

Village of Itasca Downtown Strategic Action Plan

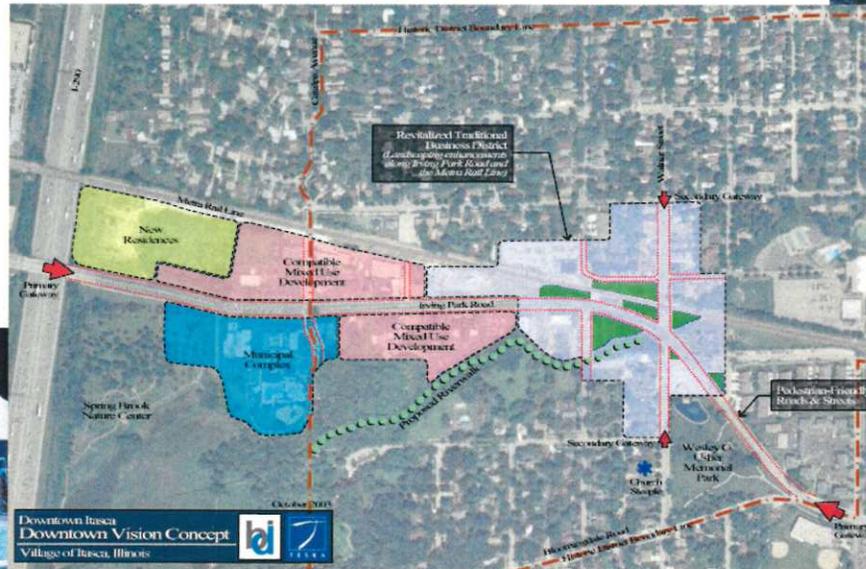


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Introduction

The Village of Itasca is located just west of Chicago's O'Hare Airport and is surrounded by the communities of Bensenville, Elk Grove Village, Roselle, Bloomingdale, Addison and Wood Dale. All have exhibited substantial residential growth and retail development has followed a similar trend. In addition, some of these communities have also demonstrated growth in office/commercial space and in light industrial space. The density in this region indicates that future planning for development in Itasca will be strategic in nature to take advantage of regional location, transportation and density while making use of limited land.

As the Village plans for its future, it is clear that increased revenue through economic development is very important in order to maintain and enhance the quality of life expected, in a manner that does not unreasonably burden existing taxpayers. While opportunities for development will exist, the Village is focused on maximizing the development potential such that it contributes to the goals and objectives of its citizens. A key focus of this planning is the downtown in Itasca. In addition to being the center of government and community activity and a retail commercial center for many businesses, the downtown, like all downtowns, represents the "perceptual engine"--the sense of place--which helps provide the positive identity to the community and its residents.

Accordingly, during the latter part of 2003 and early in 2004, the Village initiated a significant planning effort to set the roadmap for the future of its downtown: the development of a Downtown Strategic Action Plan. The Downtown Strategic Action Plan will be incorporated into the Comprehensive Plan which was adopted in 1994 and which the Village is considering updating in the near future. Business Districts, Inc. (BDI) and Teska Associates, Inc. (TAI) were engaged by the Village to develop the downtown plan. BDI and TAI have worked together on multiple projects similar to the Itasca downtown plan and their emphasis is on pragmatic, market-based strategic plans with realistic action plans that the Village can pursue in implementing the strategy.

Action Plans have several important purposes. They outline when, how and by whom the activities related to implementing a vision or achieving a goal are to be carried out. In addition, action plans should:

- Weave the elements of a strategy into a united, cohesive entity
- Act as a road map
- Stimulate thinking and make better use of resources
- Inform new participants in the plan of their role
- Assist management in their control and monitoring functions
- Provide a document that can be approved, rejected or modified

To accomplish these purposes, an action plan builds on the strengths and weaknesses of the existing neighborhoods and commercial base, uses the available physical resources and support systems, fits retailing trends and recognizes development opportunities. These are the tangible and intangible aspects of the area that define it for the community.

Every plan benefits from a structure that organizes the effort into goals, objectives and action steps. A goal defines where the effort is heading. An objective defines strategies that will be necessary to achieve the goal and action steps outline specific procedures for meeting each objective.

The goal of this Downtown Strategic Action Plan is:

The creation of a strategic plan for the downtown which maximizes Itasca's image as an upscale community that values good design and quality open space while servicing a target market made up of the residents of Itasca and other citizens and employees within a five minute drive time.

Although this goal addresses the purposes of this study, it is only part of the total economic development picture. The study points out the opportunities and economic purpose of related residential development. The entire strategic planning effort is sensitive to the historic buildings within the downtown, the strong interest in design and appearance, the opportunities associated with the train station, the parking requirements and the overall interest in the development of a pedestrian friendly mix of uses.

This plan's success hinges on ease of implementation. To that end, Business Districts, Inc. and Teska Associates have focused this Action Plan on providing these elements, the keys to effective implementation:

- A base of facts and valid assumptions
- Participation from all constituencies
- Measurable, achievable goals
- Feasible, specific and complete action steps
- Provision for regular review and adjustment of the action plan

The pages that follow briefly examine the market conditions and participation in the planning process by constituencies. The majority of this document provides detailed information on tactics designed to achieve this goal.

The Action Plan outlines a very aggressive plan for 18 months; only a modest amount of funding will be required in order to finance the initial effort. Also, the study-related interview process indicated a strong citizen interest in participation in the process going forward. The potential appears to be significant. However, all constituencies must realize that the implementation of the Action Plan is the first step on a thoughtful journey that should last five-ten years under the current strategy. While five-ten years may seem far off in the horizon, it is extremely important that the Village begin immediately as the assets of Itasca will continue to draw developer and tenant interest and the competition in the surrounding areas is very active. Itasca must not miss opportunities which will be available in the near term.

The elements of the Situation Audit were reviewed with consensus at a public meeting held September 27, 2003 and a second meeting held October 14, 2003 and the Strategic Action Plan was reviewed with consensus at a public meeting held November 8, 2003.

Situation Audit

PHYSICAL AND LAND PLANNING BACKGROUND AND SUMMARY

INTRODUCTION

Itasca emerged in the 19th century as a serene “New England” style rural village surrounded by farmland and located on the Chicago, Milwaukee & St. Paul Railroad. It was characterized by a small, convenience-oriented business district, a tributary of Salt Creek (Spring Brook), a village green (Usher Park), and a prominent church and steeple overlooking the village green. It was incorporated in 1890.

It’s residential growth occurred largely after World War II, and its 2000 population approximates 8,200 persons. Of particular note is that the residential community measures about 1 1/4 mile by 1 1/4 mile square, meaning that, even today, virtually every home in Itasca is within walking distance of downtown and the Metra commuter rail station.

On the other hand, Itasca has annexed substantial lands west, north and east of the residential community, these lands having been developed for commercial and industrial uses, and for the Itasca Country Club with its clubhouse adjacent to downtown. The unincorporated area directly south is now a DuPage County Forest Preserve (Songbird Slough).

The historic downtown is small in scale, located north of Irving Park Road in the vicinity of Walnut Street, plus the Village Hall and village green (Usher Park) south of Irving Park Road. In recent decades, however, commercial development has occurred along Irving Park Road west of downtown, as far as Rohlwing Road, and the I-290 Expressway has been constructed near the midpoint of this corridor.

The Village Board has determined that it may be appropriate to expand the vision of downtown Itasca to include not only the historic district along Walnut Street, but also the Irving Park Road corridor east of I-290. The study area includes the commercial areas north and south of the railroad tracks from Elm Street on the east to I-290 on the west, and the immediate vicinity of residential and public properties. The challenge is to explore the possibilities, feasibility, and means by which this entire area can become more functionally and visually unified to achieve the desired character of a viable downtown in harmony with the “sense of community” shared by the citizens of Itasca.

BACKGROUND

During the decades of the 50s, 60s, and 70s, as population was increasing; the historic business district along Walnut Street was aging physically and had no room for new businesses to grow in response to economic trends. That growth occurred along Irving Park Road and took on the auto-oriented, suburban characteristics of the “new age”. More distant competing shopping centers emerged, only to attract spendable income that had previously stayed in the village.

In the early 1980s, the Board of Trustees realized revitalization of downtown was essential to the unique character of the village, and in 1985 it established the Itasca Historical Commission and mapped a designated Historic District. The Commission’s goal was “to provide a plan of action for restoring the original downtown area and fostering its quaint, turn-of-the-century character”. Much of what we see today was accomplished pursuant to this plan in time to celebrate the village’s centennial in July, 1990 – building development, facade restoration, new curbs and gutters, street lights, benches and trash receptacles, relocation of over-head electric utility lines, streetscaping and landscaping improvements. New business development occurred on the west side of Walnut Street which strengthened the vitality of downtown, but did not replicate the historic appearance and pedestrian character of the east side of the street.

In 1994 the Board of Trustees adopted a new Comprehensive Plan, which recommended the following goals for the downtown:

- Economic vitality
- Good accessibility
- Improved internal circulation
- Expanded parking
- Compactness
- Improved appearance
- Zoning amendments

The 1994 Plan updated the Town Center Concept proposal adopted in the previous 1977 General Development Plan for Itasca. That 1977 Plan first introduced the concept of the Town Center extending to I-290. The 1994 Plan challenged that concept and focused once again on the historic downtown, although it also incorporated many recommendations that would make the Irving Park Road commercial corridor more compatible with downtown, such as pedestrian amenities on both sides of the arterial street.

Currently, the historic downtown is predominantly zoned B-2 Community Business, with parcels along Center Street being zoned B-1 Local Business and properties along Maple and Elm Streets being zoned R-3 General Residence. Properties on the north side of Irving Park Road are zoned B-3 Service Business and properties on the south side of the arterial are predominantly zoned B-2

Community Business with some B-3 Service Business. As recommended in the 1994 Plan, these zoning districts merit further review and amendment.

Since 1994 the Metra commuter rail station has been substantially improved, with expanded parking and a very appealing landscaped open space on Walnut Street at Orchard Street. Metra also owns one additional property west of its new parking lot (yet to be opened) on Irving Park Road. The ultimate use of this is yet to be determined.

During the past decade the community has developed and continues to develop a major civic complex on the south side of Irving Park Road at and adjacent to the Spring Brook Nature Center. It includes a new Fire Protection District station, a new Public Library, a Water Park, and a Historical Museum – adjacent to which the Village owns another parcel, formerly a medical office building. The major municipal decision of 2002 was to relocate the Village Hall from its present site on Walnut Street to a site in the Spring Brook Nature Center. It is now under construction. Most, if not all, of the public facilities located in this civic complex are those, which are traditionally located downtown or on the edge of downtown. This very significant trend in public policy strongly suggests that the ultimate vision of downtown Itasca more closely resembles that of the 1977 General Development Plan than of the 1994 Plan.

Other significant projects are currently being considered, i.e. a riverwalk on the north side of Spring Brook from Maple avenue to the Nature Center, and on the south side of Spring Brook from Maple Avenue to Walnut Street, the disposition of the existing Village Hall for private adaptive reuse (putting it back on the property tax rolls), a public parking lot with access for Center Street, and the widening of Irving Park Road by the Illinois Department of Transportation. The design of this widening project is being negotiated by the Village and IDOT and has been influenced by the 2003 construction of a new Starbucks coffee shop adjacent to Usher Park.

Clearly, the planning and development of downtown Itasca have evolved and continue to evolve over the years.

ACCESS, CIRCULATION AND PARKING

Itasca is a transit-oriented community and its downtown is a beneficiary. The Metra commuter rail station is located in the midst of the study area west of Walnut Street within walking distance of most homes in the village and with even closer proximity to all of the downtown study area. There is an ample supply of commuter parking now that facilities have been expanded. Pace Bus Routes 615 and 616 also converge on the downtown and the Metra station, providing connections for residents and employees of nearby employment centers.

Regional highway accessibility to downtown is circuitous, with access from I-290 (which passes the west edge of the study area) being only via Thorndale Road on the north and Route 83 on the east, and access from I-355 being only from Lake Street and Route 53 on the south. Primary vehicular access is provided by Irving Park Road which connects the study area with major employment areas on the west and east side of the village. From Thorndale Avenue access is via Arlington Heights Road, which, although improved, has no wayfinding signage to downtown. From the Nordic Hills Golf Resort and Conference Center access is via

Bloomington Road, which also lacks wayfinding signage. Access from within the residential community is adequate, with railroad crossings at Walnut Street and Catalpa Avenue, although trains interrupt such access occasionally.

The Illinois Department of Transportation has proposed widening Irving Park Road to three lanes east of Walnut Street and five lanes west of Walnut Street. Despite the importance of providing additional capacity for through traffic on this STH 19, the ultimate design of these roadway improvements must respect the unique character of Itasca, its expanded downtown, and the pedestrian environment.

Parking for individual land uses along Irving Park Road is required by the Zoning Ordinance and is provided on each site. There are no significant shortages. However, the character of parking varies, from unlandscaped parking in front of certain buildings to exceptionally well landscaped parking to the rear of buildings, e.g. the Itasca Bank & Trust. Curb cuts are numerous.

Parking in the historic portion of downtown has been a perceived problem in the past. Once the new Metra commuter parking lot is opened on Irving Park Road, some commuter parking in the historic core may become available for short-term customer and visitor (even employee) use. Furthermore, the village is considering the possibility of developing a public parking lot on a mid-block parcel fronting on Center Street between Walnut Street and Maple Street. This possibility should be addressed in the context of a parking system serving the entire block. For example, recent real estate developments on the west side of Walnut Street provide their own on-site parking with access from Walnut Street, but at the expense of a more friendly pedestrian environment. A new public parking facility might permit the relocation of some or all of this parking and permit the expansion of commercial buildings to better address Walnut Street.

Pedestrian and bicycle access to downtown is generally good from most residential neighborhoods, except for the difficulty of crossing Irving Park Road and the railroad tracks and the continuity of adequate sidewalks on the north side of Irving Park Road. The proposed Riverwalk would be an attractive addition to the pedestrian system. Additional attention should be given to bicycle access and circulation.

CURRENT BUSINESS USES

There are over (100) businesses located in the study area. They are quite varied, including retail, service and office businesses generally oriented to the local market. The two largest businesses are the Itasca Bank & Trust and the LaSalle Bank, both located on Irving Park Road. Retail businesses especially are of the convenience type. There are no department stores, big box retailers, or even a supermarket, drug store, or hardware store. There are several medical, dental, real estate and law offices. Other businesses include an auto body and repair facility and a lawn and snow facility. Several eating-places exist, including the Brite Spot, Three Guys Pizzeria, Cucina Casale, and the Walnut Street Deli – to be supplemented by the new Starbucks.

Attention should be given to enhancing this mix of businesses and the synergy between them. This translates into a more proactive approach involving business attraction, clustering of mutually supporting businesses, locating development sites, appropriate zoning, and complementary infrastructure. The disposition of the existing Village Hall can play a strategic role in this process.

LAND USE AND CHARACTER

The 1977 General Development Plan and the 1994 Comprehensive Plan both recommended enhancing the economic vitality of downtown with more land uses uniquely appropriate to that central location, including civic, business and multi-family residential uses. In today's world, eating places, entertainment, specialty retailers, and residences above businesses are playing a key role in downtown revitalization. All of these operate best in and contribute to a pedestrian friendly environment.

Conversely, it is also important to encourage the relocation of those land uses that are not appropriate to a downtown or pedestrian friendly location, and to free up their sites and/or their buildings for new, more desirable uses. This is no different from upgrading the tenancy of a shopping center over time in response to customer preferences.

Potential development sites are few in the historic downtown. In fact, new residential developments on Elm Street and Maple Street have reduced the opportunities for more commercial buildings. Here the focus will need to be on carefully filling the voids along Walnut Street and the sensitive expansion or adaptive reuse of existing buildings. In the northeast corner of Irving Park Road and Walnut Street, the enhancement of existing uses is appropriate. In effect, these areas, including the Metra station, will act as the eastern anchor of the expanded downtown. The western anchor will be the new civic complex emerging north and east of the Nature Center.

Major opportunities will arise across the street from and between these anchors, including the adaptive reuse of the existing Village Hall and the development of the vacant site west of the LaSalle Bank building. Existing land uses between Irving Park Road and the railroad tracks are varied and in some cases obsolete in comparison to today's market standards. They are perpetuated in part by the B-3 zoning, which covers this area. Properties on the south side of Irving Park Road, particularly those zoned B-2, exhibit less diversity and are significantly influenced by proximity to Spring Brook and by the high quality of Itasca Bank & Trust properties.

Important steps have been taken in the past 15 years to enhance the character of the historic downtown and the Irving Park Road corridor. These must continue. Site and building design standards should be upgraded and public infrastructure should be enhanced. Some properties along Irving Park Road lack public sidewalks. Existing and new parking lots adjacent to Irving Park Road need landscaping adjacent to the sidewalk. Curb cuts should be coordinated and reduced in number. Historic light fixtures, which exist on the south side of the right-of-way, need to be added to the north side. Although the Irving Park Road corridor need not exhibit the same "turn-of-the-century" (1900) character as the historic downtown, it needs to exhibit compatible "turn-of-the-century" (2000) characteristics which reflect the unique high quality and "sense of community" desired by residents.

Insert Downtown Itasca Situation Audit Illustration

Insert Downtown Itasca Vision Concept Illustration

Market Analysis

This market study examines important retail development trends and the underlying buying potential of Itasca's downtown. The physical analysis examines physical appearance, parking and redevelopment opportunities which will be a key part of pursuing the market opportunities.

STUDY AREA

The study area for the Downtown Strategic Action Plan is defined as the commercial, residential and public space in the area generally within Center Street on the north, Bloomingdale/Irving Park on the east, Bloomingdale on the south and I 290 on the west. The intersection of Irving Park and Walnut represents the center point of the core commercial area. A map of the study area is enclosed and in the power point presentation given to the community.



Downtown
Itasca

Study Area

CORE DEVELOPMENT CONCEPTS

The Market Analysis is a review of all the factors which impact the business districts ability to successfully compete in the marketplace at present and in the future. Core concepts which drive successful contemporary retailing are as follows:

- Retail follows residential. Successful retailing requires an adequate number of residential customers in the proximate market area. Traffic counts, people who drive from longer distance to visit highly desirable retail outlets and customers from proximate businesses add to the required core residential market.
- Clustering makes “have and have-not” retail businesses. Business proximate to one another provide an opportunity for customers to make multiple shopping stops on each visit. Time and convenience are very important to customer retail selections.
- Access is key. Retailers require a location which is convenient, visible, with adequate parking and traffic counts which regularly introduce the business to new customers.
- Development is tenant driven. Developers are not going to build new retail outlets or significantly remodel older buildings based upon speculation as to potential new tenants. Developer capital investment and bank financing will be contingent upon identified tenants who can generate rent which supports the development and ongoing management costs.
- Successful development in the current environment involves public/ private partnerships. To compete with “greenfield” development on the outer regions of the community, municipalities frequently must be involved in the development process to address the higher costs associated with land acquisition, demolition, environmental issues and difficult site configuration. The functional and financial role of the municipality is often important to securing bank financing and an adequate return to the developer. The municipality must underwrite its involvement in the same conservative manner as the developer and the bank.

SHOPPING BEHAVIOR

Customer shopping behavior is based upon travel times, the goods and services they need at any particular time and the convenience associated with purchasing these goods and services. The enclosed chart outlines the various categories of shopping behavior. Based upon its size, function, and other competition, downtown Itasca is positioned as a convenience center and future strategic initiatives will be oriented to strengthening this position.

Travel Time	Shopping Frequency	Site Size	Tenants	Itasca Example
5 minutes	3 or more times per week	<one acre	Gas station, convenience store	Downtown Itasca East Irving Park Road
10 minutes urban 20 minutes rural	Once per week	Small or inner city market: 3-5 acres Super Store format: 20 acres	Grocery/Drug/ Super Store	Lake St Woodfield
20-30 minutes urban Up to one hour in rural markets	3-5 times per year	Up to 100 acres	Regional Mall: 2+ department stores, national chains	Woodfield Oakbrook Stratford
Up to 4 hours	Once per year	Multiple large	City style	Michigan Avenue
Not relevant because attraction power is issue	Unique Vacation/tourism	Varies	Food and lodging, unique related merchandise	Major League Game, Museums, Zoo

MARKET ANALYSIS: PEDESTRIAN, DRIVE TIME, COMMUNITY AFFILIATION AND TRAFFIC COUNTS

The enclosed chart illustrates the basic key components to a successful downtown relative to its primary market, total market and bonus market. The subsequent charts titled Pedestrian Market, Convenience Auto Market, Community Affiliation Market and Traffic Counts illustrate Itasca's positioning within these market definitions. The direction from the primary market review is as follows:

- Relatively weak traffic counts on Irving Park have prevented market-driven redevelopment to date. New traffic counts indicate a strengthening of the potential market
- Because the pedestrian market is relatively small, cars must be effectively accommodated
- The five minute employee market is a key strength to be exploited in developing a food niche
- A compensating market needs to be found for the "I shop there because it is my community" market since Itasca's population is much smaller than those of similar downtowns

TYPICAL TRADE AREA MARKETS

- Primary (50-80%)
 - ½ mile Pedestrian: Heavy users (3+ visits per month)
 - Community Residents: Regular users (1-2 visits per month)
 - 5-minute Drive Time: Regular users (1-2 visits per month)
- Total Market (10-30%)
 - 20-minute Drive Time: Occasional users (A few visits per year)
 - Employees (lunch and small gifts)
- Bonus Market (0-15%)
 - Tourism and Events

ITASCA AND COMPETING MARKETS
Pedestrian Market

	1/2 Mile Pedestrian Market				
	Itasca	Palatine	Northbrook	Roselle	Glen Ellyn
Population 2002					
Total Population	2,666	4,594	3,400	2,708	3,947
Total Households	996	2,033	1,271	1,010	1,658
Average Household Size	2.74	2.36	2.69	2.75	2.41
Median Age Total Population	38	37	39	38	38
Household Income 2002					
Median Household Income	\$93,953	\$67,331	\$83,861	\$84,167	\$82,007
Average Household Income	\$105,498	\$73,448	\$132,364	\$78,630	\$104,467
Income \$75,000 +	625	905	694	566	878
Business Summary 2002					
Total Employees	3,968	4,651	1,952	1,836	2,537
Total Establishments	190	430	212	183	382
Consumer Expenditures 2002					
Food And Beverages	\$11,935,068	\$18,797,118	\$17,731,721	\$9,790,940	\$19,420,154
Food At Home	\$6,994,908	\$11,047,322	\$10,398,051	\$5,746,900	\$11,385,486
Food Away From Home	\$4,238,976	\$6,637,745	\$6,290,179	\$3,470,360	\$6,884,016
Total Retail Expenditures	\$30,243,540	\$47,586,431	\$45,018,820	\$24,812,670	\$49,454,824
Housing Units 2002					
% Owner-Occupied	83.70%	66.25%	82.14%	80.20%	68.39%

Demographic data © 2002 by Experian/Applied Geographic Solutions.

ITASCA AND COMPETING MARKETS
Convenience Auto Market

	5 Minute Convenience Drive Time Market				
	Itasca	Palatine	Northbrook	Roselle	Glen Ellyn
Population 2002					
Total Population	58,699	61,976	28,577	57,432	73,943
Total Households	21,744	24,230	10,595	21,400	27,046
Average Household Size	2.7	2.51	2.62	2.67	2.64
Median Age Total Population	37	37	44	37	35
Household Income 2002					
Median Household Income	\$76,694	\$81,871	\$91,192	\$80,643	\$79,667
Average Household Income	\$77,712	\$89,056	\$138,289	\$81,313	\$87,768
Income \$75,000 +	11110	13022	6165	11440	14208
Business Summary 2002					
Total Employees	58,735	35,192	31,029	33,185	31,145
Total Establishments	3,219	2,633	2,670	2,774	3,129
Consumer Expenditures 2002					
Food And Beverages	\$209,307,744	\$255,069,210	\$152,154,795	\$212,566,200	\$281,170,216
Food At Home	\$122,940,576	\$149,765,630	\$89,125,140	\$124,911,800	\$165,169,922
Food Away From Home	\$74,103,552	\$90,305,210	\$54,087,475	\$75,178,200	\$99,448,142
Total Retail Expenditures	\$527,444,208	\$645,123,750	\$385,922,875	\$536,861,800	\$710,552,512
Housing Units 2002					
% Owner-Occupied	74.11%	75.95%	87.45%	78.44%	68.55%

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ITASCA AND COMPETING MARKETS
Community Affiliation Market

	Community Market				
	Itasca	Glen Ellyn	Northbrook	Palatine	Roselle
Population 2002					
Total Population	8,555	27,351	33,859	67,252	23,594
Total Households	3,318	10,349	12,455	26,231	8,694
Average Household Size	2.59	2.62	2.64	2.57	2.74
Median Age Total Population	39	37	44	35	36
Household Income 2002					
Median Household Income	\$93,702	\$91,261	\$92,377	\$74,772	\$80,651
Average Household Income	\$92,851	\$105,015	\$138,908	\$81,914	\$80,218
Income \$75,000 +	2009	5929	7296	13075	4690
Business Summary 2002					
Total Employees	18,830	11,231	30,237	26,427	9,089
Total Establishments	627	1,319	2,452	2,181	878
Consumer Expenditures 2002					
Food And Beverages	\$36,176,154	\$121,931,918	\$179,538,825	\$261,418,146	\$85,479,408
Food At Home	\$21,211,974	\$71,501,241	\$105,170,020	\$153,687,429	\$50,233,932
Food Away From Home	\$12,834,024	\$43,258,820	\$63,819,420	\$92,385,582	\$30,246,426
Total Retail Expenditures	\$91,550,256	\$309,238,469	\$455,105,700	\$658,319,407	\$215,950,266
Housing Units 2002					
% Owner-Occupied	78.17%	74.76%	88.12%	66.82%	79.95%

Demographic data © 2002 by Experian/Applied Geographic Solutions.

TRAFFIC COUNTS

Traffic counts are from 1997:

-- Nationals express interest when counts are above 20,000

Street	Cross Street	Traffic Count	Distance	Direction
State Hwy 19	S Princeton	26,800	0.38	SE
State Hwy 19	I 290	18,500	0.58	W
State Hwy 19	Emmerson	33,700	0.64	E
I 290 E	Connecting Road	191,500	0.68	NW
Thorndale Avenue	Tall Oaks	53,700	0.86	N

INVESTMENT DYNAMICS

Developers must be able to generate reasonable rents in order to justify capital investment. Downtown investments also usually require a higher return (capitalization rate) because the risk factors are also higher. This chart illustrates that mid-range rents in downtown Itasca create a value for buildings which requires that a new, more modern, building on the same site generated to meet the space requirements of certain retailers will be difficult unless rents in excess of \$17.00/sq. ft. can be justified. The chart also illustrates that, to the property owner, residential development offers the highest return on their investment and that in many cases a residential development offers more potential tax revenue to the Village. While mid-rise residential is a common market dynamic in downtown redevelopment, no decision has been made to date about the acceptability or role of residential in the downtown. However, the illustration suggests the need to review the potential residential opportunity in concert with a very strategic retail/office recruitment strategy.

<i>Per Square Foot</i>	<i>9% Capitalization</i>
Net Rent	\$17.00
Investment	\$188.89
Construction Costs	-\$70.00
Design, financing, & fees	-\$20.00
Tenant improvements	-\$20.00
Site improvements	-\$10.00
Land costs	\$68.89
<i>Sample One Acre Project</i>	
Retail Square Footage	9,135
Land/Teardown Value	\$629,300
Project Value	\$1,725,500

← **Commercial Value**

Units per acre	6	24
Price per unit	\$350,000	\$200,000
Project value	\$2,100,000	\$4,800,000
Land Value	\$630,000.0	\$1,440,000.0

← **Residential Value**

- Mid-rise residential offers highest return to property owners
- Commercial provides lowest property value for taxes
- In mixed use, the residential has more value
- A current property with commercial rents of \$8 per square foot is worth over \$800,000 so it is not a teardown candidate for commercial

MARKET ANALYSIS SUMMARY

While the market demographics in Itasca are generally strong, there are areas that can be improved such as the relatively low pedestrian market near the downtown and the fact that the community market (the geographic boundaries of Itasca) is relatively small. While the employee market is very large, it is not very accessible at present and certain industries such as food and beverage require more selection in order to attract this market. Traffic counts are improving to the level that retailers find desirable. Downtown Itasca is a convenience market within the community boundaries of Itasca which has significant proximate competition from Lake Street to Woodfield for customers.

Strengths and Challenges Analysis

Identifying the aspects of the market area serving the community that meet or exceed the levels necessary for a strong business environment is the foundation for building a successful marketing and revitalization strategy. At the same time, it is important to recognize factors that create the challenging situation that led to the need for a thoughtful economic development plan.

Strengths

The elements in Itasca that enhance the business climate include:

1. A proactive Village government involved in two significant current planning efforts (The Downtown Strategic Action Plan and the update of the Comprehensive Plan in the near term) designed to create the framework for a successful future.
2. The spending power represented by the household income of the residential base is substantial and to the extent that the downtown offerings can attract some of this spending power the opportunities are significant.
3. The surrounding residential market is very accessible as a pedestrian market assuming the connectivity to the downtown can continue to be improved.
4. The Metra station represents a “people generator” destination base which supports the downtown.
5. The downtown has a base of successful businesses at present.
6. Itasca and its downtown exhibit the small town charm which consumers find very attractive as part of their dining/shopping experience when not visiting malls and corridor shopping centers.
7. The nature/recreation center proximate to the downtown is both a visual asset and activity center to build upon.
8. The interview process indicated strong citizen and private sector interest in being involved in the implementation of the downtown strategic plan in the future.
9. The traffic counts along Irving Park provide a positive base which can assist the downtown commercial district.
10. The employee centers within Itasca but outside the downtown are very large and proximate enough to the downtown that they represent another purchasing base for the downtown particularly in the food and beverage area.
11. The historic buildings add to the overall charm and interest of the downtown.
12. The Village has invested in infrastructure and maintenance and a sound appearance foundation exists which can be further enhanced in the future.
13. There is evidence that the private sector has invested in the community in the past and indications that under the right circumstances the investment will continue in the future.
14. The parking supply vs. demand indicates more than enough capacity and suggests opportunities for improved management and signage to improve utilization.

Challenges

The challenge to future success comes from factors in the market area that dissatisfy. These challenges can be divided into:

- **Weaknesses**, factors that are very difficult to change and often must be accepted into the plan;
- **Threats**, factors that will become weaknesses if action is not taken;
- **Opportunities**, readily accomplished changes that will quickly improve the area.

Weaknesses

1. The land available in the downtown limits the overall expansion opportunities and limits the size of the critical mass of commercial/retail which can be achieved.
2. Downtown Itasca is in a very competitive environment for retail when considering the amount of other retail offerings within a very close drive time.
3. The grid structure connecting the neighborhoods and the surrounding communities is somewhat difficult to navigate and the nearby pedestrian linkages need improvement.

Threats

1. The IDOT plans to widen Irving Park Road have not been finalized and the Village must endeavor to work with IDOT to develop a plan which blends both engineering and traffic flow objectives with appearance planning which is necessary for the downtown.
2. The Village must complete its negotiations with Metra concerning the parking lot and the related building to the west of the parking lot owned by Metra such that the parking lot can become a functional part of the downtown planning.
3. Due to the land locked nature of the downtown, it is probable that future development will involve greater density and height. The community has not completed its dialogue relative to the appropriate balance between height and density and the charming nature of the downtown.
4. The configuration of space in the existing buildings downtown is often not what is required by contemporary retailers potentially interested in the downtown.
5. The Village must complete its dialogue concerning historic preservation and the size and management of its historic district in order to properly integrate this asset with the emerging economic development opportunities which become available in the downtown.
6. Certain properties along Irving Park Road exhibit significant visual deterioration and project an image which does not meet community standards for the downtown or add to the potential for the future.

Opportunities

The Implementation Plan details tactics necessary to take full advantage of these opportunities:

1. Pursue a process to further determine the marketability and availability of the underutilized sites which have been identified and coordinate a public-private process to develop these sites within the overall vision for the downtown.
2. While a review of parking supply vs. demand indicates an adequate supply, opportunities exist to better coordinate the utilization of public and private lots at various times of the day and to provide better signage for downtown customers.
3. When the new Village Hall becomes available in the spring of 2004, the old Village Hall site becomes the prime development site opportunity in the downtown. Given municipal control of the site and its attractive location, it represents a key first step in the implementation of the downtown strategy.
4. Future infrastructure improvements in the downtown area allow for the opportunity to provide for better connectivity for autos and pedestrians to the downtown.
5. Through tenant recruitment and effective planning with developers on key sites, the downtown strategic plan can begin to improve the overall mix of businesses downtown to better support the desires of citizens in concert with marketplace realities (food, professional office, convenience and home style oriented).
6. The proposed riverwalk will add an amenity to the downtown which will continue to provide the sense of character and place which distinguishes downtown Itasca from other regional shopping areas.
7. The establishment of design standards which maintain the high quality appearance, which support the downtown experience will be most beneficial and such standards should be in place in advance of the development and tenanting initiatives.
8. Market research clearly indicates that residential is an opportunity in the downtown and community meetings indicate that certain types of additional residential are in demand. The Village of Itasca has the opportunity to determine its preferences for downtown residential in concert with the advantages that residential have demonstrated for downtown revitalization (economic, market interest and the addition of neighborhood customers).

PHYSICAL PLANNING ISSUES

The following key conclusions have been determined in each of the following categories:

The Downtown Historic District

- Downtown Itasca fully supports its historic assets in and near the downtown and these assets are integral parts of the strategy which will be developed.
- In order to properly achieve the objectives of historic preservation and downtown revitalization relevant, preservation ordinances need an update to clearly define the district and identify a clear process for preservation and for the implementation of design guidelines

Housing and Commercial Private Sector Improvement

The downtown private sector environment can contribute to the downtown strategy through the implementation of design standards, façade grants, opportunities for market high-density equity residential and also a potential for targeted (i.e. “empty nester” housing) multi-family equity development.

Infrastructure

A series of visuals were presented which highlighted multiple physical appearance issues in the downtown and opportunities for improvement. The key categories and tools which will be part of the strategic plan in this regard are ongoing maintenance of a high quality streetscape; opportunities for intersection and gateway improvement; high quality trail and greenway assets which can be further enhanced with a potential riverwalk development; and high quality transition zones.

GATEWAYS



WESTERN

EASTERN

NORTHERN

TRAIL



NATURE AREA

NEW MUNICIPAL CENTER

Redevelopment Opportunities

A series of redevelopment opportunities to help stimulate the downtown while serving as key economic focal points were identified as follows:

- Various sites on both sides of Irving Park
- Municipal ownership of multiple sites
- Some sites are vacant land with potential
- Potential refinement of site configurations on Walnut
- Addressing the complicated parking and redevelopment issues associated with Metra land ownership
- Integration of downtown planning with IDOT Irving Park priorities

PARKING

The parking supply versus demand analysis in the downtown indicates that the total parking supply is more than adequate. However, there are opportunities for improvement in the following areas:

- Lots should require perimeter landscaping
- Lots should be properly illuminated and maintained
- Better signage and communication of available parking is required
- A parking coordination plan with Metra needs to be developed

Action Plan

Strategic and Zoning Decisions In Advance of Full Implementation

In order to be successful in the pursuit of the Action Plan, the Village must establish the strategic framework for economic development through priorities set in the comprehensive plan and the related supportive zoning. These priorities are in the following areas: the vision for the downtown; the role of downtown residential; the public-private partnership necessary to drive the plan; the preservation of historic buildings in the downtown; the use of municipal tools in assisting development; and the development of a final solution for Irving Park with IDOT.

It is critical that these strategic decisions be made in advance of intensive pursuit of the Action Plan. The proposed Downtown Itasca Advisory Committee (DIAC) and the developers and tenants they will assist in recruiting must know the government framework they are being provided. This is essential so that the developers may be clear in their pursuits and may understand the terms and conditions under which they must operate.

Action Plan
Strategic And Zoning Decisions In Advance of Full Implementation

	Due	Who	Cost
<i>Objective: Establish the strategic framework for economic development through policy decisions and priorities that are supported by the necessary zoning.</i>			
1. Agree that the consensus developed in the community situation audit process relative to the target market, the image, its history and the probable tenants is the baseline information upon which the strategic plan for downtown Itasca will be built.	07-01-04	DIAC	\$0
	08-01-04	Village Board of Trustees	\$0
2. Agree to support the consensus developed in the Strategic Planning process that housing has a role in the downtown as long as it: contributes to the overall downtown economy; exhibits the character that meets the downtown vision; satisfies the need of the community.	07-01-04	DIAC	\$0
	08-01-04	Village Board of Trustees	\$0
3. Agree to support the consensus developed in the strategic planning process that Village government has the primary responsibility to implement the strategic plan working with a diverse public-private committee during the early stages of the process.	07-01-04	DIAC	\$0
	08-01-04	Village Board of Trustees	\$0
4. Agree to support the consensus developed in the strategic planning process that the strategic plan will be respectful of those buildings downtown, which are documented as having historic importance.	07-01-04	DIAC	\$0
	08-01-04	Village Board of Trustees	\$0
5. Agree to support the consensus developed in the strategic planning process that during implementation of the strategic plan, the Village Trustees may consider tools such as property acquisition, financial assistance and relocation to achieve strategic goals.	07-01-04	DIAC	\$0
	08-01-04	Village of Board of Trustees	\$0

6. Agree to support the consensus developed in the strategic planning process that should developer recruitment become a part of the implementation plan the Village will utilize local, regional and national resources as necessary to achieve the community vision.	07-01-04	DIAC	\$0
	08-01-04	Village Board of Trustees	\$0
7. Agree to support the consensus developed in the strategic planning process that the Village will work with IDOT in developing a context-sensitive solution for the improvements on Irving Park.	07-01-04	DIAC	\$0
	08-01-04	Village Board of Trustees	\$0
8. Agree to support the consensus developed in the strategic planning process that zoning ordinances and maps will be amended as necessary by the Village Trustees to reflect the final strategic and implementation plan approved for the downtown by the Trustees.	07-01-04	DIAC	\$0
	08-01-04	Village Board of Trustees	\$0
9. Agree to support the consensus developed in the strategic planning process that the Village will continue to invest resources to maintain the excellent physical appearance of the downtown and to provide for the necessary infrastructure to meet downtown strategic goals approved by the Trustees.	07-01-04	DIAC	\$0
	08-01-04	Village Board of Trustees	\$0
10. Agree to support the consensus developed in the strategic planning process that the Village will consider, as appropriate, a variety of financial tools which could support the goals and objectives of the strategic plan for the downtown including but not limited to Village capital improvement funds, Village operating funds, a Special Service Assessment area, private funds, a Community Development Corporation and state and federal funds.	07-01-04	DIAC	\$0
	08-01-04	Village Board of Trustees	\$0

Organization and Finance

In order to be successful, economic development requires a strong public/private partnership. The commitment by the Village government to develop this plan, as well as the strong private sector interest shown during the interview process and the public meetings, provides a foundation, which can be very beneficial to Itasca. The Action Plan that follows recommends that the effort be led by an organization composed of representatives of government and all important area stakeholders (DIAC).

Although the primary focus of this entry is to guide the implementation of this plan, it would also serve as “booster” organization that encourages participants to continue their private investment in the area. Very knowledgeable members would have the latest and most accurate information about development activities in the area and programs designed to encourage greater investment. Through these entities, the private sector participants would gather confidence in its investment decision and the public sector would learn the most effective ways of leveraging its funds to encourage more private expenditures. As the revitalization work progresses, DIAC will continually monitor successes and challenges and adjust the plan priorities. An initial 18-month life for DIAC is proposed.

While the 18-month financing requirements are relatively modest, DIAC can assist government in determining both the source and allocation of the required funds in the short term and begin to suggest some longer term financing mechanisms.

Action Plan
Organization and Finance

	Due	Who	Cost
<i>Objective: Establish resourceful coordinating and support/advocate group to assist the staff and Trustees of Itasca in implementing the strategic economic development plan for downtown.</i>			
1. Establish a Downtown Itasca Advisory Committee (DIAC) to work 18-24 months in conjunction with the staff and elected officials of Itasca in implementing the first phase of the strategic plan. <ul style="list-style-type: none"> ▪ Select key members/leaders from the current Housing and Development Focus Group ▪ Add two-four key property owners ▪ Add two-four key retailers ▪ Add one-two local realtors ▪ Add a representative from the school system ▪ Add two-four citizens who have some influence and/or expertise in a related area (development, law, finance, regional retail) ▪ Itasca Director of Planning ▪ One-two Trustees 	06-01-04	Village Board of Trustees	\$0
2. Review the success of the downtown economic development initiatives and the DIAC and make a recommendation for a continuing entity (if required) to coordinate the implementation for another two years.	09-01-05	DIAC Village Board of Trustees	\$0
<i>Objective: Evaluate the various funding options that may be available to support the implementation objectives.</i>			
1. Evaluate the potential of the Capital Improvement Program (CIP) and the operating budget of Itasca to support the strategic initiatives and, in particular, the potential public improvement plans over the next five years.	10-01-04	DIAC	\$0
2. Evaluate the potential of a Community Development Corporation or similar entity to receive private funds, acquire and hold property, or exercise other activities which assist in the overall development process in concert with the Village of Itasca within both the municipal and state law governing such entities.	10-01-04	DIAC	\$0
3. Review the potential of private sector, citizen and philanthropic support to provide funding for some of the downtown initiatives.	10-01-04	DIAC	\$0

<p>4. Consider the longer term potential of a Special Service Assessment Area (SSA) to support the marketing, developer recruitment, tenant recruitment and communication strategies. Understand the Illinois law relative to the establishment of such entities; determine the potential district boundaries; run a preliminary analysis to determine the potential district revenue; run a preliminary analysis to determine the potential impact on each property; determine the adequacy of the leadership to support the effort; and determine options and alternate scenarios.</p>	03-01-05	DIAC	\$0
<p>5. Evaluate the state and federal funding (minimal) which may be available to support the initiatives of the strategic economic development plan or the public improvements.</p>	03-01-05	DIAC	\$0
<p>6. Utilizing the estimated costs for each section of the implementation plan and the results of the research into the potential funding sources, make a recommendation to the Village Board of Trustees relative to a layered five year financing plan to achieve the strategic and public improvement goals.</p>	05-01-05	DIAC Village Board of Trustees	\$0
<p>7. Implement the financing recommendations. Evaluate the adequacy of the financing plan every six months and take appropriate action.</p>	06-01-05	Village Board of Trustees	TBD Depends Upon the tools that are selected. Overall the costs should be nominal to put a financing plan in place.

Redevelopment

The study identified a number of development sites for both immediate and longer-term review.

In order to quantify the ability to pursue these opportunities, research is required on property owner interest, the current market and the opinions of the development community. Once the market conditions have been quantified, issues such as development proposals, tenant recruitment and the role of municipal financing will become clear. The expertise proposed for the DIAC provides the resources necessary in the evaluation and the subsequent recommendations. While actual development of selected sites can be delayed until the market conditions are correct, the quick quantification of the issues associated with each site is very important.

Action Plan
Redevelopment

	Due	Who	Cost
<i>Objective: Establish priorities for identified potential development and redevelopment sites; qualify the sites; and, after final zoning and development process review, begin the developer recruitment process consistent with the Strategic Plan.</i>			
1. Finalize zoning, process and financial option capabilities. Agree on the following proposed development sites and priorities for the downtown. Qualify the sites through discussion with property owners. <ul style="list-style-type: none"> ▪ West side of Walnut Street (C) ▪ Vacant lot next to bank (C) ▪ Village owned side south of Irving Park (B) ▪ 7 acres at NW end of Irving Park (A) ▪ Metra-owned building at parking lot (B) ▪ Old municipal building (A) <p style="margin-left: 20px;">Proposed Priority</p> <p style="margin-left: 20px;">A. Determine vision and seek development in the next 12-18 months.</p> <p style="margin-left: 20px;">B. Determine vision and seek development or alternate use in the next 18-36 months.</p> <p style="margin-left: 20px;">C. Determine vision and respond as the market determines over the next 36 months.</p>	11-01-04	DIAC	\$0
2. Finalize zoning, process, and financial option capabilities and make recommendations for strategic actions on each property.	02-01-05 04-01-05	DIAC Village Board of Trustees	\$0 \$0

	Due	Who	Cost
3. For the village owned site south of Irving Park (not the municipal building) and the Metra building, consider clearing the site and providing modest physical improvements.	11-01-04	DIAC	\$0
	01-01-05	Village Board of Trustees	TBD—up to \$25,000
4. Incorporate the research on the sites into the potential financing requirements and the final five-year financing plan to be reviewed by the Village Board of Trustees.	05-01-05	DIAC	\$0
	06-01-05	Village Board of Trustees	\$0
5. Initiate a developer recruitment process that reflects the strategic plan; the priorities established in the site analysis; the evaluation of the sites for their potential; the financing options available; and the market realities at the time of initiation. <ul style="list-style-type: none"> ▪ For “A” priorities ▪ For “B” priorities 	04-01-05	DIAC	\$0
	05-01-05	Village Board of Trustees	TBD A full developer recruitment process may cost to \$10,000 per site
	11-01-05	DIAC	\$0
	01-01-06	Village Board of Trustees	TBD. A full developer recruitment process may cost to \$10,000 per site

Merchant Support, Marketing, Events and Communication

An effective marketing plan always begins by making the product to be marketed as impressive as possible. In a public/private partnership both entities have responsibilities for product enhancement. The City improves the product by adding physical improvements to the public spaces and by continuing the high level of services it provides through aggressive building code enforcement and security. The private sector presents an inviting experience in the businesses to further enhance the product.

The initial short-term activities for Itasca involve the establishment of effective databases and communication networks and the beginning of some marketing programs within existing businesses. As information from the communication effort and the initial marketing activity is available, the tenant recruitment effort will become more clear. The initial efforts involve the creation of a Merchant Committee, marketing and advertising, and a more focused events program.

Action Plan
Merchant Support, Marketing, Events and Communication

	Due	Who	Cost
<i>Objective: Establish a internal downtown merchant organization which can coordinate on-going marketing and communication.</i>			
1. Create a merchant Committee which can assume responsibility for initiating and coordinating downtown marketing and communication. <ul style="list-style-type: none"> • 10-12 downtown business representatives from professional service and retail businesses • Mix of both business owners as well as business-property owners • Long term, continuing organization with a roll-over of membership every 24-36 months 	10-01-04	DIAC	\$0
	11-01-04	Village Board of Trustees	\$0
2. Develop a strategy and action plan to support the overall downtown plan. An example of a marketing/event plan for the downtown is as follows:	03-01-05	DIAC	\$0
	04-01-05	Village Board of Trustees	\$0
<i>Objective: Focus media attraction on positive developments.</i>			
1. Invite media to informational meetings about the downtown Plan. 2. Make business grand openings a major event. Encourage new business to: <ul style="list-style-type: none"> ▪ Have a soft opening a week before the event ▪ Try to have a “Charity” fund raiser as a component of the grand opening ▪ Issue press invitations and press releases in association with grand opening ▪ Provide action rather than ribbon cutting photos 3. Issue press release on “human interest” aspects of the downtown. 4. Issue press release on major events in the public space improvement process.	05-01-05	DIAC	\$0
	05-01-05	DIAC	\$0
	05-01-05	DIAC	\$0
	05-01-05	DIAC	\$0

Objective: <i>Create a new resident program that utilizes direct marketing best practices.</i>			
<p>1. Provide residential real estate agents with “mini new resident” packets to distribute to clients who are looking for homes in Itasca (restaurant and other coupons should be a focus).</p> <p>2. Conduct a focus group designed to learn new residents:</p> <ul style="list-style-type: none"> ▪ Marketing preference: identity cards vs. coupons, mail contact, telephone contact, events ▪ Media choices: newspaper read, internet accessibility and use, cable channels, radio stations, signage ▪ Recall of current programs <p>3. Develop a program that responds to the information gained from the focus group.</p> <p>4. One week after the mailing, make a welcome call.</p> <p>5. Evaluate and modify the program.</p>	<p>05-01-05</p> <p>05-01-05</p> <p>07-01-05</p> <p>ongoing</p> <p>08-01-05</p> <p>ongoing</p> <p>08-01-05</p> <p>ongoing</p>	<p>DIAC</p> <p>DIAC</p> <p>DIAC</p> <p>DIAC</p> <p>DIAC</p> <p>DIAC</p> <p>DIAC</p>	<p>\$500</p> <p>\$250</p> <p>\$0</p> <p>\$0</p> <p>\$0</p>
Objective: <i>Develop a system to encourage co-marketing.</i>			
<p>1. Conduct an advertising workshop and co-marketing matching meeting</p> <p>2. Establish downtown subgroups that have a targeted marketing focus</p> <ul style="list-style-type: none"> ▪ Restaurants ▪ Gift stores ▪ Other <p>3. Develop a co-op advertising plan with an emphasis on a wider distribution for ads featuring multiple businesses.</p>	<p>10-01-05</p> <p>10-01-05</p> <p>10-01-05</p>	<p>DIAC</p> <p>DIAC</p> <p>DIAC</p>	<p>\$500</p> <p>\$0</p> <p>\$0</p>

Objective: <i>Establish an annual major events plan.</i>			
1. Consider an event schedule with emphasis on smaller more regular events.	04-01-05	DIAC	\$0
2. Create an event that invites regional attendance			
▪ Evaluate Itasca’s potential fit with various themes such as a musical festival, arts festival, historic event or others	05-01-05	DIAC	\$0
▪ Create the appropriate organization to develop the event	08-01-05	DIAC	\$0
▪ Review funding options	TBD		
▪ Commit to the event	10-01-05	DIAC	\$0
▪ Evaluate and change	ongoing	DIAC	\$0
Objective: <i>Create a regular communication system for retail businesses.</i>			
1. Establish a downtown newsletter that is mailed when there is important information to share rather than on a regular schedule.	10-01-04	DIAC	\$200
2. Establish an e-mail system for communication, questions and comments.	10-01-04	DIAC	\$0
3. Hold an annual awards ceremony to gather merchants and celebrate success.	06-01-05	DIAC	\$500
Objective: <i>Establish an ombudsman program that pairs experienced retailers with new merchants.</i>			

Business Recruitment

Recruitment can take these forms: local recruitment of strong businesses in other communities who may wish to open a second or third business in Itasca; the establishment of strong ties to brokers with connections to regional tenants; and the recruitment of developers who then recruit their tenants. New developer recruitment has been discussed under Redevelopment. However, the tenant recruitment process can begin immediately and the steps to such recruitment are outlined as follows.

Action Plan
Business Recruitment

	Due	Who	Cost
<i>Objective: Recruit new businesses to vacant space (and create a backlog of interested business).</i>			
1. Create a recruitment tracking form (see enclosed) and create a recruitment packet.	04-01-05	DIAC	\$0
2. Ask current businesses to suggest recruitment targets and put the information on the form.	05-01-05	DIAC	\$0
3. Visit nearby commercial areas seeking to identify strong business that might consider a second location <ul style="list-style-type: none"> ▪ Independents with unique concept and great execution ▪ Regional firms ▪ Franchise 	06-01-05	DIAC	\$0
4. Contact retail brokers with experience in placing businesses in downtown environments.	06-01-05	DIAC	\$0
5. Locate at least 30 recruitment targets.	07-01-05	DIAC	\$0
6. Make personal contact with the owners of potential new businesses.	ongoing	DIAC	\$0
7. Host site visits that illustrate specific location options and explain the benefits of Itasca.	ongoing	DIAC	\$0
8. Follow up as appropriate.	ongoing	DIAC	\$0
9. Report on progress to the City of Itasca.	bi-monthly	DIAC	\$0

Physical And Land Use Planning

Although there are countless examples proving that communities cannot achieve commercial area revitalization purely by making physical improvements, it is readily acknowledged that public appearance enhancements are an important way to jump-start private investment. It is also important to have agreed upon design guidelines to guide private investment into preferred site configurations and materials.

Successful pursuit of the downtown strategy will require agreement on land uses throughout the downtown and the implementation of zoning to support these issues. Opportunities exist for a variety of redevelopment sites as well as municipal parking facilities (new and proposed).

Future infrastructure improvements in the downtown and at the community gateways are also suggested. The need to better coordinate and communicate existing parking facilities is recommended. Finally the incorporation of design guidelines into future downtown development and clarifying the role of historic presentation in downtown redevelopment is also required and recommended.

Action Plan
Physical And Land Use Planning

	Due	Who	Cost
Objective: <i>Establish a land use and physical plan which provides the framework for future downtown development and improvements with flexible zoning which supports the overall plan.</i>			
1. Review the two maps provided titled "Situation Audit" and "Downtown Vision Concept" and agree to support the consensus agreed upon during the strategic planning process: Particular emphasis should be placed on: <ul style="list-style-type: none"> ▪ The boundaries established for the "Revitalized Traditional Business District" ▪ The areas targeted as Compatible Mixed-Use Development ▪ The area targeted at the north western segment of Irving Park Road as "New Residential" ▪ The route of the "Proposed Riverwalk" ▪ The established "gateways" to the downtown ▪ The plan for Irving Park Road in concert with IDOT including enhanced pedestrian crossing areas ▪ Areas targeted as additional redevelopment or reuse areas on each side of Irving Park including the current municipal building and the municipal owned site at Catalina Avenue (on the south side of the street) and the vacant building next to the commuter parking lot (on the north side of the street) ▪ The proposed new parking lot on Walnut to be integrated with existing and new development 	09-01-04	DIAC	\$0
		10-01-04	Village Board of Trustees
2. Review the version of the new parking lot on Walnut Street and determine which version (or combination of versions) best suits the parking needs of the downtown and the ability of the Village to finance the improvements.	09-01-04	DIAC	\$0
		10-01-04	Village Board of Trustees
3. Review the illustrations, which were provided in the strategic planning process titled "Possibilities" for Walnut Street. Discuss whether the illustrations represents the vision which the community supports without determining whether or not the illustrations represent the exact configuration for the site at some point in the future (the market working with the Village will make the determination).	09-01-04	DIAC	\$0
		10-01-04	Village Board of Trustees

<p>4. Review the prototype design guidelines. Determine if new specific guidelines are required. Set a timeline for development.</p>	<p>10-01-04 12-01-04</p>	<p>DIAC Village Board of Trustees</p>	<p>\$0 \$0</p>
<p>5. Review and develop potential zoning changes to support the agreed upon vision for the downtown:</p> <ul style="list-style-type: none"> ▪ Creation of new downtown zoning districts with a statement of purpose for each ▪ Incorporate site plan review, appearance review and, as appropriate, historic review ▪ Drafts and publish design guidelines to be utilized in reviews ▪ Consider fee in lieu of providing on-site parking ▪ Amend zoning map 	<p>03-01-05 05-01-05</p>	<p>DIAC Village Board of Trustees</p>	<p>\$0 \$0</p>
<p>6. Review and prioritize potential infrastructure improvements as part of a five year capital improvement plan:</p> <ul style="list-style-type: none"> ▪ Irving Park Road—IDOT Context Sensitive Design ▪ Riverwalk ▪ Sidewalks and pedestrian friendly crosswalks ▪ Streetscape, open spaces and gateways ▪ Programs to encourage private sector improvements 	<p>03-01-05 05-01-05</p>	<p>DIAC Village Board of Trustees</p>	<p>\$0 \$0</p>
<p>7. Review the recommendations provided in the strategic plan relative to Itasca's interest in historic preservation and determine:</p> <ul style="list-style-type: none"> ▪ Whether an ongoing review of the district and buildings in the downtown which Itasca desires to preserve should be conducted. ▪ Are the preservation tasks in place to preserve Itasca's most significant structures? ▪ What revisions to local regulations are needed to enhance local preservation efforts? ▪ What additional training and resources might be available to assist the local preservation effort? 	<p>03-01-05 05-01-05</p>	<p>Trustees DIAC/Historic Commission</p>	<p>\$0 \$0</p>

Insert Walnut Street Development Concept Illustration

Insert Possibilities for Walnut Street—A

Insert Possibilities for Walnut Street—B

Appendix

Appendix

- **Schedule-Downtown Interviews**
- **Downtown Study Invitation List**
- **September 27, 2003 Situation Audit Power Point**
- **September-October Newsletter**
- **October 14, 2003 Discussion Sheet**
- **November 8, 2003 Strategic Plan Power Point**
- **Design Guidelines**
- **Retail Tracking Form**
- **Illinois Historic Preservation Agency Listing**