

## Strategic Action Plans

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These Strategic Action Plans detail the steps necessary to capitalize on the opportunities identified in this Market Assessment. As part of this Assessment, a future focused approach is emphasized. Continuously improving WPB's differing sets of uses and districts, while retaining its unique attributes, are key to this approach. The opportunities identified are strategic. Each opportunity can be addressed systematically and comprehensively over time, with the understanding that each effort contributes to all of the proposed economic development work.

WPB's markets and opportunities suggest the following strategic goals for acting on these Market Assessment results.

1. Build upon current business success to foster business expansion and entrepreneurship.
2. Establish ongoing and ad hoc partnerships focused on WPB's economic growth.
3. Support creative solutions, whether in entrepreneurship, the arts, 'clean and safe,' or new development.

The Action Plans in support of these goals are organized by likely implementation and priority within each of these goals. The WPBCC and WPB SSA #33 have the option of organizing these efforts within their current committee structures or through working groups, also intended to further engage the neighborhoods' business community. These same efforts should be integrated, as appropriate, with Master Plan implementation efforts.

Goal 1: Build upon current business success to foster business expansion and entrepreneurship.

The first step for the WPBCC and WPB SSA #33 in addressing business growth is improved management data. Obtaining this data will establish the necessary basis for monitoring the business mix and local real estate. Having this data and continuously improving it has long-term benefits organizationally for the WPBCC and WPB SSA #33.

<i>Objective: Improve WPB's business and real estate data.</i>		
<b>Task</b>	<b>Due</b>	<b>Responsibility</b>
1. Work with City of Chicago to obtain available GIS data on WPB's buildings, including all ownership data, tax information, landmarks status, building size and ground floor footprints.	June 2013	City staff; WPBCC staff; SSA 33 staff
2. Obtain any updates to City business licenses data, and combine with the WPBCC business list and WPB SSA #33 information.	June 2013	City staff; WPBCC staff; SSA 33 staff
3. Identify if City can provide both sets of data in a simple format such as Excel.	June 2013	City staff; WPBCC staff; SSA 33 staff
4. If the City cannot provide data in a single format, hire an intern with GIS coursework experience to assemble data.	June 2013	WPBCC staff; SSA 33 staff
5. Update market share data using this master list.	June 2013	WPBCC staff; SSA 33 staff
6. Identify potential new members.	June 2013	WPBCC staff; SSA 33 staff
7. Use this master list as a basis for monitoring the WPB mix.	June 2013	WPBCC staff; SSA 33 staff
8. Update data twice annually.	Ongoing	WPBCC staff; SSA 33 staff

Goal 1: Build upon current business success to foster business expansion and entrepreneurship.

As noted in the Market Share and Leakage data, three (3) business categories represent an opportunity to capture additional market share, supplementing WPB’s extraordinary capture rate in other categories. Each of these three categories is represented within the WPB mix. This outreach can be incorporated with other Chamber efforts.

<i>Objective: Strengthen market share in certain business categories: Food, Home Accessories, and Art and Craft Supplies.</i>		
<b>Task</b>	<b>Due</b>	<b>Responsibility</b>
1. Meet with member businesses in these categories to quantify local market conditions, their business plans, and any recruitment target recommendations.	2013	WPBCC Board and staff
2. Identify any expansion opportunities, including potential new product line extensions or desire for new locations, planned by those businesses.	2013	WPBCC Board and staff
3. Identify existing WPBCC programs supporting category growth.	2013	WPBCC Board and staff
4. Identify potential recruitment targets within these categories. a. Use consumer survey results and input from businesses; b. Visit neighborhoods/suburbs with likely recruitment targets; c. Develop a working list; d. Contact targets; e. Follow-up with targets, and introduce to property owners at suitable locations.	2013	WPBCC Board and staff
5. Monitor category changes. a. Update mix data after assembling master data list; b. Continue to improve market share data, based upon new business and market information.	Ongoing	WPBCC staff

Goal 1: Build upon current business success to foster business expansion and entrepreneurship.

Throughout this assessment process, ongoing concerns about ground floor tenancies and tenanting trends were obvious. As the real estate market improves, lending requirements, for example, may permit some developer flexibility. For the WPBCC and WPB SSA #33, property owners and brokers will always control local tenancies. Being an information resource, plus sustained owner and broker engagement, can increase local influence on tenanting decisions.

<i>Objective: Increase outreach to WPB's real estate community.</i>		
<b>Task</b>	<b>Due</b>	<b>Responsibility</b>
1. Brainstorm ways to become a resource for the local real estate community, and identify leads for outreach	2013	WPBCC Board and staff; WPB SSA #33 staff
2. Meet with major owners and brokers to understand their ownership and leasing plans, to share the market assessment results, and to understand nearby tenancies.	2013-2014	WPBCC Board and staff; WPB SSA #33 Commission and staff
3. Provide available tenant-related information to property owners and brokers.	2014	WPBCC Board and staff; WPB SSA #33 staff
4. Share information about business development programming with major owners and brokers.	2013-2014	WPBCC Board and staff; WPB SSA #33 staff
5. Support property owners and brokers in recruiting financially viable tenants.	Ongoing	WPBCC Board and staff; WPB SSA #33 staff
6. Monitor property listings, new tenancies, asking rents, and add to business and building data, as needed.	2014	WPBCC Board and staff; WPB SSA #33 staff
7. Maintain ongoing communication with the real estate community, including developers.	Ongoing	WPBCC Board and staff; WPB SSA #33 staff

Goal 2: Establish ongoing and ad hoc partnerships focused on WPB's economic growth.

This Action Plan builds upon the WPBCC's interest in providing value to the neighborhoods' independent businesses. Comprehensively addressing the issue of growing new businesses will enable WPB to maintain its highly diverse mix of creative businesses over the long-term. Also, as a secondary opportunity, a well-conceived and pragmatic process for entrepreneurial development can prove a basis for future conversations with the real estate community.

For Task 1 below, WPBCC has relationships with certain potential partners, such as Chicago's Women's Business Development Center. Other resources include Chicagoland Entrepreneur Center, SBA/SCORE, Kauffman Foundation, GrowthCorp (in Chicago), and the National Business Incubation Center. Certain local models for consideration in adopting best practices for fostering growth include Edgewater Development Corporation's entrepreneurship programming, Chicago Fashion Incubator, Kitchen Chicago, and Shared Workspaces or OfficePort (for non-retail businesses).

<i>Objective: Foster entrepreneurship for ground floor spaces in WPB's commercial corridors.</i>		
<b>Task</b>	<b>Due</b>	<b>Responsibility</b>
1. Identify potential partners with strong entrepreneurship programs emphasizing ground floor tenancies.	2013	WPBCC working group
2. Meet with partners to understand programming and potential for entrepreneurs interested in WPB.	2013	WPBCC working group
3. Discuss retail incubation and site and business requirements. (A site is also noted in property owner outreach.)	2013	WPBCC working group; WPBCC staff
4. Consider mentoring program from among WPB's businesses.	2013	WPBCC working group
5. Document formal program development.	2013	WPBCC working group; WPBCC staff
6. As part of real estate listings, maintain list of likely store locations for entrepreneurs.	2013	WPBCC staff

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Successful recruitment to vintage or new space requires multiple relationships. Formulating an initial tenant list, identifying potential recruitment targets, and contacting them to ask them to consider a WPB location is repetitive but important groundwork. Again, this set of action steps will develop information that ensures the WPBCC and WPB SSA #33’s value to the broader business community.

<i>Objective: Support business development through recruitment.</i>		
<b>Task</b>	<b>Due</b>	<b>Responsibility</b>
1. Create a screened list of potential tenants, use the market assessment data, WPB business owner recommendations, knowledge of business expansion plans, and entrepreneurial programming.	2013	WPBCC staff
2. Identify potential regional recruitment targets operating in similar business environments.	2014	WPBCC
3. Encourage uses and strong tenancies that can succeed in the right WPB location.	Ongoing	WPBCC Board and staff; WPB SSA #33 Commission and staff
4. Encourage recruitment that complements existing clusters throughout WPB.	Ongoing	WPBCC Board and staff; WPB SSA #33 Commission and staff
5. Work collaboratively with property owners and brokers and developers in encouraging strong tenancies that reinforce local character.	2013	WPBCC Board and staff; WPB SSA #33 Commission and staff
6. Monitor mix changes. a. Update business list; b. Update mix percentages and estimated sales; c. Continually improve recruitment-related data.	Ongoing	WPBCC staff

Goal 2: Establish ongoing and ad hoc partnerships focused on WPB’s economic growth.

Broadening the WPBCC’s base of support for WPB’s commercial advancement is key to future success. Engaging groups of businesses, even on an ad hoc basis for a specific project or event, can produce results that benefit businesses and the WPBCC. This effort will require persistence and the ongoing assistance of the Chamber. WPB SSA #33 can supplement these efforts, given their committee work.

<i>Objective: Enhance relationships with business groups by business category.</i>		
<b>Task</b>	<b>Due</b>	<b>Responsibility</b>
1. Select one business owner group as a pilot group for networking development, a discussion of their business issues, and communicating WPBCC business support activities. (All issue discussion should emphasize solutions.)	2013	WPBCC Board and staff; WPB SSA #33 staff
2. Identify issues, solutions, and group projects that support WPB business growth and/or enhance business category profitability.	2013	WPBCC Board and staff; WPB SSA #33 staff
3. Structure networking opportunities for other business groups, using lessons learned.	2013	WPBCC Board and staff; WPB SSA #33 staff
4. Foster any new business mentoring opportunities within each group.	2013	WPBCC Board and staff; WPB SSA #33 staff
5. Develop a meeting format and/or schedule for each group.	2013	WPBCC Board and staff; WPB SSA #33 staff
6. Develop capacity of each group to complete solution-focused projects that benefit their businesses and WPB.	2013	WPBCC Board and staff; WPB SSA #33 staff
7. Enable joint marketing among the business categories.	2013	WPBCC Board and staff; WPB SSA #33 staff

Goal 2: Establish ongoing and ad hoc partnerships focused on WPB’s economic growth.

As with the real estate community, the WPBCC and WPB SSA #33, through its programs, have the opportunity to increase their connections within the business community.

<i>Objective: Become a resource for businesses seeking to remain or grow in WPB.</i>		
<b>Task</b>	<b>Due</b>	<b>Responsibility</b>
1. Provide training programs on best operating practices for existing businesses or by business category in partnership with local business resources, the City, or other identified partners.	2014	WPBCC and WPB SSA #33
2. Provide information about emerging or changing Small Business Administration and related programs.	2014	WPBCC and WPB SSA #33
3. Through the above training and ongoing outreach, catalog the location needs of business categories.	2014	WPBCC and WPB SSA #33
4. Develop mentoring programs for existing businesses as part of outreach to major business categories, or groups.	2014	WPBCC and WPB SSA #33
5. Identify local employers from the business license list, and contact them to determine their local plans.	2014	WPBCC and WPB SSA #33
6. Maintain communication with employer base about priority WPBCC/WPB SSA #33 retention and expansion work.	2014	WPBCC and WPB SSA #33
7. Make ongoing referrals to real estate community.	2014	WPBCC and WPB SSA #33
8. Continue to work with other partners to continually promote WPB businesses.	2014	WPBCC and WPB SSA #33
9. Continue to communicate WPB business successes to residents and visitors.	2014	WPBCC and WPB SSA #33



Goal 3: Support creative solutions, whether in entrepreneurship, the arts, ‘clean and safe,’ or new development.

WPB and its commercial organizations have developed creative initiatives to ensure WPB’s strong brand. Creative initiatives that capitalize on what exists naturally in both neighborhoods have been the basis for successful work. (Entrepreneurship also requires creativity, in addition to its important economic development role.) This work should continue these important economic development initiatives.

<i>Objective: Continue to organize and implement new attraction initiatives.</i>		
<b>Task</b>	<b>Due</b>	<b>Responsibility</b>
1. Continue current work in the arts and in tourism.	Ongoing	WPBCC Board and staff; WPB SSA #33 Commission and staff
2. Develop an initiative focused on entrepreneurship, as noted in these Action Plans, and identify local champion from WPBCC and/or WPB SSA #33.	2013	WPBCC Board and staff; WPB SSA #33 Commission and staff
3. Identify additional creative initiatives and niche strategies that foster economic growth.	Ongoing	WPBCC Board and staff; WPB SSA #33 Commission and staff
4. Develop strategy for initiatives, and implement.	Ongoing	WPBCC Board and staff; WPB SSA #33 Commission and staff

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In addition to contributing to business growth, this Action Plan suggests that new and different solutions are often needed in development processes, whether an adaptive reuse or new construction. The WPBCC and WPB SSA #33 can make important contributions to the overall processes.

<i>Objective: Become a resource for the development community.</i>		
<b>Task</b>	<b>Due</b>	<b>Responsibility</b>
1. Meet with WPB's Aldermanic offices to determine how WPBCC and WPB SSA #33 can assist in future development processes.	2014	WPBCC and WPB SSA #33
2. Share the previously noted screened list of potential tenants, the market assessment data, WPB owner recommendations, knowledge of business expansion plans, and entrepreneurial programming.	2014	WPBCC and WPB SSA #33
3. Encourage uses and strong tenancies that can succeed in the right WPB location.	2014	WPBCC and WPB SSA #33
4. Monitor Chicago area competitors, new development in other Chicago neighborhoods, and lending standards at least annually.	2014	WPBCC and WPB SSA #33
5. Work with City officials and developers to ensure committed tenants, as appropriate, in each development.	2014	WPBCC and WPB SSA #33
6. Continue to identify existing buildings for re-use or re-tenanting and sites suitable for compatible redevelopment.	2014	WPBCC and WPB SSA #33

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This Action Plan responds to consumer survey results regarding personal safety. Addressing this issue is crucial to ensuring the WPB's strong image. Consumers, regardless of where they are live, will not come to an area perceived as unsafe. As a traditional BID, or SSA, function, this series of tasks has been assigned to the WPB SSA #33 Commission.

<i>Objective: Work to ensure the safety of patrons in WPB's commercial areas.</i>		
<b>Task</b>	<b>Due</b>	<b>Responsibility</b>
1. Examine best practices in other Chicago neighborhoods and elsewhere.	2013	WPB SSA #33 Commission and staff
2. Discuss findings with the Aldermanic offices and local police command.	2013	WPB SSA #33 Commission and staff
3. Identify ways to enable safety.	2013	WPB SSA #33 Commission and staff
4. Engage business owners or clusters in problem zones, as appropriate.	2013	WPB SSA #33 Commission and staff