Memorandum

To: Evanston Environment Board
From: Alderman Jane Grover, 7th Ward
Alderman Coleen Burrus, 9th Ward
Subject: Proposed Phased-in Shopping Bag Reduction Strategy
Date: February 2012

**Recommended Action:**
Adoption of a City policy and phased-in strategy to reduce the consumption of single-use plastic check-out bags through collaboration with Evanston businesses, large retailers, environmental groups, shoppers, and residents.

**The table is set for a collaborative, community bag reduction strategy.**

**Background**
The Evanston community’s discussion of reducing consumption of single-use plastic checkout bags dates back to 2008 with the development of the Evanston Climate Action Plan (ECAP). Included in the ECAP were three strategies to reduce waste from single-use products, including shopping bags and plastic bottles. The ECAP recommended that retailers be encouraged to offer incentives to customers that bring their own shopping bags, voluntary efforts to reduce single-use plastic bottle and bag use, and consideration of a tax or ban on single-use plastic bottles and plastic bags.

Discussions on this topic have continued since the adoption of the ECAP. Ordinance 67-O-10 was introduced at the aldermanic Administration and Public Works Committee (A&PW) meeting on April 25, 2011, which sought a $0.05 tax on each disposable shopping bag given to customers of stores in Evanston.

Following the introduction of Ordinance 67-O-10, City staff convened a public meeting on May 24, 2011 to obtain input from residents and businesses on the options to reduce the environmental impact of shopping bags. Approximately 100 people attended, including residents, business community members and other stakeholders.

Staff summarized the bag reduction strategies produced at the May 2011 public meeting and presented that additional information to A&PW on June 13 2011. A&PW referred the issue to the Evanston Environment Board (EEB), which in turn completed an independent analysis of shopping bag reduction strategies. The EEB presented its findings to the full City Council on October 24, 2011 and recommended a four-point approach to reduce shopping bags in Evanston, including a $0.05 fee for disposable shopping bags. The City Council deliberated the EEB’s recommendations but did not approve the proposed bag fee.

**The Evanston Community wants to reduce its consumption of disposable bags.**
The Evanston community, including our business community, has a high level of awareness of environmental issues and sustainability and a strong commitment to green practices, including renewable energy, energy efficiency, reducing carbon consumption, and minimizing waste. This community
recognizes the costs required to produce, transport, purchase, distribute, and clean-up single-use plastic checkout bags, a fossil fuel-based product. The Evanston community has already begun reducing its supply and consumption of single-use plastic checkout bags. Anecdotally, stores report increasing numbers of customers who bring reusable bags to carry their goods. Several large Evanston retailers, such as Sam’s Club, Aldi, and Costco, do not provide bags to their customers.

It is not a stretch to conclude that the Evanston community as a whole – including businesses, consumers, shoppers, and residents – desires a reduction in our consumption of single-use plastic checkout bags and increased recycling of those bags. Starting with that common goal, a larger, collaborative educational effort will both accelerate the reduction of plastic bag use and reinforce localized efforts already underway.

**Phased-in Bag Reduction Strategy:**
A phased-in approach to reduce bag use through community education and engagement with the goal of achieving a specific, targeted reduction will meet the needs and interests of Evanston residents, shoppers and businesses, while addressing environmental and business concerns. This phased-in strategy relies upon collaborative community education and effort to reduce plastic bag demand and use without imposing a ban, fee or tax. Each phase of the bag reduction effort will increase the number of business reporting their bag use and the level of reduction to be achieved.

**Type of bags targeted:** This strategy focuses solely on the thin plastic checkout bags commonly distributed by large retail businesses, which are the most common bag distributed by retailers and the bag most likely to cause ripple-effect behavioral changes if their consumption is reduced. Smaller plastic "product bags" with no handles, such as those used for produce sold at a grocery store, would be allowed for public health reasons. This strategy also does not address brown craft paper grocery bags, which, although they have production, transport and distribution costs for businesses and consumers, are recyclable through the City’s established recycling program. In addition, an increase in the use of reusable bags through the plastic bag reduction effort may likewise decrease consumption of paper bags.

**Policy Goal:** Reduce the consumption of single-use plastic checkout bags in Evanston by 90% in four years from the current level of consumption, as measured by bulk purchases of those single-use plastic checkout bags by Evanston retail businesses.

**Phase 1 Goal by [one year]:** 30% reduction (from baseline) in bags purchased and distributed by chain grocers and retailers with more than 15,000 sq ft. of retail space.

**Phase 2 Goal by [two years]:**
60% reduction (from baseline) in bags purchased and distributed by chain grocers and retail businesses larger than 15,000 sq ft; and
30% reduction (from new baseline) in bags purchased and distributed by retail businesses with fewer than 15,000 sq ft.

**Phase 3 Goal by [three years]:**
90% reduction (from baseline) in bags purchased and distributed by the largest chain grocers and retail businesses larger than 15,000 sq ft;
30% reduction (from baseline) in bags purchased and distributed by retail businesses with fewer than 15,000 sq ft.

**Phase 4 Goal by [four years]:**
90% reduction (from baseline) in bags purchased and distributed by all Evanston retail businesses.

**Performance metrics, reporting**
The primary performance metric tracks the number of checkout bags purchased by Evanston retailers, beginning with the retailers larger than 15,000 square feet. Those businesses would be asked to voluntarily report their bag purchase numbers to the Evanston Sustainability Coordinator on a semi-
annual basis. The first year’s report would establish the baseline for meeting bag reduction goals. Likewise, retailers with fewer than 15,000 sq. ft. would begin voluntary reporting of purchases of bags for distribution to customers beginning in year 2 to establish that baseline.

A secondary performance metric would track all customer-returned plastic bags by weight collected by retailers and shipped to a manufacturer for recycling into a product. Retailers would report this information to the Evanston Sustainability Coordinator on a bi-annual basis.

**Education and outreach:**
The City of Evanston, in partnership with local groups and stakeholders, will conduct a public outreach and engagement effort to include community education, consumer education, retailer education (including cashier training, branded marketing materials and customer incentives), and distribution of reusable shopping bags and other “zero waste” promotional materials.

Public education efforts will:

- Coordinate with other local Zero-Waste initiatives;
- Publicly report baseline bag consumption numbers;
- Note progress toward community bag reduction goals;
- Recognize Evanston retailers participating in the community bag reduction effort;
- Highlight Evanston retailers that utilize strategies to reduce bag consumption, such as promoting recycling, customer reminders, incentives, etc.;
- Highlight Evanston retailers that achieve or exceed bag consumption goals; and
- Promote bag community-wide bag reduction strategies, such as store window reminders, reusable bag promotions, etc.

cc: Catherine Hurley, Sustainability Coordinator, City of Evanston
    Wally Bobkiewicz, City Manager
‘Birds are a priceless part of America’s heritage. They are beautiful, they are economically important—and they reflect the health of our environment. The State of the Birds report reveals troubling declines of bird populations during the past 40 years—a warning signal of the failing health of our ecosystems. At the same time, we see heartening evidence that strategic land management and conservation action can reverse declines of birds.’


I SAMPLE ‘WHEREAS’ LANGUAGE

Sponsored by: [ list names ]

WHEREAS, birds provide valuable and important ecological services,

WHEREAS, Evanston is on Lake Michigan, an important migratory flyway, and has recorded over 275 species of resident and migratory bird species,

WHEREAS, birding is a hobby enjoyed by 64 million Americans and generates more than $40 billion a year in economic activity in the United States,

WHEREAS, as many as one billion birds may be killed by collisions with windows every year in the United States.

WHEREAS, collision deaths don't discriminate among the weak and strong, taking healthy individuals in prime reproductive years.

WHEREAS, reducing light pollution has been shown to reduce bird deaths from collisions with windows,

WHEREAS, new buildings can be designed to reduce bird deaths from collisions without additional cost,

WHEREAS there exist strategies to mitigate collisions on existing buildings,

WHEREAS, bird-friendly practices often go hand-in hand with energy efficiency improvements,

NOW, THEREFORE, BE IT ORDAINED, by the City of Evanston…
II DEFINITIONS

Location-related hazard
Buildings located inside of, or within a clear flight path of 300 feet or less from an Urban Bird Refug.

Urban Bird Refuge
Areas 2 acres or larger dominated by vegetation, including vegetated landscaping, forest, meadows, grassland, water features or wetlands; open water, green rooftops and gardens. Examples in Evanston include Lake Michigan and adjacent green space, the North Shore Channel and adjacent green space, James and Lovelace Parks.

Bird Collision Zone
A bird collision zone is the portion of a building most likely to sustain bird strikes. This area begins at grade and extends upwards for 60 feet. This zone also applies to glass façades directly adjacent to green roofs and terrace gardens, extending upward 60 feet from the level of the subject.

Building feature-related hazard
Certain design features are hazardous enough to necessitate treatment, regardless of building location. Building feature-related hazards include free-standing clear glass walls; internal, open planted courtyards; large windows in one façade that have a view through to another large window (making it appear that a bird can fly through to the outside);
skywalks; greenhouses on rooftops; a row of trees or tall shrubs between 3 and 15 feet from a highly reflective window; and balconies that have unbroken glazed segments 24 square feet and larger in size.

These glass panels are an example of a feature-related hazard

**Bird-safe glazing treatment**

Bird-safe glazing treatment may include fritting, netting, louvers, brise-soleils, shutters, external shades, permanent stencils, frosted glass, exterior screens, physical grids placed on the exterior of glazing or other treatments visible to birds. To qualify as a bird-safe glazing treatment, vertical elements of the window patterns should be at least 1/4 inch wide at a maximum spacing of 4 inches, or have horizontal elements at least 1/8 inch wide at a maximum spacing of 2 inches. Use of shades, shutters and other treatments that can be opened and closed must include a plan for operation to ensure that the features are closed during peak migration season.

**Migration season**

In Evanston, March 17 – June 7 and August 20 – November 15 is when most migrating landbirds are passing through.

### II REQUIREMENTS FOR LOCATION-RELATED HAZARDS

Buildings shall implement the following applicable treatments for collision zones for façades facing an Urban Bird Refuge.
• Façade Treatments: Bird-Safe Glazing Treatment is required such that the Bird Collision Zone consists of no more than 10% untreated glazing.

• Lighting Design: Minimal lighting shall be used. Lighting will be turned off from dusk to after dawn when not needed. Lighting shall be shielded. No up-lighting shall be used. No event searchlights shall be permitted for the property during the migration season. Lighting in lobbies with water features and/or plantings shall be dimmed or turned off from dusk til 2 hours after dawn.

Location-related hazards require treatment when:
• New buildings are constructed;
• Additions are made to existing buildings (Note: only the new construction will require treatment); or
• Existing buildings replace 50% or more of the glazing within the “bird collision zone” on the façade(s) facing the Urban Bird Refuge.

III REQUIREMENTS FOR BUILDING FEATURE-RELATED HAZARDS

Building feature-related hazards require treatment when:
• New buildings are constructed;
• Additions are made to existing buildings (Note: only the new construction will require treatment)

Regardless of location, 100% of building feature-related hazards shall be treated to bird-safe glazing standard.

Exceptions: Certain exceptions apply to the aforementioned controls.

1) Treatment of replacement glass façades for historic buildings, structures designated as City landmarks or within landmark districts: Reversible treatment methods such as netting, glass films, grates, and screens are recommended. Netting or any other method demonstrated to protect historic buildings from pest species and that meets the specifications for bird-safe glazing treatment described in section 3 below, may also be used to fulfill the requirement.

2) Exceptions for Treatment of Location-Related Hazards for new Residential Buildings within R-Zoned Districts.

• Limited Glass Façade: Residential buildings less than 45 feet in height within R-Zoned Districts having an exposed façade comprising less than 50% glass are exempt from new or replacement glazing treatments, but must comply with feature-related requirements above.

• Substantial Glass Façade: Residential buildings within R-Districts that are less than 45 feet in height but have a façade with a surface area of more than 50% glass, must provide glazing treatments for location-related hazards such that 95% of all unbroken glazed segments that are 24 square feet and larger in size are treated.
3) Other Waivers or Modifications by the Zoning Administrator. The Zoning Administrator may either waive requirements for Location-Related Hazards or Feature-Related Hazards or modify the requirements to allow equivalent Bird-Safe Glazing Treatments based upon the recommendation of an independent qualified expert.

IV OTHER RECOMMENDED ACTIONS AND BIRD-SAFE STEWARDSHIP

Encouraged Treatments

The following treatments are encouraged to enhance bird safety, in addition to meeting requirements:

- Expanding treatment outside of the Bird Collision Zone: bird-safe treatments on building façades above the minimum height requirements.

- Other window treatments: latticework, grilles and other devices, both functional and decorative, outside the glass or integrated into the glass spacing requirements;

- Placement of trees or tall shrubs: should be located within 3 feet of glazing to slow birds down on approach, or placed far enough away to avoid reflecting tree canopies in the glazing.

Building Tenant Education

Some of the most effective treatments for making buildings bird-safe are those that require the cooperation of building owners and tenants.

To raise bird-awareness of building occupants, building owners should direct tenants to the following web site: http://www.abcbirds.org/abcprograms/policy/collisions/glass.html. Building occupants can help make buildings bird-safe through the following good practices:

- Interior plants should be moved so as not to be visible from the outside.

- Consider limiting nighttime building use by combining motion operated light sensor with daytime cleaning services. This combination will reduce light pollution and increase energy conservation.

- Where interior lighting is used at night, window coverings should be closed to block light transmission adequately.

Bird-Safe Building Checklist

The checklist on the following page will help determine the potential risk to birds of new construction. All projects, whether or not they are covered by the Evanston Bird-friendly Buildings Ordinance, should be encouraged to fill out the checklist.
# BIRD-SAFE BUILDING CHECKLIST

Using the key on the prior page, complete this checklist as a guide to help evaluate potential bird-hazards or eligibility for Bird-Safe Building Certification.

<table>
<thead>
<tr>
<th>QUESTION</th>
<th>YES</th>
<th>NO</th>
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<tbody>
<tr>
<td><strong>MACRO-SETTING</strong> (PAGE 11, 14)</td>
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<tr>
<td>1. Is the structure located within a major migratory route? (All of San Francisco is on the Pacific Flyway)</td>
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<td>2. Is the location proximate to a migratory stopover destination? (Within 1/4 mile from Golden Gate Park, Lake Merced or the Presidio)</td>
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<td>3. Is the structure located in a &quot;pop-prone area&quot; (Within 1/2 mile of the ocean or bay)</td>
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<tr>
<td><strong>MICRO-SETTING</strong> (LOCATION-RELATED HAZARD) (PAGES 11, 14, 20-23)</td>
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<td>4. Is the structure located such that large windows greater than 24 square feet will be opposite to, or will reflect interlocking tree canopies?</td>
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<td>5. Is the structure inside of, or within a distance of 200 feet from an open space 2 acres or larger dominated by vegetation? (Requires treatment of glazing, see page 29)</td>
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<td>6. Is the structure located on, or within 200 feet from water, water features, or wetlands? (Requires treatment of glazing, see page 28)</td>
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<td>7. Does the structure feature an above ground or rooftop vegetated area two acres or greater in size? (Requires treatment of glazing, see page 29)</td>
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<tr>
<td><strong>GLAZING QUANTITY</strong> (PAGE 15)</td>
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<td>8. Is the overall quantity of glazing as a percentage of façade: (Fast increases with amount of glazing)</td>
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<tr>
<td>Less than 10%? (Residential buildings in F-districts must have 90% of unbroken glazed segments 24 square feet or greater in size and within 200 feet of an Urban Bird Refuge)</td>
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<td>9. Will the glazing be replaced?</td>
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<td>More than 60% glazing to be replaced on an existing bird hazard (including both feature-related hazards as described in lines 10-22 and location-related hazard as described in lines 4-7)? (Requires treatment; see pages 20 and 21)</td>
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<tr>
<td><strong>GLAZING QUALITY</strong> (PAGE 16, 17)</td>
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<td>10. Is the quality of the glass best described as:</td>
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<td>Transparent (If so, remove interior reflections; visible from outside the windows)</td>
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<td>Reflective (If so, keep visible light reflectance low; between 10-35%) and consider creating visual contrast in the environment. Note: Some bird-safe glazing such as fritting and UV absorbing glass may have lower reflectivity that is visible to birds.)</td>
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<td>Mirrored or visible light reflectance exceeding 30%. (Prohibited by Planning Code)</td>
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<tr>
<td><strong>GLAZING TREATMENTS</strong> (PAGE 18-21)</td>
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<td>11. In the building's glass treated with bird-safe treatments such that the &quot;collision zone&quot; contains no more than 10% unattenuated glazing for identified &quot;location-related hazards&quot; (lines 4-7) and such that 100% of the glazing on &quot;feature-related hazards&quot; (lines 10-22) is treated?</td>
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<td>12. Is the building's glass treated for bird hazards? (as described in line 13) and such that no more than 4% of the collision zone (lower 67&quot;) glazing is untreated but not for the entire building?</td>
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<td>13. Is the building glass treated (as described above in lines 14 and 15) and such that no more than 6% of the glazing on the exposed façade is left untreated?</td>
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<tr>
<td><strong>BUILDING FAÇADE GENERAL</strong> (PAGE 18, 23)</td>
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<tr>
<td>14. Is the building façade well-articulated (as opposed to flat in appearance)?</td>
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<td>15. Is the building's restoration broken with vines, bushes or other treatments?</td>
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<td>16. Does the building use unbroken glass at lower levels?</td>
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<td><strong>BUILDING FEATURE-RELATED HAZARDS AND BIRD TRAPS</strong> (PAGE 18, 20-31)</td>
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<td>17. Does the structure contain a &quot;feature-related&quot; hazard or potential &quot;bird trap&quot; such as:</td>
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<td>Free standing glass walk, greenhouse or other clear barrier on rooftops or balconies. (Prohibited unless the glazing is treated with bird-safe applications.)</td>
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<td>Free standing glass landscape feature or bus shelters. (Prohibited unless the glazing is treated with bird-safe applications.)</td>
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<td>Glazed passageways or lofts with clear sight lines through the building broken only by glazing?</td>
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<td>Transparent building corners?</td>
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<td><strong>LIGHTING DESIGN</strong> (PAGE 19, 22)</td>
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<td>18. Does the structure, signage or landscaping feature uplighting? (Prohibited within 300 feet of an Urban Bird Refuge)</td>
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<td>19. Does the structure minimize light spillage and maximize light aiming?</td>
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<td>20. Does the structure use interior &quot;lights-out&quot; motion sensors?</td>
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<td>21. Is night lighting minimized to levels needed for security?</td>
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<td>22. Does the structure use decorative red-colored lighting?</td>
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<tr>
<td><strong>LIGHTING OPERATIONS</strong> (PAGE 17, 20-23)</td>
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<td>23. Will the building participate in San Francisco Lights Out during the migration seasons? (February 15-May 31 and August 15-November 15) To achieve &quot;starry&quot; certification the building must participate in year-round best management practices for lighting.</td>
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<tr>
<td><strong>OTHER BUILDING ELEMENTS</strong> (PAGE 23)</td>
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<td>24. Does the structure feature rooftop antennae or guy wires?</td>
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<td>25. Does the structure feature horizontal access wind generators or non-solid bladed (Prohibited within 300 feet of an Urban Bird Refuge)</td>
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<tr>
<td>26. Does the structure feature distributed San Francisco's Bird-Safe Building Standards to future tenants?</td>
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Authorized Signature: x ____________________________ Date: ____________________________
Memorandum

To: Members of the Administration & Public Works Committee

From: Suzette Robinson, Director of Public Works
      Rajeev Dahal, Senior Traffic Engineer

Subject: Pilot Bike Corral Evanston Athletic Club – Benson Avenue

Date: February 16, 2012

Recommended Action:
Staff recommends the approval of a pilot bike corral on the east side of Benson Avenue in front of the Evanston Athletic Club (EAC). Two metered parking spaces would be converted to a corral with 6 to 7 bike racks that can accommodate 12 to 14 bikes.

Funding Source:
The pilot bike corral and bike racks would be funded by the General Fund streets material account 2670-65055 in an amount not to exceed $3,000.

Summary:
Staff presented the concept plan to the Transportation & Parking Committee on July 27, 2011 and was asked to consider alternatives to the bike corral. Staff installed additional bike racks at the south-east corner of Benson Avenue and Clark Street. In addition, signs were posted advising bikers to park their bikes on racks at the intersection corners. Staff observed the newly installed bike rack in use, but also noticed that bikes continued to be attached to the trees, meters and posts immediately in front of EAC. Since bicyclists prefer to 1) park their bikes in front of this facility; 2) the facility generates a large number of visitors; 3) the width of the sidewalk is too narrow to accommodate sidewalk bike racks, staff believes that this is an ideal location to study the bike corral concept. Staff has discussed the proposal with the Manager of the EAC and has received a favorable response. Therefore, staff recommends the approval of the pilot bike corral in front of the Evanston Athletic Club.
In addition, the Environment Board has prepared the attached report identifying several potential locations for bike corrals. At this time, staff is recommending the Evanston Athletic Club location to fully observe usage patterns and to complete the design of the Church Street Streetscape Project, which will include the installation of new bike racks. Due to the limited space available, the bike parking space will be corralled with parking blocks adjacent to the parking spaces and tubular posts installed at the street opening for better visibility and identification. The photo provided below presents an example of what a bike corral looks like. If approved, the bike corral will be installed by April 1, 2012. Staff will prepare a follow-up report to City Council after three months of observation.

Attachment:
Environment Board Report
Pilot Location Aerial Photo
Bike Corral Demonstration Project: a Proposal for Downtown Evanston

The City of Evanston has undertaken multiple complementary planning initiatives in recent years to improve the quality of life of its residents, improve the business climate, and promote environmental sustainability. Evanston is known as a livable city that embraces policy innovation and is a national leader in areas related to planning and transit-oriented development.

This proposal seeks to build on that reputation by proposing a demonstration project to improve the bicycle infrastructure in Downtown Evanston by constructing an on-street bike corral.

A bike corral involves swapping a single on-street car space for bike parking. Bike corrals are low-cost and low-impact street modifications that can improve the visibility of bike infrastructure, improve pedestrian safety on Downtown sidewalks, and help to encourage bicycling as a convenient and viable mode of transportation.

Bike corrals are being deployed in cities throughout North America like San Francisco, Portland, Oregon, Northampton, Massachusetts, and Salt Lake City. They have been popular with residents, businesses and visitors.

Downtown Evanston is well-suited for bike corrals. Several plans adopted by the City Council in recent years discuss the need to improve the Downtown bike parking infrastructure. The Multi-Modal Transportation plan notes that there is a surplus of automobile parking Downtown and encourages both increasing the supply of bike parking and creating incentives for no-emission vehicles. The Downtown Plan notes a limited supply of bike racks and envisions enhancements in bike and pedestrian mobility. The Evanston Climate Action Plan also calls for more bike parking in the Downtown district.

The City has been proactive in installing bike racks in recent years—both Downtown and throughout the city. A bike corral project will be further evidence of the City's commitment to improving bicycle infrastructure.

Bike corrals also have ancillary benefits that will improve Downtown. First and foremost, on-street bike parking will likely result in safer sidewalks for pedestrians. On-street bike parking will provide cyclists a place other than the sidewalk for bike parking, reducing conflict between cyclists and pedestrians and making Downtown streets more walkable and pleasant. The prominent spectacle of the bike corral will serve to remind Downtown visitors that bike parking is available and attractive, making people realize that biking is a sensible transportation option for Downtown trips. More cycling infrastructure will result in less congestion Downtown, resulting in a cleaner, safer environment for all residents and visitors.

Bike corrals can take many forms. Keeping in mind ongoing streetscape improvements and branding initiatives led by Downtown Evanston, this proposal seeks to complement the efforts underway by incorporating planters and inverted-U style bicycle racks.
The material cost estimates for the bike corral are as follows: 6 bike racks at $263/each ($1578), 5 concrete planters 48”x18”x20” at $391/each ($1955). Prices for the bike racks were estimated based on the City’s 2010 purchase of Dero bike racks. Prices for concrete planters were based on P-series model from Commercial Service Supply (http://www.commercialservicesupply.com). Total material costs: $3533.

Material costs could be likely be reduced if road bollards are substituted for planters. The latter is common in other cities. The cost estimate listed above does not include installation or plants and planter upkeep.

Figure One is a conceptual drawing of a bike corral that could be implemented in Evanston. Figure Two is a more minimalist example from Portland, Oregon and Figure Three is an example of a public art approach to bike corrals from Long Beach, California.

Figure One

![Diagram of bike corral](image1.png)

Figure Two

![Minimalist example](image2.png)
Reports from all over the country suggest that bike corrals are successful in providing convenient parking for cyclists and creating more engaging streetscapes and business districts.

For this demonstration project, care should be taken to determine the most advantageous location. Because of their dual advantage of improving sidewalk aesthetics and mobility as well as providing important cycling support, Evanston's first bike corral should be situated near businesses that generate significant amounts of traffic and have the greatest potential for sidewalk and streetscape enhancement. Possible sites are depicted in Figure Four and could include Benson Avenue between Church and Clark, Maple Avenue between Church and Clark, Chicago Avenue at Church St., Sherman Avenue between Lake and Grove.
Bike corrals are relatively quick to install once the materials and labor power are assembled. It would be ideal timing to have a bike corral up and running by the week of June 11-17, 2011 when the Active Transportation Alliance sponsors its Bike Commuter Challenge. This annual event generates significant media attention and would be a good time for the city to introduce its innovative concept to Evanston residents.

For more information, please contact Hugh Bartling, Associate Professor, Public Policy Studies, DePaul University, 773-325-4960, hbartlin@depaul.edu
AN ORDINANCE

Amending Title 7, Chapter 15 “Board of Local Improvements” by Enacting a New Section for Alley Paving Improvements

NOW BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF EVANSTON, COOK COUNTY, ILLINOIS:

SECTION 1: That Title 7, Chapter 15 of the Evanston City Code of 1979, as amended, “Board of Local Improvements”, is hereby further amended by enacting a new Section 7, "Alley Paving Improvements", to read as follows:

7-15-7: ALLEY PAVING IMPROVEMENTS

(A) Impermeable alley: The owners of at least 51 percent (51%) of the property abutting any unimproved alley or portion thereof, may petition the City for the construction of an impermeable concrete pavement and related storm sewer and drainage improvements for the alley thereon. This type of alley is automatically selected, unless the owners specifically request the installation of permeable pavement. Such petition shall be filed with the City Manager or his/her designee. When the Board of Local Improvements receives a petition to pave an alley within the City, the Board of Local Improvements will follow the special assessment procedure established in the Illinois Municipal Code, 65 ILCS 5/9-3-1/et seq. for the petition to pave the alley.

If the Impermeable alley paving improvement is confirmed by the Cook County Circuit Court in accordance with state statute, the City will pay fifty percent (50%) of the project cost with the property owners paying the remaining fifty percent (50%) annually over a 10-year period.

(B) Permeable alley: The owners of at least 51% of the property abutting any unimproved alley or portion thereof, may opt to petition the City for the construction of permeable pavement for the alley thereon (“Green Alley”). The Green Alley petition shall be filed with the City Manager or his/her designee. When the Board of Local Improvements receives the Green Alley petition to pave an alley within the City, the Board of Local Improvements will follow the special assessment procedure established in the Illinois Municipal Code, 65 ILCS 5/9-3-1/et seq. for the petition to pave the alley.

If the Green Alley paving improvement is confirmed by the Cook County Circuit Court in accordance with state statute, the City will pay forty percent (40%) of the project cost.
with the property owners paying the remaining sixty percent (60%) annually over a 10-year period.

(C) The assessment cost attributable to each property owner is based on the unit cost method, unless a more equitable alternative method is appropriate and approved by the Board of Local Improvements and approved by a majority (at least 51%) of the property owners abutting the subject alley.

(D) The Board of Local Improvements may initiate alley paving improvement projects within the City. The acceptance of a petition by the Board of Local Improvements is also conditioned on the soil conditions of the subject alley.

SECTION 2: All ordinances or parts of ordinances in conflict herewith are hereby repealed.

SECTION 3: If any provision of this ordinance or application thereof to any person or circumstance is held unconstitutional or otherwise invalid, such invalidity shall not affect other provisions or applications of this ordinance that can be given effect without the invalid application or provision, and each invalid application of this Ordinance is severable.

SECTION 4: The findings and recitals contained herein are declared to be prima facie evidence of the law of the City and shall be received in evidence as provided by the Illinois Compiled Statutes and the courts of the State of Illinois.

SECTION 5: This ordinance shall be in full force and effect from and after its passage, approval, and publication in the manner provided by law.
Introduced: ________________, 2012
Adopted: ________________, 2012

Approved:

______________________________, 2012

Elizabeth B. Tisdahl, Mayor

Attest:

Approved as to form:

______________________________
W. Grant Farrar, City Attorney

Rodney Greene, City Clerk
Step 1  Review purpose of BCC as defined by State Statute, Ordinance, or Resolution.
Step 2  Develop a mission statement that reflects that purpose.
Step 3  Discuss and outline any priorities established by Council.
Step 4  Brainstorm goals, projects, or priorities of the BCC and determine the following:
   A. Identify priorities, goals, projects, ideas, etc.
   B. Determine benefit, if project or item is completed
   C. Is it mandated by State of local law or by Council direction?
   D. Would the task or item require a policy change at Council level?
   E. Resources needed for completion? (staff support, creation of subcommittees, etc.)
   F. Completion time? (1-year, 2-year, or longer term?)
   G. Measurement criteria? (How will you know you are on track? Is it effective?, etc.)
Step 5  Prioritize projects from urgent to low priority.
Step 6  Prepare final Work Plan for submission to Rules Committee for review and approval in
   the following order:
      1. Cover Memo
      2. Listing of Members and Terms
      3. Work Plan
Step 7  Use your “approved” work plan throughout the term of the plan as a guide to focus in
   on the work at hand.
Step 8  Report out on work plan priorities to the Rules Committee at next assigned meeting in
   2 years, which should include:
   A. List of “approved” priorities or goals
   B. Status of each item, including any additional resources required in order to complete
   C. If an item that was on the list is not finished, then indicate why it didn’t occur and
      list out any additional time and/or resources that will be needed in order to complete
The work plan should have a logical progression of the BCC purpose and mission based upon goals and objectives.

<table>
<thead>
<tr>
<th>Goal 1 Overall Objectives</th>
<th>Activities</th>
<th>Resources</th>
<th>Constraints</th>
<th>Strategy &amp; Actions</th>
<th>Measures of Effectiveness &amp; Data</th>
<th>Time-frame</th>
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<tr>
<td>1.1) The objectives are more precise and definite goals.</td>
<td>• Realistic activities that can truly be accomplished.</td>
<td>• What may or will contribute to reaching the identified and selected objectives.</td>
<td>• Restrictions or barriers that must be overcome to reach the objectives.</td>
<td>• Short description of how to overcome constraints.</td>
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Goal 2:

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<th>Goal 2 Overall Objectives</th>
<th>Activities</th>
<th>Resources</th>
<th>Constraints</th>
<th>Strategy &amp; Actions</th>
<th>Measures of Effectiveness &amp; Data</th>
<th>Time-frame</th>
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Memorandum

To: All Boards, Committees, and Commission Chairs
From: Shanee Jackson, Management Analyst/Volunteer Coordinator
Subject: Boards, Committees, and Commissions (BCC) Presentation Schedule
Date: May 11, 2011

Please review the following schedule for BCC Work Plan presentations to the Rules Committee. Please note, work plans are based upon 2 year goals and objectives and will be updated every accordingly.

<table>
<thead>
<tr>
<th>Work Plan Presentation Date</th>
<th>Assigned BCC</th>
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<tbody>
<tr>
<td>Wednesday, July 06, 2011</td>
<td>Housing Commission</td>
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<tr>
<td>Monday, August 01, 2011</td>
<td>Human Relations</td>
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<tr>
<td>Wednesday, September 07, 2011</td>
<td>M/W/EBE Development Committee</td>
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<tr>
<td>Monday, October 03, 2011</td>
<td>Mental Health Board</td>
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<tr>
<td>Monday, November 07, 2011</td>
<td>Library Board</td>
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<tr>
<td>Monday, December 05, 2011</td>
<td>Playground &amp; Recreation Board</td>
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<tr>
<td>Monday, January 02, 2012</td>
<td>Utilities Commission</td>
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<tr>
<td>Monday, February 06, 2012</td>
<td>Youth Council</td>
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<tr>
<td>Monday, March 05, 2012</td>
<td>Commission on Aging</td>
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<tr>
<td>Monday, April 02, 2012</td>
<td>Plan Commission, Zoning Board of Appeals</td>
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<tr>
<td>Monday, May 07, 2012</td>
<td>Sign Review and Appeals Board, Site Plan &amp; Appearance Review Board</td>
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<tr>
<td>Monday, June 04, 2012</td>
<td>Preservation Commission</td>
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<tr>
<td>Monday, July 02, 2012</td>
<td>Public Arts Council</td>
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<tr>
<td>Monday, August 06, 2012</td>
<td>Board of Ethics, Electrical Commission</td>
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<tr>
<td>Wednesday, September 5, 2012</td>
<td>Environment Board</td>
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<tr>
<td>Monday, October 01, 2012</td>
<td>Ladd Arboretum Committee, Lighthouse Landing Complex Committee</td>
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<tr>
<td>Monday, November 05, 2012</td>
<td>Civil Service Commission</td>
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<tr>
<td>Monday, December 03, 2012</td>
<td>Taxicab Advisory Board</td>
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</tbody>
</table>
To: Chair and Members of the Economic Development Committee

From: Nancy Radzevich, Economic Development Manager
       Johanna Nyden, Economic Development Coordinator
       Paul Zalemzak, Economic Development Coordinator

Subject: Draft Economic Development Plan

Date: February 17, 2012

Recommendation:
Staff supports a recommendation from the Economic Development Committee to the City Council to adopt the 2012-2014 Economic Development Plan.

Background
On January 11, 2010, the City Council adopted an Economic Development Vision Statement and an Economic Development Strategy, which had been recommended by the Economic Development Committee and Staff. The adopted Vision Statement for Evanston reads as follows:

“Evanston promotes and supports a citywide entrepreneurial culture that retains and expands existing businesses, attracts new businesses and fosters start-ups, including technology companies. Employment growth and tax base enhancement are two essential elements of this vision. Increased employment of Evanston residents by Evanston employers is an important component of this vision.”

The associated Economic Development Strategy identifies four major components of economic development activities in which the City should engage in order to meet the two main goals – employment growth (particularly for Evanston residents) and tax base enhancement – of the Vision Statement. These major components include:

1. Business Retention and Expansion
2. Business Attraction
3. Area and Commercial Revitalization and Redevelopment
4. Marketing
The proposed Economic Development Plan builds off of the adopted Vision Statement and Economic Development Strategy, and defines the key over-arching principles of the City’s economic development efforts and establishes five targeted industries. This Plan strives to provide a more focused approach to the City’s economic development efforts – all with the primary goals of job creation and tax/revenue growth – based on the inherent strengths of the City:

- Quality of life (balanced “live, work and play” environment);
- Culturally and socio-economically diverse population;
- High quality public school system;
- Internationally recognized university;
- Renowned cultural and performing arts;
- Strong health care institutions;
- Access to public transportation;
- Lake Michigan waterfront; and
- Strong, growing entrepreneurial and innovative business community

These assets enable Evanston to retain, grow and attract businesses, strengthen neighborhoods and commercial centers throughout the City, and encourage investments in human capital to better prepare Evanston residents for local employment opportunities.

This Economic Development Plan will, in turn, set the framework for the updated Economic Development Work Program, which will include specific strategies and actions needed for the achievement of the goals and objective identified in the Vision Statement and Economic Development Plan. In addition to establishing the strategies and actions for implementation, the Work Program will also include measurable outcome criteria. These criteria will build off of those established in the Vision Statement and be refined to reflect the more focused objectives included in the adopted Economic Development Plan.

Once a final Economic Development Plan is adopted by the City Council, the Economic Development Work Plan will be updated accordingly.

**Attachments**
- Draft Economic Development Plan, dated February 17, 2012
- Economic Development Vision Statement/Strategy
ECONOMIC DEVELOPMENT PLAN

INTRODUCTION

This Economic Development Plan is focused on creating jobs and growing the city’s revenue base by refining and focusing the overarching principles of the Vision Statement into all aspects of the City’s economic development efforts. Reflective of the progressive nature of Evanston, the City’s economic development focus continues to evolve and adapt to the rapid changes in the marketplace. The City’s efforts moving forward will be guided by the Key Economic Development Principles garnered from the City’s Economic Development Visitation Statement, as follows:

1. Retain, expand, and attract businesses Citywide, emphasizing Innovation;
2. Nurture Entrepreneurship in Evanston;
3. Create jobs and Workforce Training opportunities for Evanston residents in diversified business sectors; and
4. Promote Evanston, locally, regionally, and nationally, as an innovative and progressive place by reinforcing the strengths of our diverse residential, educational, cultural, and business communities.

Promoting Evanston’s economic prosperity and quality of life depends on a proactive approach to diversifying the economy. This Economic Development Plan requires a concerted effort to support the strengths of our existing companies and growth industries (including retail, office and manufacturing) and to target five industries that will drive diverse job creation, compliment the strengths of our community, and promote a climate for growth. The five Targeted Industries are:

1. Technology-Based Businesses
2. Health Care and Wellness Industries
3. Baby Boomer Markets
4. Arts and Entertainment Venues
5. Water Industries

This Economic Development Plan will succeed only with the collaboration of our economic development partners – such as Downtown Evanston, our business district associations and the Evanston Chamber of Commerce; key private sector leaders; and local and regional educational institutions – particularly Evanston Township High School, Oakton Community College, and Northwestern University.

Once adopted, this Plan provides the framework for an updated Economic Development Work Program that will define specific strategies and actions needed to create opportunities for economic growth, to promote innovation through entrepreneurship, and enhance the energy of Evanston’s dynamic residential and commercial communities.

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KEY ECONOMIC DEVELOPMENT PRINCIPLES

The Economic Development Vision Statement established two main goals: tax (revenue) growth and job creation, particularly those that can be filled by Evanston residents. In establishing those goals, the Vision Statement included several overarching principles that transcend all aspects of business retention, expansion and attraction and targeted redevelopment and revitalization of commercial areas. These principles will help the City promote longer term sustainability of our businesses, foster more diversified economic revenue base, and create more job opportunities for Evanston residents and are essential to advancing Evanston’s Economic Development Vision Statement.

- **Innovation** – The support and encouragement of innovation is an overarching goal for the five targeted industries as well as the traditional businesses sectors. Innovation is essential for our existing businesses to continue to thrive – as consumer needs and demands are ever changing, our existing businesses must be innovative in ways they adapt to these changes. Innovation is also essential to those businesses looking to expand, as they need to not only respond to current economic trends but also consider how quickly they can adapt their growth plan to accommodate future trends. In addition to promoting innovation with existing businesses, the City will pursue new businesses with innovative business models to try to ensure their long-term existence in Evanston.

- **Entrepreneurship** – Often associated with technology or internet start-up businesses, entrepreneurship can transcend all business sectors and often includes small, independent businesses. These sole proprietor entrepreneurs are typically initially home-based, located within coffee shops, or housed in lower cost co-work office spaces. Evanston has a long history of attracting entrepreneurs to the City and given the trends away from larger conglomerate companies, the City recognizes the need to support our diverse entrepreneur community. In helping to nurture and sustain an entrepreneurial culture, the City will seek to not only retain and expand our existing small, local businesses, but also to attract complementary ones – resulting in job creation. Not only through employees hired, but also in the form of the “new” jobs for the new business owners, themselves.

- **Workforce Training** – While one of the key objectives of economic development is job creation, the City recognizes that the best way to maximize the benefit to Evanston is to work with our public and private partners to establish workforce training programs for our residents. Workforce training opportunities for Evanston job seekers should strive to bridge the gap between their existing skills and those demanded by the City’s stable, growth industry employers. Such workforce training efforts should cover all sectors of our diverse business community – from construction/building trades to manufacturing/production to health care to technology. In order to develop such training programs, the City will work with Evanston Township High School, Oakton Community College, and Northwestern University to promote educational programs geared toward our stable job sectors.
In addition, the City will work with our private sector partners to create hands-on training and internship opportunities in both vocational and professional fields.

- **Promoting Evanston** – In order to sustain, grow and recruit businesses, the City will build a stronger marketing campaign to showcase the amenities of the City, provide a resource for local businesses and business district associations, and acknowledge the successes of our economic development efforts. Such efforts will include continued outreach to traditional news outlets and press releases, as well as focused marketing through the development of a comprehensive website, increasing the use of social media, and participation at targeted conferences and trade shows.

**TARGETED INDUSTRIES**
The City is focusing on five targeted industries, which have high potential for growth. These industries will drive diverse job creation, compliment the strengths of our community, and promote a climate for growth. While this Plan identifies key targeted industries, the City will continue to support our manufacturing firms, and seek to retain, grow and attract retail and general office uses throughout the City. This approach of focusing on targeted industries and traditional business sectors, ensures a diversified tax base and provides for a full-spectrum of job opportunities for Evanston residents.

- **Technology-Based Businesses** – Capitalizing on Evanston’s reputation as a center for innovation, the City will work with private-sector and institutional partners to help galvanize Evanston’s entrepreneur base to create an innovation hub that will support and promote investment in technology and technology-enabled businesses. With our partners, the City will support the creation and promotion of both physical and virtual spaces devoted to collaboration and networking, mentoring, educational programs, and events, aimed at fostering the transition of Evanston-based startups to the growth stages and providing a focal point for angel and venture capital investors. Concurrently, the City will identify opportunities for development of modern office and laboratory space to improve our ability to retain expanding firms and to attract new technology companies.

- **Health Care and Wellness Industry** – According to the Centers for Disease Control and Prevention, in 2009 approximately 18% of the employed workforce in the U.S. worked in the health care industry; by 2018 this percentage is expected to grow to 22%, adding over 3 million new jobs. Evanston is poised to take advantage of this job growth through the presence of two local Hospitals, North Shore Evanston and St. Francis, and numerous medical offices located throughout the community. The City will explore opportunities to attract businesses that supply and manufacture medical equipment/devices to our hospitals, businesses that provide ancillary health care services, and additional medical offices. In conjunction with identifying complementary and submarket businesses, the City will assess the existing available space and recruit development partners to provide additional opportunities to meet the space needs of new or expanded health care related businesses.

- **Baby Boomer Markets** – Evanston has long been attractive to empty-nesters and active retirees seeking an alternative to traditional retirement communities.
According to the website *Baby Boomer Insight*, as of January 1, 2011, Baby Boomers, individuals born between 1946 and 1964, made up 26% of the American population, or roughly 78 million people. As the Baby Boomer population continues to age, the number of Evanston residents within this population cohort is expected to grow. While Evanston has a lot to offer Baby Boomers – a nationally recognized university, strong health care options, an active downtown, and a diverse cultural and entertainment base – the City will continue pursuing opportunities for new businesses and cultural and entertainment venues that meets this population’s demands and needs. Consideration will also be given to future age-in-place opportunities and challenges such as accessibility within commercial areas.

- **Arts and Entertainment Venues** – Evanston has a strong arts and theatre culture that adds to the diverse economy, appeals to a variety of age groups, and helps sustain and attract creative and innovative residents, businesses, and visitors. Findings from the recent “Varsity Theatre” Study indicate that there is a strong market for live performing arts in Downtown Evanston. Over the course of this year, the City will conduct a more detailed study of opportunities for live performing arts venues through a National Endowment for the Arts (NEA) grant. Using information gathered through the NEA grant and from interviews with key stakeholders from various arts organizations, the City will create a baseline program analysis for performing arts, which will be used to explore opportunities for performance venues throughout the City. The City will also target other entertainment venues to provide a more diverse “live, work and play” community. Retaining and expanding arts and entertainment opportunities benefits Evanston residents, workers, and visitors, adds creative sector jobs and, for certain venues, generates added sources of revenue for the City through amusement and liquor taxes.

- **Water Industries** – One of Evanston’s greatest assets is our access to water and our ability to provide water to other communities. This gives Evanston an advantage in targeting businesses that specialize in water research, water sciences, and related industries and water-intense businesses, such as bio-tech firms, which require significant water resources to facilitate research, development and production. The sale of water to surrounding communities is one of Evanston’s biggest revenue generators. As such, development in those communities will generate additional revenue for the City. To increase this revenue source, the City will explore opportunities for regional economic development partnerships, based on available space and infrastructure in those communities.

**NEXT STEPS**
The over-arching principles and targeted industries outlined in this Plan are designed to promote economic development growth, enhance job creation, and provide opportunities to strengthen and support the quality of life and amenities throughout Evanston. Once the final Economic Development Plan is adopted, the City will create an updated Economic Development Work Program that will define specific strategies.

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2 “The Varsity Theatre: An evaluation of its potential use as a performing arts center for Evanston,” dated July 2011, Prepared for Downtown Evanston by Community Land Use + Economics Group, LLC.
and actions for the implementation of the Plan as well as create a list of measurable outcome criteria for evaluating economic development activities.

**ONGOING EVALUATION**

Using the criteria for measuring the success of our economic development efforts, the City will re-assess its priorities and programs in light of changing conditions and opportunities, and will adapt these as needed. The City will track measurable outcomes to allow for annual updates, and based on successes and/or challenges encountered in implementation, the City will embark on a more comprehensive review of the goals, principles and targeted industries defined in this Plan every two years.
ECONOMIC DEVELOPMENT VISION STATEMENT

This document summarizes the major components of an Economic Development Strategy/Major Priorities and Vision Statement which was adopted by the City of Evanston on January 11, 2010.

The most important priorities for economic development by the City in partnership with valued partners engaged in economic activities are highlighted. Implementation of this strategy began in January 2010 and it will feature quarterly reporting to the Economic Development Committee for opportunities to modify the strategy periodically. The City has always engaged in business retention and attraction activity, as well as substantial real estate redevelopment initiatives, but the priorities included in this document will be implemented in a more systematic and sustained manner. Implementation of this new strategy will emphasize continuous outreach and initiatives as well as reacting to needs and opportunities raised by other actors engaged in economic activity.

Business Retention and Expansion

1. Inventory and prioritize economic sectors for outreach making use of available data and reports, generating new data as necessary.

2. Develop and implement a business retention communication strategy.

3. Administer economic development finance programs and support services (e.g. City services, infrastructure, regulatory).

4. In all cases, provide special focus and sensitivity for small businesses, including business start ups, and key sectors that would maximize job creation.

Business Attraction

1. Identify and address gaps and opportunities for business attraction.

2. Develop a medium to long range attraction plan for economic revitalization identifying sectors and individual business targets.

3. Leverage key partnerships to help attract desired businesses (e.g. Northwestern University, St. Francis Hospital and Evanston Hospital).

4. Apply economic development financing programs and support services to achieve attraction objectives.
Area and Commercial Revitalization and Redevelopment

1. Implement action plans for neighborhoods and commercial areas with existing area plans including Chicago Avenue, West Evanston, Downtown and Central Street.

2. Implement the approved redevelopment plans for Tax Increment Financing Districts including Howard/Ridge, Washington National, Howard Hartrey, West Evanston and Southwest.

3. Create plans for commercial districts that do not have plans including the southwest manufacturing and commercial districts and the Dodge Avenue Corridor from Greenwood Avenue south.

4. Work closely with neighborhood business district associations and other business associations to achieve economic development priorities.

Marketing

1. Build a new City Economic Development Web Site that becomes a fundamental component of the City's marketing strategy and is a major interactive portal for engagement with all existing Evanston businesses, other businesses that we desire to attract and is a showcase and resource for information about economic activity and opportunities in Evanston.

ECONOMIC DEVELOPMENT VISION STATEMENT FOR EVANSTON

Evanston promotes and supports a citywide entrepreneurial culture that retains and expands existing businesses, attracts new businesses and fosters start ups including technology companies. Employment growth and tax base enhancement are two essential elements of this vision. Increased employment of Evanston residents by Evanston employers is an important component of this vision.

Criteria for evaluating the achievement of the vision statement:

1. Number of business expansions
2. Number of business visits
3. Number of service requests fulfilled
4. Number of business start ups
5. Number of businesses attracted
6. Number of new jobs created
7. Dollar value of enhanced tax base
8. Number of jobs created for Evanston residents