



2016-17 Village Strategic Issues and Critical Goals

9/1/2017

**** Strategic Issues are referenced in the attached goals and action steps.

GOALS		Target Date	Status
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.			
I-1	Educate the community on development and re-development needs and opportunities.	Ongoing	
I-2	Update Comprehensive Plan to assist in guiding future development of the community.	May, 2018	
I-3	Review and consider annexation opportunities to increase the tax base and control future development. Phase I complete, Phase II and III pending.	September, 2017	
I-4	Improve downtown infrastructure including pedestrian accessibility and parking opportunities in conjunction with potential development projects in the CBD.	December, 2017	
GOALS	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.	Target Date	Status
II-1	Continue to implement strategic plan for Economic Development that focuses on overall commercial vitality, EAV and sales tax growth.	Ongoing	
II-2	Target selected retailers and restaurants to increase shopping and dining options and improve the variety of businesses downtown.	Ongoing	
II-3	Improve communication with the Village Board on economic development progress.	Ongoing	
II-4	Eliminate unneeded codes and regulations that inhibit commercial development and business retention and make the approval process more user friendly.	7/1/17	X
GOALS	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.	Target Date	Status
III-1	Encourage more special events in and around the Central Business District by partnering with the Chamber, the Alliance, Library, Park District, Schools, and COD.	January, 2017	X
III-2	Embrace historic tourism.	Ongoing	
III-3	Make infrastructure improvements to encourage outdoor activities and special events in the CBD.	September, 2017	
III-4	Develop and implement marketing plan for CBD and other commercial corridors.	May, 2017	X
III-5	Work with businesses to develop opportunities to become an 18 hour downtown.	Ongoing	



2016-17 Village Strategic Issues and Action Plan

9/1/2017

TOTAL GOALS: 81

Green: On Track - no issues likely to affect project scope, schedule, and/or budget. Successful project completion is expected. X indicates completion.
Yellow: At Risk - known or potential issues are likely to affect project scope, schedule and/or budget. Successful project completion still achievable.
Red: Critical - significant unresolved issues will impact project scope, schedule and/or budget. Successful project completion unlikely w/o changes or add resources.
Blue: High priority initiatives.

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 #	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			Ongoing: Former Dominicks, Roosevelt Glen Office Park, and Scmidts are key sites that continue to progress. Panera approved and CVS is being reviewed.	P&D/ Admin
1	Identify key development parcels and recruit developers to 2 proposed CBD projects. - Ongoing			CBRE consultants hired to advise with Springbank; no new information on Giesche	
1	Promote housing diversity by monitoring affordable housing availability and needs. - Ongoing			Downtown projects may add significant rental units downtown, price points are unknown at this point. Soukups is renovating apartments in downtown; Townhome project on Harding proposed; Highland project new Center Ice proposed;	P&D
1	Encourage eldercare housing and senior facilities within the community including considering relocating Senior Services in the Civic Center. - January 1, 2018			Ongoing Maple Glen on Park Blvd is under construction, to be completed in 2017. When PD moves out of Civic Center, Senior Services could be relocated to 3rd Floor of Civic Center and use meeting rooms and Gym as necessary.	P&D/ Admin
2	Begin the process of updating the Comprehensive Plan as grant funds become available by October 2017 .			Seek grant in 2017 and fund in 2018 if necessary	P&D
2	Consider adopting new building codes including the 2012 Energy Codes by May 2018 .			P&D have begun a building code update process.	P&D

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			Ongoing. CBRE consultant hired to assist with Springbank	Admin	
1	Utilize College of DuPage (COD) as a business retention and recruitment partner by May 2017.			Series of meetings set up with Senior Staff at COD; Looking at potentially leasing space at Civic Center for the Innovation DuPage (ID) Center that could create real Economic Development opportunities in CBD.	Admin	
1	Pursue sales agreement for 825 Main Street by June 1, 2016.			Approval process to begin in Fall 2016; approved in April 2017. Delayed...	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			Utilize all Award funds in 2016. Smore than half of funds are earmarked for 2017 as well. Other incentive agreements being considered.	Admin	
2	Promote the CBD and Roosevelt Rd. TIF Districts. -Ongoing			Roosevelt Glen Office Park is proposing a new Panera with drive thru as Phase I.	P&D/ Admin	
2	Expand the core downtown CBD and expand and retail opportunities by carefully regulating special use applications-Ongoing.			Continue to encourage retail on first floor in CBD core.	P&D/ Admin	
2	Continue to work towards finding a long-term tenant for the former Dominick's site -October 1, 2017			Working with other communities to find creative solutions to lease former Dominick's. Negotiations are ongoing.....	P&D/ Admin	
3	Continue to implement a communication strategy with the Village Board to engage them on economic development decisions and outcomes.		X	Manager's Report, ED Newsletters, GIS Enhancements, and regular meetings with Trustees will continue	P&D/ Admin	
4	Consider implementation of an online building permit system to provide customer flexibility and improved service by December 1, 2017.			New online forms have been developed and continue to make progress to roll this out by Q4-2017 or Q1-2018.	P&D	
4	Review and modify zoning code and ARC guidelines to provide more flexibility through administrative approval by November 1, 2017.			Consolidated Plan Commission and ARC; established new adm rules; finalize zoning text amendments for Q4-2017	P&D	
4	Consider combining the Plan Commission and Architectural Review Commission by July 1, 2017.		X	Completed; updating architecture Review guidelines as final step	P&D	

TOTAL COMPLETE/ON TARGET=TOTAL: 11/11

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.		X	Presented at a Village Board meeting.	PD/ Admin
1	Conduct a emergency plan drill annually by November 1 2017 .				PD
2	Continue philosophy that all customers are responded to by the village within two business days with an acknowledgement of their request. -Ongoing		X	Ongoing	All
2	Increase customer convenience, interaction, and improve transparency by enhancing the functionality of the Village website and leveraging social media by Q3 2017.			Beginning the process to update Village Website; Village Links/Reserve 22 website being finalized.	Admin
3	Monitor the success of the PW service request system and evaluate alternatives for other departments to utilize by July 2017.			Expand to Switchboard and Facilities, looking at other options for the next phase.	Admin
3	Consider a process to complete a community survey biannually as part of the strategic planning process by October 1, 2017 .			Survey Complete, results expected by end of September.	Admin
3	Develop an online electronic Agenda Packet Program for all Boards and Commissions by May 2017.			Set to refocus on this goal in 2017, impacted by Admin transition.	Admin
3	Encourage voter turnout by promoting Town Hall Meetings and the election process by April 2017.		X		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.			Working on details for Q4.	Admin
4	Communicate the 2016-17 Strategic Plan and incorporate goals into the annual budget discussions. - Ongoing		X		Admin
5	Develop a policy on appointing and replacing Boards and Commission members by January 2017.		X	Administrative Order	Admin
5	Continue to educate potential commissioners and recruit volunteers for meaningful roles on Boards and Commissions. -ongoing			Consider a Volunteer of the Year Award for Boards and Commissions and for Special Event Volunteers. Could align with Do Good DuPage initiative with County.	Admin

TOTAL COMPLETE/ON TARGET=TOTAL: 12/12

3	Successfully manage the 2017 roadway and sidewalk construction projects by December 1, 2017.			On track..	
3	Complete leak detection study and implement recommendations as budget allows by November 1, 2016.		X	All issues were addressed from the most recent leak detection survey.	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		X	Investing \$500K annually in sanitary sewer lining projects.	PW
3	Develop and begin to implement the Roosevelt Road water main replacement project by November 2017.			Challenging project that is been deferred until Q4-2017. Engineering work has begun in Q1.	PW
	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.		X	Completed two significant storm water improvement projects: Lake Ellyn and Elm/Geneva projects-Major Accomplishment!	PW
4	Work with the Environmental Commission to develop sustainability goals for the Village by August 2016.		X	Approved by VB, individual goals are being research and brought forward to VB as necessary.	P&D/Adm in
5	Evaluate economic development partnerships that would increase parking in the downtown by May 2017.			Both major projects have been delayed, but some parking improvements planned for Civic Center lot. Plus, street light project is nearing completion.	P&D/ Admin
5	Design and construct Roosevelt Rd. access improvements for the Baker Hill shopping center as well as improved access south of Roosevelt Rd by December 2018. (New)			Preparing for Phase One engineering after discussing this plan with the State.	PW/ 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 May 1, 2018 .			Looking at ways to maximize use of Civic Center Parking lot, once PD moves to new Police Station.	P&D/ Admin

TOTAL COMPLETE/ON TARGET=TOTAL: 16/18

3	Complete the annual Capital Improvement Program projects including facility improvements, IT improvements, and equipment replacement by Jan. 1, 2018.			On Track		
3	Receive the budget and audit award from GFOA by October 1, 2017.			Received again in CY2016, shift towards 2017.		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			2015 surplus was dedicated to pension liability and facilities reserve funding. 2017 budget did not increase property taxes for third year, and a balanced budget. Witing on surplus from 20116 audit.		Finance/ Admin
3	Develop long term funding plan to meet future pension obligations by October 2016.		X	Approved additional contribution earlier this year, modified assumptions, hired a new broker, and will continue to monitor annually.		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		X	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 2017.			Completed another zero-based budget process; still lowest per capita FT employees in DuPage County, and continue to look for ways to be more efficient such as paperless billing for water billing, automating the permit process, automate AP process, utilizing our website to be more transparent. Strengthening our partnerships with schools, park district, and COD.		All
5	Complete a comprehensive review of the Village's Personnel Manual by June 2016. ----August 2016		X	Completed		Admin
5	Foster training, continuing education, skill development, and cross-training for all employees as part of budget process (December 1, 2016).			Ethics training completed for all PT employees, scheduling EEOC training for Q2-2017.		All

TOTAL COMPLETE/ON TARGET=TOTAL: 19/19