



2/22/2016

2016-17 Village Strategic Issues and Action Plan FINAL REPORT

TOTAL GOALS: 76

KEY

On Schedule

Delayed (Schedule Adjusted) / On Target

Most Important Initiatives

Off Track / Concerned About Progress

Strategic Issue I: DEVELOPMENT. Build consensus for 21st Century development and re-development of the Village, and take steps to attract and foster desirable development, increase the Village's footprint, add housing variety and increase downtown density.

Goal I	Action Steps	On track	Complete	Comments	Dept.
1	Identify key development parcels and recruit developers to those sites and enhance all commercial corridors, including 2 proposed CBD projects. - Ongoing				P&D/ Admin
1	Promote housing diversity by monitoring affordable housing availability and needs. - Ongoing				P&D
1	Encourage eldercare housing and senior facilities within the community including considering relocating Senior Services in the Civic Center. - Ongoing				P&D/ Admin
2	Begin the process of updating the Comprehensive Plan as grant funds become available by May 2017.				P&D
2	Consider adopting new building codes including the 2012 Energy Codes by October 2016.				P&D

3	<p>Embrace residential and commercial annexation opportunities</p> <ul style="list-style-type: none"> * Finalize the annexation of the industrial properties on Hill Ave. by May 1, 2016. *Continue to pursue annexation in conjunction with the Enclaves of Glen Ellyn project and possible residential development on Hill Ave by May 1, 2016. * Continue to pursue annexation of areas near GWA by September, 2016. 				P&D/ Admin
4	Encourage developers to consider public/private partnerships with respect to public parking by January, 2017				P&D/ Admin
4	Complete a Village wayfinding plan and consider implementing by May 1, 2016.				P&D/PW
4	Maintain an attractive pedestrian environment by encouraging sidewalk cafes, promoting downtown events and making pedestrian-friendly enhancements by May, 2017.				P&D/ Admin

TOTAL COMPLETE/ON TARGET=TOTAL: 9

Strategic Issue II: BUSINESS. Engage in proactive economic development to attract and retain key businesses downtown and other commercial corridors to achieve a thriving business community.

Goal II	Action Steps	On track	Complete	Comments	Dept.
1	Continue to target areas for economic development including retail, restaurant, and office and track success - 2 CBD projects. - Ongoing				Admin
1	Utilize College of DuPage (COD) as a business retention and recruitment partner by May 2017.				Admin
1	Pursue sales agreement for 825 Main Street by June 1, 2016.				P&D/ Admin
1&2	Continue to invest in commercial areas through the award program and promote the incentive program for businesses that meet economic development goals. - Ongoing				P&D/ Admin
2	Promote the CBD and Roosevelt Rd. TIF Districts. -Ongoing				P&D/ Admin
2	Expand the core downtown CBD and expand and retail opportunities by carefully regulating special use applications by May 2017.				P&D/ Admin
2	Continue to work towards finding a long-term tenant for the old Dominick's site by December 1, 2016.				P&D/ Admin
3	Continue to implement a communication strategy with the Village Board to engage them on economic development decisions and outcomes. - Ongoing				P&D/ Admin
4	Consider implementation of an online building permit system to provide customer flexibility and improved service by January 1, 2017.				P&D
4	Review and modify zoning code and ARC guidelines to provide more flexibility through administrative approval by December 1, 2016.				P&D
4	Consider combining the Plan Commission and Architectural Review Commission by July 1, 2017.				P&D

TOTAL COMPLETE/ON TARGET=TOTAL: 11

Strategic Issue III: ATTRACTIONS. Encourage a variety of events and shopping and dining options, and provide amenities that attract visitors to the Village and produce resident and visitor presence downtown, day and evening, weekdays and weekends.

Goal III	Action Steps	On Track	Complete	Comments	Dept.
1	Coordinate marketing efforts for all special events by February 1 annually.				Admin
1	Continue to support the Alliance and Chamber in maintaining and enhancing current and new special events. - Ongoing				Admin
2	Work with the Historic Preservation Commission and Historical Society towards marketing Glen Ellyn's historic districts and historical tourism by December 1, 2016.				P&D/ Admin
3	Incorporate streetscape improvements in the downtown street project including opportunities for sidewalk cafes by March 1, 2017.				Admin/ PW/ P&D
3	Evaluate the possibility of special event plaza or pocket parks in the downtown as part of the streetscape improvements being considered by March 1, 2017.				Admin/ PW/ P&D
3&5	Evaluate including a sound system and enhanced lighting for the downtown as part of the streetscape improvements being considered by March 1, 2017.				Admin/ PW
3&5	Update the street lights in the CBD by September 1, 2017.				Admin/ PW
4	Develop a joint marketing plan with the Chamber and Alliance by May 1, 2016.				Admin
4	Evaluate joint marketing and communication with the other taxing bodies as a way to share information and brand Glen Ellyn as a place to live, work, and play by May 1, 2017.				Admin

5	Work with the Chamber and the Alliance on opportunities to encourage businesses to extend hours by increasing pedestrian traffic and customers with special events throughout the year by January 1, 2017.				Admin
5	Continue to offer the Award Program to retain businesses/restaurants that provide entertainment and attractions the downtown such as the Glen Art Theater. - Ongoing				Admin

TOTAL COMPLETE/ON TARGET=TOTAL: 11

Strategic Issue IV: COMMUNICATIONS AND INVOLVEMENT. Communicate with, educate and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.

Goal IV	Action Steps	On track	Complete	Comments	Dept.
1	Enhance promotion of the Reverse 911 system for emergency communication by June 1, 2016.				PD/ Admin
1	Conduct a emergency plan drill annually by November 1, 2016.				PD
2	Continue philosophy that all customers are responded to by the village within two business days with an acknowledgement of their request. -Ongoing				All
2	Increase customer convenience, interaction, and improve transparency by enhancing the functionality of the Village website and leveraging social media by December 1, 2016.				Admin
3	Monitor the success of the PW service request system and evaluate alternatives for other departments to utilize by December 2016.				Admin
3	Consider a process to complete a community survey biannually as part of the strategic planning process by October 2016.				Admin
3	Develop an online electronic Agenda Packet Program for all Boards and Commissions by May 2017.				Admin
3	Encourage voter turnout by promtoing Town Hall Meetings and the election process by April 2017.				Admin
4	Align the goals of the Village Board, Boards and Commissions, and Village Staff by completing additional strategic planning as necessary by December 2017.				Admin
4	Communicate the 2016-17 Strategic Plan and incorporate goals into the annual budget discussions. -Ongoing				Admin
5	Develop a policy on appointing and replacing Boards and Commission members by January 2017.				Admin

5	Continue to educate potential commissioners and recruit volunteers for meaningful roles on Boards and Commissions. -ongoing				Admin
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TOTAL COMPLETE/ON TARGET=TOTAL: 12

Strategic Issue V: INFRASTRUCTURE. Invest in infrastructure to meet key needs, including downtown access, Village facilities, storm water issues and technology improvement.

Goal V	Action Steps	On track	Complete	Comments	Dept.
1	Meet target dates and budget directives to complete the construction of a new Police Station by September 1, 2017.				PD/ Admin
1	Create a plan and funding approach to making needed improvements to the Civic Center, Fire Stations, Village-owned parks, PW building (Salt Dome) and DuComm Facilities by December 1, 2016.				All
1	Continue to evaluate Village Links/Reserve 22 capital needs to effectively maximize business operations.				Village Links/ Reserve 22
1	Improved GWA infrastructure projects including Combined Heat and Power (CHP) and Facilities Improvement Project (FIP) by September 2017.				PW
2	Complete an RFP and design work of a pedestrian bridge and improved or new train station by December 1, 2016.				P&D/ PW/ Admin
2	Apply for a grant to complete Phase I engineering of viable options for a under/overpass in the CBD by December 1, 2016.				PW/ Admin
2	Construction of a pedestrian underpass on Taylor St. by September 2017.				PW/ Admin
2	Promote the bike plan and partner with other agencies to create a north-south bike trail by May 1, 2017.				PW/ Admin
3	Successfully manage the 2016 roadway and sidewalk construction projects by November 1, 2016.				PW
3	Complete leak detection study and implement recommendations as budget allows by November 1, 2016.				PW

3	Begin implementation of clear water reduction strategies, studies and projects as recommended by the 2011 SSES report and 2012 Central Basin study including lining of sewers and selected sewer replacement/relief sewer construction. - Ongoing				PW
3	Develop and begin to implement the Roosevelt Road water main replacement project by November 1, 2016.				PW
3	Address storm water issues include Lake Ellyn Outlet Control Structure Improvements, Riford Rd. Improvements, and improvements on Elm Street, east of Kennilworth by November 1, 2016.				PW
4	Work with the Environmental Commission to develop sustainability goals for the Village by August 2016.				P&D/Admin
5	Evaluate economic development partnerships that would increase parking in the downtown by May 2017.				P&D/Admin
5	Embrace opportunities to increase public parking in the downtown by evaluating street parking options, improving access to Civic Center Parking lot, and other public lots by January 1, 2017.				P&D/Admin

TOTAL COMPLETE/ON TARGET=TOTAL: 16

Strategic Issue VI: FINANCIAL SUSTAINABILITY. Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain the Village's AAA bond rating.

Goal VI	Action Steps	On track	Complete	Comments	Dept.
1	Generate profit to cover annual debt, execute CIP targets, build cash reserves, and meet financial goals at the Village Links/Reserve 22 as set out by the CY16 Budget by January 1, 2017.				Village Links/ Reserve 22
1	Identify new revenues sources and grant opportunities as part of the budget process by January 1, 2017.				Finance
1	Periodically adjust Village fees and fines to be commensurate with the cost of providing services by establishing gradual and appropriate increases in line with other communities by Dec. 1, 2016.				All
1	Develop short and long term strategies to sustain the Volunteer Fire Company model by October 1, 2016.				Admin/ FD
1	Prepare a plan and analysis to enhance Administrative Adjudication Program to include other code violations by May 2016.				PD/P&D/ Admin
2	Automate the Accounts Payable process by January 1, 2017.				Finance/ Admin
2	Complete the installation of a new Computer Aided Dispatch (CAD) and Records Management System (RMS) funded in part by the County by Janaury 1, 2018.				PD
2	Review and implement parking enhancements and payment options to improve convenience for commuters in downtown parking lots by December 2016.				Finance/P W
3	Complete annual five year forecast by October 2016.				Finance
3	Complete the annual Capital Improvement Program projects including facility improvements, IT improvements, and equipment replacement by Jan. 1, 2017.				All

3	Receive the budget and audit award from GFOA by October 1, 2016.				Finance
3	Maintain AAA Bond Rating by maintaining a diverse tax base, strong financial policies and healthy reserves including rebuilding the Corporate Reserve Fund. - Ongoing				Finance/ Admin
3	Develop long term funding plan to meet future pension obligations by October 2016.				Finance/ Admin
4	Create succession plans in Planning and Development, Public Works, Police Department, Finance, Fire Company, and Village Links/Reserve 22 and continually review staffing allocation and needs. - Ongoing				All
4	Evaluate the feasibility of consolidating operations, services, procedures, and common tasks within and across departments and explore cost sharing partnerships with intergovernmental groups and recommend changes as part of budget process by October 2016.				All
5	Complete a comprehensive review of the Village's Personnel Manual by June 2016.				Admin
5	Foster training, continuing education, skill development, and cross-training for all employees as part of budget process (May 1, 2014).				All

TOTAL COMPLETE/ON TARGET=TOTAL: 17