



Strategic Plan For Improving  
The Economic Development Of  
Downtown Mundelein

Adopted: December 12, 2012

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## Preface

A vibrant downtown serves as a center of community life. Investing in downtown is one of the most important steps cities can take to create a Sense of Place in their community. Great downtowns don't just happen; they are planned and orchestrated. A clear, step-by-step course of action is essential to make sure the Downtown enhancement efforts result in creating a vibrant, interesting Downtown.

That course of action must:

- Be developed by involving the whole community in defining the preferred future;
- Be based on a sound market analysis that quantifies Downtown's realistic economic potentials;
- Be action-oriented and manageable for the community to implement;
- Be implemented by both the private and the public sectors—in partnership; and,
- Assign roles and responsibilities for implementation, so that it does not “sit on the shelf”.

Many communities try to “fix” Downtown's problems by making physical changes such as streetscape improvements, clean-up programs, parking lot construction etc. However, while these things are important they seldom achieve the goal of reviving the Downtown economy. Smart communities understand that the most successful Downtown enhancement programs include business retention, creation, and attraction initiatives that are based on an understanding of the marketplace. A strategy to guide Downtown enhancement is essential.

## Introduction

The Strategic Plan for Improving the Economic Development of Downtown Mundelein is an expansion of the Downtown Retail Market Development Action Plan prepared by Business District Inc.(2010).

The Business District Inc. study identified weaknesses to the Downtown including:

- Disconnection caused by high volume streets and railroad tracks
- Safety Concerns
- Road ownership
- Boundary uncertainty
- Scattered focus
- Poor community involvement and perception
- Low walkability
- Inconsistent code enforcement

As well as its strengths, including:

- Traditional Anchors
  - Grocery
  - Hardware
  - Walgreens
- High Traffic counts on adjacent streets
- Abundant parking
- Development sites
  - Opportunity to grow businesses without leaving
  - Mix of vintage and new space

- Successful businesses interested in expanding
- Strong demographics
- Diversified revenue

The BDI Plan recommended six objectives and 23 tasks for the economic revitalization of Downtown. This Strategic Plan builds on the BDI study by adding action items, time-lines, and assigning duties to the tasks proposed by BDI. The action items in the Strategic Plan were developed using information from the BDI report and from recommendations made in the 2011 Village Comprehensive Plan, see Exhibit 1.

### **Goal**

The goal of this Plan is to establish a framework for an annual review of public improvement projects, promotional activities, marketing and investment, (public and private) to transform the Downtown into a vibrant, active, attractive, walkable, mixed-use area that includes housing, office and business opportunities, connects to transit, provides for civic functions, respects the historic character of the Village, and strengthens the symbolic heart of the community.

## Exhibit 1 - Recommendations from 2012 Comprehensive Plan Regarding Downtown Mundelein

### General Development Concepts

- Promote mixed-use buildings comprised of commercial retail and/or office
- Support new multi-family housing developments in the Downtown and in the southern area of downtown along Courtland Street
- Provide an attractive and safe environment for pedestrians
- Improve non-forming properties
- Promote a continuous street wall along primary streets in the downtown area
- The Village's current Public Works facility should be relocated to allow for future redevelopment
- Connect commercial areas with adequate linkages, transit and circulation, and provide sufficient and conveniently located parking
- Encourage cross-access and shared parking areas between commercial uses
- Encourage "green building" techniques and best management practices
- The appearance and character of the downtown and TOD area should be unique from the rest of the community

### Pedestrian/Transportation

- Commercial uses in downtown should have strong pedestrian orientation and be built at, or near, the sidewalk and form a continuous street wall with adjacent buildings.
- A safe pedestrian crossing to the commuter station from this development should be an important objective of the Village.
- Establish additional trails/bike linkages offering alternative transportation access to key destinations within the Village.
- Improve use of the multi-use trail system. Create a Village-wide bicycle route/signage plan to establish additional bike lanes on Village roadways such as neighborhood collectors that would connect parks, shopping centers and the Metra station.
- Improve the sidewalk network and overall sidewalk connectivity throughout the Village and connections to the Downtown and Metra station area.
- Key streets with Downtown should be improved with streetscaping elements that enhance the pedestrian experience and improve the overall appearance and character of the area.

### Parking

- Surface parking areas should have landscaped island, perimeter landscaping, and clearly identified pedestrian crossing areas.
- Ensure parking remains adequate and available.
- To avoid unnecessary and premature expenditures, surface parking should be constructed first.
- Parking in Downtown should be coordinated and provided for by the Village.

### Intergovernmental Cooperation

- Work with the Parks and Recreation District to preserve and enhance existing parks and open space Downtown.
- Public gathering areas, including parks, squares and plazas provide additional open space.
- To truly be the "heart" of the Village, it is important that Downtown remain the center of civic activities. To this end the Village should continue to work with other governmental agencies and institutions to ensure their facilities continue to locate in the Downtown area.

- Work with Pace to ensure that bus service operates throughout the Village with connections to Downtown and the Metra station.
- Work with the Fort Hill Museum to better promote the amenity and improve wayfinding signage to the site.
- Continue to work with groups and organizations that organize and volunteer in community events.

### Appearance

- Work with owners to improve the appearance of their buildings and properties.
- Create a streetscape improvement plan to provide a consistent theme throughout the Downtown.
- Apply a theme to streetscape enhancements including: planting additional street/parkway trees, new streetlights and standards, installation of parking lot landscaping, improved gateways and gateway features, improvements at key intersections, screening of utilities, façade improvements, and improved business signage.
- Require parking lots to include perimeter landscaping consisting of a continuous wall or hedge to maintain a street wall and screen parking from view.
- Require landscape elements for the interior areas of all parking lots to break up the unsightly appearance of large spans of pavement.
- Use tax credit incentives and other grant programs to fund renovation and expansion.
- Bury overhead utility lines.
- Screen utility boxes from the street either through landscaping, fencing or more strategic locations at the time of site development.

### Signage & Wayfinding

- Install wayfinding and directional signage at key locations in the Downtown.

### Promotions/Marketing

- Promote special events in the Downtown to enliven it with activity throughout the year.
- Establish marketing strategies to retain and attract businesses and developers.
- Support and promote the efforts of the Economic Development Commission, Mundelein Community Connection and GLMV to market and promote local businesses.
- Coordinate with the Mundelein Economic Development Commission, Mundelein Community Connection, and the GLMV Area Chamber of Commerce to organize a task force whose mission is to identify opportunities to reduce the cost of doing business in the Village in order to enhance the Village's competitiveness.
- Work cooperatively with the Economic Development Commission, Mundelein Community Connection to help promote, coordinate, and undertake downtown focused economic development initiatives.
- Promote the Village's commercial corridors and downtown through joint marketing efforts, community events, and district identification signage.
- Develop and implement a strategic marketing and recruitment plan for targeted businesses and store types.
- Continue to seek opportunities for new events in the Downtown to draw visitors from throughout the region.

Exhibit 3 - From "Do Business Attraction Plans Make a Difference", by Evelina Moulder  
Public Management - December 2010

**Barriers to Economic Development**

Lack of capital, funding  
Availability of land  
Environmental regulations  
Cost of land  
Lack of building availability (due to space or costs)  
Taxes  
Declining market owing to loss of population  
Limited number of major employers  
Inadequate infrastructure (e.g., no fiber optic cable, water, and wastewater)  
High cost of labor  
Distance from major markets  
Lengthy permit process  
Citizen opposition  
Lack of skilled labor  
Traffic congestion  
Lack of affordable, quality child care  
Lack of political support  
High cost of housing  
Poor quality of life

**Community Development Activities**

High-quality of life – good education, recreation, arts  
Affordable housing  
High-quality physical infrastructure  
Job training  
Environmental sustainability  
Community development corporation  
Community development loan fund  
Efficient transportation systems  
Affordable, quality child care

**Business Attraction Methods**

Participation in industry-specific trade shows or conferences  
Promotional and advertising activities (e.g., direct mail, CD-ROM, video, other media advertising)  
Local government representative calls on prospective companies

**Business Incentives**

Infrastructure improvements	Special assessment districts
Zoning or permit assistance	Federal – or state-designated enterprise zones
Tax abatements	One-stop permit issuance
Tax increment financing	Relocation assistance
Grants	Employee screening
Locally designated enterprise zones	Tax credits
Low-cost loans	Subsidized buildings
Training support	Utility rate reduction
Free land or write down	Regulatory flexibility

**Downtown Strategic Plan**

<b>Objectives/Tasks/Actions</b>	<b>Assigned To</b>	<b>Completed</b>	<b>Timeline</b>
<b>I. Identify an interim working group to improve business mix in the downtown core</b>			
A. Confirm downtown boundaries			
1. Review development and improvements in the Downtown District and prepare report to the EDC on downtown development activity focusing on its consistency with downtown zoning districts, comprehensive plan, TOD plan, and other planning documents	Village Staff	Complete	Annually August
2. Based on Report and considering characteristics of sub-areas of downtown and planning documents make recommendations to the Village Board on how to improve linkages between downtown sub-areas, appearance, and economic viability	EDC		Annually October
B. Identify downtown business and property owners to become private sector leaders within the district to work with fellow property owners			
1. Develop an 3-person EDC advisory team	EDC		March 2013
C. Work with the real estate community and property owners to fill downtown vacancies			
1. Hold meetings with regional realtors and property managers to review the downtown and assess the status of rents, economic activity, and available property	EDC		Annually May
2. Identify potential users and recommend actions for how to fill vacancies, increase rents and property values, and improve business activity	EDC		
3. Communicate plans and recommendations as part of the report to the Village Board in August	EDC/Village Staff		Annually August
D. Compile a database of downtown property owners and real estate professionals			
1. Update owner files	Village Staff		Annually January
2. Mail informational materials to new property owners and businesses	Village Staff		As needed
3. Obtain email addresses for property owners and add to mailing list for newsletters, etc.	Village Staff		As needed

**Downtown Strategic Plan**

<b>Objectives/Tasks/Actions</b>	<b>Assigned To</b>	<b>Completed</b>	<b>Timeline</b>
E. Work in coordination with Village Staff to monitor vacancies			
1. <i>Prepare report of vacant properties in downtown</i>	Village Staff		March 2013
2. <i>Review vacancies and identify potential tenants for major vacancies</i>	EDC		Quarterly
3. <i>Review vacancy report with EDC</i>	Village Staff		Quarterly
F. Work in coordination with Village Staff to assist with specific recruitment and retention activities geared to improve the core's commercial environment	Village Staff		
1. <i>Identify targeted new businesses</i>	EDC		As needed
2. <i>Provide report to Village Board about downtown business activity</i>	Planning		Quarterly
3. <i>Market to Businesses, realtors, etc. outside of Mundelein</i>			As needed
G. Develop business recognition program			
1. <i>Develop criteria for nomination and award</i>	EDC	Complete	Review Annually
2. <i>Make nominations in September</i>	EDC	Complete	Annually September
3. <i>Hold awards ceremony in conjunction with MCC and EDC</i>	MCC/EDC/ Village Board	Complete	October
4. <i>Communicate awards to Press and Public</i>	Village Staff	Complete	October
<b>II. Enhance existing downtown programming to support the downtown's commercial interests &amp; unique identity</b>			
A. Add retail promotions and co-marketing efforts to current downtown event schedule intended to increase sales in all downtown businesses or for specific clusters			
1. <i>Identify ways to connect businesses to downtown promotional events like Park on Park, summer concerts, Farmers Market etc.</i>	MCC/GLMV		As needed
2. <i>Develop downtown events brochure with ad space. Prepare a retail promotions package for all downtown events</i>	MCC/GLMV/ Village Staff		Annually April
3. <i>Promote events through paid advertising</i>	MCC/GLMV/ Village Staff		As needed
4. <i>Apply for marketing grants when available</i>	MCC/Village Staff		As needed
5. <i>Encourage and promote business events e.g. Oktoberfest, Open Houses, Special Events, etc.</i>	MCC/Village Staff		As needed

*Downtown Strategic Plan*

<i>Objectives/Tasks/Actions</i>	<i>Assigned To</i>	<i>Completed</i>	<i>Timeline</i>
B. Ensure that marketing materials for all events support overall downtown marketing effort for recruitment			
<i>1. Get businesses involved in MCC events</i>	MCC		As needed
<i>2. Link downtown events to business promotions</i>	MCC/EDC		As needed
C. Monitor and refine retail promotions based upon owner input			
<i>1. Survey downtown businesses about the success of events to improve businesses</i>	MCC/Village Staff		Annually December
D. Publicize available lease space in the downtown on the Village, MCC and Chamber websites	EDC/GLMV/Adm in/LCP		
<i>1. Post vacancies on website</i>	Village Staff		Quarterly
<i>2. Promote available properties</i>	Village Staff/LCP		As needed
E. Ask for business owner assistance, as needed, in recruiting perspective tenants to the core			
F. Continue current MCC special event programming, continually enhancing event quality and attendance, and reinforce the core as the Village's gathering space			
<i>1. Invite event organizers to EDC to discuss downtown events</i>	EDC		Annually January
<i>2. Develop and implement a social media advertisement program that includes Facebook &amp; Twitter</i>	MCC		May 2013
<i>3. Improve distribution of the events calendar</i>	Village Staff		As needed
<i>4. Provide for user feedback after each event</i>	MCC		As needed
<i>6. Promote Cross Advertising with electronic sign owners</i>	MCC/Village Staff		As needed
<i>7. Install electronic sign at new Village Hall (or Police Station or Fire)</i>	Village Staff		May 2014
<i>8. Improve the appearance and "curb appeal" of events to create an interesting atmosphere</i>	Village Staff		As needed
<i>10. Implement promotional activities in Hispanic community neighborhoods</i>	MCC/EDC/ Village Staff		As needed
G. Work to make events appeal to multiple constituencies within the Mundelein Community			

**Downtown Strategic Plan**

<b>Objectives/Tasks/Actions</b>	<b>Assigned To</b>	<b>Completed</b>	<b>Timeline</b>
1. <i>Communicate downtown events to Park District, Library, Schools and Del Webb</i>	MCC/Village Staff		As needed
2. <i>Meet with other commissions such as MCD, Plan, HRC, MCC and business reps to communicate the promotional, economic, and social objectives of downtown special event programming</i>	EDC		Annually
H. Expand children's activities to the current event calendar to draw children and their parents to the downtown core	MCC		
1. <i>Attract a mobile Children's Museum to Downtown</i>	MCC		As needed
2. <i>Add kid's event to downtown programming where appropriate</i>	MCC		As needed
3. <i>Recruit child-related businesses</i>	EDC		As needed
I. Work with downtown businesses to communicate event information to their e-mail lists			
1. <i>Expand E-News mailing list</i>	EDC/Village Staff		As needed
2. <i>Use E-News blast weekly to promote downtown events</i>	Village Staff	Complete	Weekly
3. <i>Hire a Public Information Officer</i>	Village Board		2014
4. <i>Include downtown business in Business Site Visits</i>	Village Staff		As needed
5. <i>Hold Downtown Stakeholder Breakfast</i>	Village Staff	Complete	Quarterly
<b>III. Organize a public-private partnership to support downtown commercial interests</b>			
A. Identify a formal organizational structure for downtown Mundelein, including legal structure, role and responsibilities, and sustainable funding			
1. <i>Mundelein Community Connection's business support programs</i>	MCC	Complete	As needed
2. <i>Create organizational chart for MCC/Village to support downtown commercial interests</i>	MCC		As needed
3. <i>Formalize duties and responsibilities and cooperation between MCC &amp; Village</i>	MCC/Village Staff		As needed
B. Strengthen the public-private partnership with MCC to:			
1. <i>Maintain Village Liaison to MCC and MCC liaison to EDC</i>	MCC/Village Staff		As needed
2. <i>Maintain MCC funding support by Village</i>	MCC/Village Staff		As needed

*Downtown Strategic Plan*

<i>Objectives/Tasks/Actions</i>	<i>Assigned To</i>	<i>Completed</i>	<i>Timeline</i>
<b>IV. Strengthen property management and re-investment</b>			
A. Become a resource in making downtown properties more profitable	EDC/MCC/ Village Staff		
1. Enhance appearance of private property downtown through programs like façade improvements, murals, flower boxes, artwork etc.			As needed
2. Develop downtown public improvement report including: <ul style="list-style-type: none"> <li>• Street repairs: Identify all streets and alleys in downtown that need resurfacing, curb and gutter, drainage etc.</li> <li>• Create report with pictures, recommendations, maps</li> <li>• Intersection improvements: Identify where signal improvements, turn lanes, signage are needed</li> <li>• Landscaping: Identify where landscaping in the ROW needs improvement, where trees are needed, or where trees need to be removed</li> <li>• Signage: Identify unnecessary signage or installations in the ROW</li> <li>• Sidewalk Improvements: Identify needed sidewalk improvements through sidewalk inventory</li> <li>• Wayfinding: Identify upgrades at entrances and gateways to downtown</li> <li>• Bike path: Identify connections and extensions</li> <li>• Develop Downtown Sign Program</li> <li>• Incorporate logo/image in brand</li> <li>• Utility relocation</li> <li>• Present annual budget recommendations to Village Administrator</li> <li>• Catalogue obsolete structures and work with property owners to have them removed (sign &amp; light posts, railings, utility structures, etc.)</li> <li>• Work with property owners to enhance properties with landscaping,</li> </ul>	Village Staff		Annually August

*Downtown Strategic Plan*

<i>Objectives/Tasks/Actions</i>	<i>Assigned To</i>	<i>Completed</i>	<i>Timeline</i>
<i>paint, new doors/windows, signs and other aesthetic elements. Catalogue with images. Send letters. Set-up meetings. Obtain vendor information go gauge a range of costs for such improvements</i>			
<i>3. Develop public facility improvement program to include all Village property in the downtown</i>	Village Staff	Complete	Annually September
<i>4. Consider developing a business loan program</i>	Village Board		2013
B. Undertake a broker outreach program to area (Mundelein and Lake County) commercial real estate brokers			
<i>1. Meet with real estate brokers, property managers and owners</i>	EDC		Annually May
<i>2. Sign up for Loopnet real estate database</i>	Village Staff		December 2012
<i>3. Post available properties on website</i>	EDC		December 2012
<b><i>V. Improve sales and profitability of existing businesses</i></b>			
A. Provide training on best operating practices in conjunction with MCC and the GLMV Chamber			
<i>1. Develop speaker list for MCC monthly meetings</i>	MCC/ Village Staff		December 2013
<i>2. Include MCC in webinar training</i>	Village Staff		As needed
<i>3. Promote local businesses through website, newsletters, awards programs, etc.</i>	Village Staff		As needed
B. Support co-marketing efforts, supplementing MCC's special event calendar			
<i>1. Coordinate MCC/Village and Park District ad campaign</i>	Village Staff		March 2013
<i>2. Coordinate events calendar</i>	Village Staff		April 2013
<i>3. Enhance EDC webpage</i>	Village Staff	Complete	As needed
<i>4. Conduct business network meetings</i>	MCC	Complete	Quarterly
<b><i>VI. Manage business mix and vacancies to enhance the market position and visibility of the downtown core.</i></b>			
A. Create list of potential Mundelein tenants, applying survey results			
<i>1. Call businesses identified by consumer survey or potential tenants recommended by other downtown Mundelein businesses</i>	EDC		As needed

**Downtown Strategic Plan**

<b>Objectives/Tasks/Actions</b>	<b>Assigned To</b>	<b>Completed</b>	<b>Timeline</b>
2. <i>Identify potential tenant location requirements</i>	EDC/Village Staff		As needed
3. <i>Host one-on-one visits for potential tenants</i>	EDC/Village Staff		As needed
B. Monitor mix and vacancy changes			
1. <i>Update property data as businesses turnover</i>	EDC/Village Staff		As needed
2. <i>Calculate vacancy and mix percentages</i>	EDC/Village Staff		As needed
C. Encourage downtown's key business owners to expand product lines per survey results			
1. <i>Identify complementary businesses for products of interest</i>	Village Staff		As needed
2. <i>Meet with business owners to share survey data</i>	Village Staff		As needed
3. <i>Assist owners with expansion</i>	Village Staff		As needed
D. Track peer communities and nearby downtown districts			
1. <i>Visit peer communities and neighboring districts during peak selling times</i>	Village Staff		As needed
2. <i>Maintain files of peer and district community collateral materials (print and electronic)</i>	Village Staff		As needed
3. <i>Invite good businesses in peer communities to consider another location in Mundelein</i>	Village Staff		As needed
<b>VII. Develop recruitment materials for the downtown core</b>			
A. Include study results on the Village and MCC website			
1. <i>Develop attractive, user friendly webpage for MCC</i>	MCC/Village Staff		May 2013
2. <i>Provide MCC copy of BDI study</i>	Village Staff	Complete	
3. <i>Make BDI study available on website</i>	Village Staff	Complete	
4. <i>Develop media policy for sending press releases, marketing materials, contacting reporters</i>			March 2013
B. Develop materials applying key demographics, survey results, business opportunity profiles, and conclusions in a user-friendly format featuring			
1. <i>Loopnet information</i>	EDC		As needed
2. <i>Marketing Sheets</i>	EDC		As needed

*Downtown Strategic Plan*

<i>Objectives/Tasks/Actions</i>	<i>Assigned To</i>	<i>Completed</i>	<i>Timeline</i>
<i>3. Branding Plan</i>	EDC/Village Staff		2013
<i>4. Twitter/Social Media information</i>	EDC		As needed
<i>5. Update new business or resident packet</i>	EDC		As needed
C. Add electronic versions of materials to an identifiable page on the websites			
<i>1. Marketing Sheets</i>	Admin/EDC		As needed
<i>2. Branding Plan</i>	Admin		As needed
D. As needed, develop materials targeted to attract specific business types, such as restaurants			
<i>1. Marketing Sheets</i>	EDC		As needed
<i>2. Establish list of restaurant contacts</i>	EDC		As needed
<i>3. Downtown flyer</i>	EDC	Complete	
<i>4. Restaurant attraction letter</i>	EDC	Complete	
E. Provide materials to the screened list of potential downtown tenants			
<i>1. At broker meetings/luncheons</i>	EDC		As needed
<i>2. Presentations at conferences</i>	EDC		As needed
<i>3. Set-up meetings with potential businesses</i>	EDC		As needed
F. Develop effective downtown recruitment materials			
<i>1. Develop one-page flyer for restaurants and other targeted businesses</i>	EDC	Complete	
<i>2. Update new business packet</i>	EDC	Complete	
<i>3. Update website</i>	EDC	Complete	
G. Develop recruitment approach complimenting current MCC programming			
<i>1. Include Car Show, Art Festival and Farmers Market info in recruitment materials</i>	MCC		As needed
<i>2. Add event information to Village Newsletter, Village Map, etc.</i>	Village Staff		As needed
<i>3. Include downtown promotional "ads" in Business Newsletter</i>	Village Staff		As needed
<i>4. Work with promotions coordinator</i>	EDC		As needed

**Downtown Strategic Plan**

<b>Objectives/Tasks/Actions</b>	<b>Assigned To</b>	<b>Completed</b>	<b>Timeline</b>
<b>VIII. Evaluate the opportunity for a dining cluster in the downtown core</b>			
A. Meet with current downtown restaurants and identify plans for expansions or new restaurant concepts			
1. <i>Set-up meeting with restaurants owners</i>	EDC		As needed
2. <i>Share BDI report</i>	EDC		As needed
3. <i>Ask for suggestions of experienced restaurant operators located near Mundelein that may consider an additional location</i>	EDC		As needed
4. <i>Add the suggestions to the screened list of prospective tenants</i>	EDC		As needed
5. <i>Monitor interest, and provide assistance, as needed to add restaurants to the core's mix</i>	EDC		As needed
<b>IX. Prepare for future development as the broader economy improves</b>			
A. Encourage office uses, and work to retain current downtown employers within the core boundaries			
1. <i>Conduct office visits</i>	EDC		As needed
2. <i>Update Zoning Ordinance</i>	Village Staff	Complete	
3. <i>Promote existing office users with website</i>	Village Staff		
4. <i>Hold meetings with business and property owners</i>	EDC		As needed
5. <i>Reach out via phone and on-site visits</i>	EDC		As needed
6. <i>Promote "green" building</i>	EDC		As needed
7. <i>Promote walkability</i>	Village Staff		As needed
B. Encourage business uses that can financially succeed in downtown Mundelein			
1. <i>Meet with successful business operators</i>	EDC		As needed
2. <i>Develop small business incubator site</i>	Village Board		As needed
C. Identify existing downtown spaces and sites downtown suitable for redevelopment, and use the core as a catalyst location for business success			
1. <i>Create list and map of redevelopment sites. Present to EDC</i>	Planning/EDC		Review Quarterly
2. <i>Provide examples of buildings situated for a variety of concepts for each site</i>	EDC		Review Quarterly
3. <i>Develop Downtown Map</i>	Planning/EDC		Review Quarterly

**Downtown Strategic Plan**

<b>Objectives/Tasks/Actions</b>	<b>Assigned To</b>	<b>Completed</b>	<b>Timeline</b>
D. Work to create clusters and activity in evaluating future development opportunities			
1. <i>Continue meeting with property owners</i>	EDC		As needed
2. <i>Encourage downtown redevelopment via website</i>	Village Staff		As needed
3. <i>Implement development plan for TOD</i>	Village Staff		As needed
E. Ensure that future developments include strong tenancies			
1. <i>Provide incentives to encourage success</i>	Village Board		As needed
2. <i>Develop funding source for Economic Development &amp; Business Attraction</i>	Village Board		As needed
3. <i>Develop Village promotions plan</i>	Village Staff		As needed
4. <i>Develop parking plan for downtown</i>	Village Staff		As needed
F. Adopt a new Sign Ordinance			
G. Develop Economic Development Incentive Policy that include following components and post on EDC webpage			April 2013
1. <i>Tax Abatement</i>	Village Board		
2. <i>Tax Credits</i>	Village Board		
3. <i>Loans/grants</i>	Village Board		
4. <i>CDBG</i>	Village Board		
5. <i>TIF</i>	Village Board		
6. <i>BID</i>	Village Board		
7. <i>Lake County Partners</i>	Village Board		
H. Develop catalogue of photos/images for downtown marketing	Village Staff		
I. Maintain list of available properties	Village Staff		
J. Hire branding consultant	Village Staff		
K. Revise snow removal plan for downtown sidewalks	Village Staff		
L. Identify places for public art	Village Staff		
M. Establish a Visitor Center	Village Staff		

## DOWNTOWN STRATEGIC PLAN TIMELINE

### JANUARY 2013

- Update property owner and business files
- Invite event organizers to EDC to discuss downtown events
- Sign-up for real estate database
- Post listings on website
- Review redevelopment site map

### MARCH 2013

- Develop a 3-person EDC advisory team
- Prepare report of vacant properties in downtown for EDC
- Coordinate MCC/Village and Park District ad campaign
- Develop a media policy for sending press releases, marketing materials, contacting reporters

### APRIL 2013

- Develop downtown events brochure with ad space. Prepare a retail promotions package for all downtown events
- Coordinate events calendar (MCC, MPRD, Village, Schools, Library)
- Develop Economic Development Incentive Policy
- Review redevelopment site map
- Review vacancies

### MAY

- Hold meetings with regional realtors and property managers to review the downtown and assess the status of rents, economic activity, and available property
- Develop and implement a social media advertisement program that includes Facebook & Twitter
- Meet with real estate brokers, property managers and owners
- Develop attractive, user friendly webpage for MCC

### JUNE

- Review vacancies

### JULY

- Review redevelopment site map
- Review vacancies

### AUGUST

- Review development and improvements in the downtown district and prepare report to the EDC on downtown development activity focusing on its consistency with downtown zoning districts, comprehensive plan, TOD plan, and other planning documents
- Develop downtown public improvement report

### SEPTEMBER

- Make nominations for Gold Star Program
- Develop public facility improvement program to include all Village property in the downtown
- Review vacancies

### OCTOBER

- Based on report and considering characteristics of sub-areas of downtown and planning documents make recommendations to the Village Board on how to improve linkages between downtown sub-areas, appearance, and economic viability
- Hold Gold Star awards ceremony in conjunction with MCC and EDC
- Communicate Gold Star awards to press and public
- Review redevelopment site map

### DECEMBER

- Survey downtown businesses about the success of events to improve business