

2018-2020 Village of Glen Ellyn Strategic Plan CY19 - Q2

7/15/2019

KEY:	
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 projection completion still achievable.	
Red: Critical - significant unresolved issues impacts project scope, schedule &/or budget. Successful project completion unlikely	TOTAL STRATEGIC ISSUES COMPLETE/ON TRACK: 18/19
Blue: Highest priority Initiatives of Village Board	TOTAL GOALS COMPLETE/ON TRACK 51/60

2018-2020 Village Strategic Issues and Critical Goals

ISSUES	Strategic Issue I: INFRASTRUCTURE . Invest in infrastructure to meet key needs, including downtown accessibility, Village facilities, streets, utility, and technology improvements.	On Track	Complete	Notes
I-1	Evaluate and implement pedestrian and vehicular traffic improvements in and around the community.		X	Taylor Ave. Ped underpass, Park Blvd, Lake Ellyn sidewalk improvements, Taft and Lambert, etc. complete. Proceeding ahead with Streetscape Improvements and applying for grants for Train Station/Ped Tunnel project. Roosevelt Rd improvements scheduled for 8/19.
I-2	Develop an implementation strategy to invest in Village facilities by December 31, 2019.		X	Police Station Complete Civic Center complete with punch list items. Forest Preserve building-complete Update facilities plan for Village in CY20 Historic Center flood issue-8/19 Fire Company-Assessment by 8/1/19 PW minor improvements by 10/1/19 GWA facility project 11/19 (delays) & new facility plan is complete, built into capital budget for CY20.
I-3	Develop and continuously review the 5-year Capital Improvement Plan (CIP) and monitor and enhance funding options as necessary to execute plan.		X	Complete and incorporated into CY19 Budget. On budget and on time with projects in CY18; same goal is CY19.
I-4	Improve downtown infrastructure including pedestrian accessibility and parking improvements to encourage more pedestrian activity, outdoor dining, and enhance special event space in the CBD to spur future private investment.			Streetscape: August workshop to complete Phase I. Parking garage: Phase I approved, demo scheduled for Fall; Phase II waiting on easements and plan review process by 11/1/19. Food and Beverage Tax Approved, bonds issued, another bond needs to be issued in 2020. Tentative timing: Garage to be started in late Fall, completed by Fall 2020; Streetscape designed in 2019 & 2020, construction in 2021 and 2022.
ISSUES	Strategic Issue II: ECONOMIC DEVELOPMENT . Engage in progressive and proactive economic development to attract and retain key businesses to foster a vibrant business community by strategically increasing the Village's footprint, adding housing variety and increasing downtown commercial growth and residential density.	On Track	Complete	Notes
II-1	Implement strategic plan for Economic Development that focuses on overall commercial vitality, EAV growth and sales tax growth.		X	Pete's Fresh Market to open in September Apex 400 approved Avere on Duane Approved McChesney moving ahead-9/19 VB Workshop Fresh Market waiting for market forces to converge.
II-2	Update Comprehensive Plan to assist in guiding future development, revise codes and regulations that inhibit commercial development and business retention, and continue to make the approval process more user friendly.			Downtown core complete; rest of plan continues through end of the year
II-3	Review and consider annexation opportunities to increase the tax base, control future development, share costs of infrastructure, and provide and protect high quality of life for neighborhoods.			Various annexation projects are proceeding along: Swift Rd.; Hill Ave.; Cumnor/Alcorn Arden; Highland on hold.



2018-2020 Village of Glen Ellyn Strategic Plan CY19 - Q2

7/15/2019

II-4	In partnership with our local business-oriented agencies, continue to provide progressive and proactive efforts to recruit new businesses and retain current business by creating a favorable, welcoming climate for all businesses.			New restaurants adding to restaurant niche; 18 hour downtown becoming a reality. Alliance and Chamber events help create a more vibrant climate; recruitment efforts continue promoting GE charm, TIFs, and award program.	
ISSUES	Strategic Issue III: COMMUNICATIONS AND ENGAGEMENT: Communicate, inform, engage, and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.	On Track	Complete	Notes	
III-1	Develop and utilize a comprehensive communications plan to educate and inform the community and continue to implement a management strategy that mandates responsiveness and convenience.		X	Plan is in place including social media and other tools, community survey being utilized regularly; new website complete; with improved notification process.	
III-2	Utilize multiple communication tools to ensure the Village is engaged with residents, businesses, and intergovernmental partners.		X	New Website, Social Media, e-news, etc. Emergency communication includes radio station, alerting system, and sirens.	
III-3	Communicate the strategic plan and priorities and ensure the Village Board and Boards and Commissions are aligned.		X	Quarterly updates on website and VB workshops.	
III-4	Recruit and identify meaningful roles for volunteers.		X	Completed a more formal communication plan to volunteers, Village President meets with chairs a few times a year.	
ISSUES	Strategic Issue IV: 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.	On Track	Complete	Notes	
VI-1	Evaluate new revenue concepts and cost controls that continue to deliver high quality services and necessary capital investment.		X	Renegotiated contracts in 2018: EMS, Refuse and water rates. Evaluating revenue options: Food and Beverage Tax, storm water fee, and building permit fees. Food and Beverage Tax approved; Water/Sewer Fee frozen for CY19; survey pending.	
VI-2	Complete financial monitoring including annual audits, five-year forecast, CIP, and Scorecard as appropriate to maintain long-term financial stability.		X	Budget and audit awards received. Scorecard to be completed by 10/19	
VI-3	Ensure maximum productivity and efficiency by reviewing staffing allocations, creating succession plans, motivating employees by focusing on talent development and training to empower the greatest asset in the organization: employees.			Focused on retention and results. Succession planning is ongoing within all departments. Performance reviews and talent management meetings completed determining 100% merit system. Assessment of overall employee engagement by 8/1.	
ISSUES	Strategic Issue V: Village Links/Reserve 22 mission is to enhance the quality of life in Glen Ellyn by offering outstanding recreational and dining opportunities, while providing storm water protection,	On Track	Complete	Notes	
V-1	Develop and implement business goals and growth options to maximize profits without sacrificing overall quality or resident/community benefits.			2018 was challenging weather year, impacting golf and restaurant, banquet business was strong again. Restaurant renovation did met goal of 15% increase, something to build on for 2019. '19 has been slow due to very poor weather this spring. Working on contingency plans for this year.	
V-2	Reposition Reserve 22 with renewed focus on quality and consistent food and service.		X	New Management team on board and driving results. Met quality goals for the year. Need to continue to be consistent.	
V-3	Sustain the financial stability of the business through capital planning and cash reserve policies.		X	Cash reserve policy modified, 10-year capital plan finalized, and budget plan for CY19 completed.	
V-4	Develop a comprehensive marketing plan and ensure communication and alignment between Recreation Commission and Village Board.		X	New Marketing Strategist currently executing plan for 2019.	



2018-2020 Village of Glen Ellyn Strategic Plan CY19 - Q2

7/15/2019

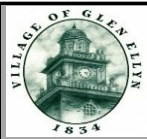
2018-2020 Village Strategic Issues and Action Plan

Strategic Issue I: INFRASTRUCTURE. Invest in infrastructure to meet key needs, including downtown accessibility, Village facilities, streets, utility, and technology improvements.

Goal #	Action Steps	On track	Complete	Comments	Dept.
I-1a	Construct the pedestrian underpass on Taylor Ave. by December 2018.		X	Project scheduled this fall, completion by December 31.	PW/ Admin
I-1b	Complete Phase I engineering design and submit grants for the pedestrian tunnel and renovated or new train station by June 1, 2019		X	Team selected 18 month process to finalize design and identify funding sources. Grant applications are submitted for first round of grants.	CD/ PW/ Admin
I-1c	Design and construct Roosevelt Rd. access improvements for the Baker Hill shopping center as well as improved access south of Roosevelt Rd by September 2019 .			Finalizing IDOT submittal, design in winter, spring construction ideally.	PW/ Admin
I-2a	Complete the renovations of the Civic Center including overseeing the Innovation DuPage build-out on time and on budget by May 2019 .		X	Expected the GMP by end of July, 2018. Construction began in November including HVAC improvements. Substantial completion is expected by April 25.	All
I-2b	Build out the salt dome space at the Forest Preserve Building by April 2019 and facilitate the McKee House Preservation group on plans to save this historic structure by October 2019.		X	Forest Preserve moved out by February 1, complete renovations for winter 2019/20; McKee House committee is struggling raising funds, update schedule for VB in Q1.	PW/ Admin
I-2c	Complete and monitor GWA infrastructure projects including Combined Heat and Power (CHP) and Facilities Improvement Project (FIP) by May 2020 .			CHP completed, but monitoring is ongoing. Phase I of Facility Project substantially completed by April 2018; Phase II deadline is November 2019, concerns with timing. New Facility Study draft completed by 4/1/19.	PW
I-2d	Update the annual facilities plan that ensures annual investment in Village facilities including Fire Stations, Police Station, Public Works, Village Links, and History Center by December 2018.		X	Police Station Complete Civic Center complete with punch list items. Forest Preserve building-complete Update facilities plan for Village in CY20 Historic Center flood issue-8/19 Fire Company-Assessment by 8/1/19 PW minor improvements by 10/1/19 GWA facility project 11/19 (delays) & new facility plan is complete, built into capital budget for CY20.	Admin
I-3a	Execute the Capital Improvement Plan (CIP) including IT improvements, facility improvements, and equipment replacement by Jan. 1, 2020.			Reoccurring annually.	All
I-3b	Develop and begin to implement the Roosevelt Road water main replacement project by November 2019.		?	Phase I (Nicoll Way to IL-53) Complete; other water improvements completed.	PW
I-4a	Design and update utility and streetscape improvements in CBD to enhance critical commercial area to allow further private investment and improve quality of life by December 2019.			CBD Utility Study completed, revised budget set at \$18M; design team (Civil Tech) finalizing Phase I. New schedule: Phase II completed in 2020; Construction scheduled for 2021 and 2022.	PW/Admin
I-4b	Evaluate parking garage alternatives as well as economic development partnerships that would increase parking in the downtown by October 2019. Village Board provided further direction to proceed with plans to construct a parking garage behind the Civic Center by July 2020.			Civic Center Parking Garage and Apex 400 parking garage projects are moving a bit slower than anticipated. Construction schedules are a bit tentative....	CD/ Admin
I-4c	Execute implementation of Phase I of Village way finding plan by August 2019 .		?	Finalizing installment plan by CY19 Q3	CD/PW
				TOTAL COMPLETE/ON TARGET=TOTAL: 10/12	

Strategic Issue II: ECONOMIC DEVELOPMENT. Engage in progressive and proactive economic development to attract and retain key businesses to foster a vibrant business community by strategically increasing the Village's footprint, adding housing variety and increasing downtown commercial growth and residential density.

Goal #	Action Steps	On track	Complete	Comments	Dept.
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2018-2020 Village of Glen Ellyn Strategic Plan CY19 - Q2

7/15/2019

II-1a	Focus on key development sites in the CBD and move forward with Giesche and McChesney sites and other underutilized parcels by December 31, 2019.			Apex 400 Approved. Litigation Pending Avere Project Approved McChesney Project moving forward	CD/ Admin
II-1b	Review plans and work with Pete's Fresh Market to ensure their project is completed by September 2019.			Plans approved by Village, permit issued and project preceding. Projected to be complete by fall 2019.	CD/ Admin
II-1c	Execute the Economic Development plan including TIF promotion, Awards Program, business retention, as well as market village events, business education and promote available sites and other opportunities to grow EAV, sales tax and a diverse and dynamic commercial districts; monitor annually by December 31, 2019.			Efforts continue on all fronts; business recruitment and retention efforts focused on award program, TIF Districts promotion and development review. CBD becoming a thriving restaurant district with good mix of entertainment and other retail options.	CD/ Admin
II-2a	Engage the community in a process and update the Village's Comprehensive Plan by December 2019.			Project has begun, downtown density question to be presented to VB CY19 Q2. Final plan to be completed by CY19 Q3.	CD
II-2b	Implement an online building permit system to provide customer flexibility and improved service by May 2020.			Staffing issues have delayed this project, but making some progress. New IT Staff will be reviewing options and making recommendations.	CD
II-2c	Review and modify building codes, and ARC guidelines to create more flexibility for businesses by December 2019			Zoning Code modifications approved by VB; Sign Codes finalized in fall 2018, building and ARC codes scheduled for Q4 2019.	CD
II-3a	Embrace residential and commercial annexation opportunities: * Finalize the annexation of the industrial properties on the north side of Hill Ave. Complete *Finalize the annexation of DuPage Forest Preserve between Crescent and St. Charles by March 1, 2018. -Complete * Finalize the annexation of the industrial properties on the south side of Hill Ave by September 1, 2019 *Finalize the annexation of the development on Swift Rd. through the existing pre-annexation agreement. Complete *Continue to pursue annexation on Cumnor by October, 2019. * Continue to pursue annexation of areas near GWA by December 2020.			Hill Ave. should be finalized in August on north side of street, south side may take longer; St. Charles Forest Preserve approved by VB; Swift Rd. is moving forward; Cumnor/Acorn is proceeding ahead; GWA on hold temporarily.	CD/ Admin
II-4a	Grow business relationships with economic development partners, including but not limited to, Alliance of Downtown Glen Ellyn, Glen Ellyn Chamber of Commerce, Choose DuPage, College of DuPage, Glen Ellyn Public Library, DuPage Convention and Visitors Bureau. Ongoing.			Assist with events, Innovation DuPage, marketing and communications, support COD initiatives; strengthen role with CVB.	CD/ Admin
II-4b	Develop a plan to include the new Innovation DuPage in our business recruitment and retention efforts by January 2019 and implement plan by June 2019		X	Working with partners including Library, Realtors, HS, Chamber and Alliance.	Admin
II-4c	Consider including additional green space (plaza/pocket parks/fire pits), sidewalk cafes, a sound system, improved alleys and parking lots, and enhanced lighting in the CBD as part of the streetscape improvements being considered by October 2020.			CBD Utility Study In Progress, will be included in Streetscape Plan. Purchased 423 Main to create better accessibility for parking garage.	Admin/ PW
II-4d	Partner with the Chamber and the Alliance on opportunities to encourage CBD businesses to extend hours by increasing pedestrian traffic and customers through special events and activities. Ongoing.			Events and new restaurants and retail shops are achieving that goal.	CD/ Admin
II-4e	Monitor and promote a balanced approach to meeting the parking needs of the community and work with the business community to educate and collaborate on solutions by December 2019.			Short term parking ideas such as signage, private use, valet parking, and enforcement modifications implemented. Rolled out communication plan and additional modifications over next year as capital projects impact downtown parking.	Admin/Police/Fin
	Market and redevelop 825 N. Main property			Proceed to buy back property and redevelop the property as a key corner in the commercial district.	Admin/CD
				TOTAL COMPLETE/ON TARGET=TOTAL: 10/12	
Strategic Issue III: COMMUNICATIONS AND ENGAGEMENT. Communicate with, educate and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.					
Goal #	Action Steps	On track	Complete	Comments	Dept.
III-1a	Educate and promote the community survey as part of the strategic planning process by March 2018.		X	Survey completed in October 2017.	Admin



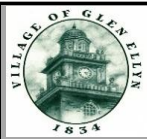
2018-2020 Village of Glen Ellyn Strategic Plan CY19 - Q2

7/15/2019

III-1b	Conduct emergency preparedness drill annually in the new EOC and continue to promote Reverse 911 system, radio station, cable station for emergency communication by August 2018		X	Drill complete in October 2018. Follow up work and communicate legislative and County changes over next year.	PD/ Admin
III-1c	Continue philosophy that all customers are responded to by the village within two business days with an acknowledgement of their request. - Ongoing			Ongoing. Periodic review in place.	All
III-1d	Develop an annual joint marketing plan with the Chamber and Alliance focused on special event promotion annually by end of February.		X	Reoccurs annually.	Admin
III-2a	Increase customer convenience, interaction, and improve transparency by enhancing the functionality of the Village website by May 2019.		X	VB approved; timeline being developed.	Admin
III-2b	Monitor the success of the PW service request system and evaluate alternatives for other departments to utilize by December 2019.			Admin to lead this effort with Finance, Property Maintenance and Police Records.	Admin/PW
III-2c	Continue to evaluate and increase opportunities for partnership with intergovernmental entities. Ongoing			COD: ID, Police training and range utilization, Culinary Partnership Village Links; Park District: reviewing property ownership, capital projects; Library: capital projects, payroll support; Schools: Space needs assistance, HS capital and parking collaboration; IGA with SD 41 for water main; Lombard IGA with Hill Ave. water main project; Forest Preserve: Salt Storage, stormwater projects.	Admin
III-2d	Enhance social media presence and cable channel utilization as communication tools: Audio, Video Aspect, Programming			Village is using various social media platforms effectively; Twitter for PD; reviewing Next Door. budgeted improvements to cable equipment for CY19.	Admin
III-3a	Communicate any updates to 2018-20 Strategic Plan after New Board takes over in May and incorporate goals into the annual budget process - Ongoing.			Working with VB to develop Strategic Plan update with new VB this summer/fall.	Admin
III-4a	Encourage voter turnout by promoting Town Hall Meetings and the election process by October 2018.		X	Working with Civic Betterment Party to promote activities as appropriate.	Admin
III-4b	Continue to educate potential commissioners and recruit volunteers for meaningful roles on Boards and Commissions and work with the Alliance and Chamber to foster volunteerism for special events. Ongoing.		X	Reoccurring annually. Annual meeting with Village President and the Board/Commission Chairs is schedule for February 2019. New members scheduled for VB meeting in May.	Admin
III-4c	Continue to be responsive and adapt to elected officials requests for information and involvement. Ongoing		X	Continue producing Manager's Reports and conducting biweekly meetings with Elected Officials; provide updates on ED, Capital projects, and other important topics. New Elected Officials meetings held in March/April.	Admin
				TOTAL COMPLETE/ON TARGET=TOTAL: 11/12	

Strategic Issue IV: 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. Evaluate the feasibility of consolidating operations, services, procedures, and common tasks within and across departments and explore cost sharing partnerships with

Goal IV	Action Steps	On track	Complete	Comments	Dept.
IV-1a	Monitor state budget impacts and identify new revenue sources and grant opportunities to address budget shortfalls including HRST increase and potential new revenues to address capital projects by November 2018: *HRST Increase in June 2018 *No increase to W/S for 2019. *New building permit fees to go into effect by January 1, 2019. *Food and Beverage Tax to go into effect by March 1, 2019. *EMS Contact (3 years) by July 2019 *Issuing 3 Series of Bonds (Series 1-Complete-2018; Series 2-Spring-2019; Series 3-2020)		X	Home Rule increase agreed to in 2018 budget, Food and Beverage Tax approved for capital projects beginning March 2019. Plan to issue bonds by end of year to pay for streetscape, parking garage, and Civic Center renovations. Fees/Fines completed and being implemented. Rate Study W&S.	All
IV-1b	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 October 2018.		X	Building Permit, Parking, Business registration, parking fines, and other fees/fines being considered and implemented.	All



2018-2020 Village of Glen Ellyn Strategic Plan CY19 - Q2

7/15/2019

IV-1c	Evaluate opportunities to utilize technology to consolidate functions, streamline work processes, and deliver services more efficiently and transition the IT department by December 2019			Updating a Five-Year Plan; preparing to hire IT Director-retirement, complete 2019 goals including AP, building permit, camera and parking kiosk projects, RMS	All
IV-1d	Automate the Accounts Payable process by September 2019.			Slow rollout continues, system working, but need Dashboard to be implemented before we go 100%.	Finance/ Admin
IV-2a	Develop a five-year Capital Improvement Plan (CIP) to guide future capital investment and present to Village Board as part of annual budget process annually by August 2018.		X	Reoccurring annually.	Finance/ Admin
IV-2b	Complete annual five year forecast by October 2019.		X	Reoccurring annually.	Finance
IV-2c	Complete the Financial Scorecard by August 2019.			Scheduled for Q3 CY19	Finance
IV-2d	Receive the budget and audit awards from GFOA by October 1, 2019.		X	Reoccurring annually.	Finance
IV-2e	Review reserve policy for all funds by May 2018.		X	Completed General Fund, W&S and Links/Reserve 22 are being evaluated. Scheduled for approval in July.	Finance
IV-3a	Create succession plans in all departments and continually review staffing allocation and needs. - Ongoing		X	Discussing internally.	All
IV-3b	Foster training, continuing education, skill development, and cross-training for personnel by October 1, 2019.			Part of employee engagement assessment.	All
				TOTAL COMPLETE/ON TARGET=TOTAL: 10/11	

Strategic Issue V: Village Links/Reserve 22 mission is to enhance the quality of life in Glen Ellyn by offering outstanding recreational and dining opportunities, while providing storm water protection, at no costs to the taxpayer.

Goal V	Action Steps	On Track	Complete	Comments	Dept.
V-1a	<p>Generate profit to cover annual debt, execute CIP targets, build cash reserves, and meet financial goals at the Village Links/Reserve 22 by January 1, 2019:</p> <ul style="list-style-type: none"> Operating Revenues at \$3M in Golf; and \$2.5M in Food & Beverage including \$850K in banquet sales Overall Operating Profits at 18% of Revenues, to cover debt, capital projects, and maintain adequate cash reserves. Prime cost between 75% and 85%. Guest Satisfaction Rating at 4 or above, measured by online reviews. 			Challenging year in CY18; need stronger golf year to carry over into restaurant, for restaurant improvements to get results, grow off-season business, maximize marketing potential, and ideally have a solid spring. Banquet business still growing steadily; golf has stay steady, but need more growth.	Village Links- Reserve 22
V-1b	Review reserve policy, future capital projects and determine a timeframe for possible short-term investments in the facility by May, 2018.		X	Dinning Room Renovation moving forward.	Admin/Village Links Reserve 22
V-1c	Evaluate catering and take-out programs as way to grow business by December 2019.				Village Links- Reserve 22
V-1d	Develop a sales & marketing team to maximize capacity of banquet business, with a goal of reaching \$1M in banquet sales by December 2020.			Hired new Marketing Strategist who is implementing new marketing plan developed by our consultant.	Admin/Village Links Reserve 22
V-2a	Review and modify staffing structure and hire Executive Chef and Restaurant Manager to improve upon employee retention, employee training, and build a quality staff to implement business plan starting in March 1, 2018.		X	Exec Chef hired on January 5, 2018. Restaurant Manager hired on April 18, 2018.	Admin/Village Links Reserve 22
V-2b	Provide consistent service and a creative culinary experience by December 1, 2019.			Prelaunch the restaurant in mid-October with dinning room renovation, new Chef and staff via a new marketing strategy.	Village Links- Reserve 22
V-3a	Develop a 10-year Capital Improvement Plan that prioritizes potential renovations including clubhouse, patio and/or pavilion enhancements by October 2019.			Reviewed with Rec Commission in April.	Village Links- Reserve 22
V-3b	Evaluate kitchen needs and options to consider potential to renovate/expand business options by December 2018.		HOLD	Dinning room construction was priority. Funds not available to take on more projects. On hold.	Village Links- Reserve 22
V-3c	Execute a renovation of the Reserve 22 Dining Room by August, 2018.		X	Scheduled for discussion with VB in May.	Village Links- Reserve 22
V-4a	Develop a communication process to keep Recreation Commission informed and engaged on project progress and provide quarterly reports to the Village Board starting in April 1, 2018		X	Ongoing.	Admin/Village Links Reserve 22



2018-2020 Village of Glen Ellyn Strategic Plan CY19 - Q2

7/15/2019

V-4b	Execute a Marketing Plan which accomplishes maximum exposure/branding of the Village Links and Reserve 22 while generating new avenues of growth by December 2019.			Hiring Marketing Manager in CY18; developed a marketing plan. Adding a wedding component and developing more specific goals for golf.	Admin/Village Links Reserve 22
V-4c	Monitor and coordinate customer feedback system including Secret Shopper and Comment Cards and achieve goal of over 4 to be reviewed monthly with Recreation Commission. Monthly		X		Admin/Village Links Reserve 22
				TOTAL COMPLETE/ON TARGET=TOTAL: 10/12	