AGENDA

1. CALL TO ORDER / DECLARATION OF QUORUM

2. APPROVAL OF MEETING MINUTES OF NOVEMBER 28, 2012

3. ITEMS FOR DISCUSSION
   A. 2013 Economic Development Work Plan
   B. 2013 Economic Development Commercial District Work Plan
   C. Update on Economic Development Committee Workshop

4. COMMUNICATIONS
   A. Announcements/Updates from EDC Members
   B. Real Estate Transfer Tax Report
   C. Monthly Economic Development Communication

5. ADJOURNMENT

Next Meeting: Wednesday, February 27, 2013

Order of Agenda Items is subject to change. Information about the Economic Development Committee is available at http://www.cityofevanston.org/government/special-council-committees/economic-development-committee/index.php. Questions can be directed to Johanna Nyden at 847.448.8014. The City of Evanston is committed to making all public meetings accessible to persons with disabilities. Any citizen needing mobility or communications access assistance should contact the Community and Economic Development Department 48 hours in advance of the scheduled meeting so that accommodations can be made at 847-448-8683 (Voice) or 847-448-8064 (TTY).
Attendees:


Committee Members Absent: J. Grover, A. Rainey, M. Tendam

Staff: S. Griffin, J. Nyden, R. Voss, M. Jones

Presiding Member: J. Fiske

I. Call to Order / Declaration of Quorum

With a quorum being present, Chair Fiske called the meeting to order at 7:38 pm.

II. Approval of the Meeting Minutes of October 24, 2012

Mr. Mennemeyer requested a change on page 3, 3rd paragraph of the minutes stating that he wanted to clarify that Ms. Treishmann’s lawyer advised her.

Ald. Burrus moved to approve the amended meeting minutes of the October 24, 2012 Economic Development Committee meeting, seconded by Ald. Holmes.

The meeting minutes of the October 24, 2012 meeting were approved with suggested changes unanimously, 8-0.

III. Consent Agenda

A. Façade Improvement Program Applications

i. Request for funding assistance from Bramer Animal Hospital (1021 Davis Street)

Ms. Nyden gave a brief overview of the proposed project and introduced Dr. Jim Hagedorn who stated that the façade improvement will be used as a springboard for improvements Bramer Animal Hospital wishes to pursue. Mr. Zenkich inquired about the total amount spent on façade projects this year. Ms. Nyden provided the location in the staff memo that indicated the total annual expenditure, but a more detailed listing of projects and funds that have been allocated can be provided for the entire year at the next EDC meeting.
Ald. Holmes asked whether the façade money not spent will rollover into a new budget for 2013. Ms. Nyden stated that any unspent façade funds will not rollover into the 2013 budget.

**Ald. Burrus moved to recommend approval of the request, seconded by Ald. Holmes.**

The façade request from Bramer Animal Hospital was recommended for approval pending the applicant provides an Evanston-based bid for the proposed work, 8-0.

i. Request for funding assistance from Chicago’s Home of Chicken & Waffles (2424 Dempster Street)

The applicant not being present, Mr. Griffin provided an overview of the proposed project and explained that there were unforeseen costs incurred by Chicago’s Home of Chicken & Waffles due to having to add a sewer lateral to the building. He also stated that while the applicant had gone ahead and purchased an awning, the current request is for assistance with the purchase of an illuminated channel letter sign.

Alderman Holmes asked whether “in Evanston” would be included in the title. Staff confirmed it would, citing the quotes provided by the applicant that included “in Evanston” as part of the signage quote.

Mr. Mennemeyer asked for clarification on whether Darnell Johnson, owner of the restaurant, was attempting to cover the unforeseen costs of installing a new lateral by asking for assistance with signage. Mr. Freeman then asked how Mr. Johnson did not know of the lateral requirement. Mr. Griffin responded that Mr. Johnson was unaware that the existing lateral and gas line served multiple properties when he purchased the property.

Ald. Fiske and Ms. Summers indicated they were not supportive of façade projects seeking funds due to unanticipated construction costs. Ald. Burrus stated that $200,000 was already given and that a bad precedent would be set by allowing a business to return to the source of funds due to a lack of proper planning.

Mr. Zenkich asked how staff came to its recommendation. Mr. Griffin responded that he would have preferred that this request came with the initial construction loan but that while many of the façade grants go towards existing buildings, the fact that the restaurant is an entry feature to Evanston as well as a revitalization of a previously vacant building made this a project worth further consideration.
Ald. Holmes expressed that she was encouraged by businesses that come to Evanston. She continued, stating that some landlords have made short cuts that are not on plans which cause problems for future tenants who have to be responsible for repairs and upgrades. She indicated that there is money left in the fund for façade grants and that this would be a good use of taxpayer funds because there would be a return on investment.

Ald. Burrus explained that having extra money in the Façade Improvement fund does not necessitate a need to spend it all. She explained that the unused money goes back into the fund as a carryover amount. In response to Ald. Burrus, Ald. Holmes indicated that she believes this project will help the community. Ald. Wynne stated that she believes the façade grant will be put to good use and suggested that the money should be granted because the restaurant will help create a more attractive entry into the City.

Ald. Fiske asked if the signage was included in the original proposal Chicken & Waffles had approved and reiterated her concern about the perception being that Mr. Johnson had a plumbing issue and is now asking for façade funding because of it. She continued, stating that other businesses experience similar issues and have not approached EDC for funding. She expressed that she could not support the project due to an issue of fairness.

Ald. Wynne motioned to recommend approval of the request, seconded by Ald. Holmes.

The façade improvement request from Chicago’s Home of Chicken & Waffles was approved, 5-3, for an amount not to exceed $7,947. Ald. Fiske, Ald. Burrus and Ms. Summers casted dissenting votes.

IV. Items for Consideration
A. 2013 Meeting Dates
Ald. Burrus also asked staff if there was any reason to hold a December Economic Development Committee meeting. Mr. Griffin stated that there were no projects seeking business before the Committee. Assuming there would be no pressing business before the Committee, other Committee members indicated their desire to not hold a meeting if feasible.

Ald. Wynne moved to recommend approval of the 2013 meeting dates and cancelation of the December 2012 meeting, seconded by Mr. Freeman.

The meeting dates were recommended for approval, 8-0.

V. ITEMS FOR DISCUSSION
A. Update on City of Evanston Wayfinding Program
Ms. Patricia Saldana Natke, Principal and Partner of UrbanWorks, introduced herself and her team, including Carolyn Souza, also of UrbanWorks, and John Bosio, Partner at Merje. She and Mr. Bosio presented an overview of the wayfinding project and the progress that has been made, summarizing the work each has done with their respective companies. Ms. Natke also showed some example of signage from other municipalities, emphasizing the uniqueness of each.

The Committee members brought up the following concerns and questions:

- Scope of the overall project;
- Scale of potential signage;
- Regulatory vs. Non Regulatory signs;
- Business District signage;
- Source of funding for the project; and
- Timing of the signage program.

The consultants addressed these questions and explained the following:

- The need for Committee members to submit names of potential stakeholders who could be interviewed in January and fell in the categories of interested parties, approving agencies and destinations.
- Clarification on the concentration on wayfinding signage and not regulatory signs for this project.
- Emphasis that while there is a specific scope for the project, signage will be designed in a comprehensive manner, allowing a variety of signage to be added in the future that will maintain a cohesive look.
- A schematic will be provided of proposed sign designs.

The project will be completed according to the magnitude of the signage then priorities will be set according to the scope of the program and funding that is available. Funding for the project will be through the Capital Improvement Program budget. Members were asked to provide Mr. Voss names and contact information for stakeholders for the planning and development of signage.

B. Update on the Economic Development Summit

Mr. Griffin presented the activities and work that has been done following the Economic Development Summit in May 2012. These activities have included: rolling out a new Economic Development website with new branding; engaging the summit’s health & wellness groups; holding meetings with stakeholders of the summit’s baby boomer group; engaging RISE and Evanston Inventure to begin an ambassador program to assist in interviewing businesses; starting the Roadmap to the Arts initiative; and creating a more focused effort on retail attraction.

Ald. Fiske requested that staff take a look at incentives for retail and consider ways to assist retail start-ups and include them in entrepreneurial outreach.
C. Economic Development Committee Workshop- January 2013
Ms. Nyden gave a brief overview of what the workshop could include and proposed the January 30, 2013 as a date to hold the workshop. The committee agreed on that date.

VI. Communications
Announcements/Updates from EDC Members
Mr. Zenkich requested an update on Curt’s Café. Mr. Griffin summarized the next steps and the committee briefly discussed the various concerns raised at the October EDC meeting.

Real Estate Transfer Tax Report
Monthly Economic Development Communication

The Committee acknowledged each of the items under Communications.

VII. Adjournment

Mr. Freeman moved to adjourn the meeting, seconded by Ald. Burrus. The Committee voted 8-0 unanimously to adjourn the meeting.

The meeting was adjourned at 9:10 p.m.

Respectfully submitted,
Meagan Jones
To: Chair and Members of the Economic Development Committee

From: Steve Griffin, Community & Economic Development Director  
   Johanna Nyden, Economic Development Coordinator  
   Paul Zalmezak, Economic Development Coordinator

Subject: 2013 Update to Economic Development Work Plan

Date: January 17, 2013

Background
On March 19, 2012, City Council adopted an Economic Development Plan. The Plan was based on an identified need to focus the City’s economic development efforts and guide decision making. The Plan identified four principles that guide economic development – innovation, entrepreneurship, workforce development, and promoting Evanston. The adopted 2012-2014 plan is attached to this memorandum for reference. In addition to these principles, the adopted plan outlined five “targeted industries”. These included:

- **Technology-Based Businesses.** The plan identified an opportunity to capitalize on Evanston’s existing technology-based businesses. Work associated with this industry would include identification of opportunities for new office space and building the network of businesses, venture capitalist, and other partners.

- **Health Care and Wellness Industry** – The Economic Development Plan called for Evanston to support existing hospitals and identify opportunities for complementary and submarket businesses associated with health and wellness industry.

- **Baby Boomer Markets** – Evanston is an attractive community to empty-nesters and active retirees seeking an alternative to traditional retirement communities. The Plan called on the City to continue pursue opportunities for new businesses and cultural and entertainment venues that meets this population’s demands and needs. Additionally, improvements associated with accessibility for supporting “aging-in-place” was also identified as a key component of this industry.

- **Arts and Entertainment Venues** – The Plan called on supporting ongoing efforts to study and plan for the arts as well as 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** – New revenue through water sales to communities is a key revenue generator for the City. To increase this revenue source, the plan highlighted the City’s efforts to explore opportunities for regional economic development partnerships, based on available space and infrastructure in those communities.

Following the Plan’s 2012 adoption, the City of Evanston convened an Economic Development Summit that brought together a wide range of stakeholders from Evanston to discuss implementation of the Economic Development Plan. Included in the key work completed since the summit:

- **Development of the Economic Development Website:** [www.evanstonedge.com](http://www.evanstonedge.com). The website provides comprehensive information on Evanston and starting or expanding your business.

- **Initial groundwork completed to create Health/Wellness Business Association:** Many businesses at the summit that are engaged in health and wellness activities identified a need to work across geographic boundaries and business districts to coordinate activities. This group will reconvene early 2013.

- **Meetings with stakeholders engaged in work on the aging population:** These groups provided insight on Evanston’s aging population and ideas for making Evanston age-friendly and attractive to all age cohorts.

- **Development of an Evanston business ambassador program:** Leveraging the goodwill of Evanston’s committed business community, the City is designing an ambassador network of private sector and non-profit partners who will help to push our economic development messaging to a targeted, but significantly broader audience and provide greater opportunities for business retention, expansion and attraction.

- **Dedicated focus on Retail Attraction and Retention:** One Economic Development Specialist was tasked with the responsibility of working on retail expansion and attraction. Initial work has been completed to identify new retail businesses and potential locations for those businesses.

**Discussion**

In order to guide Evanston’s economic development efforts for 2013, staff has generated a draft work plan and an action plan for Evanston’s commercial districts. The work plan identifies measurable goals and objectives for economic development efforts. Additionally, it creates a list of projects and priorities grouped by the particular business district they are located.

Staff seeks feedback on both the work plan and the identified projects and objectives for the commercial districts to ensure 2013 is the most effective year for Evanston’s Economic Development efforts.

**Attachments:**
- Adopted 2012-2014 Economic Development Plan
- 2013 Update of Economic Development Plan/Work Plan
- Commercial District Map
- Commercial District Work Plan
City of Evanston Economic Development 2013 Work Plan

Introduction

This targeted, implementable, and measureable 2013 Work Plan is the result of an active 2012 featuring learning opportunities for economic development staff, city management, and elected officials. Our private and non-profit sector partners along with engaged citizens provided feedback, offered critiques and voiced their concerns through a number of forums including City Council, economic development committee, CDBG committee, the Economic Development Summit and the subsequent meetings inspired by the summit including those hosted by Inventure, RISE, the Evanston Community Foundation, EvanstArts, and one-on-one interviews with individual businesses and entrepreneurs.

As a result of the feedback provided by the local business community, residents, and the City Council and recognition of shifting lifestyle preferences and demographic changes updates to the adopted 2012 Economic Development Plan are proposed:

- Maintain focus on the sectors of Arts & Entertainment, Entrepreneurship Development & Growth Oriented Startups, and Water Industries
- Add three additional areas of focus: retail attraction and retention; workforce development; and "Quality of Place", which is essentially the recognition that there are a variety of aspects of Evanston that are attractive to a broad market

The addition of retail retention and attraction as a focus area helps support the ongoing health and vitality of Evanston’s business district. The retail market is in constant flux and the increasing competition posed by online retailing and the resulting downsizing of the national retail footprint poses unique challenges for Evanston. Staff has already started the tasks of data collection, developing relationships with retail brokers, and initiating proactive outreach to national and regional retailers to gauge their interest in Evanston. Staff is also exploring unique “incubation” models to encourage home based businesses to open in storefronts

The addition of “Quality of Place” to the 2013 update seeks to recognize that there are a number of qualities within Evanston that make it an attractive and compelling place to live, work, and visit. These qualities need to be protected, promoted, and preserved. High on the list of the elements that create “Quality of Place” are social offerings, entertainment venues, openness / welcoming, and aesthetics. While the 2012 plan recognized that the community must support baby boomers and our aging population, this update recommends addressing residents, workers, and visitors of all ages. In an article in January 2013 edition of Governing magazine, a representative from the American Association of Retired Persons (AARP) acknowledges that “most of the features that attract older people to a community are the same ones that draw younger residents.” Age-friendly communities feature “public transportation, different options for housing, lifelong learning opportunities, a robust arts and cultural scene, walkability and urban spaces.” Based on census population data, this trend appears to be playing out
in Evanston – over 50 percent of Evanston’s population is part of the Generation X or Y cohort.

Recognizing Evanston’s socio-economic diversity and multi-generational population, economic development staff will work closely with the City’s Youth and Young Adult Program Manager and workforce development focused non-profits to identify opportunities to support programs aimed at comprehensive training to help individuals of all ages overcome barriers to full participation in the workforce, youth enterprise and entrepreneurship, and self-employment education for career changers. Economic Development staff will explore opportunities to grow Evanston’s economy with quality of place characteristics differentiating it from other Chicago suburbs and Chicago itself.
Supporting Quality of Place

Purpose:
To achieve the City of Evanston’s goal of being the most livable city in the United States, the Economic Development Division, with public and private partners, will encourage initiatives that continue to promote and enhance Evanston’s Quality of Place by:

1. Capitalize on the growing alignment of multi-generational preferences for quality place characteristics including walkability, culture, opportunities to learn, mixed-use, transit, and compactness—appealing to younger urbanites, empty nesters, and aging Baby Boomers—“all age friendly”
2. Promote Evanston’s authentic place characteristics such as lakefront, arts, downtown, restaurants, entertainment, quality housing, architecture, and transit access.
3. Pursuing retailers that appeal to Evanston’s diverse and multi-generational residential population and Evanston workforce population
4. Creating opportunities for unique / independent business growth in Evanston
5. Encouraging growth of health and wellness businesses appealing to Evanstonians
6. Supporting and promoting arts and entertainment venues
7. Embracing Evanston’s socio-economic and racial diversity
8. Encouraging attraction and expansion of entrepreneurship in Evanston by supporting intangibles such as events, lunchtime activities, services, ancillary businesses, retail appealing to company founders and employee base
9. Using evanstonedge.com and social media platforms to show Evanston through visually photos and video.

Work Plan Actions:
1. Survey businesses, employees and residents to identify preferred businesses.
2. Assist merchant groups with event planning and marketing of Evanston as only suburb with unique neighborhood business districts / authentic / historic transit oriented.
3. Support Downtown Evanston, Inc. with events planning.
4. Partner with merchant groups on area plans including Chicago & Main TIF, West Davis Street plan similar to Oak Park “Pleasant District”, others.
5. Lead effort to create a health and wellness business “chamber of commerce”.
6. Create comprehensive listing/clearinghouse on evanstonedge.com for recreation and health and wellness activities (i.e. listing of running, cycling, other recreation/exercise events Recreation (Parks, Cycling, Ice Skating, Community Centers, etc.) Fitness / Yoga / micro-gyms / holistic care.
7. Support innovative food concepts such as shared kitchen, incubators, small markets, small craft food production (coffee roasters, craft beer, small food shops, etc.).
8. Pursue companies focused on youth experiential activities housed in retail spaces such as inflatable play houses, miniature golf, children museum
concepts, games, arts and crafts, etc. Gen X parents currently drive to adjacent suburbs or Chicago for these experiences.
Entrepreneurship Development and Growth Oriented Startups

Purpose
In our effort to help create jobs in Evanston through retention of growth companies and attraction of new companies, Economic Development staff will strive to elevate the status of Evanston as a premier place to launch a business by:
1. Helping identify investors for Evanston-based startups and growing companies
2. Identifying opportunities for new office development or retrofit of existing
3. Supporting events that connect startups and investors to one another
4. Using evanstonedgedge.com and social media platforms to promote Evanston
5. Helping develop a network of ambassadors to promote Evanston
6. Exploring partnership opportunities with Northwestern University

Work Plan Actions:
1. Identify North Shore investors and business services such as accountants, financial services, and lawyers to support Evanston-based startups
2. Assist with the creation of an Evanston Women's Entrepreneurship Group / Program
3. Create business attraction campaign for "serious" entrepreneurs
4. Host regular series of Evanston company founders (CEO's) events with topical focus such as staff recruiting needs, infrastructure needs, etc.
5. Participate in entrepreneurship events such as NU's Global Entrepreneurship Week, Chicago Idea Week, Built in Chicago, and Technori.
6. Identify and develop relationships with Evanston's high growth potential companies including healthcare, technology, and water industries.
7. Recruit development partners to create or retrofit office space

Example Performance Measures

<table>
<thead>
<tr>
<th>Activity</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attract New Startups</td>
<td>• Jobs Created</td>
</tr>
<tr>
<td></td>
<td>• Funds Invested in Startups</td>
</tr>
<tr>
<td></td>
<td>• Square Footage Occupied</td>
</tr>
<tr>
<td>Retain Growth Companies</td>
<td>• Jobs Added</td>
</tr>
<tr>
<td></td>
<td>• Jobs Retained</td>
</tr>
<tr>
<td></td>
<td>• Square Footage Expansion</td>
</tr>
<tr>
<td>Ambassador Program</td>
<td>• # of Visits</td>
</tr>
<tr>
<td></td>
<td>• # of Firms Converted</td>
</tr>
<tr>
<td></td>
<td>• Total dollars invested</td>
</tr>
<tr>
<td>Entrepreneurship Program</td>
<td>• # of Events</td>
</tr>
<tr>
<td></td>
<td>• # of companies attracted to Evanston</td>
</tr>
</tbody>
</table>
Arts & Entertainment

Purpose:
Arts and culture contributes to Evanston’s quality of place for residents and businesses alike. Arts and Entertainment businesses draw visitors, provide creative sector jobs and generate amusement and liquor tax revenue for the City. As a result, Economic Development staff will:

1. Support existing arts and theater organizations while exploring opportunities for new organizations that complement the existing offering.
2. Explore opportunities for additional live performance and other entertainment venues
3. Support the formal development of an Arts/Culture and Entertainment Ambassadorship

Work Plan Actions:
1. Staff and Arts & Entertainment partners will work to identify performance space, supportive arts programming, investors/benefactors, and marketing
2. Conduct a detailed study of opportunities for live performing arts venues through a National Endowment for the Arts (NEA) grant
3. Implement plan for live performing arts venues per NEA study
4. Identify funding to ease the development of new galleries and artist housing
5. Conduct business visits with Arts & Entertainment businesses to share ED vision, offer assistance, and to promote via social media and evanstonedge.com

Example Performance Measures

<table>
<thead>
<tr>
<th>Activity</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performing Arts</td>
<td>• Documented increased revenues</td>
</tr>
<tr>
<td></td>
<td>• Documented increased attendance by new patrons</td>
</tr>
<tr>
<td></td>
<td>• Documented increase in total subscriptions</td>
</tr>
<tr>
<td>Visual Arts Performance Measures</td>
<td>• Documented increase in total available space devoted to artist gallery, teaching visual arts, studio space</td>
</tr>
<tr>
<td>All Arts</td>
<td>• Total number of media impressions / articles that recognize activities in the arts for Evanston.</td>
</tr>
</tbody>
</table>
Retail

Purpose:
Retail formats continue to evolve to smaller footprints as an increasing volume of transactions occur online. To protect their interest, nearby shopping centers reportedly restrict their tenants from expanding within a specific radius. As a result, Evanston’s ability to attract a broad range of national retailers is limited. Therefore Evanston economic development staff will proactively pursue a multifaceted effort to expand the retail sales tax base balancing unique local retail with desired national retailers by:

1. Pursuing national retailers in targeted categories
2. Seeking expansion or relocation of appealing independent retailers from throughout Chicago area
3. Cultivating the expansion of home based retail into vacant storefronts
4. Supporting creation of new retailers through incubation and other means
5. Developing strong relationships with the retail brokerage community

Work Plan Actions:
1. Conduct retail preference survey of residents, employees, employers and students, to identify retail opportunities.
2. Identify and pursue national retailers, regional chains, and Chicago neighborhood businesses seeking to expand or relocate.
3. Design and implement a retail incubation program supporting the creation of storefront spaces for home-based businesses or individuals with ideas but limited capital.
4. Actively pursue favorite out of town shops for potential Evanston expansion
5. Repurpose and rebrand Façade Program as Storefront Improvement Fund to include interior build out in addition to façade.
6. Stay abreast of latest market conditions including creating a list of retail leads, researching typical space needs of desired retailers; identify leakage opportunities through ESRI Business analyst, and monitoring Evanston retail vacancies.
7. Work closely with Bonnie Management to identify tenants for Evanston Plaza.
8. Identify indoor family oriented activities including children’s museum, bowling, inflatable play/bounce house; creative studios (e.g. Make a Messterpiece or Robot City Workshop).
<table>
<thead>
<tr>
<th>Activity</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>National / Regional Retail Pursuit</td>
<td>• New retailers opened/attrached</td>
</tr>
<tr>
<td></td>
<td>• Visits to retailers outside of Evanston</td>
</tr>
<tr>
<td></td>
<td>• National retailers contacted/converted</td>
</tr>
<tr>
<td></td>
<td>Number of targeted home based into a storefront</td>
</tr>
<tr>
<td>Retail Incubator</td>
<td>• Number of new businesses created</td>
</tr>
<tr>
<td></td>
<td>• Number of new jobs created</td>
</tr>
<tr>
<td></td>
<td>• Sales Tax Revenue Generated</td>
</tr>
<tr>
<td>Storefront Improvement Fund (repurposed façade improvement program)</td>
<td>• Total new retailers attracted/expanded</td>
</tr>
<tr>
<td></td>
<td>• New jobs resulting from improvement</td>
</tr>
<tr>
<td></td>
<td>• New retailers attracted as a result of fund</td>
</tr>
<tr>
<td>Survey</td>
<td>• Number of responses</td>
</tr>
<tr>
<td></td>
<td>• Retailers attracted</td>
</tr>
</tbody>
</table>
Workforce Development

Purpose
Recognizing Evanston's socio-economic diversity and multi-generational population, economic development staff will work closely with the City's Youth and Young Adult Program Manager, Deputy City Manager (MWEBE/LEP), and workforce development focused non-profits to identify opportunities to support programs aimed at comprehensive training to help individuals of all ages overcome barriers to full participation in the workforce, youth enterprise and entrepreneurship, and self-employment education for career changers.

Work Plan Actions:

1. Develop a workforce development funding source (e.g. private donors, Economic Development Fund/TIF/grants/ LEP program, etc.) the purpose of which would be to provide training subsidies to Evanston residents for vocation/skill certifications including computer coding, nursing and others.
2. Pursue the expansion of the City of Evanston apprenticeship program for Evanston residents
3. Work with Oakton Community College to provide vocational and certificate training courses at Evanston Township High School, the library, and other appropriate locations.
4. Partner with the Library/Youth Job Center/IL WORK NET/ to create provide additional training programs in the community including opportunities for guided online education.
5. Pursue available State and Federal funding for workforce development training.
7. Expand the Mayor's Summer Youth Employment Program and Youth and Young Adult Career Pathways Program.
8. Explore opportunities to improve the Local Employment Program based on best practices.

Example Program Measure

<table>
<thead>
<tr>
<th>Activity</th>
<th>Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Creation</td>
<td># of participants placed in jobs</td>
</tr>
<tr>
<td></td>
<td># of participants certified/trained</td>
</tr>
<tr>
<td></td>
<td># of new jobs in Evanston</td>
</tr>
<tr>
<td></td>
<td># of participants Mayor’s Summer Youth Employment Program</td>
</tr>
<tr>
<td></td>
<td># of participants completing Career Pathways Program</td>
</tr>
</tbody>
</table>
Evanston Commercial Districts

Legend
○ Transit Station
• Transit Rail Line
* Map not to scale

Central Street
from Gross Point Road to Ridge Avenue, includes Northwestern University Athletic Campus

Noyes & Foster
east of Ridge Avenue to Northwestern University along Noyes and Foster Streets

West Side
west of Green Bay Road to the North Shore Channel, north of Dempster Street, includes the Dr. Hill neighborhood

West End
industrial zone west of Dodge Avenue

West Village
from Dodge Avenue to Asbury Avenue along Dempster Street, north of Main Street, including Evanston Plaza

Southwest
south of Main Street to Howard Street, west of Dodge Avenue

Howard Street
from Dodge Avenue to CTA Howard Station

Downtown
urban area south of Northwestern University from Ridge Avenue to Lake Michigan

Chicago/Dempster
area surrounding intersection of Chicago Avenue and Dempster Street

Main/Chicago
area surrounding intersection of Main Street and Chicago Avenue
Central Street

Located in the northern part of Evanston, Central Street is the longest east-west arterial within Evanston, anchored to the east by North Shore University Health System and stretching west to Gross Pointe Road. Central Street has its own “village” feel and is host to a multitude of small locally-based shops and boutiques specializing in everything from antiques and spices to kids clothing and couture wedding gowns. The walkable stretches of shops make this a destination for residents and visitors.

Northwestern University Athletics is also located on Central Street with Ryan Field prominently positioned to Big Ten sports enthusiasts. Both the CTA Purple Line and the Metra Union Pacific Line have stops on Central Street, making it a convenient place for shoppers, foodies and residents alike.

2013 Objectives and Projects

- **Streetscape improvements on Central Street sidewalks.** Central Street has a strong local retail corridor. A good pedestrian environment is essential to supporting a healthy retail environment. In order to retain and continue to attract these retailers, this infrastructure is essential. *Work Plan Areas of Focus: Quality of Place and Retail.*

- **Support leasing of new retail and restaurant space east of Metra tracks at Central Station Apartment development.** The large tract of land previously occupied by Evanston Theatres created a void that will now be filled by the construction of the new Central Station Apartments. The property will feature ground floor commercial space that can be filled by retail, services, or food services. In 2013 staff will actively work with commercial brokers to fill these spaces with users that are complementary to the existing mix of users of commercial space west of the Metra tracks. *Work Plan Areas of Focus: Quality of Place and Retail.*
Chicago Avenue/Dempster Street

This district is located within steps of the CTA Purple Line Dempster Street Station and just south of downtown Evanston. The district offers a range of retail and culinary destinations as well as a number of neighborhood-serving retail and services. Two major grocery stores and a future store anchor the district as one of Evanston’s food destinations.

2013 Objectives and Projects

- **Development & Support of food-related/culinary businesses in the area.** This area currently has two major grocery stories and is slated to add a third by the end of 2013. Adding destination food businesses will further support the businesses in this area. *Work Plan Areas of Focus: Retail and Quality of Place.*

- **Support Leasing of vacant retail spaces west of the CTA and Metra Tracks.** The crumbling viaducts that bisect Dempster Street have long created a division between the west and east portions of this business district. As a result there are several key vacancies in the western corridor. With the new CTA bridge completed, the “barrier” between the two districts is less severe and with targeted marketing, that area will likely see new tenants. *Work Plan Areas of Focus: Retail*

- **Coordination of Visitors and shoppers to the area.** The introduction of a high-volume destination like Trader Joe’s to the area will generate additional traffic to the area. The City will coordinate with the area grocery stores, the business district, and City staff to ensure the district is successful with the new addition.
Chicago Avenue/Main Street

Main Street is located in southeastern Evanston and centered on the intersection of Main Street and Chicago Avenue. The buildings along Main Street range from some of the oldest in commercial buildings in Evanston to newest in luxury modern apartment living. These buildings house a mix of retail and culinary destinations. The district is well-served by public transportation and has both Metra and CTA stations.

2013 Objectives and Projects

- **Designation of Tax Increment Financing (TIF) District for this area and Adoption of Implementation Plan.** The City is currently in the final stages of consideration of a TIF district for the majority of properties in the Main Street/Chicago Avenue business district. The implementation plan identifies multiple streetscape, sewer/water infrastructure projects, and other district beautification work. The adoption of this plan is a priority for 2013. *Work Plan Areas of Focus: Quality of Place.*

- **Coordination of Neighborhood and Business Advisory Panel for Main/Chicago TIF District.** If adopted, the Main/Chicago Implementation Plan calls for the creation of a group of merchants and residents to provide feedback on proposed TIF District expenditures. *Work Plan Areas of Focus: Quality of Place.*

- **Implementation of Infrastructure Projects in the Main/Chicago TIF District.** If adopted, the Main/Chicago Implementation Plan identifies several major district improvements that will enhance the attractiveness of the district. Included, but not limited to these improvements are: streetscape improvements, street repaving, alley paving, and new lighting. These improvements will support a more vibrant and attractive business district. *Work Plan Areas of Focus: Quality of Place and Retail.*

- **Development of an energy-efficient/green building plan for older buildings.** Many of the commercial buildings in this district are Evanston’s oldest and also offer some of the least energy efficient measures (older windows and doors, inefficient heating and cooling systems). Working with local utility providers and other green stakeholders, the City will develop a financial incentive program for properties within the TIF district. *Work Plan Areas of Focus: Quality of Place.*
Downtown Evanston

Downtown Evanston is a dynamic city center that offers a dynamic day-time population that works in various offices throughout the district as well as a variety of residential options. Combined together, post-modern inspired office towers and contemporary condo buildings dominate the skyline of Downtown Evanston. Within the downtown there are nearly 100 dining options for every taste.

2013 Objectives and Projects

- Coordinate with Downtown Evanston on retention efforts, recruitment of new businesses and marketing initiatives. Downtown Evanston plays a key role in supporting recruitment of new businesses to Evanston and marketing events that draw thousands of visitors to Evanston. *Work Plan Areas of Focus: Quality of Place and Retail.*

- **Leasing of major vacancies 1,500 square feet or greater.** The real estate downturn and the contraction of many national and local retailers have resulted in a number of sizeable ground floor vacancies. Over the course of the year the City will work with brokers, property owners, building managers, and prospective retail tenants to reoccupy these spaces with uses that are complementary to Downtown Evanston. *Work Plan Areas of Focus: Quality of Place and Retail.*

- **Redevelopment of major land vacancies to highest and best use to support day-time population.** The downtown has several large land vacancies that either have plans in process of formation or development. The redevelopment of these properties to support a vibrant day-time population is critical to the ongoing success of Downtown Evanston. *Work Plan Areas of Focus: Quality of Place.*

- **Implementation of NEA Grant and EvanstArts Report.** While the forthcoming EvanstArts report reports on all of Evanston and identifies opportunities throughout the community, the NEA report on performing arts spaces focuses on opportunities in Downtown Evanston. Planning and identifying initial steps for creating viable performing arts space in Evanston is a crucial first step. *Work Plan Areas of Focus: Arts & Entertainment.*

- **Attraction and retention of growth oriented companies for existing and new office space.** Evanston is headquarters to a number of small and medium sized companies who benefit from a vibrant downtown and transit access. The city will continue to identify growth oriented companies for retention, expansion and attraction into office space and work with entrepreneurs to develop support programming and networking opportunities. *Work Plan Areas of Focus: Entrepreneurship Development and Growth Oriented Startups* 

- **Coordinate workforce development opportunities to benefit targeted population.** Businesses are regularly seeking employees to fill vacant positions but some are having difficulties matching the skills of applicants to available positions.
Workforce Development in the area will help fill these voids and decrease the unemployment rate in the City. Pursue Washington National TIF funding as potential source of funding. *Work Plan Areas of Focus: Workforce Development*
Howard Street

Howard Street is a revitalizing mixed-use corridor sharing a municipal boundary with the City of Chicago. Along Howard Street you will find a mix of unique specialty stores, a variety of housing choices, and destination eateries. The district is anchored on the east by the Howard Street CTA station that offers Red, Purple, and Yellow Line service. The district spans west to Ridge Avenue. The corridor is comprised of mixed-use buildings that range from vintage 1920s commercial buildings to a modern high-rise apartment building. Evanston’s Howard Street Business Association is the driving force behind the revitalization of this district and meets monthly to discuss projects, new business activities, and other critical items.

2013 Objectives and Projects

- **Redevelopment of City-Owned Properties on Howard Street.** The City currently owns three properties in this corridor: 623-627 ½ Howard Street (partially vacant one-story retail building) 629-631 Howard Street (multi-story mixed use building housing Ward Eight and two residential units); 727-729 Howard Street (vacant one-story building planned for theatre use. By the end of 2013, plans will be in place for the redevelopment of the properties to their highest and best use. Work Plan Areas of Focus: Supporting Quality of Place and Arts & Entertainment.

- **Support for the Howard Street Business Association.** Since the summer of 2013, the City has provided support and management for the business association along Howard Street. Prior to the summer of 2013, the businesses had never convened a meeting nor had coordinated activities. As new businesses have arrived on Howard Street and more individual businesses have convened to work together to improve the area, the City’s involvement in the management and organization of this group can be reduced. While the City will remain involved in the association, since it owns three commercial buildings and the Police Outpost, the responsibility of month-to-month management will be shifted to the businesses that are part of the association. Work Plan Areas of Focus: Supporting Quality of Place.

- **Convene 2013 Food Truck Festival.** For the past two years the City has coordinated a “food truck festival” at the annual Starlight Concert at Brummel Park. The City will again coordinate this festival that brings hundreds of visitors to the park. Work Plan Areas of Focus: Quality of Place and Arts & Entertainment.
Noyes/Foster

The Noyes-Foster Street business district represents two concentrations of Evanston businesses that sprouted near the CTA Purple Line stations for which the districts are named. The businesses located here offer an eclectic mix of shops and restaurants that serve the residents of both the single-family homes and the Northwestern student body. The City of Evanston’s Noyes Cultural Arts Center anchors Noyes Street and offers a wide range of arts and theatre programs. Next Theatre Company and Piven Theatre Workshop offer award-winning performances and classes for all age groups that are theatrically inclined. The Actors Gymnasium, The Evanston Art Center, and the Evanston Children’s Choir each offer a unique set of programming that rounds out the Noyes Cultural Arts Center programming. The businesses surrounding the Art Center also reflect the eclectic and unique character of this district.

2013 Objectives and Projects

- **Development of business district organization.** The businesses currently located in this district are not organized in a formal association. Several have indicated an interest in stronger organizational coordination to promote the performing arts offerings and connect these groups to the food, retail, and service offerings in the immediately surrounding neighborhood. *Work Plan Areas of Focus: Supporting Quality of Place and Arts & Entertainment*

- **Capital investment in Noyes Cultural Arts Center.** The City’s adopted Capital Improvement Plan identifies a number of improvements necessary to complete at the Noyes Cultural Arts Center to continue to make it a viable space for Arts groups. *Work Plan Areas of Focus: Arts & Entertainment*
Southwest

This part of Evanston encompasses several shopping centers that are home to large format national retailers. Main Street Commons, located south of Main Street includes a Marshalls, Starbucks, Food 4 Less, and Sam’s Club. West on Oakton Street, includes a Home Depot, PetSmart, grocery stores ALDI and GFS Marketplace, as well as Steak n’ Shake. Finally along Howard Street in the Evanston Center shopping district, includes an Office Max, Jewel/Osco, Best Buy and Target.

2013 Objectives and Projects

- **Attract complementary tenants to develop on large tracts of undeveloped land in these districts.** At the Evanston Center, there are currently four outlots that were never developed. The properties were recently listed for sale and several fast casual restaurants have indicated interest in locating at these parcels. On West Oakton, the property behind the new GFS Marketplace has yet to be developed. *Work Plan Areas of Focus: Retail.*

- **Develop a plan for utilization of the former Evanston Recycling Center.** In 2011 and 2012 there were extensive discussions regarding the future of this property. Concepts for redevelopment ranged from an indoor recreation facility to a salt dome. *Work Plan Areas of Focus: Retail.*

- **Coordinate workforce development opportunities to benefit targeted population.** Businesses are regularly seeking employees to fill vacant positions but some are having difficulties matching the skills of applicants to available positions. Workforce Development in the area will help fill these voids and decrease the unemployment rate in the City. Pursue Howard Hartrey TIF funding as potential source of funding. *Work Plan Areas of Focus: Workforce Development*
West Side

Evanston’s West Side is comprised of several commercial areas. Located adjacent to Evanston Township High School is the area of Church Street and Dodge Avenue. This area features several neighborhood businesses and services. The Evanston North Shore Contractor’s Cooperative is under construction at 1817 Church Street. Fatty’s Burgers & More recently opened at 1903 Church Street.

The Dr. Hill neighborhood at Simpson and Green Bay Road features former ice cream factories and other industrial spaces converted to live work offices which now house Brella Productions, a fast growing multimedia production company, smaller independent startups, as well as the Now We’re Cookin’ culinary incubator which is a state of the art facility that offers public food demonstrations and cooking classes.

On the western edge of downtown Evanston is the Emerson Street corridor. Located at the corner of Green Bay Road and Emerson is Hecky’s Barbeque which attracts fans from throughout Chicagoland to the experience their famous barbeque sauce.

2013 Objectives and Projects

- Facilitate creation of a West Side Merchant Group incorporating businesses based at Church & Dodge, Dr. Hill, Green Bay & Emerson, and Emerson/Dodge/Dewey. These commercial areas operate largely independent of each other with fairly limited cohesive activity. Work Plan Areas of Focus: Quality of Place and Retail

- Pursue redevelopment of key properties along Church Street between Dewey and Brown. This corridor is key to West Side development. There are opportunities to create partnerships and make a commercial intersection that draws in residents and visitors from Evanston and surrounding areas. Work Plan Areas of Focus: Tech & Entrepreneurship, Retail and Quality of Place

- Initiate planning process for cultural / heritage trail. This effort could spur on tourism in the area, lead to more commercial activity as visitors follow the trail and bolster community pride. Work Plan Areas of Focus: Quality of Place

- Coordinate workforce development opportunities to benefit targeted population. Pursue West Evanston TIF as potential source of funding. Work Plan Areas of Focus: Workforce Development

- Support expansion of growth businesses in Dr. Hill district. The Dr. Hill district has a number of small successful start-up businesses that are growing and in need of larger space and more employees. Work Plan Areas of Focus: Quality of Place and Tech & Entrepreneurship

- Proactively seek out storefront improvement opportunities. There are a number of existing empty storefronts which could be physically improved and filled with
growing start-up businesses looking for space. Work Plan Areas of Focus: Quality of Place and Retail
West End

Conveniently located one mile west of Downtown Evanston and three miles east of the Edens Expressway (Interstate 94) is Evanston’s West End. Once home to Evanston’s largest employer, the Clayton Mark steel forging company (now site of Evanston Plaza shopping center), today and the area is home to the West End Business Association - a tight network of small to mid-size commercial enterprises, modern manufacturing and technology companies.

2013 Objectives and Projects

- Support innovation and modernization of industrial uses within district. *Work Plan Areas of Focus: Tech & Entrepreneurship and Quality of Place*

- *Directional Signage for West End District*- Use the Wayfinding Signage Program currently being designed by UrbanWorks to assist in directing people in and around the West End business district. Use current district logo to keep the cohesive look of the area. *Work Plan Areas of Focus: Quality of Place*

- Pursue options to leverage TIF and/or economic development fund to support workforce development opportunities in partnership with West End employers and existing workforce development non-profit organizations. *Work Plan Areas of Focus: Workforce Development*
West Village
The West Village, centered at Dodge and Dempster, is distinctly independent and artistic. Florence Avenue is home to a small strip of storefronts that local historians say were once owned by butchers, bakers, and other storekeepers. Also located in this area is the Heartwood Center for Body Mind and Spirit which is a unique holistic health services center committed to providing excellence in care. Anchored by Dominick’s and Dance Center Evanston, the revitalization of Evanston Plaza shopping center is underway.

2013 Objectives and Projects
- Pursue retail tenants for Evanston Plaza in partnership with Bonnie Investment. The 200,000 sq. ft. shopping center is under new ownership after several years of receivership. A renewed focus on filling vacant retail space with desirable retailers and services to drive sales tax revenue and job growth. Work Plan Areas of Focus: Retail

- Support revitalization of Florence Avenue and Greenleaf business district. Work Plan Areas of Focus: Retail / Quality of Place

- Create plan for the Northwest corner of Dempster Street and Dodge Avenue. The now vacant KFC property presents an opportunity to revitalize this corner and upgrade the existing strip of businesses behind it. Work Plan Areas of Focus: Retail
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 Visition Statement,1 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.

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 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.
### MONTHLY RETT REPORT FOR NOVEMBER 2012

**DATE:** December 5, 2012  
**TO:** Mayor and Aldermen  
**FROM:** Rodney Greene, City Clerk  
**SUBJECT:** RETT Report--November 2012

#### Budget 2012 $1,725,000

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November 2012 revenues were reduced to reflect this expenditure: $10 C.C. Recorder of Deeds & $1,510 Refunds  

Monthly average needed to meet budget  $144,000  

FY 2012 Monthly Average  $135,598

45 exemptions @ $100 ea = $4,500; CUMULATIVE $56,100

There were five ( 5 ) $ million sales in November 2012.

11/07/12 -- 1215 Forest $1,787,500; Tax $8,940; Seller: Fisher; Buyer: Barber
11/13/12 -- 1140 Lake Shore Blvd. $1,910,000; Tax $9,550; Seller: Otto Trust; Buyer: Tawani Enterprises
11/14/12 -- 1104 Greenwood $1,365,000 Tax $6,825; Seller: Morrow; Buyer: Leyden
11/19/12 -- 913 Forest $1,650,000; Tax $8,250; Seller: DSSG 5, LLC; Buyer: 913 Forest Ave. LLC
11/20/12 -- 1038 Sheridan $1,315,000; Tax $6,575; Seller: Holman / Speth; Buyer: Mery

NSP2 purchases = $49,900; CUMULATIVE $6,141,515
NSP2 sales = $0; CUMULATIVE $923,800
### MONTHLY RETT REPORT FOR DECEMBER 2012

**DATE:** January 3, 2013  
**TO:** Mayor and Aldermen  
**FROM:** Rodney Greene, City Clerk  

**SUBJECT:** RETT Report--December 2012

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<td>Dec</td>
<td>130,480</td>
<td>57</td>
<td>October</td>
<td>142,161</td>
<td>73</td>
<td>1,326,777</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>November</td>
<td>164,800</td>
<td>84</td>
<td>1,491,577</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>December</td>
<td>143,605</td>
<td>84</td>
<td>1,635,182</td>
</tr>
</tbody>
</table>

December 2012 revenues were reduced to reflect this expenditure: $2,530 Refunds

- Monthly average needed to meet budget $144,000  
- FY 2012 Monthly Average $136,265

- 56 exemptions @ $100 ea = $5,600; CUMULATIVE $61,700

- There were seven (7) $ million sales in December 2012.

  - 12/03/12 -- 548 Sherman-806 Seward $2,226,000; Tax $11,130; Seller: LGR Properties; Buyer: Kahn
  - 12/3/12 -- 1325 Howard. $1,475,000; Tax $7,375; Seller: Mavrakis; Buyer: 1325 Howard Street LLC
  - 12/6/12 -- 938 Edgemere $1,575,000 Tax $7,875; Seller: McClusky; Buyer: Bless
  - 12/10/12 -- 1601 Simpson $1,500,000; Tax $7,500; Seller: 1601 Simpson Corp.; Buyer: Pono Hana LLC
  - 12/11/12 -- 941-949 Chicago $2,380,000; Tax $11,900; Seller: Fenton/Booth; Buyer: Second City Acquisitions
  - 12/14/12 -- 2500 Ridge $5,700,000; Tax $28,500; Seller: COS III Ltd Partnership; Buyer: Northshore Univeristy Healthsystem
  - 12/17/12 -- 1323 Judson $1,125,000; Tax $5,625; Seller: Epstein; Buyer: Hunt

- NSP2 purchases = $195,000; CUMULATIVE $6,336,515
- NSP2 sales = $115,000; CUMULATIVE $1,038,800
This update includes recent events or immediate future events involving projects under formal consideration, public meetings or significant recent permitting or enforcement actions.

### Economic Development – UPCOMING MEETINGS & EVENTS

<table>
<thead>
<tr>
<th>Event</th>
<th>Date/Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Howard Street Business Association</td>
<td>The next Howard Street Business Association will be on January 8, 2013.</td>
</tr>
<tr>
<td>Evanston West Village Business Assoc. (EWVBA)</td>
<td>Next Meeting Date To Be Determined</td>
</tr>
<tr>
<td>WestEnd Business Association</td>
<td>The next meeting will be on January 29, 2013.</td>
</tr>
<tr>
<td>Joint Economic Development Meeting</td>
<td>The Joint Economic Development Meeting is a meeting of representatives from Evanston’s business and merchant groups. The next meeting is scheduled in January.</td>
</tr>
<tr>
<td>Economic Development Committee</td>
<td>The next regularly scheduled meeting of the EDC will be January 23, 2013.</td>
</tr>
</tbody>
</table>

### Economic Development – MEETINGS/ON-GOING ACTIVITIES

| Economic Development Committee            | There was no December EDC meeting. The Committee met on November 28, 2012. The agenda included: Consent Agenda: A. Two Façade Improvement Program requests, one from Chicago’s Home of Chicken & Waffles and the other from Bramer Animal Hospital. The Committee voted unanimously 8-0 to recommend approval of the Bramer Animal Hospital request and voted 5-3 to recommend approval of the Chicken & Waffles request. Items for Consideration: A. 2013 Meeting Dates. The committee voted unanimously 8-0 to approve the 2013 meetings dates and cancel the December 2012 meeting. Items for Discussion: A. Update on City of Evanston Wayfinding Program; B. Update on Economic Development Summit; C. Economic Development Committee Workshop- January 2013 Communications: A. Announcements/Updates from EDC Members; B. Real Estate Transfer Tax Report; C. Monthly Economic Development Communication. |
| Economic Development Summit               | Summary notes from the event are now online at [http://cityofevanston.org/wpms/ed/reports/](http://cityofevanston.org/wpms/ed/reports/). The City has made progress in addressing questions and suggestions brought up doing the event including: launching a new website with new branding for economic development in Evanston; increased work with health and wellness groups, meeting with stakeholders of the Baby Boomer group; working on the Roadmap to the Arts program; engaging Evanston Inventure and RISE to begin an ambassador program to assist in interviewing businesses; and creating a plan which concentrates on attracting more retail development to the City. |
| New Business Openings, Expansion, and/or Relocations – December 2012 | Several new businesses have opened or relocated in Evanston recently, including: Ward Eight Wine Bar (629 Howard Street), Fatty’s Burgers & More (1903 Church Street), Flowers for Dreams (2000 Greenleaf Street), Subway (1939 Central Street #1), The Famous Burrito (843 Dodge Avenue), Gracie’s on the North Shore (1939 Central Street #2), Hevanston Gallery (529 Davis), and Upstairs Café (1826 Central Street), |
## Marketing

The City of Evanston’s new website, www.evanstonedge.com, is designed to showcase Evanston, businesses and its commitment to making Evanston a unique, livable and innovative city on the edge of Chicago, Lake Michigan, and the North Shore. The website was created to highlight Evanston’s cutting edge innovation, creativity and culture. The site will feature timely market data, incentives, demographics and more. Evanston’s Economic Development Division will promote community growth through [www.evanstonedge.com](http://www.evanstonedge.com) in its efforts to help businesses grow the Evanston economy as it strives to create the most livable city in America.

## Evanston-based Business Directory

The most current update of the Local Business Directory lists over 1,000 Evanston-based businesses and is posted on the Economic Development website: [http://www.cityofevanston.org/business/economic-development/](http://www.cityofevanston.org/business/economic-development/). Staff is working on an inventory of existing businesses which will assist in providing a comprehensive update to the directory.

Staff is reviewing the capabilities of the Reference USA database provided by the Evanston Public Library as a potential source for business directory information.

## Larger scale Development Sites and “Prospects” (General – see also some specific examples below)

Staff continues to work with property owners and potential developers of large vacant properties in Evanston to identify potential tenants and uses for these properties and provide assistance for approvals and other City processes. In addition, Staff has been actively working with eight potential “prospects” (i.e. higher profile businesses and/or targeted industries) who are considering locating with the City.

## Technology/Entrepreneurship/Innovation Events

Economic Development staff is planning a technology/startup meet up event with local and regional technologists, founders, and entrepreneurs to help guide the City’s tech/entrepreneur/startup strategy in addition to creating networking opportunities for Evanston-based founders to discuss topical focus areas such as attracting young talent to Evanston or attracting venture capital to Evanston.

## Small Business Assistance

Economic Development staff continues to work with existing businesses, assisting them in pursuing physical upgrades and expansion, facilitating them through the various permitting processes, etc. Staff is also working with several new small businesses ranging from cafes and restaurants to retailers, small office users and entertainment uses. To date, staff is working with over 70 leads for potential new small businesses.

## Façade Improvement Program

Two façade applications were presented to the Economic Development Committee at their November 28, 2012 meeting. Chicago’s Home of Chicken & Waffles (2424 Dempster Street) was recommended to City Council to receive $7,947 in funding assistance for the installation of new wall signage and Bramer Animal Hospital (1021 Davis Street) was recommended to City Council to receive $10,000 in funding assistance for the installation of new windows and doors and brick work. Staff continues to meet and work with other businesses interested in the program.

## Vacancy Rates

Staff has begun monitoring and tracking the vacancy rates throughout the City – this information is updated monthly, and posted on the Economic Development Website. The vacancy rates for the 3rd Quarter are:

- Office = 9.3%;
- Industrial = 1.5%;
- Flex Space = 9.3%;
- Commercial = 7.6%

## Great Merchant Grant Program

Staff continues to work with merchant groups to help facilitate the completion of the projects approved through the Great Merchants Grant Program earlier this year.

### ECONOMIC DEVELOPMENT - KEY POTENTIAL/DEVELOPMENT SITE ACTIVITY REPORT

<table>
<thead>
<tr>
<th>Site Location</th>
<th>Overview of Development Opportunities</th>
<th>Proposed Bldg. Area</th>
<th>Site Area (Approx)</th>
<th>Next Steps</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
</tr>
<tr>
<td>Location</td>
<td>Description</td>
<td>Proposed Use</td>
<td>Size (sq ft)</td>
<td>Notes</td>
</tr>
<tr>
<td>-------------------</td>
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</tr>
<tr>
<td>1817 Church St.</td>
<td>City Council approved a $200,000 construction loan funded from the West Evanston TIF to Evanston North Shore Contractors Cooperative to redevelop 1817 Church Street as a contractor cooperative.</td>
<td>1,000 s.f. addition is proposed to second floor of existing structure</td>
<td>5,764</td>
<td>The Evanston North Shore Contractors Cooperative are in midst of interior demolition and have begun construction of the second floor addition.</td>
</tr>
<tr>
<td>1708-1710 Darrow</td>
<td>City-owned properties – residential structures were demolished late 2011.</td>
<td>N/A - no defined plan yet for redevelopment</td>
<td>5,530</td>
<td>The buildings were demolished late 2011. City staff is considering options for future redevelopment.</td>
</tr>
<tr>
<td>Evanston Plaza</td>
<td>WHI Real Estate Partners LLC and Bonnie Investment Group have formed a partnership to revitalize the center.</td>
<td>N/A - no defined project yet</td>
<td>212,373</td>
<td>Bonnie Management continues to market the plaza to national retailers, services, etc. Staff remains in contact with Bonnie Management on a regular basis.</td>
</tr>
<tr>
<td>Asbury/Oakton</td>
<td>Staff has on-going conversations with property owner regarding potential business prospects that might be well-suited for the site. Property owner is currently not interested in selling the property.</td>
<td>14,000</td>
<td>19,000</td>
<td>Staff continues to have conversations with property owner about potential business prospects.</td>
</tr>
<tr>
<td>Chicago/Main</td>
<td>Staff has worked with developer to create a mixed-use office/retail development.</td>
<td>90,000</td>
<td>30,424</td>
<td>Staff continues to work with the developer to identify potential tenants that could locate in this building. TIF Designation to be considered by City Council in early 2013.</td>
</tr>
<tr>
<td>1801-1805 Church</td>
<td>Vacant former gas station property owned by Daniel Cheifetz</td>
<td>n/a</td>
<td>11,000</td>
<td>City Council approved resolution granting authority to negotiate purchase of property Staff assessing risk of acquiring relative to contamination</td>
</tr>
<tr>
<td>1911-1917 Church Street</td>
<td>Staff is coordinating with the property owner to determine opportunities for potential redevelopment partnership.</td>
<td>N/A - no defined plan yet for redevelopment</td>
<td>15,825</td>
<td>Staff working with a number of organizations for potential redevelopment of the site.</td>
</tr>
<tr>
<td>Address</td>
<td>Details</td>
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<tr>
<td>1901 Dempster (former KFC)</td>
<td>Yum! Brands, the corporate owner of the KFC brand has enlisted a local broker to price and list the property, scheduled for Mid October. The property will have a 20 year deed restriction. Uses restricted include any restaurant that is deemed competitive to other Yum holdings including pizza, Mexican, chicken seafood, and hamburgers, although the latter two are negotiable as Yum is in the process of selling its A&amp;W and Long John Silver brands. Broker indicates no strong interest in the property. Staff will continue to direct potential users of property to YUM broker.</td>
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<tr>
<td>623-627 Howard</td>
<td>The City of Evanston purchased this property in mid-October. The City is currently assessing the condition of the building and making necessary repairs to the property. Staff is working on attracting active businesses to this site. A high-quality food service/sit-down restaurant is the most desired use at this location.</td>
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<tr>
<td>629-631 Howard Street</td>
<td>The City is working with the owners/operators of wine bar/cocktail lounge Ward Eight. This will be a small bar with food to be located on the ground floor of this property. Ward Eight Wine Bar is open and operating! They held a ribbon-cutting event on Tuesday, December 11, 2012.</td>
<td></td>
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<tr>
<td>727-729 Howard Street</td>
<td>City-owned properties located on Howard Street. Staff is currently working with a theatre company to try to relocate to this building on Howard Street. City Lit returned to City Council at the July 25 City Council meeting to provide an update on the relocation efforts and extend the Letter of Understanding between the City and City Lit. Sealed bids for renovation to the space were received between November 1, 2012 and December 4, 2012.</td>
<td></td>
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</tr>
<tr>
<td>Former &quot;Borders&quot; site-Maple</td>
<td>Downtown Evanston is taking the lead as primary contact with the representatives from Arthur Hill regarding refilling this space; Staff is assisting Downtown Evanston in looking for prospects. Northwestern Memorial Hospital has opened clinical offices on the second floor of the former Border’s building. Staff teamed with Downtown Evanston and Arthur Hill, the property manager, to help in their efforts to recruit Julius Meinl coffee house to the first floor space. Staff continues to work with the property manager on pursuit of this and other viable tenants for this space.</td>
<td></td>
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</tr>
<tr>
<td>1211 Chicago Avenue</td>
<td>Trader Joe’s has announced that will locate in a building being developed by Terraco at 1211 Chicago Avenue. Liquor License was approved at the October 8 City Council meeting. Demolition of the existing buildings on the site is underway.</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>1012-14 Church</td>
<td>27 Live - Concert venue, restaurant, lounge and event space planned opening late December/Early January. Staff assisting business owner with city process. No financial assistance has been requested. Façade improvement grant potential in January.</td>
<td></td>
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</tr>
<tr>
<td>2424 Dempster</td>
<td>Business owner planning to open third location of Chicago’s Home of Chicken and Waffles at former Napa Auto Store. City is lending $200,000 for build out of space. First bank and Trust is lending $202,500 for purchase of the property. Buildout nearing completion. Planned opening early January 2013.</td>
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</tr>
<tr>
<td>1890 Maple</td>
<td>The property is owned by Bob King who is proposing demolition of the building and construction of 300+/- rental residential units. Planned development review / zoning in process</td>
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</tbody>
</table>