




MEMORANDUM

TO: Trustee Bill Johnston, Chairperson
Economic and Community Development Committee

FROM: William J. Heniff, AICP, Director of Community Development 

DATE: September 12, 2016

SUBJECT: Lombard Town Centre 2017 Funding request

In 2015, the Village Board of Trustees approved funding in the amount of \$55,000 to Lombard Town Centre (LTC) for their activities for the 2016 calendar year. This expenditure was to be used by LTC to fund the part-time Executive Director position through the end of the 2016 calendar year and office expenses.

At the November and December 2015 ECDC meetings, the long term sustainability of LTC was discussed. LTC noted they would be completing a strategic plan in the upcoming months and shared the report with the ECDC in July. Attached please find LTC goals and objectives for calendar year 2016-2019. This will guide LTC and their future work programs.

LTC has made their formal funding request for 2017. As proposed, LTC is requesting \$55,000 for the Village's fiscal year 2017. LTC indicates that \$42,500 would go to fund the part-time (30 hours/week) Executive Director (ED) position. This number includes the ED's salary and all employer taxes (paid by the LTC). The remaining \$12,500 is to cover occupancy expenses such as rent. This brings the request to the \$55,000 that LTC has been approved for in the past. The report from the July ECDC meeting notes that in upcoming years (2018 and 2019) the funding request is anticipated to decrease by \$5,000 each year.

Tax Increment Financing (TIF)

Funding from the Village is partly provided by the Downtown TIF District and also through the Community Promotions and Tourism hotel/motel funds. TIF costs need to be TIF eligible expenses. Per State TIF law the following are eligible expenses:

- administration of a TIF redevelopment project
- property acquisition
- rehabilitation or renovation of existing public or private buildings
- construction of public works or improvements
- job training
- relocation
- financing costs, including interest assistance
- studies, surveys and plans
- marketing sites within the TIF
- professional services, such as architectural, engineering, legal and financial planning
- demolition and site preparation

Past LTC funding was under the eligible cost "marketing sites within the TIF." Any funding for 2017 needs to meet the above mentioned list. The long and short term strategies are intended

and need to be consistent with “marketing sites within the TIF. Per discussions with the Village Attorney, some examples of TIF eligible activities are meeting with prospective developers or tenants regarding sites, discussing grant eligibility and parameters, and updating marketing materials for sites in the TIF.

Funding History

LTC was established in 2005 to be a grass-roots organization that would follow the program elements established and set forth through the Illinois Main Street Program. Funding was granted in 2005 (for a three year period) with this Program in mind. Approved Main Street programs establish four core areas as part of the requisite organizational framework, including design, organization, promotion and economic restructuring elements. To date, funding for LTC has been approved as follows:

Year	Amount
2005	\$75,000
2006	\$75,000
2007	\$75,000
2008	\$75,000
2009	\$75,000
2010	\$35,000
2011	\$14,292 *
2012	\$38,500 **
2013	\$50,000
2014	\$55,000
2015	\$55,000
2016	\$55,000
Total	\$677,792

*Partial funding for 6 months to allow their excessive reserves to be drawn down.

**Actual amount reduced because there was no Executive Director for a few months.

LTC also receives a Community Promotions and Tourism grant for the Spooktacular event, which is budgeted up to \$2,150 for 2016.

The following is a summary of the percentage of Village funding (not including grant funding for events) compared to the overall LTC revenues.

Year	LTC Fundraising/ Memberships	Actual Village Funding	Total LTC Revenue	Percentage of Village Funding
2011 *	\$6,691.00	\$28,771.00	\$35,462.00	81%
2012	\$8,316.00	\$32,968.00	\$41,284.00	80%
2013	\$7,253.00	\$50,000.00	\$57,253.00	87%
2014	\$15,989.00	\$55,000.00	\$70,989.00	77%
2015	\$22,218.88	\$55,000.00	\$77,218.88	71%
2016	\$25,000.00	\$55,000.00	\$80,000.00	69%
<i>Proposed 2017</i>	<i>\$34,950.00</i>	<i>\$55,000.00</i>	<i>\$89,950.00</i>	<i>61%</i>
<i>Proposed 2018</i>	<i>\$40,750.00</i>	<i>\$50,000.00</i>	<i>\$90,750.00</i>	<i>55%</i>

<i>Proposed 2019</i>	<i>\$45,450.00</i>	<i>\$45,000.00</i>	<i>\$90,450.00</i>	<i>50%</i>
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*This includes both the funding that carried over because the Village's fiscal year ended in June, 2011 and the approved partial funding for the last 6 months of 2011.

Audit Status

The audits for 2014 and 2015 have been completed.

Options for Consideration

The ECDC is asked to make a recommendation to the Village Board regarding future Village funding and roles and responsibilities for LTC. In consideration of this funding request, the ECDC should review the documents submitted by LTC and make a determination as to what appropriate future funding levels would provide the Village with an appropriate return on its fiscal investment.

As with past funding requests, the ECDC and ultimately the Village Board has the following options to consider:

1. Recommend approval of funding in the amount of \$55,000, consistent with past years.
2. Approve funding only for the ED position. This could be between \$38,500 or \$42,500 depending on whether or not the funding should cover the additional employer portion of taxes.
3. Do not approve funding to LTC for the 2017 fiscal year.

Recommendation

The ECDC should review the materials provided by LTC and staff and make a recommendation to the Village Board on what level of funding should be provided to LTC for the 2017 fiscal year.

LOMBARD TOWN CENTRE GOALS AND OBJECTIVES CY2016-2018

STRATEGIC PLAN GOALS AND OBJECTIVES				
DRAFT				updated 9.5.2016
Goal: 1. Raise awareness of the value and mission of Lombard Town Centre by building community.				
OBJECTIVE	CY16	CY17	CY18	CY19
Increase awareness of LTC's mission, vision, goals and objectives.	1. Promote community awareness of LTC Strategic plan and updates by providing quarterly posts on website, social media and in Purple Plans.	1. Host annual community open house to create greater understanding of LTC goals, opportunities, engagement. Attendance goal of 20-40.	1. Host annual community open house to create greater understanding of LTC goals, opportunities, engagement. Attendance goal of 30-50.	1. Host annual community open house to create greater understanding of LTC goals, opportunities, engagement. Attendance goal of 40-60.
		2. Host yearly LTC Annual Meeting to create greater understanding of LTC goals, opportunities, engagement. Attendance goal of 30-50.	2. Host yearly LTC Annual Meeting to create greater understanding of LTC goals, opportunities, engagement. Attendance goal of 50-60.	2. Host yearly LTC Annual Meeting to create greater understanding of LTC goals, opportunities, engagement. Attendance goal of 60-70.
		3. Promote community awareness of LTC Strategic plan and updates by providing quarterly posts on website, social media and in Purple Plans.	3. Promote community awareness of LTC Strategic plan and updates by providing quarterly posts on website, social media and in Purple Plans.	3. Promote community awareness of LTC Strategic plan and updates by providing quarterly posts on website, social media and in Purple Plans.
Ensure downtown business owners understand and are engaged in the mission and goals of LTC.	1. Begin assessment of resources that are needed to support businesses. Create list of tools for needs outside of LTC's scope.	1. Develop resource tools for businesses providing contact information for businesses when needs are outside of LTC's scope.	1. Distribute update resource list to businesses. Solicit feedback, and update as needed.	1. Distribute update resource list to businesses. Solicit feedback, and update as needed.
		2. Distribute resource list to businesses. Solicit feedback, and update as needed.		
Build the LTC brand	1. Seek out resources to assist with marketing plan development and implementation.	1. Develop a marketing plan.	1. Determine need for updated website format and other communication tools.	1. Assess and implement new opportunities for marketing and social media.
	2. Re-evaluate Purple Plans to determine how to reach a greater audience including topics and timing.	2. Implement new Purple Plans.	2. Implement any changes to website.	
	3. Develop a plan to increase social media to focus on downtown promotion.	3. Evaluate website and other communication tools.	3. Assess and implement new opportunities for marketing and social media.	

LOMBARD TOWN CENTRE GOALS AND OBJECTIVES CY2016-2018

through content marketing.

4. Increase presence on social media including weekly posts to draw the community to the downtown with business and owner bios, fun facts, etc.	4. Develop a plan to increase social media to focus on downtown promotion.		
	5. Increase presence on social media including weekly posts to draw the community to the downtown with business and owner bios, fun facts, etc.		
Goal 2: Operate Lombard Town Centre as a professional organization by ensuring transparency and appropriately representing the community.			
OBJECTIVE	CY16	CY17	CY18
Ensure non-profit best practices continue to be a priority.	1. Annually review all financial policies and best practices making updates as needed.	1. Identify best data base to contain all LTC records.	1. Annually review all financial policies and best practices making updates as needed.
	2. Implement an easier budget reporting system.	2. Migrate all data into one data base that contains all members and donors.	
		3. Annually review all financial policies and best practices making updates as needed.	
Continue to partner with ECDC Chair and Village designees to inform and engage about LTC finances and accomplishments.	1. Provide monthly outcome reports to ECDC Committee and Quarterly Outcome reports to village.	1. Provide monthly outcome reports to ECDC Committee and Quarterly Outcome reports to village.	1. Provide monthly outcome reports to ECDC Committee and Quarterly Outcome reports to village.
	1. Identify and implement a Governance Committee which will be responsible for all board and staff governance.	1. Annually assess and review current staff.	1. Annually assess and review current staff.
Ensure organizational leadership is successful.	2. Identify with Interim Executive Director current and past job responsibilities, set priorities, and quantify time and talent of need for position.	2. Develop succession plan.	2. Continue to build on succession plan.
	3. Create internal structure to position new Executive Director/Staff for success.	3. Provide support for Executive Director/staff that continues to create an environment of engagement and success.	3. Provide support for Executive Director/staff that continues to create an environment of engagement and success.

LOMBARD TOWN CENTRE GOALS AND OBJECTIVES CY2016-2018

	4. Hire new staff as recommended by committee.				
Ensure all Village, NFP Illinois charity reports, 990's, audits and Main Street national reports, completed in a timely manner.	1. Calendar all deadlines and file appropriate reports. Report to board in monthly reports as completed.	1. File all reports as required.	1. File all reports as required.	1. File all reports as required.	
OBJECTIVE	CY16	CY17	CY18	CY19	
Increase number of engaged board members.	1. Identify, vet and onboard 2 new board members.	1. Identify, vet and onboard 4 new board members.	1. Identify, vet and onboard TBD new board members.	1. Identify, vet and onboard TBD new board members.	
Increase the number of engaged LTC volunteers.	1. Create meaningful tasks for volunteer engagement through special events, special projects, committee roles, etc..	1. Create meaningful tasks for volunteer engagement through special events, special projects, committee roles, etc..	1. Increase volunteer participation by 5%.	1. Increase volunteer participation by 8%.	
		2. Create volunteer manual and job descriptions.			
		3. Create volunteer communication tools.			
		4. Increase volunteer participation by 3%.			
Increase LTC Committee Members.	1. Increase number of Spooktacular Committee members by 20%.	1. Analyze current committee structure and update committee descriptions.	1. Identify, vet and onboard 2-3 new committee members	1. Identify, vet and onboard 2-3 new committee members	
	2. Implement governance committee of 4 and recruit appropriate members.	2. Assess need for additional committees. Recommend and implement changes.			
	3. Recruit additional members for design committee and activate members.	3. Identify, vet and onboard 1-2 new committee members.			
	1. Continue to work with Giving DuPage to recruit new in-office and event volunteers.	1. Work with local universities/colleges to assess need for interns to assist with special projects. Goal 1-2 annually.	1. Work with local universities/colleges to assess need for interns to assist with special projects. Goal 1-2 annually.	1. Work with local universities/colleges to assess need for interns to assist with special projects. Goal 1-2 annually.	

LOMBARD TOWN CENTRE GOALS AND OBJECTIVES CY2016-2018

Increase professional volunteers.		2. Work with professional programs that provide retired workers specializing in fundraising, events, and marketing. Goal 1 annually.	2. Work with professional programs that provide retired workers specializing in fundraising, events, and marketing. Goal 1 annually.	2. Work with professional programs that provide retired workers specializing in fundraising, events, and marketing. Goal 1 annually.
		3. Utilize social media and volunteer sites to reach out to potential volunteers and board members.	3. Utilize social media and volunteer sites to reach out to potential volunteers and board members.	3. Utilize social media and volunteer sites to reach out to potential volunteers and board members.

LOMBARD TOWN CENTRE GOALS AND OBJECTIVES CY2016-2018

Goal 4: Increase the foot-traffic in Lombard's T.I.F. district by promoting downtown events and the many dining, shopping and special services options.			
OBJECTIVE	CY16	CY17	CY18 CY19
Create an atmosphere in the downtown to attract more traffic.	1. Promote downtown businesses during Cruise Nights: American English concert, August 27th.	1. Facilitate communication with businesses to promote "group events" to draw more people to the downtown. LTC will convene the businesses and assist in promoting the event. Convene first meeting by January 2017.	1. Host 3 business run events and LTC promoted events annually.
	2. Promote downtown businesses during Spooktacular event and all LTC events.	2. Promote downtown businesses during Spooktacular event and all LTC events.	2. Promote downtown businesses during Spooktacular event and all LTC events.
	3. Work with businesses to create engagement around Small Business Saturday.	3. Work with businesses to create engagement around Small Business Saturday.	3. Work with businesses to create engagement around Small Business Saturday.
		4. Improve the aesthetics in the downtown as specified in the Lombard Revitalization Guidebook. The LTC design committee will set specific goals and strategies.	4. LTC design committee will set specific goals in coordination with the Lombard Revitalization Guidebook.
Develop an innovative program to attract individuals and families that brings fun to the downtown.	1. Assess feasibility of an app that will promote downtown businesses.	1. Implement app that will promote Lombard businesses and generate revenue.	1. Continue to use the app in creative ways to promote LTC, downtown, and businesses.
	2. Engage community by hosting outdoor viewing events. July 16th Family Outdoor Movie. October 20, Bears vs Packers game.	2. Engage community by hosting outdoor viewing events.	2. Engage community by hosting outdoor viewing events.
		3. Assess potential for a scavenger hunt program (hidden sculptures or items to search for on St. Charles Rd. and Main Street) to create excitement in the downtown.	3. Work with LTC businesses to raise promotion and increase downtown business transactions involving daily Melra commuters.

LOMBARD TOWN CENTRE GOALS AND OBJECTIVES CY2016-2018

Continue to prioritize building strong relationships with current property and business owners and bringing in new businesses for an ultimate goal of 100% occupancy .	1. Continue to work with property owners and outside resources to engage potential new businesses and bring new opportunities to Lombard.	1. Continue to work with property owners and outside resources to engage potential new businesses and bring new opportunities to Lombard.	1. Continue to work with property owners and outside resources to engage potential new businesses and bring new opportunities to Lombard.
	2. Maintain, support and partner with the downtown businesses holding weekly "check-ins" to continue to identify needs and provide on-going support for businesses.	2. Maintain, support and partner with the downtown businesses holding weekly "check-ins" to continue to identify needs and provide on-going support for businesses.	2. Maintain, support and partner with the downtown businesses holding weekly "check-ins" to continue to identify needs and provide on-going support for businesses.

LOMBARD TOWN CENTRE GOALS AND OBJECTIVES CY2016-2018

Goal 5: Become a self-sustaining organization through increasing membership revenue, growing special events and seeking corporate and foundation support.			
OBJECTIVE	CY16	CY17	CY18
Increase membership of businesses and individuals to create greater engagement with LTC and with the downtown.	1. Increase membership by 5 percent	1. Assess membership program for businesses and individuals and implement ways to attract more members.	1. Increase membership by 11 percent
		2. Increase membership by 10 percent using new strategies.	1. Increase membership by 12 percent
Increase signature event (Spooktacular) participation and revenue to create greater engagement and revenue.	1. Build on LTC's Signature Event by annually increasing event size through audience participation, community partners, and sponsorships.	1. Increase event revenue to \$15K.	1. Increase event revenue to \$20K.
	2. Achieve event revenue goal of \$12K.		
Identify Grant and Foundation opportunities.		1. Identify local family foundations loyal to Lombard and the western suburbs that will support LTC	1. Develop relationships with family foundations with a goal of achieving \$1000 in revenue
			1. Develop relationships with family foundations with a goal of achieving \$1000 in revenue
Identify new revenue generating opportunities.	1. Participate in partnership events to raise revenue for LTC including Art and Craft Fair, Ale Fest, and Cruise Night with a total revenue of \$4K-\$5K	1. Continue partnership events with same expected revenue of \$4-\$5K	1. Continue partnership events with same expected revenue of \$4-\$5K
	2. Assess current funding opportunities surrounding LTC sponsored events including viewing nights, etc.	2. Add an annual funding event (Summer Fest) to provide organizational sustainability with a long-term goal of \$10K-\$15K. First year goal of \$5K.	2. Continue to grow Summer Fest by TBD.
	3. Research special taxing districts used by other downtown organizations.	3. Develop strategy with Village for special taxing district.	



Date: Friday, July 1, 2016

To: Economic and Community Development Committee, Village of Lombard Board of Trustees and the Village of Lombard

From: Lombard Town Centre Board President, Chris Cholewa and the Lombard Town Centre Board of Directors

Re: 2017 Lombard Town Centre Request for Funding (January 1, 2017-December 31, 2017)

Enclosures: 2017-2019 Strategic Plan Overview and Funding Request, Budget

Dear Committee Members, Trustees and Village Staff:

On behalf of the Lombard Town Centre Board of Directors, we are pleased to present our Strategic Plan Overview and 2017 Request for Funding.

Lombard Town Centre (LTC), an organization dedicated to preserving and promoting our historic downtown as the "Heart of Lombard", is grateful for the continued support of the Village of Lombard. Because of this invaluable commitment, we have been able to establish ourselves as a relevant part of the growth of downtown Lombard. Serving as a vital partner to downtown organizations and businesses, LTC strives to create and sustain a flourishing downtown business district that preserves the history of our Village for the benefit of residents and visitors, now and in the future. However, LTC is aware of the importance of self-sufficiency and has spent much of 2016 developing strategic plans to help get us there.

Strategic Plan

Over the last six months, LTC has focused on analyzing our resources and building strategies for future sustainability. These strategies came out of multiple sessions with Executive Leadership and the Board, collectively and individually. They also take into consideration the results of surveys to businesses and residents of Lombard, as well as conversations with individuals from each.

The plan is split into two sections: Infrastructure and Objectives.

Infrastructure consists of the systems, structures, processes and procedures needed as the foundation for the organization. Among these are knowledge management, communication and social networking, technology and analytics.

Objectives consist of the executable goals for sustainability. These include fundraising/revenue, strategic alliances/partnerships, events/programs and organization/operations.

High level details for the components of each of these sections are included in the Strategic Plan Overview in the funding packet. Neither component can operate on their own, they are both part of the larger strategies of building a solid foundation for long-term sustainability. Each strategy requires a combination of people, information and processes to be successfully executed.

From August through the end of 2016, LTC will share the full strategic plan with our community partners, volunteers, community members and the Village. The discussions and ultimate implementation will ensure future growth of our community and our organization.

2017 Funding Request

To ensure we continue on our development path, Lombard Town Centre respectfully requests funding for 2017 in the amount of \$55,000. This request includes the Executive Director's part-time (30 hour/week) salary including taxes annually for a total of approximately \$42,500. \$12,500 is for the occupancy expenses over the 2017 year. LTC plans to absorb additional salary increases and office expense increases. In addition, our goal is to reduce our request from the village annually by \$5,000 over the next 5 years to assure that LTC is a sustainable organization.

LTC's dedication to our Board, volunteers, partners, business leaders and community is strong. We are excited for the future and for our continued partnership! If you have any questions, please feel free to contact me at ckcholewa@outlook.com or 708-846-2758.

Sincerely,

Chris K. Cholewa
President, Board of Directors



Village Funding Request



Downtown Lombard matters. It has grown into a thriving destination with unique shops, restaurants and businesses for everyone to enjoy. People can stroll through the beautifully appointed town, stopping in shops, cafes and restaurants. They have choice now. The choice to try one café today and another tomorrow. The choice to have a cocktail or dinner at a different restaurant each night. Choice means progress. Choice means more businesses are willing to give it a go in our downtown. Choice is exciting!

LTC is grateful to the Village for their annual financial support and for the expert advice and counsel of staff and trustees. We enjoy the ability to collaborate and openly discuss projects and challenges. Our partnership has grown over the years and we are honored to continue into the future.

As you know, LTC has one, part-time Executive Director position that encompasses everything from community building, relationship management, board and volunteer management, business recruitment and retention, communication and promotion, preservation and administration, fundraising and event planning and implementation. The generosity of the Village ensures that this person can work on priority tasks while partnering with the LTC board and volunteers to execute the rest. It's a difficult job, but a rewarding one.

We are also grateful for the funding to ensure LTC has a professionally appointed office to receive guests, customers, potential businesses and to hold open houses and business meetings.

With all that said, Lombard Town Centre respectfully requests funding for 2017 in the amount of \$55,000.

- This request includes the Executive Director's part-time (30 hour/week) salary including taxes annually for a total of approximately \$42,500.
- \$12,500 is for the occupancy expenses over the 2017 year.
- LTC plans to absorb additional salary increases and office expense increases.

In addition, our goal is to reduce our request from the village annually by \$5,000 over the next 5 years to assure that LTC is a sustainable organization.



High Level Strategic Plan Overview and Strategies



The LTC Strategic Plan came out of multiple sessions with Executive Leadership and the Board, collectively and individually. The plan also takes into consideration the results of surveys to businesses and residents of Lombard, as well as conversations with individuals from each.

These strategies are split into two areas of focus: infrastructure and objectives. The plan identifies the critically important platforms that will be the focus of LTC's energy and resources over the next five years to continue its Mission and ensure its sustainability.

Infrastructure	Objectives
Technology Implement a strong and flexible infrastructure to support the entire strategic plan.	Revenue Identify and develop ongoing revenue opportunities around existing events, partnerships, individual relationships and new sponsors, grants, foundations and businesses.
Data Collection / Organization / Analytics Develop capabilities for ongoing capture, analytics and information on all constituencies to gain insight and understanding to develop compelling approaches for any/all types of support (programs, fundraising, partnerships, etc.).	Strategic Alliances / Partnerships Increase the number, size, depth of sponsorships, co-marketing, in-kind, etc. through forming mutually beneficial, ongoing alliances and partnerships with corporate businesses and synergistic organizations.
Knowledge Management / Social Networking / Communications Capture and formalize all key learning, institutional knowledge, brand identity and effective communications tools.	Events Review current and prior events and build a portfolio of events/programs that will efficiently and effectively support financial growth and awareness.
	Operating / Organizational Development Structure operations, align resources, capabilities and accountabilities to support the Plan.



How will LTC accomplish our plan?



Our ultimate vision for Lombard Town Centre is to serve the community by:

- Enhancing the downtown business district with successful retail niches and quality restaurants, attractive to prospective businesses and consumers.
- Documenting and preserving the historic buildings in the downtown district; sharing their stories to educate residents and visitors about these architecturally unique and precious structures.
- Using the Village Plan as a guide, educating and assisting property and business owners regarding possible design enhancements to existing structures that would improve the esthetic value of our downtown.
- Creating and maintaining a positive and cooperative working relationship with downtown merchants by being a resource for them, while fostering collaboration and facilitating engagement with other interested parties.
- Continuing our strong relationship with the Village of Lombard elected officials, staff and committees and other community organizations.
- Recruiting a strong membership and volunteer base, committed to the core values of Lombard Town Centre and Illinois Main Street.

To get there, we first have to address LTC's infrastructure needs e.g., the systems, structures, processes and procedures for the organization. We need to look at the following:

- Technology – the website, database administration, email and documentation management.
- Knowledge management, communication and social networking – what we send out, how often, why we send it and using which social media vehicle.
- Analytics – chart of accounts, donor data, all data.

After taking the time to create a solid organizational foundation we can then focus on the key strategies that will boost LTC into the future of sustainable growth and accumulation.

All of this will take an investment of time and will require a combination of people, information, and processes for all of LTC's proposed strategies to be successfully executed.

Let's take a look at the proposed longer term strategies and then what LTC can do in the short term: growth, expansion and sustainability. All are important concepts and, based on some of our strategies, very achievable.



Revenue

Long Term Strategies (5+ years)	Short Term Strategies (2+ years)
<ul style="list-style-type: none"> • Invest a percentage of revenue for the unexpected. • Analyze the effectiveness of campaigns and events then adjust accordingly. • Institutionalize the use of technology/apps to increase engagement in the community and generate ongoing revenue from sales and growth. • Continue to identify other opportunities and partnerships to increase exposure to Downtown Lombard and its businesses. • Apply for grants from entities that support community based organizations, historic preservation and education. • Encourage different levels of memberships and engage the business community. 	<ul style="list-style-type: none"> • Incrementally increase Membership Fees on an annual basis. • <u>Grow Membership by 8% in 2017 and 9% in 2018</u> by expanding reach to new individuals and organizations outside the area. • In 2016 develop an exploration study for downtown Gift Cards ready for 2017-2018 holiday shopping season. • In 2017 survey existing businesses and LTC passport card members to determine a tiered pricing structure that includes additional benefits and services - ready for 2018 launch. • <u>Increase Sponsorships by 20% in 2017</u> by prioritizing fundraising opportunities and customize sponsorship opportunities for specific events. • Maximize the exposure and opportunities around existing events like Spooktacular. During 2016-2018, approach downtown branches of larger corporations like AT&T, 5th 3rd Bank, Heritage Cadillac, in advance of budget finalization. • 'Piggy-Back' onto the events of others like Lombard Ale Fest, Art & Craft Fair, etc. To enhance the event, increase LTC exposure and generate/share more revenue. • Identify family foundations that offer grants in Lombard and the surrounding area by developing a plan to identify and engage with highly connected individuals who support Downtown Lombard. • <u>Grow grant, foundation and individual donations by 95% in 2017.</u>



Strategic Alliances / Partnerships

Long Term Strategies (5+ years)	Short Term Strategies (2+ years)
<ul style="list-style-type: none"> • Develop reporting to ensure the mutually beneficial results of the partnerships. • Continue to identify other potential organizations/entities and work on ways to strategically engage. • Develop a deeper, further reaching networking system. Make connections within a wider range of businesses/groups. 	<ul style="list-style-type: none"> • In 2016 review any current agreements to measure effectiveness of the partnership. • In 2016 put in place a formal plan/process for recruiting and retaining strategically aligned partners. • In 2016 engage the LTC Board and Committees to help identify partners and engage through their connections. • Develop new alliances with businesses/organizations with an interest in Historic Preservation or in Lombard, The Historical Society, Library and Chamber of Commerce. • <u>Increase partnerships in 2017-2018 by 10%.</u>

Events

Long Term Strategies (5+ years)	Short Term Strategies (2+ years)
<ul style="list-style-type: none"> • Start, add, evolve, eliminate events based on the feedback from the community, as well as internal measurements of success. • Identify other successful events to partner or mimic. Maximize reach and minimize resources. 	<ul style="list-style-type: none"> • Review existing events with the following lens: <ul style="list-style-type: none"> ◦ Develop a comprehensive assessment of all programs. ◦ Limit and focus resources to only those programs that are highly performing and have increased potential. ◦ Be opportunistic with other organizations and third party events. • Establish two annual Cornerstone events that will provide substantial revenue to support the operation of LTC each year without reliance on the TIF. <ul style="list-style-type: none"> ◦ Lombard Summer Fest – June ◦ Spooktacular – October



Lombard Summer Fest June



LTC proposes to host an annual two-day summer fest to be held mid-June. Lombard Summer Fest will celebrate local restaurants, shops and pubs. It's an opportunity to bring people from Lombard and surrounding areas together to enjoy a taste of downtown Lombard and all it has to offer. The Summer Fest will join other flagship events like, Lombard Ale Fest, German Fest and Spooktacular to create an incredible array of Summer/Fall community experiences the locals have been requesting for years. Volunteer organizers who developed the original Taste of Lombard before the Commonwealth, are helping to develop the plan. Here are some highlights:

- Establish a standing committee of volunteers that work only on Summer Fest year round. Create sub groups to support event growth.
- Close off St. Charles and South/North Park. The event will originate in downtown Lombard and as the event gains momentum and a following, will expand south by Lilacia park.
- Solicit Lombard Only restaurants – focusing on downtown restaurants and pubs first. Filling in with all other Lombard Restaurants as needed to create a well-rounded and full selection.
- Activities and events may include local bands and entertainment, Bingo tents, Beer Tents, Arts & Crafts, etc.
- Festival fees, sponsorships, grants, and details are currently being developed.
- Attendance is anticipated at 1500-2000 in the first year.
- 2017 date has been established – Saturday, June 24 – Sunday, June 25th.
- A full detailed event proposal is in the works.



Spooktacular Fall Festival October



A well-established community event bringing residents and businesses together to promote our thriving business district. This event will celebrate Halloween, the fall and the harvest.

- Increase attendance by 3% in 2017 by enhancing public relations activities and social media marketing techniques.
- In 2016 develop a tiered sponsorship packet to send to local businesses, corporations and individuals.
- Starting in 2017 partner with other businesses or organizations, like Prairie Coop, The Historical Society, The Dance Centre, Sky Centers, etc., to increase the attendance and enhance experiences and programs.
- Explore adding an adult component to the program to keep all audiences happy and engaged and ensure attendance until the end of the event.
- Increase Art & Craft participation through potential games and competition – quilting bees, scarecrow making contests.
- Target local branches of corporations like AT&T, 5th 3rd Bank, Heritage Cadillac during their budgeting cycles to increase potential of larger donations and volunteers.
- Work with local schools, churches and the library in advance to elicit feedback on the program and develop more custom kid-friendly experiences.
- Increase wristband fees incrementally per year starting in 2017.
- Partner with local news outlets and use social media tools like Facebook Live, podcasting and video to increase awareness to reach multiple audiences in new and relevant ways.
- Establish a standing committee of volunteers that work only on Spooktacular year round.



Operating / Organizational Development

Long Term Strategies (5+ years)	Short Term Strategies (2+ years)
<ul style="list-style-type: none"> • Identify organizational needs to determine adequate staffing requirements to fulfill strategies. • Hire a part time employee to assist the ED, if necessary. • Potentially increase the number of hours for the ED to a full-time role. • Utilize contract and temporary help for specific needs that do not require hiring of employees. 	<ul style="list-style-type: none"> • Redefine roles/responsibilities to focus on the Plan Objectives. • Identify talent, skill, experience gaps and develop a plan to fill those gaps. • Align volunteer recruitment to support the Plan. • Adopt a Board Effectiveness Plan to formalize performance assessment and feedback/correction of LTC leadership. • Create an Advisory Board to increase effectiveness and reach into the community, while keeping former Board members engaged while mentoring potential candidates for the Board. • Executive Leadership: Align the roles/tasks and time allocation to support the Plan. • Board of Directors: Identify and cultivate new members to fill gaps in resources, as well as for succession planning. • Initiate a Board Effectiveness plan that includes Board Giving.

LOMBARD TOWN CENTRE
Budget Actuals and Projections

CY2014-CY2019

REVENUE	CY2014 FINAL	CY2015 FINAL	CY2016 BUDGET	CY2016 1/1 to 5/31	CY2017 BUDGET	CY2018 BUDGET	CY2019 BUDGET
Village Grant	\$ 55,025.00	\$ 55,000.00	\$ 55,000.00	\$ 22,916.66	\$ 55,000.00	\$ 50,000.00	\$ 45,000.00
Foundations/Grants	\$ -	\$ -	\$ -		\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Corporations	\$ 775.00	\$ 200.00	\$ 500		\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Individuals	\$ -	\$ -	\$ -		\$ 500.00	\$ 500.00	\$ 500.00
Membership	\$ 5,560.00	\$ 6,676.46	\$ 6,500.00	\$ 4,097.01	\$ 7,000.00	\$ 7,500.00	\$ 8,200.00
Promotions (Spooktacular)	\$ 5,978.00	\$ 7,329.11	\$ 12,000.00	\$ 97.50	\$ 15,000.00	\$ 18,000.00	\$ 20,000.00
Promotions (Other)	\$ 2,491.00	\$ 7,499.49	\$ 6,000.00	\$ 750.00	\$ 8,700.00	\$ 11,000.00	\$ 13,000.00
Merchandise Sales	\$ 282.00	\$ 68.00	\$ -		\$ 500.00	\$ 500.00	\$ 500.00
Other	\$ 878.00	\$ 445.82	\$ -	\$ 447.85	\$ 250.00	\$ 250.00	\$ 250.00
Total Revenue	\$ 70,989.00	\$ 77,218.88	\$ 80,000.00	\$ 28,309.02	\$ 89,950.00	\$ 90,750.00	\$ 90,450.00
Percentage from Village	77.51%	71.23%	88.75%		61.15%	55.10%	49.75%
EXPENSES	CY2014 FINAL	CY2015 FINAL	CY2016 BUDGET	CY2016 1/1 to 5/31	CY2017 BUDGET	CY2018 BUDGET	CY2019 BUDGET
Salaries/Taxes/Benefits	\$ 39,404.73	\$ 34,909.90	\$ 44,000.00	\$ 19,296.10	\$ 45,000.00	\$ 45,000.00	\$ 45,000.00
Management/Consulting	\$ -	\$ 7,000.00	\$ 3,500.00	\$ 2,042.43	\$ 3,500.00	\$ 3,500.00	\$ 5,000.00
Supplies	\$ 443.00	\$ 274.95	\$ 500.00	\$ 308.53	\$ 500.00	\$ 500.00	\$ 500.00
Telecommunication	\$ 1,151.00	\$ 1,429.98	\$ 1,500.00	\$ 607.75	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Rent	\$ 8,692.00	\$ 7,377.51	\$ 7,500.00	\$ 3,125.00	\$ 8,250.00	\$ 9,500.00	\$ 9,500.00
Printing and Postage	\$ 415.00	\$ 934.35	\$ 300.00	\$ 304.39	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Equipment /Main	\$ 461.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 300.00	\$ 300.00	\$ 300.00
Insurance	\$ 1,513.00	\$ 1,875.00	\$ 1,875.00	\$ 3,191.00	\$ 6,600.00	\$ 6,600.00	\$ 6,600.00
Donor /Volunteer Cultivation	\$ 1,470.00	\$ 607.31	\$ 500.00	\$ 466.81	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Depreciation	\$ -	\$ 655.21	\$ -	-	-	-	-
Technology	\$ 648.00	\$ 800.00	\$ 1,500.00	\$ 930.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Marketing and Branding	\$ 785.00	\$ 1,284.00	\$ 1,000.00	\$ 521.00	\$ 1,500.00	\$ 1,500.00	\$ 2,000.00
Staff Development	\$ 1,089.00	\$ 348.80	\$ 1,250.00	\$ 1,334.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Other	\$ 2,239.00	\$ 934.00	\$ 2,000.00		\$ 2,000.00	\$ 2,000.00	\$ 2,000.00
Promotion/Event	\$ 6,160.00	\$ 10,500.00	\$ 11,000.00	\$ 375.00	\$ 13,000.00	\$ 13,000.00	\$ 13,000.00
Sub-Total Expenses	\$ 64,470.73	\$ 69,931.01	\$ 77,425.00	\$ 33,502.01	\$ 87,150.00	\$ 88,400.00	\$ 90,400.00
TOTAL REVENUE	\$ 70,989.00	\$ 77,218.88	\$ 80,000.00	\$ 28,309.02	\$ 89,950.00	\$ 90,750.00	\$ 90,450.00
TOTAL EXPENSES	\$ 64,470.73	\$ 69,931.01	\$ 77,425.00	\$ 33,502.01	\$ 87,150.00	\$ 88,400.00	\$ 90,400.00
TOTAL NET	\$ 6,518.27	\$ 7,287.87	\$ 2,575.00	\$ (5,193.00)	\$ 2,800.00	\$ 2,350.00	\$ 60.00

**RESOLUTION
R 8-16**

**A RESOLUTION PROVIDING FUNDING FOR
LOMBARD TOWN CENTRE AS THE OFFICIAL
ILLINOIS MAIN STREET PROGRAM ORGANIZATION SERVING THE VILLAGE OF
LOMBARD**

WHEREAS, a Lombard Town Centre was established to serve as the as the Main Street organization for the Village of Lombard with its purpose being to stimulate economic development and preservation within downtown Lombard, thereby lessening the economic development burden on municipal government; and

WHEREAS, the President and Board of Trustees of the Village passed Resolution No. R 38-05, on August 19, 2004 endorsing the concept of a local Main Street organization and the submittal of an application to the State of Illinois to become an Illinois Main Street Community; and

WHEREAS, said application was submitted to the Illinois Main Street Program; and

WHEREAS, Lombard received membership status as a Illinois Main Street Community in October 2004, and

WHEREAS, the Village has previously provided funding assistance to Lombard Town Centre in an amount of \$75,000 in furtherance of their activities for the 2005 to 2009 years as well as financial support for FY 2010-2011, in an amount not to exceed \$35,000 exclusively for a part-time Executive Director (hereby referred to as "Executive Director"), \$14,292 for the 2011 Calendar year, \$38,500 for the 2012 Calendar year, \$50,000 for 2013 Calendar year, \$55,000 for the 2014 Calendar year, and \$55,000 for the 2015 Calendar year; and

WHEREAS, Village's Economic and Community Development Committee (ECDC) considered future funding for the organization and recommended approval of funding of \$60,000 for the 2016 calendar year, subject to conditions; and

WHEREAS, the ECDC also recommended that the LTC develop a long term funding strategy, with oversight and assistance by the ECDC; and

WHEREAS, the Village Board of Trustees does not concur with the ECDC recommendation for funding of Lombard Town Centre, the Village Board of Trustees believes funding should be in the amount of \$55,000, as set forth herein.

NOW, THEREFORE, BE IT RESOLVED BY THE PRESIDENT AND BOARD OF TRUSTEES OF THE VILLAGE OF LOMBARD, DU PAGE COUNTY, ILLINOIS, as follows:

SECTION 1: That the President and the Board of Trustees of the Village of Lombard does hereby recognize Lombard Town Centre, an Illinois not-for-profit corporation, as the official Illinois Main Street Program organization for the Village of Lombard.

SECTION 2: That the President and Board of Trustees do hereby authorize the Finance Department to disperse the funds in an amount of \$55,000, on a monthly basis to the Lombard Town Centre, subject to Lombard Town Centre satisfactorily complying with the following:

- A. Lombard Town Centre shall, on no less than a monthly basis, provide a written report to update the ECDC on the organization's activities and accomplishments. Said report shall be in written form and shall be provided to Village staff prior to the second Monday of each month.
- B. If requested by the Village, Lombard Town Centre shall annually provide a copy of federal tax return and annual audit to the ECDC and the Lombard Finance Department. The costs associated with the annual audit shall not be required to be borne by the Lombard Town Centre as part of the Village allocation.
- C. Lombard Town Centre shall make an annual report to the President and Board of Trustees setting forth the activities of the organization during the prior year and explaining how said activities have been of benefit to the economic viability of the Village.
- D. In the event that the Executive Director position becomes vacant, the Village of Lombard may temporarily cease the monthly funding until such time that the Executive Director position is filled.

Adopted this 7th day of January, 2016.

Ayes: Trustee Whittington, Fugiel, Foltyniewicz, Johnston, Pike and Ware

Nays: None

Absent: None

Approved this 7th day of January, 2016.


Keith T. Giagnorio
Village President

ATTEST:


Sharon Kuderna
Village Clerk

Scope of Work

Lombard Town Centre

Strategic Planning 2016

Lombard Town Centre requires assistance in developing their multi-year strategic plan. Charity Resources proposes the following scope of work to be completed in June 2016.

1. Meet with all stakeholders/constituents. (scheduled for Jan-Feb 2016)
 - a. Businesses
 - b. Residents
 - c. Village Officials
 - d. LTC Board
2. These meetings should be a bi-directional conversation about LTC
 - a. Learn about LTC structure, mission, responsibilities
 - b. Discuss successes and challenges
 - c. Receive feedback from the community
 - d. Learn about external needs and wants
 - e. Manage expectations
3. Meet with LTC ED and Board (Jan-Mar 2016)
 - a. Review stakeholder meetings and feedback
 - b. Compare ideas and needs to LTC Mission
 - c. Prioritize to incorporate into strategic plan
4. Work with Board/Committees on Strategic Goals as facilitator (Feb-April 2016)
 - a. Short term
 - i. Defining the scope of the Downtown Business District
 - ii. Memberships/Benefits
 - iii. Communication Strategy
 - b. Long term
 - i. Monetizing events, relationships, etc.
 - ii. Increasing memberships and services
 - iii. Alternative revenue options
 - iv. Budgetary considerations
 1. Staff
 2. Village involvement/requirements
 3. Reserves
5. Assist Board in preparing Draft Strategic Plan for review (April-May 2016)
 - a. Time for further discussion and consideration of plan components

- b. Feedback from stakeholders
 - c. Ensure it meets Mission objections
 - d. Reality check
 - i. Are these realistic goals?
 - 1. Staff
 - 2. Volunteers
 - 3. Funding
 - ii. Will the community embrace these strategies?
 - 1. Village Board
 - 2. Business Community
 - 3. Residents
6. Facilitate meetings with ED and Board to finalize Strategic Plan (May-June 2016)
- a. Meets realistic resource requirements
 - i. Staff
 - ii. Financial
 - b. Accommodates business needs/concerns
 - c. Incorporates new revenue options
 - i. Expanded geographic
 - ii. Technology
 - iii. Memberships
 - d. Involves marketing/communication to effectively engage the community
 - i. Clearly defines responsibility and services
 - ii. Optionally providing partnerships to 'fill the gap' for business needs

In return for the services described above, Charity Resources, LLC would charge a minimum fee of \$2500 and a maximum of \$3000. Fees are to be paid at the rate of \$500/month, on a schedule convenient to LTC. The engagement begins upon signature of this document and runs until terminated by either party.

Please acknowledge your acceptance of this Scope of Work and the associated fees set forth by signing below. Your engagement with Charity Resources, LLC is dependent upon approval of this document and the terms defined in our Standard Engagement Letter.

Company Name: _____

Billing Address: _____

By (Printed Name) : _____

Signature: _____

Title: _____ Dated: _____