel/motel funds must be spent at least 45 miles away from the community in order to attract tourists. She said the funds are used to support advertising for festivals. She said the biggest benefit the Chamber receives is in-kind support from the City, including Public Works and Police Department support. Director Divita said that the City budgets \$40,000 to \$50,000 in in-kind services for each event.

Chairman Melady asked who provided snow removal from the downtown sidewalks. Director Divita said there is a downtown SSA that was established in 1979 to support downtown parking. In 1988 it was renewed and expanded to allow for some aesthetic improvements. She said in 2002, the City received streetscape grants. She said the City has two Public Works staff dedicated to working in the downtown. She said the City was spending about \$320,000 a year in the downtown, but the SSA was only providing about \$102,000. She said the City called that to the Council's attention because other property tax payers are helping fund improvements in the downtown. The debate currently is at what ratio should outside tax payers support downtown services. Director Divita said the City does clear sidewalks, parking lots, and oversees the downtown streetscape.

Director Hulseberg asked what Geneva's hotel/motel tax generates. Director Divita said that last year the tax amount was down 12 percent, but will generate about \$100,000 for the Chamber and \$68,000 for the City.

Committee member Kelley asked about the restrictions for the use of the hotel/motel tax. President Gaines said that the Chamber is restrictive of how it uses hotel/motel tax funds. They only use it for advertising. Director Divita said the Chamber and City meet each year to coordinate their advertising dollars to avoid duplication of efforts.

Director Divita said that the City is trying to broaden the City's Economic Development work and to pull the City out of event management. Specialist Evans said ultimately it comes down to what resources are available, both people and money. He said that the downtown wants Chamber or staff to do the marketing for them, but they need to understand that they need to do what is important for their business and the City and Chamber can assist or enhance those efforts. He said there is also a challenge getting the commitment to work on committees, commissions and events. He said it is important to see how all the pieces fit together to avoid overlap. Director Divita said the City is focusing on doing what it is doing now, but doing it better. She said the City works on 13 smaller events in the downtown.

Committee member Meyers asked if the downtown businesses hire someone to run the events they take on. President Gaines said that both the City and Chamber help with volunteers and promotions with regular public relations work. She said it is important to help business owners to learn how to promote their own events. Committee member Meyers asked if they anticipate a time when there will be competition for the resources for assistance. Director Divita said they do anticipate that and that is one reason why they do not want to create additional events. Director Divita gave an overview of the various events put on in the downtown.

Committee member Anderson asked what involvement the Geneva Historical Society has. Committee member Rambo said that the Historical Society does organize their own events. She then provided her perspective on downtown efforts as a newer member of the GDP. She said she has encountered a "this is how it has always been done" perspective. She said she thinks it would be helpful to spend more effort taking a step back and examining the available resources and the expectations. She said the GDP has also suffered as it has lost resources and became less of a priority for the committee members. They recently have had problems achieving quorum. The Board has 16 positions, nine of which are appointed voting members and seven others who are ex-officio representatives of various Geneva organizations. There are no specifications for requirements for Board members.

Director Hulseberg asked what staff is available for the GDP. Director Divita said that about one-third of Specialist Evans' time is spent working on projects related to the GDP. Committee member Rambo said previously the GDP was responsible for reviewing façade and sign grant applications, but then the Historical Commission would also need to approve signs. She said there were many instances in which the GDP's responsibilities overlapped with several other groups' efforts.

Director Divita said the previous organization chart was a map for how to relate the various working groups within the Village to work with the GDP. It began as a Main Street model, but was not a Main Street program. The downtown coordinator position was created with the goal of easing the City's ability to put on the many downtown events. That person was responsible for being proactive in working with the various City departments.

President Gains said that the funding for the City's façade program is no longer available, which eliminates another responsibility from the GDP. Committee member Rambo said as a result, the GDP has focused most of its attention lately on establishing a common hours program. She said that topic dominates the meetings, but there is little the committee can do about it. Committee member Rambo said that he thinks the GDP is no longer effective and business owners can receive the same information at the Economic Development Department's monthly merchant's meeting. She said that with the GDP, the bigger decisions are not being made by the Committee, but by people who come in as guests for the meeting. She said that the community is re-evaluating the role of the GDP because there has been increased duplication in services and the GDP is no longer impactful in her opinion. Director Divita said that staff has asked members of the GDP if they would be willing to serve a "feet-on-the-street" function, but there has been more resistance because of the additional time commitment.

Committee member Meyers asked if given the opportunity to redefine organization responsibilities, who would be responsible for filling vacancies. Director Divita said the City's Economic Development Department is trying to free up staff time to take on that responsibility.

Planner Stegall asked how often the GDP holds meetings. Director Divita said meetings are monthly currently. Director Divita added that the statute outlines the responsibility of the GDP, which includes oversight of the SSA, façade grant approval and parking functions. She said all of these responsibilities could be handled somewhere else. Committee member Rambo said that staff asks for input on agenda items, and the various organizations represented also provide updates. Director Divita said that the GDP has had some successes, including the Geneva Bride group, the Juliettes events and a lighting study in how to improve scenic lighting in the downtown.

Committee member Kelley asked what the membership of the GDP was. Committee member Rambo said that the organization has a number of business owners on the board, but members are appointed by the Mayor. She said the GDP does not have membership similar to a Chamber.

Director Hulseberg asked what the funding was for the GDP. Director Divita said that City provided \$50,000 in capital funding provided to the GDP, but that was discontinued last year. She said that the Economic Development Department had \$20,000 for economic development marketing targeted at industrial companies. She said that because there is no industrial development happening, the City is using the funds to help market some downtown events. Director Hulseberg asked what the Economic Development Budget was. Director Divita said that the SSA is a separate budget, but the Economic Development Department is in charge of it. She said that the Public Works budget provides and oversees downtown maintenance and service funding. She said that the Department also receives \$68,000 from the hotel/motel tax, but that is used for group marketing.

Director Hulseberg asked what the GDP is responsible for. Specialist Evans said at one time the idea was to get input on the projects they were working on. What they have focused on in the downtown is front-line training, which includes how to improve customer service, why businesses should stay open late and how to create a "Geneva" experience. He said that the City is looking to broaden the committee's focus to all aspects of economic development. Specialist Evans clarified that staff provided the mentioned services, but the GDP provided feedback. Committee member Rambo said that in her opinion, the GDP does not have much responsibility because the focus for the community has changed and the GDP does not have any resources to oversee.

Committee member Meyers asked how much sales tax the community receives. Director Divita said that the City generates \$4.5 million in sales tax from the entire City. She said the downtown has 735,000 sq. ft. of commercial space.

President Gaines asked what role the Glen Ellyn Chamber foresaw in the new organization. Committee member Kelley said that he could see the Chamber taking on a lead role. He said that 15 percent of the Chamber's membership is downtown businesses. President Gaines said the Geneva Chamber has 7 full-time staff mostly because of the size and number of festivals the Chamber is in charge of.

Planner Stegall asked what funded the façade grant. Director Divita said that funding for façade grants came from the City's Capital Fund, but that was cut as the Village had to reduce expenditures to balance the budget.

Chairman Melady asked how many members the Chamber had. President Gaines said there were 605 members at one time, with 500 members currently. She said the average dues are \$365.

Director Hulseberg asked what the vacancy rate is in the downtown. Specialist Evans said he thought it was between 10 and 12 percent. President Gaines said that the City of Geneva does not require a business license, which makes it difficult to track vacancies. Director Divita said that the City has seen a net increase in the number of businesses.

Chairman Melady asked about zoning regulations in the downtown. Director Divita said that Third Street requires retail on the first floor, but State Street is not required to be retail. She said the City is getting ready to undertake a Downtown Master Plan that may recommend different requirements.

Committee member Anderson asked if the City was de-emphasizing its focus on the downtown. Director Divita said that they do not want to de-emphasize the downtown, but want to broaden their focus to the other business districts. Director Hulseberg asked if the City is still setting aside the \$100,000 for the downtown. Director Divita said that it is not officially providing the same funding, but the City does subsidize the Downtown SSA \$200,000 through various channels.

Director Hulseberg asked how many staff members are in the Department. Director Divita said that there are 2.5 full-time equivalent staff members.

President Gaines said that how the various organizations work together is complex, but it does work. She said it is possible for the City to broaden its efforts because it has a format in place in the downtown that is working.

Committee member Meyers asked if the City has explored providing grants or other incentives for businesses. Specialist Evans said the City did offer façade grants. Director Divita said that she put together a program last year, but it was not implemented because of funding. She added that she is not personally very supportive generally of business incentives.

Planner Stegall asked what the guidelines for the façade program was. Director Divita said that the program provided 50 percent of the funding, to a maximum of \$10,000. She said the budget was \$25,000 per year and the funds were able to be spread around to a number of businesses. She said sign grants were limited to \$500.

Committee member Meyers asked who was responsible for the banners in the downtown. President Gaines said that the Chamber purchases the banners but the City puts them up. Director Divita said that the City only allows banners related to the major festivals downtown.

Planner Stegall asked if the City had a TIF district. Director Divita said that it expired in 2005. She said it was used in redevelopment. She said several years ago, the City put in place a moratorium on parking regulations in July 2000. She said new construction only needed to recreate the number of parking spaces that exists, not add new. She said since then, six new two-story buildings have gone up. She said there was one redevelopment project that received TIF funding. She said that one of the purposes to relax the parking requirements was to bring in new restaurants and it was successful. Director Hulseberg asked if there were parking complaints as a result of the program. Director Divita said it helped to have the parking garage. Committee member Meyers asked what the catalyst was for the parking garage. Director Divita said that it was driven primarily by commuter needs. Specialist Evans said that the original goal of the SSA was to improve the availability of parking. Director Divita said that at one time, the parking lot maintenance had been supported by the TIF subsidizing the SSA. Since the TIF expired, the City recently decided to max out the levy for the SSA. It was at 16 cents and it was raised to 30 cents per \$100 EAV. She said the agreement was to raise the SSA but the downtown will keep its snow plowing. President Gaines said she recalls that the landowner, Metra and the City funded the garage.

Director Divita said that the upcoming master plan will look at parking and development guidelines. She said it is likely the City will lift the moratorium on providing parking spaces. Director Divita said the City may look at implementing another TIF in the next five to ten years where there is a major industrial development on the northwest corner of downtown.

Planner Stegall asked as the City re-evaluates its approach to the downtown, what the organizations would like to see change. Director Divita said that they hope to decrease duplication and to focus on the community as a whole. She said the Community grew rapidly in the 1980s and it is trying to figure out a new "equilibrium" in how it approaches economic development. She said that is especially important if resources are tight, it is important to coordinate efforts.

Director Divita said she thought it would be difficult for a volunteer-only organization to be successful. She said it is difficult to ensure that people have the right skills. She said it is important to get someone who has the time and skills necessary to be successful and to help businesses.

Intern Collison asked who was responsible for taking on the role of an ombudsman for businesses that have concerns. Director Divita said that the Economic Development Department plays that role.

Director Hulseberg asked who is in charge of the Christmas lights. President Gaines said that the Chamber pays for lights as part of the Christmas walk, but the City provides labor.

III. Adjourn

Member of the TDAC thanked the Geneva representatives for their time. The meeting concluded at 11:35 a.m.

Respectfully submitted,
Christina Collison, Planning Intern