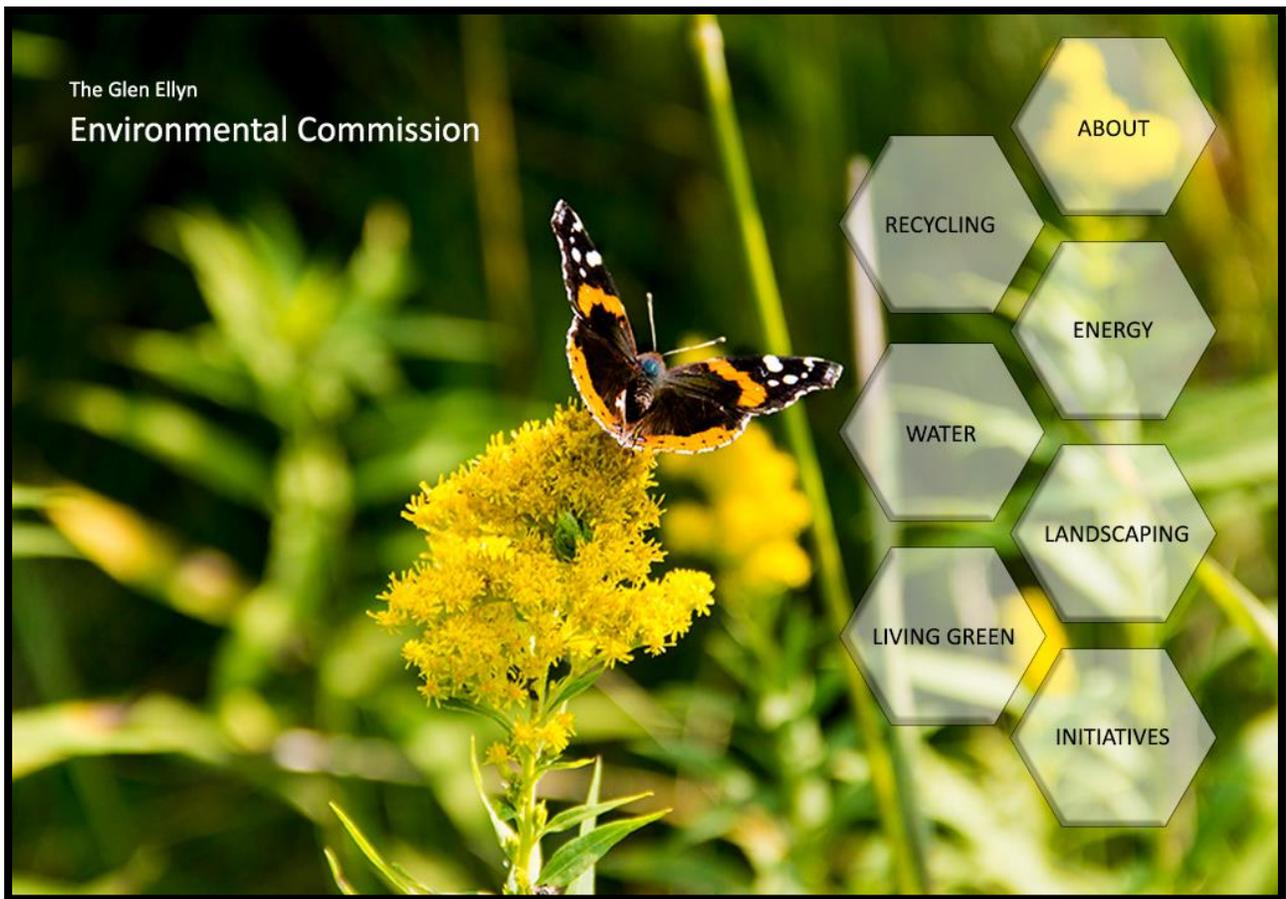


GLEN ELLYN ENVIRONMENTAL COMMISSION

Strategic Alignment Plan



August 15, 2016



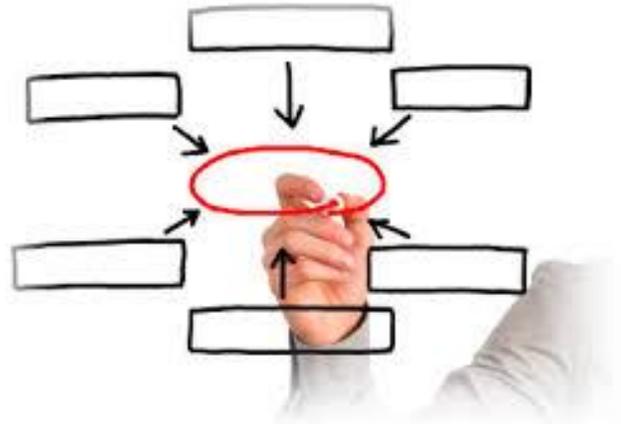
NORTHERN ILLINOIS UNIVERSITY

**Center for
Governmental Studies**

Outreach, Engagement, and Regional Development

Strategic Alignment

Recently, the Village of Glen Ellyn generated its 2014-2017 Vision and Strategies Plan (September 2013). The Glen Ellyn Environmental Commission (EC) would like to build on the Vision and Strategies Plan and align the work of the Commission with these efforts as well as examine additional opportunities for the future.



The Commission works with Village staff and Village residents and businesses on environmental issues and opportunities, as well as encourages conservation practices through hands-on activities within the community. As it relates to Village practices, the Commission reviews Village ordinances and contracts when they have an environmental impact, in order to suggest areas of improvement. In order to better serve the Village, the residents and businesses, and the environment, the Commission asked Northern Illinois University's (NIU) Center for Governmental Studies (CGS) to design a strategic alignment session focused on establishing a vision, mission, and goals/strategies for the EC that will support the Village's most recent plan. The outcome is a proposed action plan based on a vision and mission for the Glen Ellyn Environmental Commission.

Strategic Alignment

- **The process of bringing the actions of an organization's divisions and staff members into line with the organization's planned objectives.**
- **Ability of an organization to achieve strategic goals benefit from performing a comprehensive strategic alignment assuring all divisions are jointly working towards the stated goals.**

Survey of Environmental Commission Members

To make the most of the alignment session, a pre-session survey was sent out to all members of the EC to gather input on the current vision, mission, and Village goal alignment possibilities. All EC members participated. The survey results were then used in the first planning session as a starting point for discussions. The first session was held on February 18, 2016 with a second follow-up session held on February 24, 2016 to finalize the vision, mission, and goal alignment strategies. The information presented next is the result of the two planning sessions.

Strategic Alignment Planning Sessions

At the first session on February 18, 2016, after introductions, the attendees moved on to discussing and reaching consensus on the best mission and vision for the EC. The facilitator discussed first what components a vision needs in order to be strong and meaningful.

Vision

- **Defines the optimal desired future state - the mental picture - of what an organization wants to achieve over time;**
- **Provides guidance and inspiration as to what an organization is focused on achieving in five + years.**
- **Is written succinctly in an inspirational manner that makes it easy for all employees to repeat.**

The facilitator then shared a draft vision statement based on input from the survey. After discussion at both sessions, the vision was modified and agreed upon by the EC.

Glen Ellyn Environmental Commission Vision

Glen Ellyn is an environmentally and culturally rich village that is regarded as one of America's best places to live, work, learn and play through its commitment to sustainable practices in all aspects of community development.



After the vision was discussed, the EC focused on writing a mission statement. Again, the facilitator discussed what a mission statement should include.

Mission

- **Defines the present state or purpose of an organization;**
- **Answers three questions about why an organization exists -**
 - **WHAT it does; WHO it does it for; and HOW it does what it does.**
- **Is written succinctly in the form of a sentence or two, but for a shorter timeframe (1-3 years).**

The facilitator then shared a draft mission statement based on input from the survey. After discussion at both sessions, the mission was modified and agreed upon by the EC.

Glen Ellyn Environmental Commission Mission

The Glen Ellyn Environmental Commission supports the stewardship of Village resources through development of environmentally responsible initiatives that promote a healthy and informed community.

Inform.

Enhance.

Conserve.

With both an agreed upon vision and mission, the EC was able to focus on how to align its current focus areas, as well as future initiatives with the Village's Strategic Plan.

Four Focus Areas

Currently, the EC focuses its efforts in four main areas:

1. Arts & Outreach,
2. Transportation, Health & Wellbeing,
3. Recycling, and
4. Sustainable Landscaping

The survey revealed that each of the areas were about equally valued by Commission members. Ultimately, the EC decided that these four focus areas were of the greatest need, and exhibited the most potential, for the Village. With the four focus areas in mind, the EC worked within the five strategic areas identified by the Village and created strategic goals with action items that were in alignment. Next is the proposed alignment plan.



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ENVIRONMENTAL COMMISSION STRATEGIC ALIGNMENT PLAN

I: Development

Strategic Goal: With any real estate development activity, the environmental commission will evaluate the environmental impact and how to best conserve and enhance our environment.

Action Items:

1. Establish an Environmental Commission liaison appointment to the Plan Commission and/or Capital Improvements Commission
2. Promote any level of LEED Certification
3. Continue to Promote energy efficient construction methods and practices in residential, commercial, and public buildings
4. Promote sustainable and native landscape plans and practices
5. Promote better, long-term storm water management practices
6. Enable commercial recycling
7. Encourage bicycle-friendly infrastructure
8. Encourage green spaces and improved Tree Preservation

II: Business

Strategic Goal: Strengthen our local business environment.

Action Items:

1. Promote better business use of our public sidewalks
2. Promote more creative and relevant downtown events
 - a. Encourage Chamber of Commerce and Downtown Alliance to consult with Environmental Commission on CBD events
 - b. Taste of Glen Ellyn-Explore ways to encourage Chamber of Commerce to include and promote local restaurants in the event
 - c. Expand music events to include College of DuPage (WDCB) and local entertainment
 - d. Enhance use of Glen Art Theater, including establishing film festivals
3. Enable a commercial recycling program
4. Develop Environmental Sustainability Award to recognize local businesses and property owners
5. Explore creative opportunities to leverage the potential economic benefits of the Prairie Path, including a Divvy Bike Pilot Program, via a partnership with other communities along the path
6. Continue with “Dark Windows” initiatives

III: Attractions

Strategic Goal: Create, enhance and promote amenities that make Glen Ellyn a great place to live, work and visit.

Action Items:

1. Continue to emphasize the importance of aesthetic and diverse plant species throughout the Village
2. Establish a Sustainable Gardens Award Initiative
3. Promote sidewalk cafes
4. Promote pocket parks, gardens, and special event plazas, including pocket band shell
5. Develop enhanced Prairie Path and Central Business District pathway connectivity through improved way-finding signage and/or infrastructure enhancements
6. Promote “Arts & Outreach”, including permanent and seasonal art installations and special events

IV: Communication

Strategic Goal: Promote the awareness of environmental issues that affect the well-being of Glen Ellyn and its residents.

Action Items:

1. Establish a clear process for regular communication between Village Board and Environmental Commission
2. Establish semi-annual meetings, chaired by Village President, with Chairs of all Village Commissions and the Village Manager
3. Establish liaison appointments of Environmental Commissioners to the Plan Commission and Capital Improvements Commission
4. Establish an active volunteer registry of those Village residents interested in assisting with, contributing to, or participating in Environmental Commission’s initiatives and programs
5. Develop a “State of the Glen Ellyn Environment” Annual Report to the Village Board and/or Village that reports on accomplishments and on-going initiatives
6. Continue to explore ways to improve the Environmental Commission’s webpage & Village’s webpages, social media, and newsletters as a means to better convey environmental initiatives, concerns, etc.
7. Continue to publish Spring “Environmental” Newsletter
8. Enhance communication with developers, real estate agents, and other private entities on environmental sustainability best practices

9. Continue to develop Environmental Commission sponsored seasonal posters in CBD Big Belly containers
10. Continue to invest in the Village's residential rain barrel reimbursement program
11. Continue to sponsor the Village's annual Recycling Extravaganza Event
12. Continue to promote residential "backyard" composting within the community.

V: Infrastructure

Strategic Goal: Promote and develop environmentally friendly infrastructure.

Action Items:

1. Work with Village to develop an environmental sustainability plan and goals
2. Construct bicycle-friendly transportation infrastructure, including connection from Great Western Trail to Prairie Path
3. Encourage sustainable landscaping practices, including native or perennial plantings for all public landscaping and streetscape projects
4. Improve our public and private storm water management
5. Preserve, improve, and create open spaces, including pocket parks and plazas.
6. Improve Prairie Path Park and continue to restore Prairie Path
7. Promote 100% green energy (i.e. Renewable Energy Credits) with municipal aggregation program
8. Explore opportunities to expand use of Big Belly refuse/recycling containers in CBD
9. Implement Residential Curbside Composting Pilot Program
10. Develop an environmentally friendly parking structure in the CBD, including:
 - a. Facilities to capture rainwater
 - b. Roof top park/green space
 - c. Pleasant pedestrian experience

VI: Financial Sustainability

Strategic Goal: Evaluate how environmental initiatives can save money and generally improve our economic environment over the short and long terms.

Action Items:

1. Consider retaining an environmental sustainability intern who could assist the Village in addressing its environmental sustainability goals
2. Consider joining Cool DuPage
3. Identify federal/state/private grants and funding opportunities
4. Incentivize building and infrastructure sustainability initiatives
5. Promote business and residential sustainability initiatives
6. Develop and implement a fund-raising partnership with the DuPage Foundation