



WELCOME!

Board Workshop #4 - Economic Development Toolkit
April 15, 2021

TONIGHT'S AGENDA



1	7:05-7:10pm	Welcome, Recap of Board Workshop #3, Timeline
2	7:10-8:30pm	Economic Development Toolkit Facilitation & Participation Tools Scenarios of Use
3	8:35-8:55pm	Review of Spark Sites: Milwaukee Ave, The Glen, & Chase Block Potential Development Factors
4	9:20-9:35pm	Board Discussion, Q&A
5	9:35-9:50pm	Public Comment, Wrap Up & Next Steps

RECAP OF BOARD WORKSHOP #3



MARCH 3, 2021

DISCUSSED HOW STRATEGIC PLANS & ECONOMIC TOOLS WORK

REVIEWED DOWNTOWN SPARK SITES

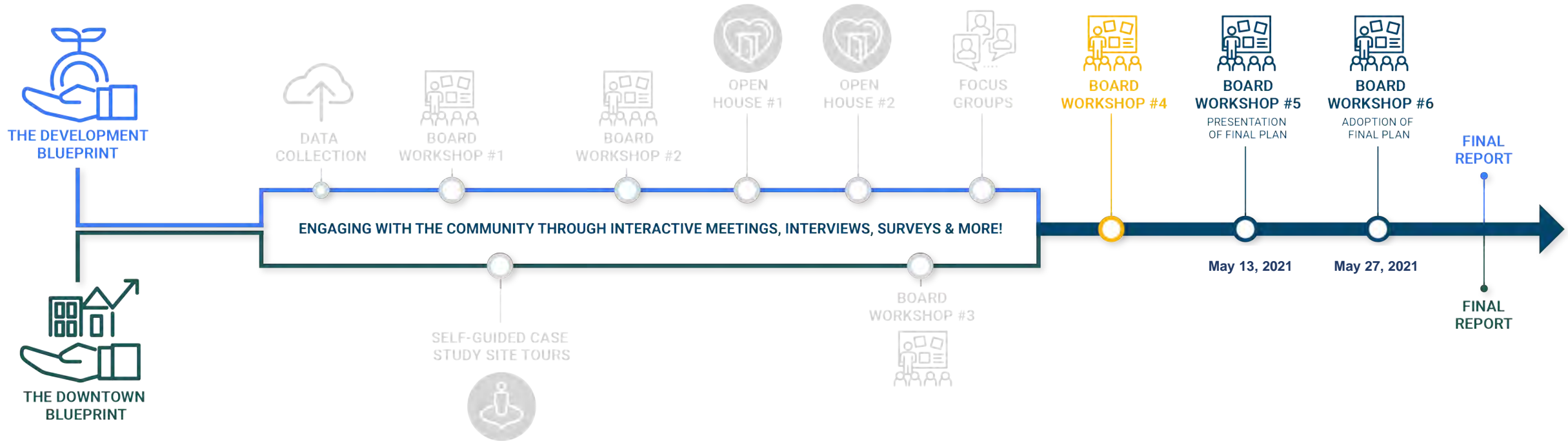
REVIEWED DESIGN ELEMENTS THAT REFLECT COMMUNITY CHARACTER



TONIGHT'S AGENDA



TIMELINE



BLUEPRINT ELEMENTS



- **ARTICULATE OUTCOMES & OBJECTIVES (VISION)**
- **UNDERSTAND THE MARKET**
- **DEFINE THE OPPORTUNITY**
- **RECOGNIZE THE OBSTACLES**
- **REFINE OUTCOMES & OBJECTIVES**
- **PREPARE THE APPROACH**
- **PRIORITIZE EFFORTS**





COMMUNITY OUTREACH BY THE NUMBERS

3 – BOARD WORKSHOPS

Meeting #1 – 70 attendees – With over 300 comments from the community

Meeting #2 – 86 attendees – With over 500 comments from the community

Meeting #3 – 82 attendees – with 2 Small Group Breakout Sessions

2 – OPEN HOUSES - with Small Group Breakout Sessions

Meeting #1 – 96 attendees – with Visual Preference and Zoom Polling

Meeting #2 – 78 attendees – with 6 Small Group Breakout Sessions

Zoom Polling In Board Workshops & Public Meetings

VIRTUAL SITE TOUR – 17 Participants

FOCUS GROUP MEETINGS – 6 Meetings

ONLINE SURVEY – 536 Participants



3 MAIN CATEGORIES OF COMMUNITY OPINION

1. **NO CHANGE** - The segment of the community that likes things as they are and is willing to have them either remain the same or worsen.
2. **MARKET LED DEVELOPMENT** - The segment of the community that want to see changes in the Village and are comfortable with the market determining the types, location, and character of new development with minimal involvement by the Village. **PARTICIPATION MODEL**
3. **COMMUNITY LED DEVELOPMENT** - The segment of the community that want to see changes in the Village but want the Village to lead the way in determining the vision. This required a high level of involvement from the Village. **FACILITATION MODEL**

Most comments fall into these two categories

The Economic Development Toolkit will provide a range of options for both Facilitation and Participation Implementation Scenarios



THE ECONOMIC & COMMUNITY DEVELOPMENT TOOLBOX



COMPONENTS OF THE TOOLBOX



ROLES & RESPONSIBILITIES

- Partner Entities
- Village

RESOURCES

- Projects
- Programs
- Policies
- Practices (Tactics)

PRIORITIES





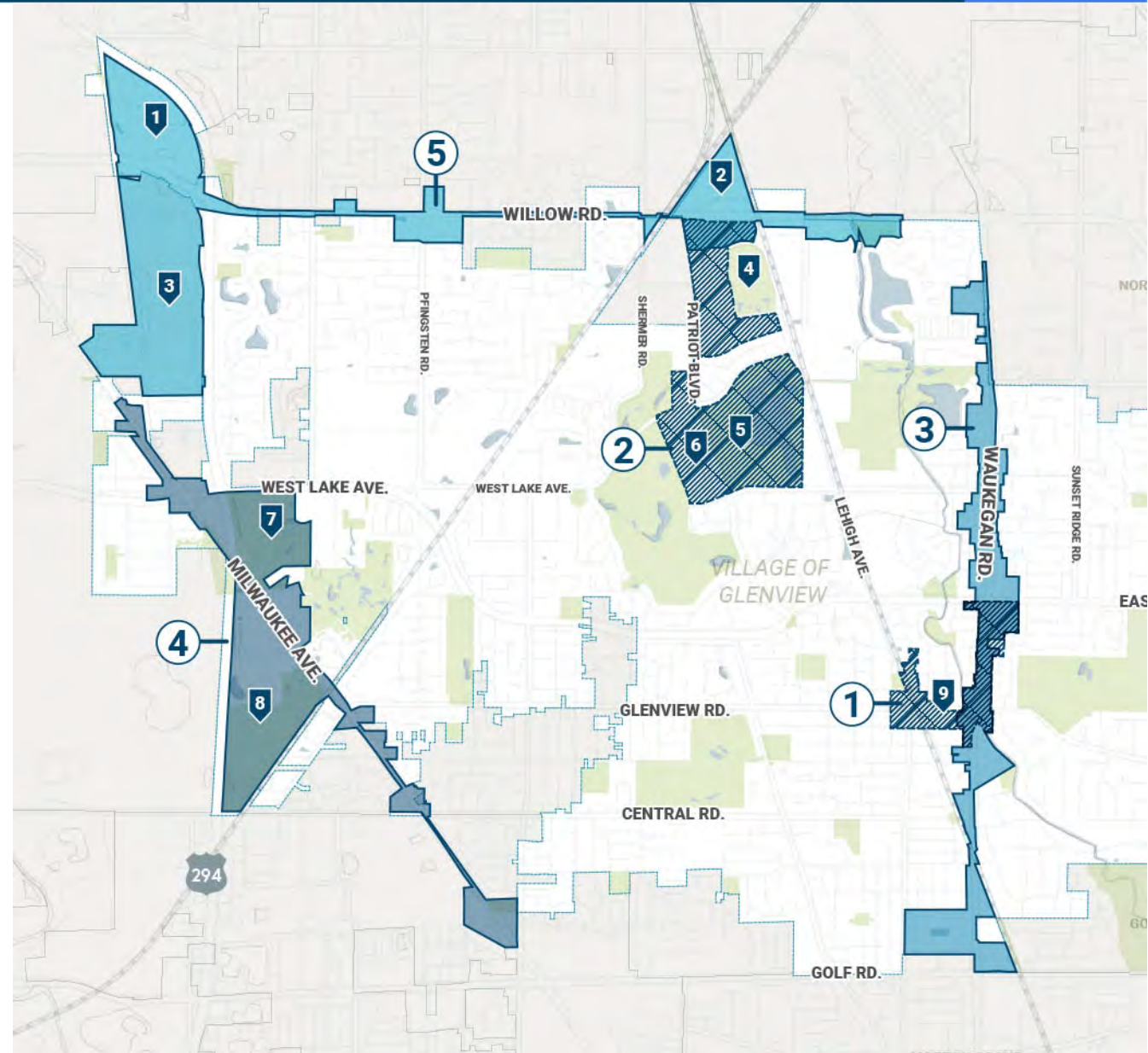
TONIGHT'S DISCUSSION

UNDERSTAND & CONSIDER...

- Range of Partner and Village Roles
- Essential and Prospective Resources
- Desired Village Priorities

WITHIN THESE GEOGRAPHIES...

- Downtown Glenview
- The Glen Town Center
- Commercial Corridors
- Spark Sites & Village-Wide





TRUTHS

- You can control your path, or your outcome, but not both.
- If there is an investment opportunity, but it is not being realized, there are barriers that need to be identified and overcome.
- Barriers to investment fall within one or more of the following categories – market, physical, financial, regulatory, organizational, and administrative.
- Low density in a built environment is financially infeasible.
- Higher standards are required to reset the market, but the associated cost and risk must be shared.
- Regulations are necessary to protect a vision.



NOMENCLATURE NEEDS TO CHANGE

The word “incentive” is defined as: a thing that motivates or encourages one to do something.

The use of the word “incentives” in this context is not appropriate whereas the underlying intimation is that the desired action is possible (or feasible), and only needs to be encouraged. Conversely, what the work completed in the context of this assignment demonstrated was that certain types and forms of development in the various geographies are not feasible, and therefore require “**gap financing**” or some other form of participation to make them so.

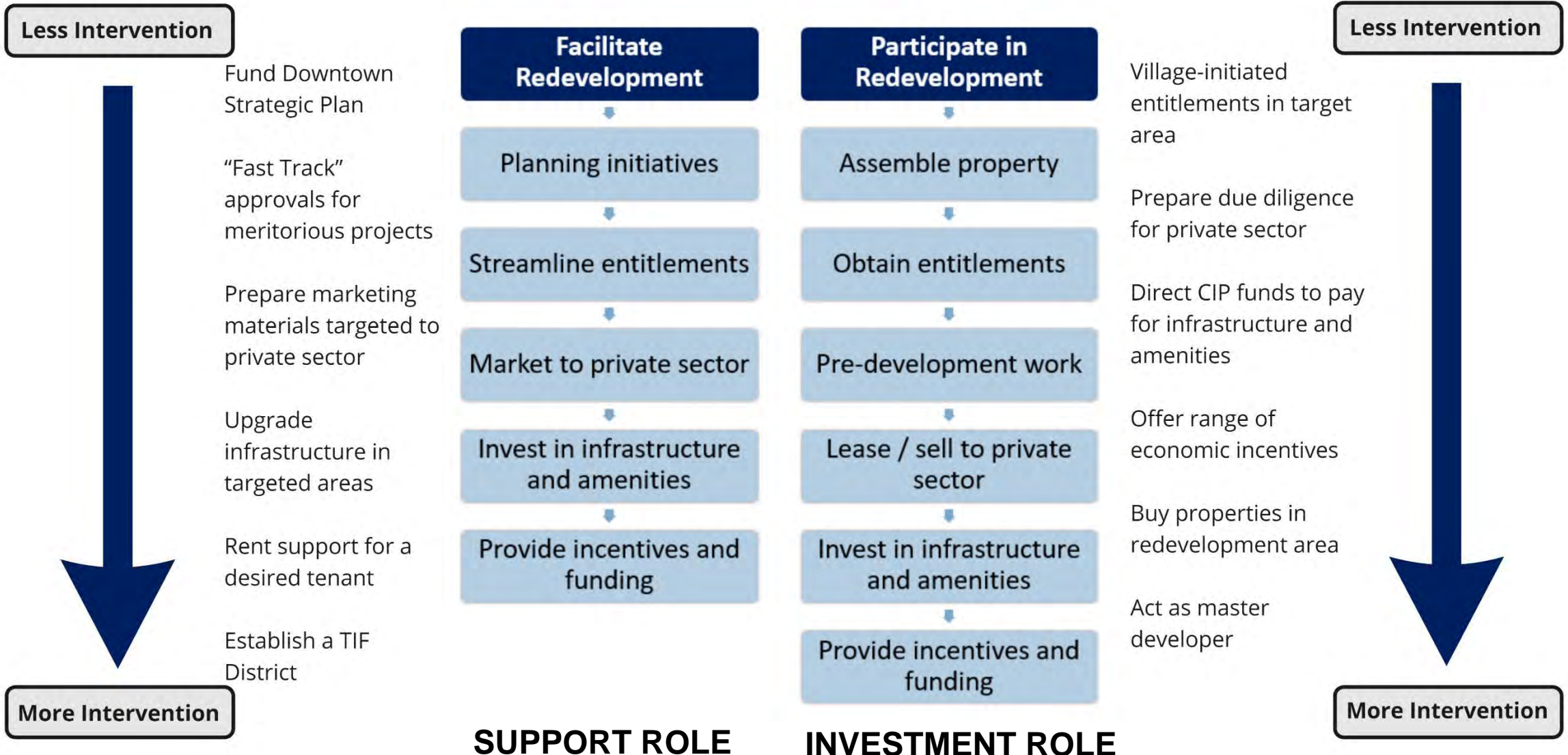


STRATEGIC APPROACH

To Realize Outcomes &
Objectives



ECONOMIC DEVELOPMENT TOOLBOX | RANGE OF PARTICIPATION



ECONOMIC DEVELOPMENT TOOLBOX | ALL GEOGRAPHIES



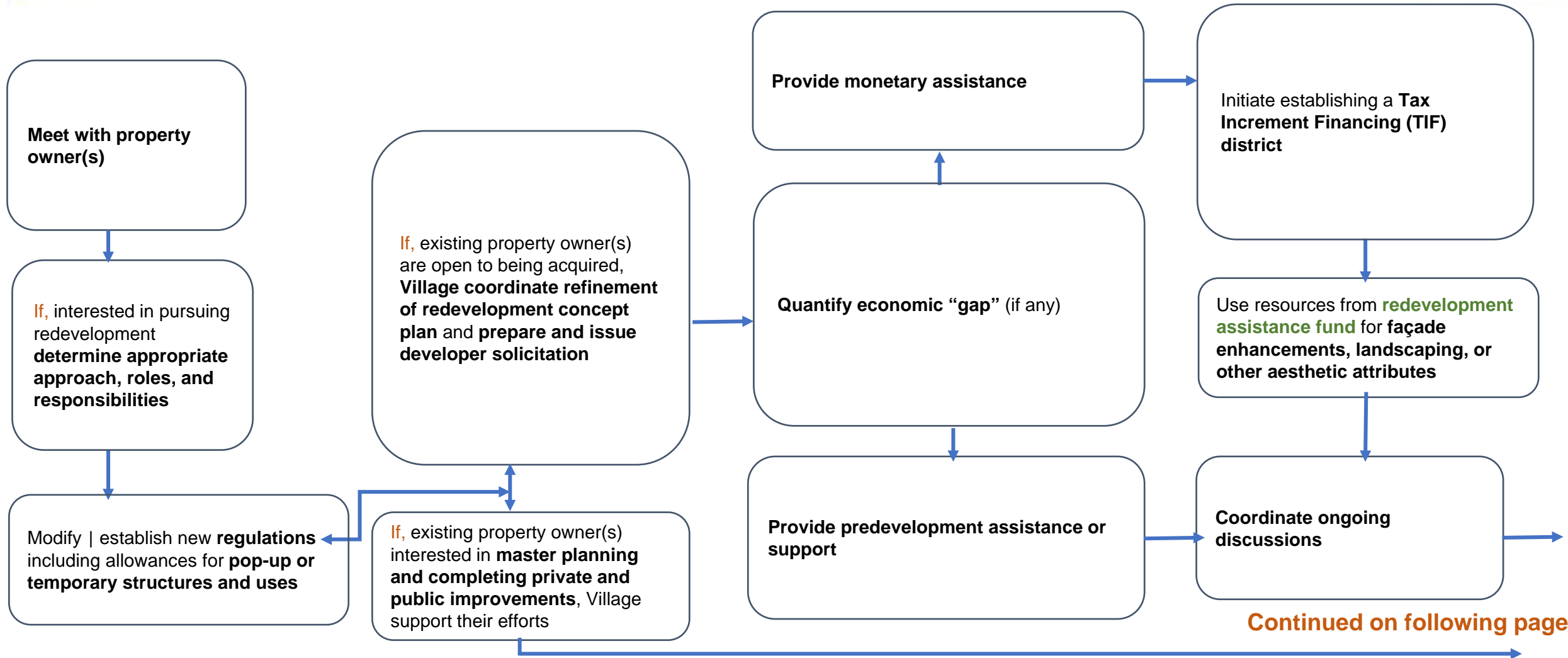
Blueprint Documents Implementation Strategy

Village of Glenview, IL
Draft as of 13 April 2021

- Partnerships
- Capital Investments
- Financial Resources
- Regulations & Standards
- Organizational Programs
- Planning, Policy, & Political Support

	Partnerships	Capital Investments	Financial Resources	Regulations and Standards	Organizational Programs	Planning, Policy and Political Support
Village-Wide Initiatives	Establish a property acquisition program whereby resources are available to acquire, assemble and position strategically located properties in the district for advancement of developments by private entities that are consistent with the identified development concepts.	Inventory infrastructure constraints and other issues, within each of the Districts, and prioritize projects, quantify costs and research financing options.	Establish a practice and / or policy of requiring developers submit a project proforma with a request for financial assistance, illustrating the magnitude of any "gap" due to insufficient revenues and extraordinary expenses along with the city's return on investment for its participation.	Conduct an audit of all regulating resources to identify and mitigate potential obstacles to implementation of catalyzing projects, and amend as necessary to include language tailored to redevelopment projects in established areas.	Work with the advocacy entities to educate existing property owners and commercial brokers about market support for different tenant types and business opportunities.	Support private investment development projects, including those presented in the Blueprint plans, that are consistent with the expressed vision and which serve to "prove up" market support for alternative building forms and product types.
	Memorialize criteria by which properties with potential to support catalyst projects may be screened.	Establish a multi-year Capital Improvement Plan (CIP), with investments in the Districts a priority in the early years.	Assemble a range of mechanisms with a financial benefit to private sector developers, that can be used to "close" economic "gaps" including: property acquisition and sale price write-down, public sector contribution to on-site and off-site improvements, additional and expanded Tax Increment Financing (TIF) areas, sales tax rebates, Opportunity Zone benefits (tax advantages), streamlined entitlement processes, New Market and Historic Tax Credits, and Community Development Block Grant (CDBG) dollars.	Prepare and implement a "complete streets" plan, following design principles defined by the American Planning Association (APA) and employing appropriate modifications based on prevailing conditions within certain geographies.	Host monthly or quarterly luncheons regarding the status of ongoing development projects and public-led efforts to improve the investment climate for private development.	Prepare and adopt a Glenview Incentive Policy, along with criteria for evaluating and identifying meritorious projects, as well as providing some form of participation.
	Use the criteria (referenced above) to identify those properties with favorable attributes relative to their ability to host market-supportable catalyst (or demonstration) projects; acquire, entitle and position each one for investment; consider demolishing obsolete structures or cleaning up brownfield properties; investigate the viability of selling properties at a discounted price, offering a ground lease, or taking a preferred return at a later time to assist with project feasibility.	Promote pedestrian environments in appropriate locations in certain geographies using a range of strategies including minimizing curb cuts, encouraging property assemblages, requiring a consistent building edge, and advancing demonstration projects.	Use these resources (referenced above) to offset the cost of bringing buildings "up to code" or in compliance with adopted building standards.	Develop "pattern books" for established neighborhoods, in and adjacent to commercial areas in an effort to inform investment in shared spaces and home modifications, ensuring they will appropriately accommodate new infill developments potentially including: paired rowhouse, cottage homes, and others, while establishing / maintaining a traditional gridded street format.	Conduct an audit of existing advocacy entities involved in implementation of the Blueprint reports in order to clarify roles and responsibilities and ensure there is neither duplication of efforts or actions left unaddressed.	Continually (annually) recommit to sustained support for recommendations presented in the Glenview Blueprint reports, along with revitalization in general, and do so through ongoing alignment of all policy, regulating and monetary documents.
	Identifying properties within the geographies which may lend themselves to either short-term or interim development or business opportunities.	Ensure that future capital investments are context sensitive, while also serving to demonstrate state-of-the-art solutions for regional infrastructure deficiencies.	Conduct training seminars to inform local and regional development and building groups about available financing mechanisms (i.e., Opportunity Zones, Tax Increment Financing (TIF)), regulatory changes, and market opportunities.	Access political and community support for a Nuisance Property and Abandoned Building Remediation Loan Program.	Implement a Village policy that expresses its ongoing commitment to redevelopment within certain geographies, balanced growth management policies, and strategic partnerships.	

ECONOMIC DEVELOPMENT TOOLBOX | DOWNTOWN – CHASE BANK

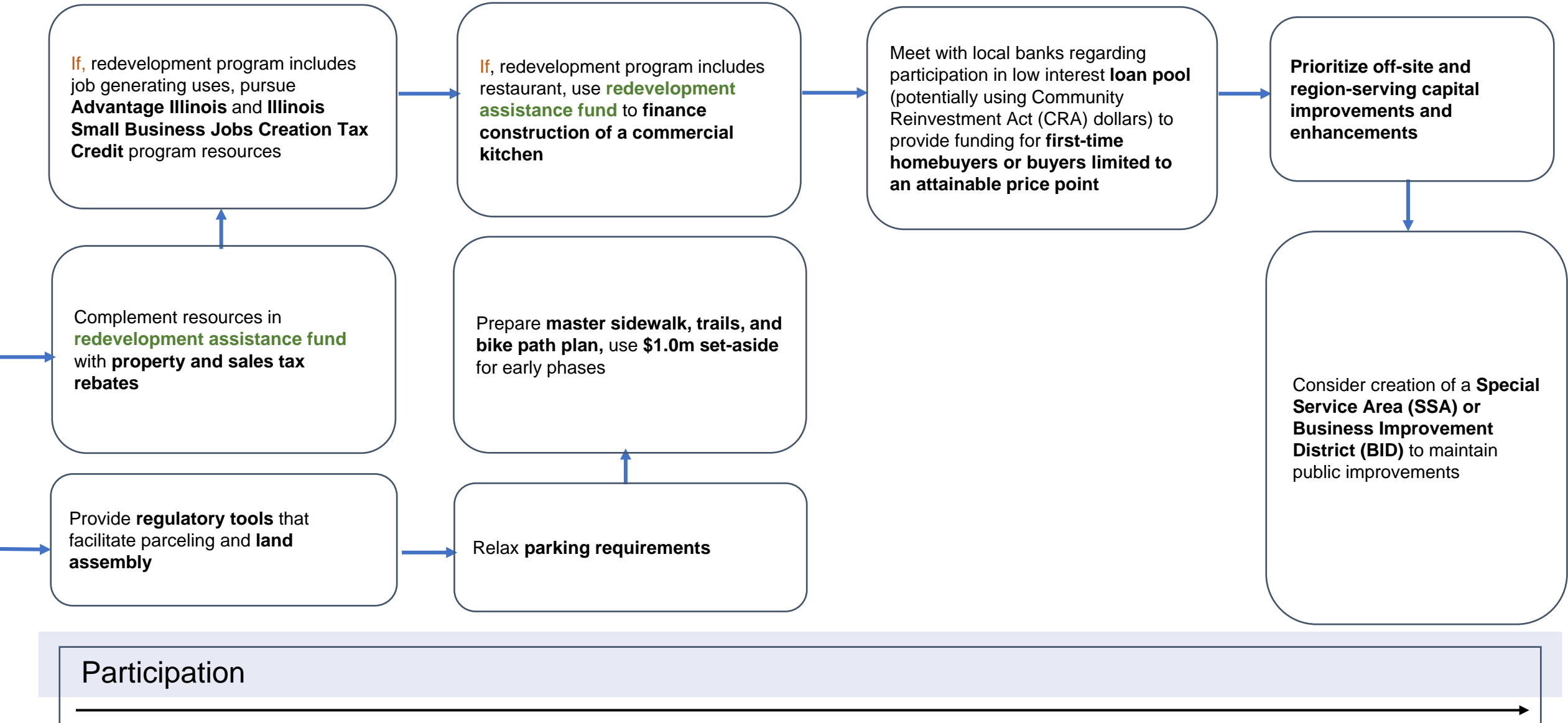


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Facilitation

Participation

ECONOMIC DEVELOPMENT TOOLBOX | DOWNTOWN – CHASE BANK





Regarding redevelopment of properties including Chase Bank site, what level of **VILLAGE FACILITATION** do you feel comfortable with?

On a scale of 1 -5

- Meet with property owner(s)
- Determine role of owners and Village
- Coordinate ongoing discussions
- Support private efforts to refine concept or, coordinate concept refinement
- Quantify economic “gap”
- Provide predevelopment assistance
- Ensure regulatory alignment

1. NO VILLAGE FACILITATION



5. ACTIVE VILLAGE FACILITATION

Decisions should be based on: Community Objectives and Desired Outcomes, Market Realities, Cost of Doing Nothing, Return on Investment



Regarding redevelopment of properties including Chase Bank site, what level of **VILLAGE PARTICIPATION** do you feel comfortable with?

On a scale of 1 -5

- Provide monetary assistance
- Initiate creation of TIF district
- Supplement with funding for facades, etc.
- Pursue state resources to close “gap”
- Consider financing commercial kitchen
- Coordinate creation of loan pool
- Prioritize off-site | region-serving improvements
- Assist with creation of improvement district

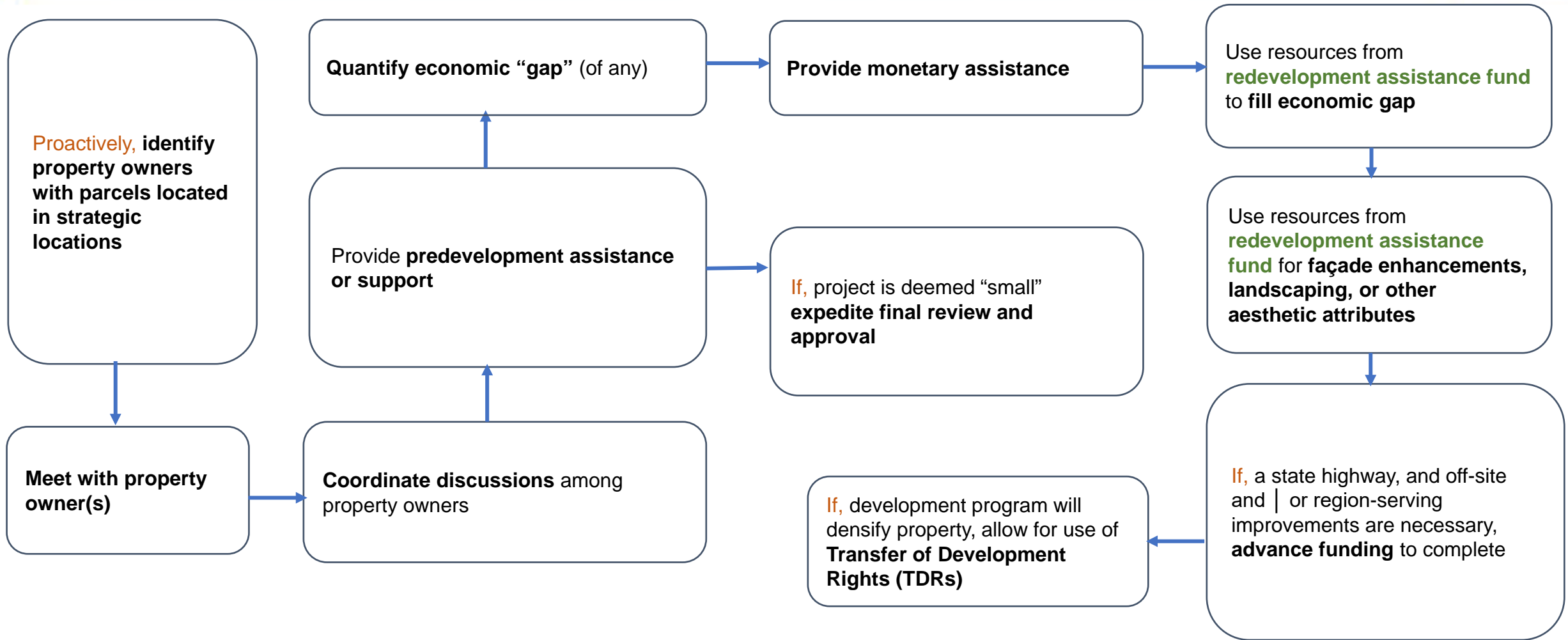
1. **NO VILLAGE PARTICIPATION**



5. **ACTIVE VILLAGE PARTICIPATION**

Decisions should be based on: Community Objectives and Desired Outcomes, Market Realities, Cost of Doing Nothing, Return on Investment

ECONOMIC DEVELOPMENT TOOLKIT | MILWAUKEE AVENUE



Facilitation

Participation

ECONOMIC DEVELOPMENT TOOLKIT | ALL CORRIDORS



Establish a **corridor overlay zone**

Work with Chamber to develop **program to assist existing businesses mitigate disruptions** during redevelopment

Design and implement **branding program**

Locate public offices and related facilities in redevelopment projects

Continually inform members of “delivery system”

Identify locations where to **incorporate multi-modal facilities**

Relax **parking requirements** in locations where opportunities exist for off-site and overflow parking

Modify existing or establish new **regulations** that allow for **pop-up or temporary structures and uses**

Prioritize off-site and region-serving capital improvements and enhancements

Establish regulatory framework that establishes **“go-dark” provisions** including securing escrow dollars for demolition of large format stores after an extended vacancy

Require that any **subdivision of property** be based on an **approved site plan** that ensures joint access, shared parking, visibility, conformity with a master sign plan, and shared management standards

Along corridors that connect multiple jurisdictions, investigate feasibility of a **revenue-sharing district** to share improvement costs and revenues

Provide **regulatory tools** that facilitate parceling and **land assembly** while addressing frequency of curb cuts, minimum parcel size, roadway and alley vacations

Facilitation

Participation





Within commercial corridors where you feel changes are needed, what level of **VILLAGE FACILITATION** do you feel comfortable with?

- Identify property owners with strategic holdings
- Meet with property owner(s)
- Coordinate discussions
- Provide predevelopment assistance
- Quantify economic “gap”
- If project deemed small, expedite review
- Ensure supportive regulations
- Encourage use of tactics with monetary impact that do not require capital
- Partner with Chamber to establish business support programs

On a scale of 1 -5

1. NO VILLAGE FACILITATION



5. ACTIVE VILLAGE FACILITATION

Decisions should be based on: Community Objectives and Desired Outcomes, Market Realities, Cost of Doing Nothing, Return on Investment



Within commercial corridors where you feel changes are needed, what level of **VILLAGE PARTICIPATION** do you feel comfortable with?

On a scale of 1 -5

- Provide monetary assistance
- Use multiple sources to finance facades and other enhancements
- If state highway, consider advancing funding for improvements
- Coordinate creation of loan pool
- Complete off-site improvements
- Negotiate revenue-sharing district
- Adopt “go-dark” provisions

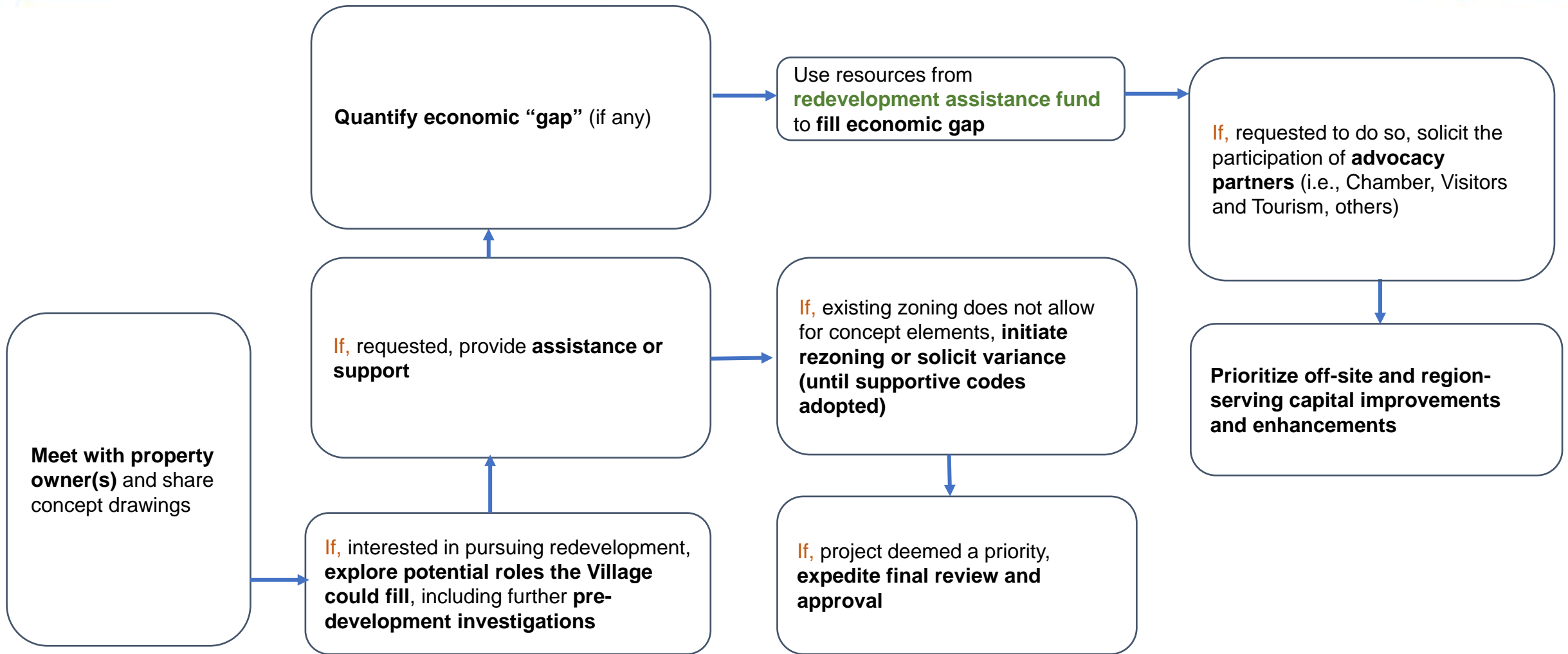
1. **NO VILLAGE PARTICIPATION**



5. **ACTIVE VILLAGE PARTICIPATION**

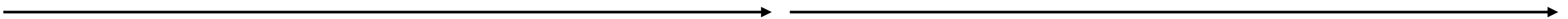
Decisions should be based on: Community Objectives and Desired Outcomes, Market Realities, Cost of Doing Nothing, Return on Investment

ECONOMIC DEVELOPMENT TOOLKIT | THE GLEN



Facilitation

Participation





Within The Glen where change is inevitable, what level of **VILLAGE FACILITATION** do you feel comfortable with?

On a scale of 1 -5

- Meet with property owner(s)
- Determine role of owners and Village
- Provide redevelopment assistance
- Quantify economic “gap”
- Ensure supportive regulations
- If project deemed priority, expedite review
- Solicit support of advocacy partners

1. NO VILLAGE FACILITATION



5. ACTIVE VILLAGE FACILITATION

Decisions should be based on: Community Objectives and Desired Outcomes, Market Realities, Cost of Doing Nothing, Return on Investment



Within The Glen where change is inevitable, what level of **VILLAGE PARTICIPATION** do you feel comfortable with?

On a scale of 1 -5

1. NO VILLAGE PARTICIPATION



5. ACTIVE VILLAGE PARTICIPATION

- Provide monetary assistance
- Use multiple sources to finance improvements
- Prioritize off-site and regional-serving improvements

Decisions should be based on: Community Objectives and Desired Outcomes, Market Realities, Cost of Doing Nothing, Return on Investment