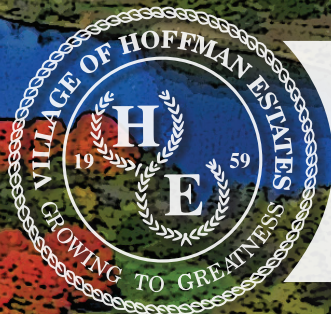






HOFFMAN ESTATES



VILLAGE OF HOFFMAN ESTATES
**ECONOMIC DEVELOPMENT
STRATEGIC PLAN**

EXHIBIT C

ECONOMIC DEVELOPMENT STRATEGIC PLAN – IMPROVEMENT ACTIONS

ACTION ITEM	PRIORITY	STATUS/NOTES
 1. ATTRACTION & RECRUITMENT		
a		Market the nearly 900 acres of available vacant land by updating available properties websites hosted by the Village, Costar, and the state of Illinois.
b		Develop and manage branding and marketing materials that appeal to targeted prospects.
c		Work as the liaison to companies and investors coming to town and assist in navigating the entitlement and approval process.
d		Target remote workers to build the resident and employment base.
e		Attend industry trade shows and events such as Innovating Commerce, Serving Communities (ICSC) shows, Association of Industrial Real Estate (AIRE) luncheons, and Site Selectors conferences to promote the Village and meet with potential investors.
f		Target specific companies which residents and other businesses have asked to bring to town and/or will generate desirable benefits, including new revenues for the community.
g		Develop a Foreign Direct Investment (FDI) strategy to attract international businesses.
h		Manage incentives to effectively attract businesses that align with the Village’s strategic goals while being a responsible steward of the public tax dollars. Publicize the attached Incentive Guidelines to clearly state what would be considered for approval.
i		Utilize Public Private Partnerships to leverage private sector investments into more unique public places for the community.
j		Work with partner agencies to maintain and improve the transportation infrastructure as a key attractor for business investment. Analyze various sites for higher densities of automobile and truck traffic to ensure a proper placement of use and site.
k		Push to explore and use innovative technologies when attracting new businesses and investors to Hoffman Estates. Create a separate economic development webpage with information readily available for site selectors and companies looking to invest in the Village. Update this page regularly with demographic data, promotional videos, virtual site tours, and news of activity in town.
l		Seek out a variety of land uses not prevalent in the Village to develop on greenfield or redevelopment sites so as to diversify the tax base and provide a more fiscally sustainable economy. Those uses could include but are not limited to speculative/flexible industrial buildings, data centers, multi-story warehouses, micro-distribution centers, modern multi-family, and mixed-use.
 2. BUSINESS RETENTION & EXPANSION (BRE)		
a		Reestablish the formal BRE visit program by consistently meeting with larger and more prominent employers on a scheduled, triennial basis.
b		Periodically survey businesses to track common trends impacting their operations in order to better inform potential program and policy changes.
c		Annually host networking opportunities/events for community business leaders to promote effective, informal communication.

TACTIC: For larger projects considering incentives, consider hiring outside consultation

TACTIC: Add GIS StoryMaps on the website to explain large development projects, TIF districts, and potential development sites.

TACTIC: Schedule CEO Roundtables, Business Appreciation Happy Hours, and other such events.

d	Promote multicultural business incubation for companies from other countries to access U.S. markets.		
e	Implement strategies for businesses to retain and attract skilled workers.		
f	Continue to participate in and support the Chamber and its events to connect with small and medium-sized businesses.		
g	Identify stage two companies who have grown past the startup phase but have not yet grown to maturity that may be poised for growth and assist in bringing them to the next level.		
h	Continually communicate to the business community through various mediums, especially to share important Village news and events.		
i	Improve the transportation connections throughout the community and to surrounding areas to assist efficient employee access to employment centers.		
j	Promote the C-PACE program through Cook County to finance sustainable building improvements.		



3. FDI STRATEGY & TRAGETING INDUSTRY CLUSTERS

a	Create and implement a marketing plan to promote the existing clusters and attract clients and customers of the vertical supply chain for those clusters.		
b	Work with transportation agencies to improve connections, via I-90, public transportation and hotel shuttles, to O'Hare International Airport as a key connector to other countries.		
c	Meet bi-annually with the existing clusters as a group to improve services and connectivity.		
d	Enter into sister city relationships with cities in Japan, German, Switzerland, Korea and/or the UK as a number of companies within Hoffman Estates are headquartered in those countries.		TACTIC: Go on one or two trade missions to these countries.
e	Meet with foreign consul generals annually to promote Hoffman Estates as a great place for businesses from their countries to invest.		



4. HOUSING

a	Seek out new residential developments, especially rental multifamily and townhomes, which will help diversify the existing housing market to provide for a wider range of housing needs.		TACTIC: Work with developers and the special needs community to develop a housing option for those adults looking to live on their own in community.
b	Work with Village Planning and Code Enforcement staff to ensure thoughtful development patterns continue and the community has safe and well-maintained buildings and properties.		
c	Work with Planning and Transportation staff to ensure all residents have safe, adequate transportation access to major hubs, attractions and employers.		
d	Continue to take inventory of and improve the services the Village provides to residents and businesses (police, fire, health and human services, public works, and engineering).		



5. MARKETING & COMMUNICATIONS

a	Create and update an annual marketing plan by determining the audiences, messages, budget, and the most effective tactics to reach the desired audience(s).		
b	Plan events connecting the Village Board, businesses, and the Hoffman Estates Economic Development Division with one another.		
c	Refine the brand identity of Hoffman Estates Economic Development to showcase the Village.		
d	Schedule regular social media and other content to stay relevant and "on the newsfeeds."		TACTIC: Consider the use of targeted advertising on social media, where appropriate.

e	Publish and promote a quarterly economic development eNewsletter.		
f	Collaborate with partners to reach desired audiences and communicate Village offerings and advantages.		
g	Plan and budget funds to be prepared for unanticipated new technology opportunities that may arise during any given year. Do not hesitate to implement pilot or try programs with new technology as a cost-effective way to make advancements.		TACTIC: Utilize drones for site tours, 3D imaging photography, virtual meeting software, new social media tools, video production, and other new ideas to promote, connect, and collaborate with community patrons and future investors.



6. QUALITY OF LIFE & PLACEMAKING

a	Work with the NOW Arena staff to bring in events to celebrate all cultures or offer a variety of entertainment options.		
b	Connect with other governing entities to create inclusive community festivals that engage existing businesses and their employees.		TACTIC: Create a Japanese Festival or Indian Festival.
c	Work with Village Planning and Code Enforcement staff to ensure thoughtful development patterns continue and the community has safe and well-maintained buildings and properties.		
d	Support operations and relationship of St. Alexius Medical Center as a health provider to the community and an attractor of more medical offices and jobs.		
e	Continue to take inventory of and improve the services the Village provides to residents and businesses (police, fire, health and human services, public works, and engineering).		
f	Promote and support the Park District and Forest Preserve amenities and activities.		
g	Work to implement the economic development recommendations of the Sustainability Plan.		TACTIC: Promote the Green Business Recognition Program and get 10 companies a year to apply.
h	Work with retail owners to create a walkable and inviting retail experience that includes public gathering spaces.		
i	Seek public/private projects which mix uses to create great public spaces that impact quality of life.		TACTIC: Redevelop the Poplar Creek branch between I-90 to Higgins Road into an open creek asset with amenities for neighboring properties.
j	Explore micro-grant opportunities to encourage individuals, private developers and community organizations to create placemaking projects.		
k	Modernize older, functionally obsolete buildings that can engage in recreational and cultural projects.		
l	Work with developers of all land uses to foster construction of well-connected projects for residents, employees, visitors.		



7. SMALL BUSINESS DEVELOPMENT

a	Continue to support Next Level Northwest as an option for small business growth. Encourage companies to apply.		
b	Utilize TIFs and other tools to create strategic incentives that will encourage private sector investment into new small businesses.		TACTIC: Within TIF Districts, create matching façade and business improvement grants or revolving loan funds.
c	Investigate use of CDBG funds for economic development purposes.		
d	Encourage and work with shopping center owners to create temporary pop-up spaces in vacancies for new entrepreneurs.		

e	Create a pro-entrepreneur market by exploring the establishment of a business incubator, especially reaching out to those recently retired who may be looking to start a second career.		
f	Meet with external team members to build relationships and understand their resources for the small business community.		
g	Promote and distribute small business resources in formats that effectively reach their target audiences. Serve as a local clearinghouse to bring together varied resources and provide direct access for to Village businesses.		



8. TOURISM

a	Continue to bring new event opportunities that will yield occupancy to the NOW Arena and area attractions such as Bell Works. Then assist as a complimentary housing authority for these events and work with local hoteliers to ensure they capture those room nights.		
b	Maintain relationships with regional and adjacent CVBs (MEET Chicago NW and Elgin/Fox Valley CVB) to keep NOW Arena top of mind as an active option. Collaborate on drawing regional event opportunities.		
c	Monthly visits to all hotel GM and Sales Leaders to educate them on Hoffman Estates market changes and ensure they are capturing as many leads from local events.		
d	Maintain the VisitHoffman.com tourism website.		TACTIC: This is a static site now but it could be energized with a professional redesign then promoted on google and social media.
e	Support local events and encourage festivals which span multiple days, possibly focused on youth sports, food, local small businesses or manufacturers, and the Bell Works Chicagoland campus.		
f	Work closely with HE Park District to identify Tournament opportunities and create sponsorship opportunities to help offset tournament costs by negotiating hotel rebates when the event controls lodging.		
g	Work closely with area park districts and banquet facilities to draw social group room blocks such as wedding and cultural events.		



9. WORKFORCE DEVELOPMENT

a	Engage with external partners to strengthen and promote workforce programs.		
b	Connect businesses with workforce hiring and training resources and partner organizations.		TACTIC: Consider hosting a jobs board powered by a third party, like Getro, for all jobs within the Village or partner with surrounding communities to promote jobs in the northwest suburbs.
c	Support educational system initiatives, especially at the community college level, that connect student and business needs.		
d	Explore possibility of using CDBG funds for economic development/workforce programs.		
e	Leverage industry expertise by working with established industry experts in the community.		
f	Enter into intergovernmental agreements with neighboring communities to support workforce development efforts that may be sector specific.		
g	Support programs which encourage training and learning in the flow of employment.		
h	Encourage alternative modes of transportation amongst business owners and work with Planning and Transportation staff to ensure safe routes are in place equitably across the community to improve access for the workforce.		

