



Agenda
Village of Glen Ellyn
Village Board Workshop
Monday, April 19, 2021
7:00 PM

Glen Ellyn Civic Center, Galligan Board Room
Meeting Held Virtually - Via Zoom Only

This meeting will be conducted by audio and video conference as well as broadcasted on cable and streamed online without a physically present quorum of the Village Board because of a disaster declaration related to COVID-19 and public health concerns affecting the Village of Glen Ellyn. The Illinois General Assembly passed Senate Bill 2135 on May 23, 2020, which was signed by the Governor on June 12, 2020. Senate Bill 2135 (now Public Act 101-0640) amends the Open Meetings Act and allows the Village Board to participate electronically in Board meetings when it is not feasible due to a disaster such as COVID-19. The Village has determined that an in-person meeting at the Civic Center is not practical or prudent because of the disaster. The Village Manager and Village Clerk will be in attendance at the Civic Center in compliance with the Act.

To participate in this meeting at the appointed date and time, please visit the following link:
<https://us02web.zoom.us/j/88134989707?pwd=OTR0cC93YVYk3RllCV2ROY2ZiWlJqdz09>

Password: 086265

Or join by telephone:

*Dial (for higher quality, dial a number based on your current location): US: +1 312 626 6799
or +1 301 715 8592 or +1 646 558 8656 or +1 253 215 8782 or +1 346 248 7799 or +1 669
900 9128*

Webinar ID: 881 3498 9707

Passcode: 764744

- A. Call to Order**
- B. Pledge of Allegiance**
- C. Roll Call**
- D. Audience Participation**

1) Open:

The Illinois General Assembly passed Senate Bill 2135 on May 23, 2020, which was signed by the Governor on June 12, 2020. Senate Bill 2135 (now Public Act 101-0640) amends the Open Meetings Act and allows the Village Board to participate electronically in Board meetings when it is not feasible due to a disaster such as COVID-19. To participate in this meeting at the appointed date and time, please visit:

<https://us02web.zoom.us/j/88134989707?pwd=OTR0cC93YVlk3RlICV2ROY2ZiWlJqdz09>

In lieu of participating in the electronic meeting, the public may also complete a public comment form which will be read into the record during the meeting. This form can be found at www.glenellyn.org/publiccomment. Members of the public are welcome to speak or submit public comment forms on any item not specifically listed on tonight's agenda for up to (3) three minutes. For those items which are on tonight's agenda, the public may speak up to (3) three minutes on those items or may submit public comment forms which will be read into the record during that agenda item.

- E. Environmental Commission 2021 Priorities (Presented by Environmental Commission Chairperson Truitt) (Discussion Only) (15 Minutes)**
 - 1) Chairperson Truitt will present the Environmental Commission Priorities for 2021.
- F. Diversity, Equity and Inclusion (DEI) Report (Presented by Village Manager Franz) (Discussion Only) (30 Minutes)**
 - 1) Village Manager Franz will present an update on the DEI Community Project.
- G. Comprehensive Plan (Presented by Community Development Director Springer) (Discussion Only) (60 Minutes)**
 - 1) Community Development Director Springer will lead a presentation of the Village's Draft Comprehensive Plan.
- H. Financial Report (Presented by Finance Director Coyle) (Discussion Only) (15 Minutes)**
 - 1) Finance Director Coyle will present the first quarter report for fiscal year 2021.
- I. Other Business**
- J. Adjourn**



Glen Ellyn Village Board
535 Duane Street
Glen Ellyn, IL 60137

Meeting 4/19/2021 7:00 PM
Department: Administration
Department Head:
Category: Presentation
Prepared By:

**AGENDA ITEM (ID # 2021-
1046)**

DOC ID: 2021-1046

Chairperson Truitt will present the Environmental Commission Priorities for 2021.

Statement of the Issue:

Environmental Chairperson Christy Truitt will provide a brief overview of Commission priorities and upcoming events for 2021.

Analysis:

N/A

Budget Impact:

N/A

Action Requested:

Discussion only.

Attachments:



Glen Ellyn Village Board
535 Duane Street
Glen Ellyn, IL 60137

Meeting 4/19/2021 7:00 PM
Department: System Administrator
Department Head:
Category: Presentation
Prepared By:

**AGENDA ITEM (ID # 2021-
1057)**

DOC ID: 2021-1057

Village Manager Franz will present an update on the DEI Community Project.

Statement of the Issue:

In January 2021, a number of Glen Ellyn organizations and individuals embarked on a series of conversations related to Diversity, Equity and Inclusion (DEI) within the Glen Ellyn community through the assistance of a facilitator, Rasheeda Graham Washington (RGW). These conversations included 180 stakeholders and 25 hours of discussions and began our journey towards identifying and addressing DEI needs in the community. Attached is a DEI Initiative – Overview of Findings and the Village of Glen Ellyn After Action Discovery Report prepared by RGW.

Analysis:

Background

In January 2021, Glen Ellyn Public Library and the Village of Glen Ellyn initiated the Glen Ellyn DEI Project to help the community devise a collective strategy to enhance DEI in the Village of Glen Ellyn in ways that are integrative, holistic, sustainable and enduring.

Interested community members can learn more about the January sessions by watching a seven-minute [Video Summary](#) that highlights themes in some of the participants' own words. In addition, interested residents can review the Executive Summary of the Discovery Report that summarizes the common themes, strengths, challenges and action items from the conversations as well as the full After Action Discovery Report.

Next Steps

The next phase of the Glen Ellyn DEI Project will be to re-establish the Village of Glen Ellyn's Community Relations Commission to continue the discussion of diversity, equity and inclusion in Glen Ellyn. The Community Relations Commission will include community members and representatives from the Village of Glen Ellyn, Glen Ellyn Public Library, College of DuPage, Glen Ellyn Park District, Glen Ellyn School District 41, Glenbard Township High School District 87 and Community Consolidated School District 89, and will consider various action

items outlined in the full Discovery Report to continue the DEI journey. This group would recommend and advise the Village of Glen Ellyn Board of Trustees on other DEI initiatives.

More specifically, the Municipal Code established a Community Relations Commission in 1975. The Commission structure includes nine members (serving three year terms) and one Village Board Liaison (serving a one year term). Although the Commission was initially established for the purpose of addressing affordable housing issues in the community, its purpose was amended and broadened in 1976 to include:

1. Review problems or concerns - either initiated by members of the Community Relations Commission, presented to it by individuals, organizations and groups, or as requested by the Board of Trustees - relating to human relations and the wellbeing of Village residents.
2. Promote equality among all persons so that each will have an opportunity to live in the Village and/or secure employment of a fair and equal basis.
3. Foster effective community relations among all residents.
4. Perform such other functions and responsibilities as the Board of Trustees may request of it.

In addition to re-establishing the Community Relations Commission, the Village intends to execute additional initiatives that were identified during internal discussions as well as DEI conversations over the last few months. Below is a list of these initiatives and next steps towards implementation:

1. Re-establish the Community Relations Commission and include our intergovernmental partners in that process **(Consider an Ordinance and identify members to serve on this Commission).**
2. Create an Affordable Housing Task Force **(See attached Memo and proposed Resolution).**
3. Implicit Bias Training for all employees, building off training conducted last February with the Supervisor group **(Schedule all-employee training for later this year).**
4. Consider a Minority and Women Owned Business program within our purchasing policy **(The Finance Commission has begun a project of reviewing existing Village financial policies, including the purchasing policy. One suggestion from the first review of the purchasing policy was to investigate adding a section of the policy to address using minority, disadvantaged and/or woman-owned businesses. Staff will be gathering suggestions regarding these practices in other municipalities and organizations and will bring suggestions back to the Finance Commission for its review).**
5. Encourage regional support from minority owned businesses through different partnerships

(Owner-2-CEO: Innovation DuPage (ID) 2nd Construction Industry Owner-2-CEO program, in partnership with HACIA and US Bank, successfully launched on March 13th. The cohort is composed of eight companies representing Latinx, Black, LGBTQ+ and women-owned businesses. Averaging more than 15 employees and over \$4 million in revenue, each new cohort continues to build on the success of the last).

6. Officially recognize Martin Luther King Day as a formal local holiday **(This will be an official holiday beginning in 2022).**

Budget Impact:

N/A

Action Requested:

Staff recommends proceeding ahead with these initiatives, and to allow the Community Relations Commission to drive future conversations and recommendations once that group is established.

We want to thank the facilitator, our intergovernmental partners (particularly the Library) and most importantly the participants. We look forward to further conversations in the near future.

Attachments:

1. DEI Summary(REV)—KEC 040721
2. Village_of_Glen_Ellyn_After_Action_Discovery_Report_Final (3) (1)
3. AHTF Memo to VM - 4-13-21 Final
4. Resolution to establish Affordable Housing Task Force - Final 4-13-21



DEI Initiative Overview of Findings

In January 2021, a number of organizations and individuals from Glen Ellyn launched a DEI Initiative to help begin a conversation in the Village about ways in which we are and hope to be a welcoming community. Participants from a variety of groups engaged in a series of conversations focusing on diversity, equality, equity, and inclusion. Representatives came from several groups, including B.R. Ryall YMCA, College of DuPage, DuPage United, Glen Ellyn Allies for Racial Justice, Glen Ellyn Children's Resource Center, Glen Ellyn Public Library, Glen Ellyn Park District, Glen Ellyn Police Department, Glen Ellyn Youth and Family Counseling Services, Glenbard Early Childhood Collaborative, One Community, and School Districts 41, 87, and 89. Fifteen panels, discussions, and affinity group conversations were led by RGW Consulting, LLC's Rasheeda Graham Washington and her team. More than 180 members of the community participated in these events over the course of 25 hours.

The DEI Initiative began with the following premise:

The Village of Glen Ellyn (VGE) believes that working together and listening as a community causes the collective to flourish when it sees itself reflected in what it values, how it functions, and how it uses the community as a window for discovery. The Village strives to demonstrate its commitment to DEI through listening to the community and developing synergistic strategy across agencies that is rooted in the feedback of its collective stakeholdership.

The DEI Initiative focused on the following objectives:

- Participants have given an account of the equity journey the village and its entities has taken to date, both from an ideal and an actual perspective
- Participants will be instrumental in the shaping and forming of the objective impressions that will develop over the course of intersectional listening sessions and the reporting recommendations
- Participants are informed by what they hear and share over the course of the discovery process as it unfolds intersectionally
- Participants are empowered toward implementation of the recommendations that emerge from the discovery process as a result of their participation in the development of the resulting findings

Some common themes became apparent during the various sessions and among various participants. These include:

- Concerns regarding equal accessibility to boards and commissions, food security, healthcare, housing, schools, services (e.g., library, parks), volunteer opportunities, etc., that would allow for all residents, regardless of background or group, to engage in village decision-making, events, policy-making, etc.
- Concerns that the village's residents, businesses, and leaders are failing to change with the times and to recognize shifts in politics and demographics
- Concerns that representation in the village is homogenous, monolithic, and patriarchal, thereby excluding people of color as well as people of different ethnicities and other backgrounds
- Concerns that NIMBYism will prevent the village from moving forward on key DEI issues such as affordable housing and food security

In light of these goals and concerns, and taking into account feedback from all participants, RGW Consulting prepared a discovery report that identified some strengths shared by various village entities, summarized here:

- Willingness among Village entities and individuals to acknowledge and address various inequities (e.g., cultural, individual, operational, systemic) throughout the Village
- Awareness of blind spots regarding DEI practices and of the need to integrate diverse populations on boards and commissions, among administrative staffs, in school districts and community organizations, etc., in light of the fact that most consist of middle- to upperclass Whites
- Intention among leadership teams and governing bodies to become better community partners by recognizing shortcomings and biases and by working to develop partnerships that are committed to DEI

The discovery report also identified some challenges (as summarized below), including:

- Hierarchical power dynamics lead some within the village to marginalize others as unequal based on culture, education level, gender, race, socioeconomics, etc., and this is manifested in the fact that the preponderance of boards, commissions, and other organizations are led primarily by White males
- Pushback from some community members perpetuates the notion that DEI is anti-White and anti-American and argues that taxpayers who are predominately White and middleclass, as is the community as a whole, should have more say in various matters than residents from other groups in the village
- Whiteness and tokenism are deeply ingrained in Glen Ellyn, leading to a fear of making mistakes when it comes to DEI and making it difficult to encourage diverse community representatives to step forward for leadership positions and thereby creating challenging obstacles on the DEI journey

In addition to these strengths and challenges, several action items can be derived from the discovery report. These include:

- Continuing DEI efforts in order to create a sense of belonging among all residents and to increase community engagement overall
- Creating an equity advisory team with diverse representatives from the village's various governing bodies and community organizations to share input on processes and protocols
- Defining a shared language among governing bodies, administrations and staffs, and community organizations in order to create a set of common terms referring to DEI
- Encouraging representation of marginalized groups in order to create definitions, policies, programs, and approaches to DEI efforts and initiatives without assuming what those groups need and want
- Ensuring that communications from the village's taxing bodies reach into all corners of the village and are written for all residents regardless of ethnicity, race, religion, or socioeconomic status
- Establishing methods and deadlines for auditing and analyzing DEI efforts and effects
- Identifying ideals, intentions, and impacts related to DEI efforts and goals for individuals, discrete organizations, and all taxing bodies and community groups
- Incorporating DEI goals and objectives into the Village's Comprehensive Plan, organizations' strategic plans, policies, and procedures
- Reviewing, revising, and rewriting processes, protocols, and procedures in order to incorporate DEI in all aspects of life in our community

DEI by the Numbers

- \$15,000 = total cost of the village's DEI Initiative (\$10,000 funded by VGE; \$5,000 funded by GEPL)
 - 25+ hours of programming
 - Over 180 participants
 - 15 sessions/panels/conversations
 - Affinity group participants:
 - Seniors: 5
 - POC: 8
 - Black: 6
 - Black/POC: 5
 - Youth under 17: 2
 - Disability: 7
 - LGBTQIA: 8
 - Women: 12
 - 6 sessions uploaded to YouTube
 - 200+ views
 - 2 translated into Spanish



RGW

DISCOVERY REPORT

BY RGW CONSULTING, L.L.C.
PROPOSED TO:

Village of
Glen Ellyn

708.646.8312

WWW.RGWASHINGTON.COM

"Reimagining & Generating Wonder"

RGW CONSULTING, LLC.

Who We Are

RGW

RGW Consulting, LLC is a boutique consulting practice that curates opportunities for its clients to Reimagine and Generate Wonder that leads to diversity, equity, and inclusion for all.

Our vision is a world where differences are embraced and celebrated. Our mission is to create a community of individuals who possess a growing consciousness of the cultural space they occupy and are agile in their ability to navigate a variety of cultural spaces, toward a more viable and sustainable framework for doing business equitably.

Reesheda Graham Washington



CEO, PRINCIPAL
CONSULTANT

"If you are always trying to be *Normal*
you will never know how *Amazing* you
can be!"

~Maya Angelou

CONTACT RGW

PHONE: 708-646-8312

LOCATION: 163 S. OAK PARK AVE.

OAK PARK, IL 60302

EIN NO.: 83-4284702



TED



Reesheda Graham Washington

Chief Executive Officer

MOST RECENT WORK EXPERIENCE

RGW Consulting, LLC, Chief Executive Officer

Oak Park, IL January 2019-Present. www.rgwwashington.com

RGW consulting supports individuals, communities, and organizations recognize the actual and realize the ideal through speaking, coaching, training, consulting, and facilitating. Our clients are remarkably diverse: large and small, private and public, faith-based and secular, for-profit and nonprofit. We curate curiosity & wonder to foster sustainable transformation that emphasizes equitable practices for all.

L!VE 2.0, LLC, Chief Experience Officer

Oak Park, IL 2016-Present. www.livexclamation.com

Design and develop a start-up artisanal, destination, transformational experience café that infuses asset-based community development, economic development and equity (ABCDE²) practices and serves as a model for sustainable community development for other organizations. Innovated the concept, ethos, mission, and vision of a diverse, inclusive, transformational space that curates opportunities to live in tension, live intentionally, and facilitate practices in being in difficult dialogue with one's self and others.

Communities First Association, Executive Director

Oak Park, IL 2013-2019

Led and strategically developed a board, staff, and national community of practitioners as part of a faith-based, intermediary organization that specializes in the multiplication of asset-based community development, economic development, and equity (ABCDE²). Increased board diversity by 34% within the first 12 months of tenure and 73% within the first 24 months. Increased affiliate diversity by 800% within the first 24 months of tenure. Developed and redesigned equitable vetting and certification processes. Rebranded the organization enhancing communication of mission, vision, and values of the organization. Reclaimed relationships with two major foundations formerly acquainted with the organization. Developed a sustainability model shifting the organization from foundation reliance to a fee for service framework, simultaneously avoiding mission drift. Launched a professional development initiative comprised of 11 core competencies, including an online learning community, allowing for an equitable, collaborative network with standards of excellence in asset-based community development

REFERENCES

Richard Kong, Executive Director, Skokie Public Library, rkong@skokieliibrary.info*

Julie Milavec, Executive Director, Downers Grove Public Library, milavec@dglibrary.org*

Dr. Carol Kelley, Superintendent, Elementary School District 97, ckelley@op97.org*

LeVar Ammons, Ed.D, Director of Equity, High School District 200, Lammons@oprfs.org

Neil Anderson, Director of Finance, Access Living, nanderson@accessliving.org*

Wilonda Cannon, Director of Development, Breakthrough Urban, wcannon@breakthrough.org*

Cassandra Moore, Administrative Leadership, Daystar Academy, c.moore@daystaracademy.org*

David Seleb, Executive Director, Oak Park Public Library, d.seleb@oppl.org*

*Denotes all past/current clients who can speak to our experience

PERSONAL PROFILE

I am an entrepreneurial consultant with over 10 years experience in providing mission inspired, intersectional leadership that invites equity for all using an efficacious, asset-based approach.

SKILLS

- Facilitator of community & connectivity
- Expertise in curriculum development & experience/space design
- Well versed in cultural agility, equity & justice principles & practices
- Knowledgeable regarding strategic planning & data analysis
- Entrepreneurial, innovative, generative, and iterative in thinking & leadership style
- Centers practices of collaboration, mindfulness & discernment in decision making
- As a Black Woman, I embody DEI practices by way of lived experiences

INTEREST AND HOBBIES

- Social Enterprise, Economic Development, & Equity
- Liberal Arts & Sciences
- Interior Design
- Cooking Regionally Inspired Recipes

CONTACT INFORMATION

Cell: 708-646-8312
info@rgwwashington.com
www.rgwwashington.com
163 S. Oak Park Avenue,
Oak Park, IL, 60302



Reimagining & Generating Wonder

WHO IS RGW CONSULTING, LLC

RGW is a company skilled at guiding individuals and groups on an inquisition of curiosity and wonder about their goals and passions, particularly as it pertains to decolonization and deconstruction of systems that marginalize historically underserved and/or underrepresented people groups. We assist clients in determining what needs to be dismantled, as well as what needs revision and restoration to ensure justice oriented growth and development.

WHAT WE DO

RGW consulting supports individuals, communities, and organizations recognize the actual and realize the ideal through speaking, coaching, training, consulting, and facilitating. Our clients are remarkably diverse: large and small, private and public, faith-based and secular, for-profit and nonprofit. We curate curiosity & wonder to foster sustainable transformation that emphasizes equitable practices for all.

Reesheda Graham Washington

Chief Executive Officer

EMPLOYMENT HISTORY

The Evangelical Covenant Church, Director of Mission Mobilization Chicago, IL 2011-2013

Managed and Led a team mobilized to obliterate extreme poverty in the Equateur Province of Congo through the denomination's partnership with World Vision to sponsor 10,000 children in one year and ultimately 20,000 children in Congo. Recruited 400+ churches' involvement in Covenant Kids Congo. Acted as point person and liaison between the ECC & World Vision. Monitored and communicate on the ground developments in Congo. Comprehensively created, coordinated, and implemented tiered strategic plans related to recruitment, marketing, communications, resourcing, and treatment-streaming

American Quality Schools, Regional Manager of Curriculum & Instruction Chicago, IL 2008-2011

Managed and Supported 9 Elementary and Secondary Charter Schools in traditionally underserved urban communities as it pertained to building & budget management, school leadership, culture & climate, parent & community satisfaction, curriculum & instruction, and professional development. Created, planned, and evaluated the implementation of curriculum. Facilitated partnerships and communications with representatives from school stakeholders. Created a NEW school with a strong culture and climate that supports data-driven decision making and lifelong learning.

EDUCATION HISTORY

National Louis University Chicago, IL 2006-2007

Master of Educational Leadership, Supervision & Administration

Chicago State University Chicago, IL 1996-1999

Master of Arts, English Literature

Northern Illinois University DeKalb, IL 1992-1996

Bachelor of Arts, English Literature

CERTIFICATIONS AND PUBLICATIONS

State of Illinois Administrative Certificate Type 75, April 2007

State of Illinois Teaching Certificate Type 09, August 1998

Bi-Vocational Minister's License, The Evangelical Covenant Church, June 2012-Present

Certified Life Coach, Christian Coaching Institute, April 2015

Co-Author, *Soul Force: Seven Pivots Toward Courage, Community, and Change* Published June 5, 2018, Herald Press.

THE SCOPE OF WORK

THE COMPANY

RGW Consulting supports individuals, communities, and organizations recognize the actual and realize the ideal through speaking, coaching, training, consulting, and facilitating. Our clients are remarkably diverse: large and small, private and public, for-profit and nonprofit. We curate curiosity & wonder to foster sustainable transformation.

PHONE: 708.646.8312

163 S. Oak Park. Ave.
Oak Park, IL 60302

PRIMARY POINT OF CONTACT:

Reesheda Graham Washington
Reesheda@rgwashington.com

THE CLIENT

The Village of Glen Ellyn believes that working together and listening as a community causes the collective to flourish when it sees itself reflected in what it values, how it functions, and how it uses the community as a window for discovery. The Village strives to demonstrate its commitment to DEI through listening to the community and developing synergistic strategy across agencies that is rooted in the feedback of its collective stakeholdership.

CONTACT INFO

Glen Ellyn Public Library
400 Duane Street
Glen Ellyn, IL 60137
Dawn Bussey, Executive Director
dawnbussey@gepl.org

PLAN GOALS

RGW will work with the Village of Glen Ellyn as well as community wide leadership and staff to complete a comprehensive discovery process that leads to the robust reporting of objective impressions, findings, and recommendations to enhance the equity work in partnership with its current stakeholders.

PLAN DELIVERABLES

RGW would provide the following deliverables over the course of 3 months between January 5, 2021 and March 31, 2021.

- Implementation of a discovery protocol across 7 village agencies (village, library, park district, college, D87, D41, & D89) to reveal the community's expressed felt needs pertaining to issues surrounding public safety, hiring/appointments, governance, fiscal management, housing, recreation, and education
- 2 Moderated Panel Discussions that include: Elected Leadership and Community Organizations
- Development of a DEI report that captures the findings of a robust discovery protocol implementation, along with analysis & recommendations
- Annotations from Community Conversation/Work Session
- Process Observation, Feedback, and Report Articulation Meeting with designated representatives

OUR METHODOLOGY

Let's Get Curious!

RGW

Discovery

Born out of a desire to interrupt racism, bias, and injustice, RGW Consulting emerged from a determination to reimagine the way we approach diversity, equity, and inclusion.

Inquiry

Participants often approach DEI, building on the last traumatic experience they've had, leading to reservation, disdain, and guardedness, before they even start the training. With a sheer wit, a bit of levity, and the significance of storytelling in mind, RGW prides itself on engaging its participants in the preliminary work of thinking about how we learn (metacognition), interrogating our posture (self-reflection), and equipping participants with practices (mindfulness) that lead to a more healthful engagement of humanity in DEI content.

Differentiation

With a commitment to truth, vulnerability, and transparency, we help our clients hold the tension between the deep and difficult work ahead and the care required to face the challenges associated with DEI. With an emphasis on a customized and uniquely differentiated journey for each client, our discovery implementation and curation of curious space allows people to engage hard and heavy questions, cultivating opportunities for individual and organizational transformation. We discover your purpose and align scalable solutions to your passion points, infusing equitable practices along the way.

KEY COMPONENTS

01

PRELIMINARY
DISCOVERY
CONSULT

02

PRELIMINARY
PLANNING
CALL(S)

03

LISTENING
SESSION
IMPLEMENTA-
TION

04

FINAL REPORT
& FOLLOW UP
CONFERENCING

OBJECTIVES

- Participants have given an account of the equity journey the village and its entities has taken to date, both from an ideal and an actual perspective
- Participants will be instrumental in the shaping and forming of the objective impressions that will develop over the course of intersectional listening sessions and the reporting recommendations
- Participants are informed by what they hear and share over the course of the discovery process as it unfolds intersectionally
- Participants are empowered toward implementation of the recommendations that emerge from the discovery process as a result of their participation in the development of the resulting findings

Note: These objectives were met by the Village of Glen Ellyn entities & community throughout the listening sessions conducted by RGW

ESSENTIAL QUESTIONS

- What are the elements of the organization that have been addressed by way of the equity work that has taken place? What are the elements of the organization's development that need further attention as it pertains to DEI?
- What are the ways in which policies, protocols, and procedures must be amended to fortify the communities journey toward equity for all?
- What are the next natural best steps that the Village of Glen Ellyn community can take to enhance its practices of DEI for all?

RGW

Glen Ellyn Executive Summary

EXECUTIVE SUMMARY

Let's Get Curious!!!

Discovery Overview

RGW Consulting (RGW) spent several weeks during January and February 2021 engaging with 180+ Glen Ellyn (GE) community stakeholders and leadership from 7 governing bodies to illuminate some of the root causes that impact the community's culture and climate, specifically as it pertains to practices related to diversity, equity, and inclusion. During this period, RGW executed on the planned deliverables and scope of work by:

- Moderating 2 panels, one including the Village of Glen Ellyn, College of DuPage, the GEPL, the Park District, SD 41, SD 87, SD 89 and the 2nd with community organizations that included representatives from Glenbard Early Childhood Collaborative, Glen Ellyn Children's Resource Center, Glen Ellyn Youth and Family Counseling Services, One Community, DuPage United, Glen Ellyn Allies for Racial Justice, and B.R. Ryall YMCA
- Facilitating 2 community listening sessions, and 8 affinity group listening sessions that included, Seniors Age 65+, POC (People of Color), Black People, Youth Age 17 and Under, Disabled People, LGBTQIA+ People, and Women
- Moderating one 4-hour community wide work session, interviewing/listening and engaging cross sections of stakeholders to help devise a collective strategy that enhances DEI in the community in ways that are integrative, holistic, sustainable and enduring

The discovery process, including all feedback received from the affinity groups, informed and illuminated the strengths, challenges, and the need for stakeholders to continue to engage in the interrogation of inequitable practices and how those practices show up systemically in the Glen Ellyn cultural environment. This document outlines those strengths and challenges that were revealed during the discovery process. Additionally, this document lays out a recommended course of action to address inequitable culture, behaviors, processes, and protocols within Glen Ellyn community at large.

EXECUTIVE SUMMARY

Let's Get Curious!!!

After Action Reporting: A Few Significant Distinctions

Having spent more than 25 hours moderating/facilitating and interviewing over 180 different stakeholders including executive leadership, management, community members, and staff members across roles, responsibilities, departments, and affinities on issues of equity within Glen Ellyn, RGW offers the following strengths, challenges, recommendations, and questions to consider for future work. This after-action report also serves as the premise for the recommended next steps and future work that RGW recommends for the Glen Ellyn entities.

It is important to note that while there was significant involvement from affinity group participants and community stakeholders in the shaping and forming of these impressions, all strengths, challenges, recommendations, and questions to consider for future work are expressed from the perspectives and impressions of RGW Consulting, LLC in an effort to maintain the anonymity of individual participants and/or specific organizations who candidly shared their perspectives during this process, but did so with the understanding that their expressions would be shared in ways that do not divulge their personal information nor shine a light of specificity on what they graciously shared as a part of the protocol.

Another important element to note is the distinction between when and how the Village of Glen Ellyn is named specifically, as opposed to when the report refers to the community at large. In this after action report, for the sake of clarity, when we say, "The Village," or "The Village of Glen Ellyn," we mean the specific offices of Village administration. We will use the term, "the community" to refer to actions, activities, or expressions that relate to the larger context of the community of Glen Ellyn, and not Village offices.

DISCOVERY QUESTIONS

1. If you were to explain the current state of diversity, equity, and inclusion across the community to a stranger, what would you say to them?
2. What seems to support the presence of diversity, equity, and inclusion in the community right now? What helps the agencies in Glen Ellyn practice and participate in diversity equity and inclusion today?
3. What are some of the elements that serve as road blocks to diversity, equity, and inclusion? What are some of the challenges that get in the way of these town agencies being as diverse, equitable, and inclusive as they could be?
4. What is the very next best step that the Glen Ellyn community could actually take toward becoming more diverse, equitable, and inclusive?
5. Is there anything else that you would like to share that may not have been covered by the questions I have asked?

STRENGTHS

Some of the key strengths upon which to build a community culture that is free of injustice include:

ACKNOWLEDGMENT. These seven Glen Ellyn community entities recognize and acknowledge, across stakeholders, (though to varying degrees) that there are individual, cultural, operational, and systemic inequities within the Glen Ellyn community. This is a strength in that the community acknowledges that there is an issue and that its stakeholders (though to varying degrees) are complicit in both the manifestation of the issue and the solutions to remedy the issues of inequity within Glen Ellyn.

WILLINGNESS. Stakeholder interviews revealed a team of leaders and other community stakeholders who have a passion and desire to have the Glen Ellyn community freed of inequities. This energy will serve the implementation of diversity, equity, and inclusion practices well. There seemed to be an overwhelming desire across all entities on topics of DEI, though RGW holds curiosity as to the extent to which the police department's full participation was evident.

AWARENESS. Across all leadership teams, which are predominantly white, there is awareness of blind spots regarding its own DEI practices and acknowledgment that there needs to be an integration of even more diversity on their team(s) in order to further illuminate what lies beyond what they can see on their own. The Glen Ellyn governing bodies are aware that they have more work to do to become more equitable and inclusive. They are also aware that they need non-dominant culture voices speaking into the process to guide them toward the next best steps on their DEI journey.

POSTURE. Glen Ellyn's governing bodies have been working intently to become better community partners by listening to and operationalizing what they hear as the expressed felt needs of the GE community. This way of being serves working on the DEI journey well.

COMMUNITY PARTNERSHIPS. The Glen Ellyn governing bodies have worked diligently to develop partnerships with external community organizations who are committed to DEI as mission central. There is also evidence that these partnerships operate as a result of "outreach" efforts that illustrate Glen Ellyn's commitment to reach historically, intentionally, and traditionally marginalized people groups (HITMPGs).

STRENGTHS

Some of the key strengths upon which to build a Village of Glen Ellyn culture that is free of injustice include:

(cont.)

LEARNING/GROWTH. Rather comprehensively, the Glen Ellyn leadership teams, from the boardroom to the front lines is composed of people who know that they possess shortcomings, blind spots, and even biases, and they are willing to subject themselves to learning and coaching to enhance their awareness and illuminate their blind spots.

CHALLENGES

Some of the key challenges upon which to build a Village of Glen Ellyn culture that is free of injustice include:

MARGINALIZATION. Racism has historically pervaded the systems and policies that inform Glen Ellyn governing bodies at large. While some effort has been made to rectify some of those issues (i.e., the development of equity teams, and the implementation of implicit bias training at the GEPD), Glen Ellyn does have systems, policies, and protocols that allow for inequitable treatment of people representing historically, intentionally, and traditionally marginalized people groups (HITMPGs). This is most evident in the reality that each organization's most senior leaders are all white, and there are not systems/conditions in place that would compel people of more diverse backgrounds to seek employment in Glen Ellyn amongst its senior ranks within the governing bodies. This issue came up several times throughout the listening process.

SHARED LANGUAGE. The 7 governing bodies do not share a common language as it pertains to terminology that impacts racism. Who defines community? For example, what do we mean when we say "inclusion?" What do we mean when we say "diversity"? How do we define "equity vs equality"? If very few of the people who hold the power to construct definitions are people who represent HITMPGs, meaning will continue to be made and operationalized in a way that omits their needs and presence in the decision-making processes. Additionally, developing a common language across stakeholders is essential to having common understandings as we work toward pervasively diverse, equitable, and inclusive culture. GE stands to improve upon its capacity to share a common language and understanding around issues pertaining to DEI. Additionally, there is "coded language" that everyone understands as a means by which to signal exclusivity and marginalization. Allowing for the codification and signaling that the use of language in this way entails, perpetuates power dynamics that allows certain people to be prioritized above others.

CHALLENGES

Some of the key challenges upon which to build a Village of Glen Ellyn culture that is free of injustice include:

(cont.)

THE "TAXPAYERS DOLLARS" TIGHTROPE. Residents of Glen Ellyn that represent dominant culture people groups frequently cite themselves as taxpayers who should inform the direction of the community, as just cause for disengaging issues of DEI. The sentiment is that because they pay taxes, they should have resources and experiences that are aligned to their own value system. The challenge in this sentiment is that there are also taxpayers who represent HITMPGs, as well as HITMPG allies who pay taxes and far less frequently see their interests represented in the integral acculturation of the Glen Ellyn experience. The challenge that the community faces is how to hold all of the competing interests of its taxpaying residents, honoring the village as a community that welcomes everyone, while also upholding the interests of people who have had their interests most primarily neglected historically. Finally, there is also the challenge of acculturating white-centering residents to the embrace of HITMPGs and their interests in order to ensure health-full acculturation for ALL, as well as in order to mitigate additional harm to HITMPG representatives from dominant culture tax-paying residents.

HIERARCHICAL POWER DYNAMICS. Glen Ellyn struggles to treat all human beings who are a part of the village with the same level of dignity, humanity, and respect, regardless of title, role, residency or position within the community. Race, culture, gender, sexual orientation, socioeconomics, and level of education are all elements of explicit and implicit bias that negatively inform the extent to which Glen Ellyn stakeholders treat each other with respect, value, and dignity. While there has been training implemented by certain organizations to mitigate these behaviors, there continues to be a need for deepening all Glen Ellyn employees' understanding of their own implicit biases and how they inform the ways in which power is managed, distributed, and shared. Additionally, there is a direct correlation between the amount of power one holds in the organization and the extent to which they participate in whiteness, as well as hold power and privilege. As new vacancies at the executive level become available, Glen Ellyn must position itself to receive more HITMPG representatives at the executive level.

CHALLENGES

Some of the key challenges upon which to build a Village of Glen Ellyn culture that is free of injustice include:

(cont.)

THE GAP BETWEEN THE IDEAL VS. THE ACTUAL. Different entities/organizations within Glen Ellyn have notable passion and enthusiasm for a community free of “-isms.” Most stakeholders articulate a deep desire to have a more equitable expression as residents, ideally. However, upon further probing, some stakeholders, particularly from the GE community, as well as from the different internal teams, struggled to affirm their intent on the kinds of actual commitments and sacrifices they would have to embody in order to achieve a truly equitable community. In order for a greater depth of DEI culture to emerge, GE community stakeholders will need to make a greater sacrifice and commitment to relinquishing privilege, power, control, and resources toward DEI.

PARTNERSHIP EXPANSION. The external partnerships that the community has developed will strengthen their emphasis on DEI work. However, there seems to be a perception that there is room for more robust partnership development with people and organizations throughout the Glen Ellyn and west suburban areas, particularly those that are explicitly fighting for equity around issues of race, and particularly with organizations who represent more young people. This may be more difficult to consider during this COVID-19 pandemic, but this may be something to consider a bit more, post- pandemic. It became evident during protocol implementation that many of the governing bodies are working in a siloed fashion, doing DEI work, but not in conjunction with the other bodies synergistically.

GENERAL PUSHBACK. There are people who hold DEI work as synonymous with the Black Lives Matter movement, though DEI certainly holds more depth and expanse than BLM and is not synonymous with the BLM movement. There are also people who tie DEI work to the narrative that has recently emerged nationally about DEI efforts being “anti-American.” Such narratives create fear in some people about the implications of implementing DEI efforts within the community. As such, the community should anticipate some pushback from residents who are not on board with DEI initiatives as the community furthers and deepens the work. The boycotting of businesses that supported BLM came up numerous times during our listening sessions.

CHALLENGES

Some of the key challenges upon which to build a Village of Glen Ellyn culture that is free of injustice include:

(cont.)

REPRESENTATION BEFORE ACCULTURATION. Glen Ellyn community stakeholders ubiquitously expressed a need for Glen Ellyn entities to have more diversity amongst its staff throughout all levels. Stakeholders talked about ways to incorporate language into job postings and descriptions (i.e., non- binary pronoun usage) to signal to HITMPGs that Glen Ellyn welcomes them, as well as looking at more nontraditional recruiting options and resources for these roles. However, the challenge is that because the community has not first integrated an equity framework into all that it is and does, the community runs the risk of signaling to attract candidates from HITMPGs, only to have them experience a white-centered cultural experience that causes harm, isolation, and fatigue. The Glen Ellyn community of agencies must first address the challenges of a white-centered culture prior to onboarding people who represent HITMPGs to ensure a healthful transition for all.

TOKENISM. As a consequence of having only a select and chosen few voices within the Glen Ellyn community representing the issues of each affinity (Black, LGBTQIA+, etc.), particular individuals become accustomed to the entities seeking them, most predominantly to speak upon cultural elements central to the said individual's identity. What results is a monolithic version of the expression and responses associated with the representation of that cultural element. Additionally, the individual who has been tokenized experiences the burden of having to be "the voice" of said issue, resulting in burnout, fatigue, and employee turnover. Finally, representatives sometimes buckle under the pressure of having to be the sole voice on all issues pertaining to their cultural identity, resulting in reciprocal resentment between the individual and the organization and/or community. This was a common theme during affinity listening sessions with the community.

CHALLENGES

Some of the key challenges upon which to build a Village of Glen Ellyn culture that is free of injustice include:

(cont.)

INTENT VS. IMPACT. Many community members are often well intended in how they think about DEI. However, intentionality does not often guard against the negative impact of the carrying out of implicit and explicit bias as it has shown up at various levels, from executive leadership and beyond, throughout the different entities in Glen Ellyn. Geographical isolation also served an impediment impacting belonging and was addressed multiple times during the listening sessions.

FEAR OF MISTAKES. A nominal representation of the Glen Ellyn community spoke of fear of making mistakes, upsetting people, and/or “getting it wrong,” as an impetus for overthinking and debilitation as it pertains to DEI initiatives. They want to do the work, but they are afraid of the repercussions that accompany doing the work. The repercussions they feared varied based on how much perceived and/or actual power they held based on their race, socioeconomics, title/role. The fear of doing the work, resulting in overthinking or debilitation, must be mitigated to widen the way forward.

WHITENESS. Whiteness is a social construct that significantly informs how everyone should be/act/show up in this country. Designed and informed most specifically by white males, whiteness is also often extremely patriarchal. Whiteness informs how we manage time, hold space, distribute resources, and share power (or not). The pervasive state of whiteness superimposes itself as “the way to be or operate,” rather than “a way to be or operate.” It is held in place by behaviors that maintain the status quo. Most people operate within, carry out, prioritize, and preserve whiteness subconsciously, as they have been so immersed in it their entire lives that it happens without a thought. The “professional culture” and “transactionalism” of whiteness serve as impediments to true authenticity, vulnerability, and relationality. The construct of time leaves little, if any, room for exploration of the norms of non-white centered cultures, such as story telling. Consequently, HITMPG representatives are often oppressed, micromanaged, and micro-aggressed as a direct result of nonconformity to whiteness. The extent to which whiteness has been allowed to prevail throughout GE is directly correlated to the extent to which Glen Ellyn has been and will be effective in its integration of DEI.

CHALLENGES

Some of the key challenges upon which to build a Village of Glen Ellyn culture that is free of injustice include:

(cont.)

TO/FOR vs. WITH: The performative/programmatic nature of the operations of some agencies impedes the capacity of BIPOC individuals, both internal and external to the agencies to be empowered toward agency on their own behalf. Rather than deploying programs and services to and for people of color and other HITMPGs, de-centering whiteness requires the empowerment of BIPOC individuals and organizations to act alongside agencies, based on the expressed felt needs of HITMPGs.

RECOMMENDED NEXT STEPS

There are a few focal points that RGW Consulting recommends as a result of the research, listening, and discovery protocol implementation. While these elements would be further informed by the development of a community wide equity team, a team charged with the creation of a community wide equity strategic plan (more details below), the following are key areas that RGW anticipates will require implementation for the continued growth and development of the community of Glen Ellyn, as it pertains to diversity, equity, and inclusion. These are the recommended next steps for the 7 participating governing bodies in Glen Ellyn:

- **DEVELOP THE EQUITY ADVISORY TEAM(S).** RGW recommends that the village entities develop a comprehensive equity team with representation across all seven governing bodies and is primarily comprised of people of color. This team should be co-curated across community stakeholders with support from a DEI consultant. This team serves to provide an equity lens and race analysis for the decision-making processes that would otherwise become negatively impacted by the current homogeneous nature of Glen Ellyn leadership. This team would support each organization in its equity development, paving the way to become a community ready to receive more staff of color without causing harm and creating a more welcoming environment for residents. This team could also assist the governing bodies in its equity auditing protocols, and support leaders as they work to be integrative rather than performative in their work (aesthetics, programs, communications, hospitality, etc.). Each governing body should incorporate an Equity Advisory Team with a member from each entity to form a comprehensive village wide team. Any non-staff participants should be compensated (honorarium) for this work.
- **DEI STRATEGIC PLAN DEVELOPMENT.** The equity advisory team (recommended above) would then be responsible for the development of a community wide Equity Strategic Plan, committed to the development of a comprehensive yearlong equity and anti-racism strategic plan that would include activities, benchmarks, milestones, evaluative measures, and communications. This plan should address all four quadrants of anti-racism work (internalized, interpersonal, institutional, and structural), both from an internal and external perspective. An equity consultant would work with organizational leadership to appoint 1-2 people who represent historically, intentionally, and traditionally marginalized people groups to run point between the equity consultant, the equity advisory team, and the leaders of each governing body (some of whom might also be on the equity advisory team). Upon finalization, the team would engage monthly meetings to gauge implementation and activate an effective feedback and communications loop for the larger community. Any non-staff participants should also be compensated (honorarium) for this work.

RECOMMENDED NEXT STEPS

(cont.)

- Note: To the potential question of why there needs to be a separate strategic plan, singly focused on equity: think of it as having training wheels. It helps the organization to focus on the learning and the practice by highlighting it as a very intentional element of community life. However, over time, as more stakeholders can effectively embody equitable practices, RGW recommends the integration of the equity goals into a larger community-wide strategic plan. This methodology keeps us from inadvertently misstepping in DEI priorities. We can talk more about this in the reporting debrief session to follow this report.
- BOARD DEVELOPMENT. RGW recommends that board members from each governing body should take the Cultural Agility Assessment and/or a power analysis. While full board participation is ideal, this could also be multiple participants from each governing body that would take these learnings back to each respective board. We would then review elected official composite data across cultural agility indicators. The next step would be to engage 3-5 consultant-designed learning experiences that focus on leadership development in anti-racist and equitable work at the elected official level to ensure readiness and capacity to support the development and implementation of an equity strategic plan the following year. This training includes how to implement an equity framework for equitable decision making and engaging a by-laws audit that utilizes an equity framework for ensuring that all governing policies and procedures are equitable for all.
- VILLAGE WIDE HOLISTIC EQUITABLE COMMUNICATIONS STRATEGY. RGW recommends that representatives from each governing body come together to work on a comprehensive way to communicate to the entire community about the equity work that is happening across all of the agencies in the community and how they are working together toward a cohesive equity strategy. It is recommended that this team go through equitable communications training and then work together toward the implementation of an equity communications strategy that they create together as a part of that training/facilitation.

RECOMMENDED NEXT STEPS

(cont.)

- **LEADERSHIP DEVELOPMENT.** All members of leadership across the Village governing bodies should also take the Cultural Agility Assessment. While full leadership participation is ideal, this could also be multiple participants from each governing body that would take these learnings back to each respective leadership team. The composite data across 10 cultural agility indicators should be reviewed with the leadership team, followed by planning and implementation of 3-5 consultant-designed learning experiences that focus on leadership development in anti-racist and equity work at the executive leadership level to ensure leadership readiness and capacity for the implementation of the equity strategic plan the following year. Leaders should then tie their own leadership development goals to the goals, objectives, and benchmarks named within the equity strategic plan. There would also need to be an integration of equitable decision making protocol(s) into the work of the leadership team(s)
- **OPERATIONS & POLICY AUDITING.** RGW recommends that representatives from each governing body go through policy auditing workshops that includes training on implicit biases and equity at the intersections of choice points and decision-making. Leaders can either send representatives to a governing body intersectional training and take these learnings back to their agency(ies) for consideration toward implementation, or pursue these sessions separately on behalf of each of their organizations. Complete operations and systems audit examining all processes, protocols, and procedures, building aesthetics, and partnerships for inequitable practices. Share findings with all relevant and pertinent team members for revisions and re-workings as necessary. This includes purchasing and vendor management, fiscal management and budgeting protocols, as well as human resources.

Projected Equity Strategic Plan Elements

RGW

While the primary activities of the equity strategic plan must be developed by the DEI Strategic Planning Team, here are a few equity strategic plan objectives that are strongly recommended to be considered for the DEI Strategic Plan:

1. Developing a sense of belonging between community members who represent historically, intentionally, and traditionally marginalized people groups across the village
2. A host of interactions to increase community acculturation and engagement in the implementation of the DEI strategic plan
3. A continuation of consistent and intentional analysis of systems and processes that could become an impetus for racist practices
4. Training and implementation on equity-based decision making protocols that make clear what decisions are acceptable to make, by whom, and how those decisions are to be made equitably
5. An inquiry to determine what increases equitable communal participation, and an implementation plan based on those recommendations
6. Continued work and development around anti-racist principles and practices for all agencies, both internally and externally
7. A series of social, celebratory activities that strengthen relationships proactively to support us in times of difficult and challenging anti-racism work
8. A professional development and evaluation framework across agencies that measures for equity development around DEI and anti-racist practices

Further Curiosities

As RGW processed the information garnered from the discovery, there were a few questions that arose as ones to continue to grapple with, while no immediate answers may be currently evident. The following are a few of those questions to consider as this work continues:

1. Who are our partners in our work toward anti-racism? Who are ones that we should come alongside to learn from? Who are ones that we should be coming alongside to learn along with in ways that might raise the tide across the community and beyond?
2. How do you engage the various arms of each organization to fully engage in DEI work (ie. the police department felt less involved than other agencies throughout the process).
3. Who are the "highest fliers" amongst community agencies that might be best equipped to galvanize other agencies in the elements of DEI that they have already implemented well?
4. What are the ways in which it might make sense to formalize a coalition between the township, high school district, elementary school district, park district, village, others, to more intentionally synergize our efforts toward becoming an anti-racist community?
5. How will we ensure that the ways in which we inadvertently center whiteness as a social construct won't negatively impact the non-dominant cultural work of DEI? How can we be intentional about not fitting the square peg of DEI into the round hole of whiteness that is so pervasively and inherently a part of all that we already do?
6. Which community entities are missing from the table (faith-based representation, for example) that need to be invited as we continue to carry this work forward?
7. How should the findings of this report be shared more widely? In what form/forum?

The RGW Commitment

RGW

It is our belief that these findings should be shared in the fullest and most appropriate ways with the board of trustees, leadership team, staff, and other stakeholders. RGW is committed to supporting the sharing of these findings by:

- Holding a debrief session with the Leadership Team (representatives from each agency)
- Holding a debrief session with the boards of trustees members
- Holding a debrief session with community members who want to entertain questions about the report, as they participated in listening sessions
- Holding a debrief session with staff and other key stakeholders as identified by their respective leadership

Let's Get Curious!!!

Additionally, RGW Consulting, LLC, having established these recommendations, would welcome an opportunity to deliver upon these recommendations as a consultant to the implementation phase. RGW welcomes the opportunity to discuss this report, its recommendations, and future planning in greater detail.

Should you have interest, please email us at info@rgwashington.com to set up a day and time for us to connect to speak about this report/plan and the potential to move forward with these recommendations. Thank you for the opportunity to have come alongside the Village of Glen Ellyn and the broader Glen Ellyn community in this great work! It has truly been a joy to support you! We look forward to hearing from you soon. Be well.

Appendices

Glen Ellyn Community Work Session Documents

Glen Ellyn Community Work Sessions

RGW's Goal

- RGW will facilitate a 4 hour work session with about 60 people from Glen Ellyn as it Pertains to Diversity, Equity, and Inclusion. With multiple work segments, based on themes/topics that have emerged over listening sessions, small groups will have access to their own work space to capture notes in that space, as part of a community collaboration toward reimagining diversity, equity, and inclusion in Glen Ellyn.

Stakeholder Objectives

- The community will begin to develop ideas and actions that lead to everyone working together to give voice to a way forward in DEI strategies for the Village of Glen Ellyn. As such the community will experience buy-in to the plan, as well as be able to share with other members of the community about this exciting way forward in a galvanizing manner.

Today's Agenda

- RGW Facilitates: 9a-10a
 - Norms
 - An Overview of The 4 Quadrants of Equity
 - Equity vs. Equality
- Small Group 1: 4 Quadrants (30 min)
- Break: (10 min)
- Small Group 2: Health and Public Safety (30 min)
- Small Group 3: Community Connection and Involvement (30 min)
- Break: (10 min)
- Small Group 4: SWOT
- Large Group Discussion: 20 minutes
- Closure: 10 minutes

Equitable Systems Change: A Closer Look

4 Quadrants	Health & Public Safety	Community Connection & Involvement	SWOT
• Individual/Internal • Interpersonal • Institutional • Structural	• Access to Healthcare • Food Safety & Security • Public Safety • Housing Security • Economic Development	• Literacy about DEI • Access to Literacy in General • Village Governance • Communications • Community Connection & Involvement	• Strengths • Weaknesses • Opportunities • Threats



Operationalizing Racial Equity

IMPLICIT BIAS	EXPLICIT BIAS
Unaware of choice points	Builds in decision-making guides that evoke consideration of equity
Exclusive of stakeholders	Fosters active engagement and empowerment of stakeholders
Not attentive to race, gender, income and other inequities	Gives distinct, specific and sufficient attention to key disparities/inequities
Ignores barriers to access	Supports and implements strategies to remove barriers
Does not consider racial impacts	Systematically analyzes potential impacts on disadvantaged groups

Questions to Consider

- What are some thoughts and ideas that you might have about how to make these areas more diverse, equitable, and inclusive?
- Who is our central audience and why?
- How do we engage them?
- How can we de-center dominant culture in how we approach these efforts?
- Who will this work primarily impact positively?
- Who might we harm if we are not paying attention?
- How will we measure impact?
- How will we share space and power with non-dominant culture representation to give voice to impact?



Group Works!!!

- **Miki: Groups 1-4**
- **Reesheda: Groups 5-8**
- **Shared Workspace for Each Group**
- **Timed Sessions**
- **Break(s) in Between**
- **Roundups in Between Work Segments**
- **Final Roundup @ the End**
- **Use the Chat to talk to your Facilitator**
- **Group Changes are Inevitable...**



REIMAGINING & GENERATING WONDER



163 S. Oak Park Ave.
Oak Park, IL 60302
EIN No.: 83-4284702

MEMORANDUM

TO: Mark Franz, Village Manager

FROM: Staci Springer, AICP, Director of Community Development
Kelly Purvis, AICP, Planning Manager
Katie Ashbaugh, AICP, Planner

DATE: April 9, 2021

RE: Affordable Housing Task Force



Background

On November 17, 2020, the Village Board conducted a workshop to discuss the public policy issue of affordable housing and Glen Ellyn's standing in terms of available affordable housing units (meeting minutes attached). Community Development Director, Staci Springer, presented information related to the 2003 Illinois Housing Planning and Appeals Act (the Act) and the Village's compliance with the Act. At this time, the Village is in compliance with the Act, as 15.9 percent of available housing units are considered affordable, where 10 percent is required in order to avoid the preparation of an Affordable Housing Plan that must be submitted to the State.

Director Springer also presented the results of a community survey of the Village's peer communities and their enacted policies and/or regulations to increase affordable housing. The majority of communities did not have such policies and regulations. The few communities that have adopted some tools have used incentives to include a percentage of affordable housing units in a development and requirements mandating that a percentage of the new units constructed be affordable, among others. Other indirect policies that increase housing unit type diversity, such as allowing accessory dwelling units or missing middle housing types (duplexes, three and four-flats, townhomes, bungalow courts, etc.), in single-family neighborhoods were also shared as alternative solutions that tend to be more attainable for middle-income households.

Following this presentation, the Village Board was interested in additional information on all of the possible solutions shared. Staff was directed to create a task force, whose responsibility would be to recommend goals to increase the Village's attainable and work force housing stock and possible incentives, policies, and regulations to meet them. The Village Board was specifically interested in the task force focusing on: incentives, missing middle housing, workforce housing and potential zoning changes to increase housing diversity and affordability.

Affordable Housing Task Force

As requested by the Village Board, staff is working on assembling an affordable housing task force, the members of which might include people from the following groups/organizations representing a variety of interests:

- Village Trustees (2)
- Glen Ellyn Plan Commissioner

- Glen Ellyn Zoning Board of Appeals Member
- Local Builder
- Local Architect
- League of Women Voters, Glen Ellyn Chapter
- CHAD – Community Housing Advocacy & Development
- DuPage County Housing Authority
- Glen Ellyn Senior Center
- Housing Action Illinois
- Glen Ellyn Church representative
- Village Rental Resident (2)

Once members of the task force have been confirmed, staff will bring forth a resolution for Village Board consideration. A current draft of the resolution is attached for your information. The resolution will list the confirmed members of the task force and set some basic parameters to guide the group (purpose, frequency of meetings, timeframe for completion, etc.). We anticipate the task force will meet once per month for 6-8 months and that the end result of their efforts will be a report and recommendation related to affordable/attainable housing in Glen Ellyn. Staff will provide regular updates to the Village Board through memos, including agendas and minutes, to ensure the process is moving forward as expected.

Village Board Action

Should the Village Board have any input on specific goals or areas of focus that should be included in the resolution, please provide those to staff by April 30th. Once the resolution has been adopted, staff will begin working with the task force to coordinate the first meeting.

The Planning Division of the Community Development Department is in the process of hiring a Planning Intern, Associate Planner, and Planner at this time. Individuals for these positions need to be interviewed, selected, brought on board, and trained. As spring and summer are the busiest times of year for the Department and the planners are currently handling over 30 cases and 3 active commissions in addition to building permit reviews, special projects and the Comprehensive Plan, we do not anticipate being able to begin this project for a few months.

Attachments

- Draft Affordable Housing Resolution
- November 17, 2020 Village Board Meeting Minutes



Village of Glen Ellyn

Resolution No.

**A Resolution Establishing an
Affordable Housing Task Force to Study
the Issue of Affordable Housing
in the Village of Glen Ellyn**

**Adopted by the
President and the Board of Trustees
Of the Village of Glen Ellyn
DuPage County, Illinois
This _____ Day of _____, 20__.**

Published in pamphlet form by the authority
of the President and Board of Trustees of the
Village of Glen Ellyn, DuPage County, Illinois,
this _____ day of _____, 20__.

PREPARED BY AND MAIL TO:

VILLAGE OF GLEN ELLYN
ATTN: VILLAGE CLERK
535 DUANE STREET
GLEN ELLYN, IL 60137

Resolution _____

**A Resolution Establishing an
Affordable Housing Task Force to Study
the Issue of Affordable Housing
in the Village of Glen Ellyn**

Whereas, at the regularly scheduled Village Board workshop on November 17, 2020, the Village Board heard a presentation from Community Development Director, Staci Springer regarding the public policy issue of affordable housing; and

Whereas, during the presentation, Director Springer shared with the Village Board a summary of Public Act 93-595, or the Illinois Affordable Housing Planning and Appeal Act ("*the Act*"), the Village's standing in regard to the Act, and how multiple peer communities to the Village address affordable housing; and

Whereas, the Village of Glen Ellyn is in compliance the Act with 15.9 percent of available year-round housing units being considered "affordable" in the Village, as defined by the Act, which exceeds the minimum percentage required of ten percent; and

Whereas, in providing 15.9 percent affordable units, the Village is exempt from any further requirements listed in the Act; and

Whereas, the Village Board requested that Village staff provide background information on affordable housing and possible tools to expand such housing in the Village; and

Whereas, the Village Board also requested that a task force be created to assist in further analyzing the Village's affordable housing stock, creating a goal for affordable and work force housing in the Village and suggesting viable policies to increase the number of affordable housing units in the Village.

Now, Therefore, be it Resolved by the President and Board of Trustees of the Village of Glen Ellyn, DuPage County, Illinois, in exercise of its home rule powers as follows:

Section One. The Village Board hereby establishes the Affordable Housing Task Force for the purpose of advising the Village Board on the creation and implementation of potential policy and/or regulatory alternatives to increase the amount of work force and affordable housing units available in the Village.

Section Two. To ensure the continued representation of a variety of groups and interests on the Affordable Housing Task Force, the membership of the Committee is hereby to include the following individuals who shall represent the following groups and interests.

- Village Trustees (2); _____ and _____
- Glen Ellyn Plan Commissioner; _____
- Glen Ellyn Zoning Board of Appeals Member; _____
- Local Builder; _____
- Local Architect; _____
- League of Women Voters, Glen Ellyn Chapter; _____
- CHAD; _____
- DuPage County Housing Authority; _____
- Glen Ellyn Senior Center; _____
- Housing Action Illinois; _____
- Glen Ellyn Church representative; _____
- DuPage Housing Authority; _____
- Village Rental Resident (2); _____

Section Three. The Affordable Housing Task Force shall meet as a whole no less than once per month and minutes will be prepared within two (2) weeks of each meeting.

Section Four. A list of tasks to be completed by the Affordable Housing Task Force is attached hereto as “**Exhibit A.**”

Section Five. Once the work of the Affordable Housing Task Force is complete, the Task Force shall be automatically dissolved without requiring any further action by the Village Board of Trustees.

Passed by the President and Board of Trustees of the Village of Glen Ellyn, Illinois, this _____ day of _____, 20____.

Ayes		Craig Pryde		Steve Thompson		Mark Senak
		Kelli Christiansen		Bill Enright		Gary Fasules
Nays		Craig Pryde		Steve Thompson		Mark Senak
		Kelli Christiansen		Bill Enright		Gary Fasules
Absent		Craig Pryde		Steve Thompson		Mark Senak
		Kelli Christiansen		Bill Enright		Gary Fasules

Approved by the Village President of the Village of Glen Ellyn, Illinois, this ____ day of
_____, 20_____.

By:

Acting Village President of the
Village of Glen Ellyn, Illinois

Attest:

Village Clerk of the
Village of Glen Ellyn, Illinois

(Published in pamphlet form and posted on the ____ day of _____)

EXHIBIT A

Affordable Housing Task Force Work Plan

1. At the first meeting of the Task Force, the group shall designate a chairperson and regular meeting schedule. The Task Force shall meet a minimum of once a month for six to eight months.
2. Prepare background information on affordable housing in Glen Ellyn and identify/compile other resource materials for use by the group.
3. Develop a consensus on the definition of affordable/attainable housing in Glen Ellyn and formulate the objectives and goals for the group.
4. Identify the existing conditions of various types of housing stock in the Village, their locations and market prices (both for sale and for rent).
5. Expand and update staff's previous community survey materials on affordable housing initiatives in other communities. Evaluate those initiatives for appropriateness to the Village of Glen Ellyn and select those to be further investigated/vetted.
6. Evaluate each selected initiative and refine those to be recommended to the Village Board. Develop draft policy language or code amendment terminology as necessary.
7. Prepare a suggested implementation timeframe for the Village to achieve the goals.
8. Recommend to the Village Board the best incentives, regulations, and/or policies to best protect and/or increase the amount of attainable housing in the Village.



**Glen Ellyn Village
Board**
535 Duane Street
Glen Ellyn, IL 60137

Meeting 4/19/2021 7:00 PM
Department: Community Development
Department Head: Staci Springer
Category: Discussion Item
Prepared By: Kelly Purvis

**AGENDA ITEM (ID
2021-969)**

DOC ID: 2021-969

Community Development Director Springer will lead a presentation of the Village's Draft Comprehensive Plan.

Statement of the Issue:

Please see the attached memo.

Analysis:

Please see the attached memo.

Budget Impact:

Please see the attached memo.

Action Requested:

Discussion only.

Attachments:

1. Village Board Workshop Memo 041921
2. Draft-Glen Ellyn Comprehensive Plan

MEMORANDUM

TO: Mark Franz, Village Manager

FROM: Staci Springer, AICP - Community Development Director
Kelly Purvis, AICP - Planning Manager

DATE: March 4, 2021

RE: April 19, 2021 – Village Board Workshop Meeting
Presentation of the draft Comprehensive Plan



Background. Over the years, the Village has adopted three Comprehensive Plans: the first in 1971, the second in 1986 and our current Comprehensive Plan which was adopted in 2001. It is typical for Comprehensive Plans to be updated every 10-15 years to ensure the plan is current and the guidance is relevant. In July of 2018, the Village hired Houseal Lavigne Associates (HLA) to assist the Village with drafting an update to the 2001 Comprehensive Plan. A workgroup consisting of 2 Village Trustees, 2 Plan Commissioners, and various Village Staff was assembled to assist in reviewing and providing feedback on sections of the plan as they have been completed. To date, the following elements have been completed:

- Workgroup kick-off meeting
- Background research and data collection
- Creation of project webpage
- Stakeholder meetings
- Comprehensive Plan posters placed in public venues
- Community service provider survey conducted
- 3 digital surveys completed by the consultant (youth, resident, business)
- Preparation of the Issues and Opportunities Memorandum
- Review of the Issues and Opportunities Memo by the Workgroup
- Review of the Issues and Opportunities Memo by the Plan Commission at a public meeting
- Preparation of the Downtown Sub-area Plan
- Review of the Downtown Sub-area Plan by the Workgroup
- Review of the Downtown Sub-area Plan by the Plan Commission at a public meeting
- Review of the Downtown Sub-area Plan by the Village Board at a public meeting
- Review of all six of the catalyst sites at a public open house meeting
- Preparation of the complete Draft Comprehensive Plan document
- Review of the Draft Comprehensive Plan by the Workgroup
- Review of Draft Comprehensive Plan at two virtual public open house meetings
- Review of Draft Comprehensive Plan by the Plan Commission at three public hearings

Summary. The Plan Commission reviewed the draft Comprehensive Plan at 3 public hearings held on December 10, 2020, January 7, 2021 and March 11, 2021. Roughly half of the draft plan document was presented at each of the December and January meetings. The March public hearing provided an opportunity for the Plan Commission and public to review the revised document including feedback from the open house meetings and the two previous public hearings before the Plan Commission. At the March 11, 2021 meeting, the Plan Commission made a unanimous recommendation to approve the draft Comprehensive Plan.

At the April 19, 2021 Village Board workshop meeting, Houseal Lavigne Associates will present an overview of the draft Comprehensive Plan. At a subsequent meeting (tentatively scheduled for May 17, 2021) some of the more significant recommendations in the plan related to parking requirements, building heights in the downtown, density in residential neighborhoods and the catalyst sites will be presented. Following any revisions requested by the Village Board, staff would anticipate the draft plan being presented to the Village Board for final approval in June or July.

Attachments:

- Draft Comprehensive Plan

CC: John Houseal, Principal HLA
Brandon Nolin, Senior Project Manager HLA

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VILLAGE OF GLEN ELLYN

COMPREHENSIVE PLAN

DRAFT FOR PUBLIC HEARING | MARCH 2021 | PREPARED BY HOUSEAL LAVIGNE WITH ASSISTANCE FROM KLOA





WITH ASSISTANCE FROM



DRAFT
FOR PUBLIC HEARING

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CHAPTER 1

INTRODUCTION

The Village of Glen Ellyn’s last Comprehensive Plan was adopted nearly two decades ago in 2001. Since that time, significant efforts have been made to maintain and enhance the Village as a thriving, desirable place to live. As the community is predominantly built out, the Village has focused on growth through redevelopment, reinvestment, and placemaking in its established districts. The updated Comprehensive Plan presents recommendations to strengthen Glen Ellyn’s existing residential neighborhoods, commercial corridors, and the Downtown while looking at opportunities for new development. The Plan serves as a guide for planning and land use decisions and policy formation over the next 10 to 20 years.

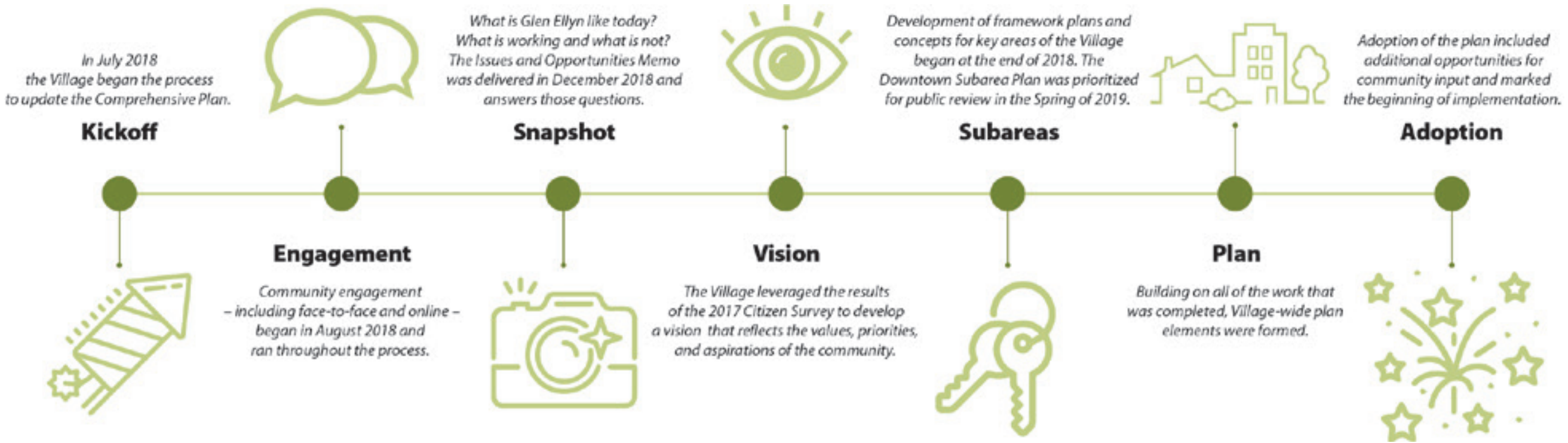
Purpose of the Comprehensive Plan

The purpose of the comprehensive planning process is to establish a shared vision for the future of Glen Ellyn and identify the strategies, policies, and recommendations necessary to achieve that vision. The Glen Ellyn Comprehensive Plan is the Village’s primary guiding document that assists with decision-making and directs official policy in the community for both short-term and long-term issues. Further, the Plan is a unified resource that can be used to coordinate the efforts of Village elected officials, boards, and commissions, staff, public officials, and other community stakeholders. Ultimately, the Comprehensive Plan is a path forward, assuring the Village can address critical issues while continuing to provide a high quality of life for all residents and a strong business climate.

Planning Area

The Illinois State Statue (65 ILCS 5/11-12-5) grants municipalities the authority to plan for the area 1.5 miles surrounding their current corporate boundary. This area is known as the extraterritorial jurisdiction (ETJ). This excludes land already incorporated by other municipalities, areas claimed through a formal boundary agreement, or the ETJ of another community. The Comprehensive Plan considers Glen Ellyn’s ETJ throughout the chapters and addresses ways to prepare the area for future incorporation into the Village’s official limits if so desired by the Village Board.





Planning Process

The Glen Ellyn Comprehensive Plan is the result of an inclusive planning process engaged with a wide range of stakeholders in crafting a vision for the Village’s future. The process identified and addressed key concerns within the Village while setting a precedent for planning in the community. The Comprehensive Plan was developed and adopted using the following six steps:

Step 1: Project Initiation – This phase consisted of meetings with Village staff as well as elected and appointed officials to begin the planning process and create a framework for development of the Comprehensive Plan.

Step 2: Community Outreach & Engagement – This phase consisted of in-person events and online tools to engage the Glen Ellyn community. This included outreach designed to facilitate feedback and discussion with residents, business owners and managers, developers and property owners, officials, and other key community stakeholders. Prior to the public adoption process more than 1,700 stakeholders participated in on-line questionnaires and more than 100 individuals participated in face-to-face interviews, focus groups, and open house events.

Step 3: Data Collection & Existing Conditions Analysis – This phase consisted of research, reconnaissance, and analysis to establish a clear understanding of existing conditions within Glen Ellyn. This step concluded with the development of the Issues & Opportunities Memorandum (IOM) which summarizes the findings of the first three steps of the planning process.

[To view the IOM, click here.](#)

Step 4: Subarea Plans – This phase consisted of the development of plans for three specific areas within the Village: Downtown, Roosevelt Road, and Stacy’s Corners. These framework plans take into account unique concerns within each area and provide detailed recommendations and strategies to address those issues. Development concepts for key catalyst sites are also provided to highlight potential for redevelopment that could influence and encourage reinvestment in surrounding properties.

Step 5: Community-Wide Plans & Policies – This phase consisted of the development of community-wide plans that address all aspects of the Village. This includes plans, policies, and recommendations regarding land use; neighborhoods and commercial areas; parks and open space, and environmental features; transportation; and community facilities, as well as a detailed implementation strategy.

Step 6: Comprehensive Plan Documents & Adoption – This phase consisted of the presentation of a draft Comprehensive Plan document to Village staff, residents, and officials. Based on feedback, the Plan was amended and presented to the Plan Commission and Village Board for final adoption.

Community Outreach

Community outreach and efforts to facilitate discussion with a diverse range of community stakeholders was foundational to the Glen Ellyn Comprehensive Plan. This includes in-person events and online tools to engage and gather input from residents, the business community, property owners, developers, service providers, officials, and other groups with a vested interest in the Village's future. Together, this feedback helped guide the direction of the Comprehensive Plan and ensured recommendations and policies are responsive to the needs of the community.

Outreach Completed

The Village utilized multiple outreach events and tools to gain insight on local perspectives regarding concerns, opportunities, strengths, and weaknesses of Glen Ellyn. The feedback received was used as a guiding force in identifying issues and was critical in addressing opportunities for improvements within the community. The following outreach opportunities have been completed during the planning process:

Business Community Workshop

On August 29, 2018, the Village hosted a workshop with prominent business stakeholders to discuss community issues from a business standpoint. Participants included the Alliance of Downtown Glen Ellyn, Chamber of Commerce, Glen Ellyn Historical Society, Metra, and Union Pacific Railroad.

Local Service Provider Workshop

On August 29, 2018, the Village hosted a workshop at the Glen Ellyn Civic Center to gain input from local service providers. Participants included representatives from the DuPage County Department of Transportation, Glen Ellyn Public Library, Glen Ellyn Park District, Forest Preserve District, Glen Ellyn Volunteer Fire Company, Glen Ellyn Police Department, and School Districts 41, 87, and 89.

Boards & Commissions Workshop

On August 29, 2018, the Village hosted a workshop with Glen Ellyn's commissioners and board members, including representatives from the Plan Commission, Historic Preservation Commission, Zoning Board of Appeals, Fire and Police Commission, Environmental Commission, Recreation Commission, Building Board of Appeals, and Capital Improvements Commission.

Project Website

A project website was developed to support the planning process, and included background information about the plan, project news and announcements, meeting dates, documents, and online engagement tools. The website remained active throughout the development of the Comprehensive Plan and acted as a 'hub' for information and engagement opportunities.

Online Surveys

Three online surveys were made available on the project website, designed to gather detailed feedback from residents, business owners, and youth in Glen Ellyn. Over 1,700 responses were received between July and November 2018.

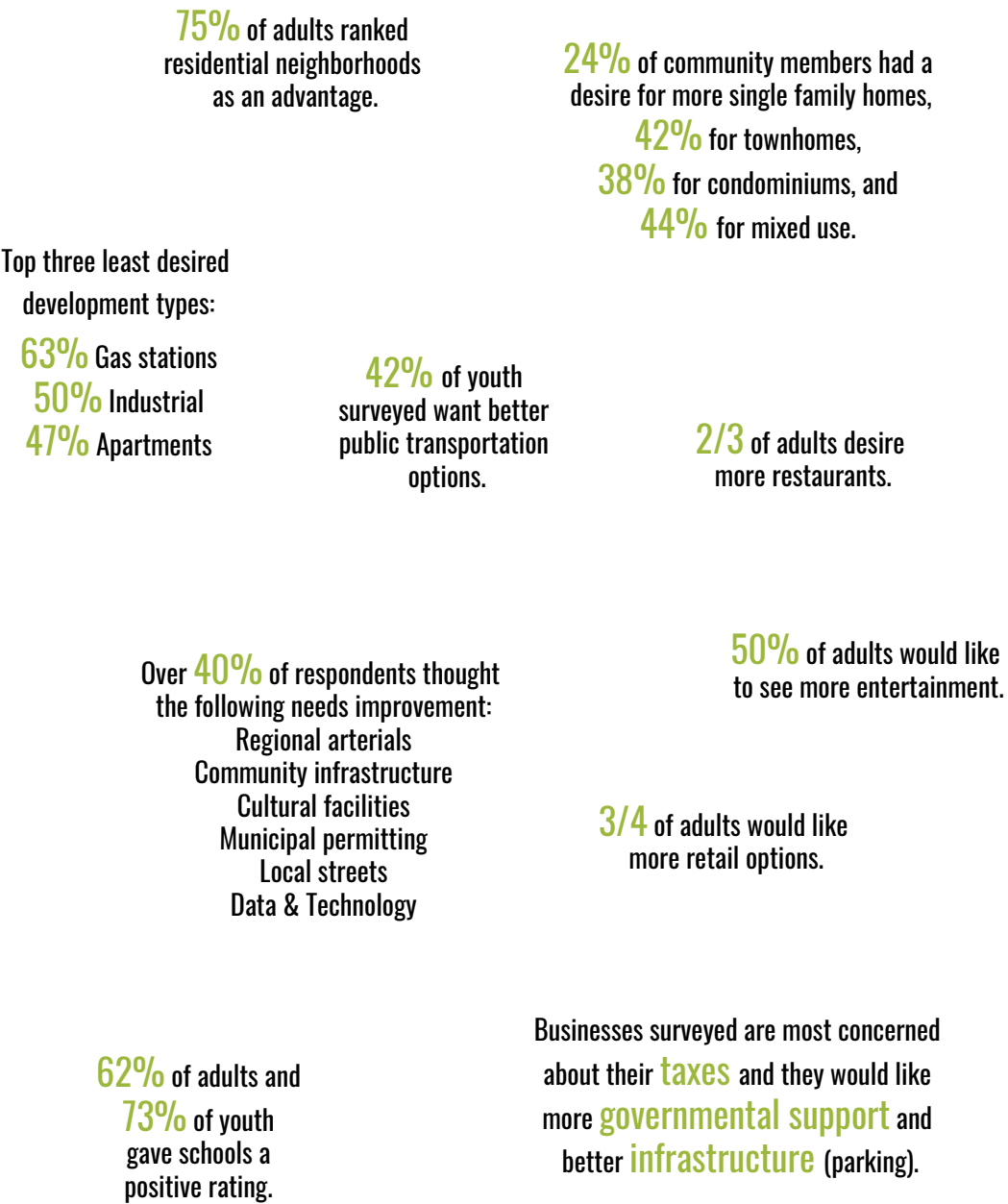
Social Media & Outreach Material

The following social media and outreach material were released to keep the public updated with the planning process:

- Press releases
- E-news
- Social media posts
- Alliance/chamber emails
- Posters with QR codes placed throughout the community
- Quarterly newsletters
- Flyers in monthly water bills
- Information displayed on Village-operated electronic message boards in Downtown and at the Village Links

Community Survey Snapshot

The following is an overview of results from the resident, youth, and business surveys conducted during the outreach process.



Plan Organization

The Comprehensive Plan is composed of the following seven sections:

- The Vision, Goals & Objectives section establishes a long term vision for each Comprehensive Plan element and identifies complementary goals and planning objectives. The following sections are charged with establishing recommendations and strategies that the Village can implement to attain these goals.
- The Land Use & Development section includes land use recommendations and policies for all areas in the Village’s planning jurisdiction.
- The Subarea Plans section presents the vision for Downtown, Roosevelt Road Corridor, and Stacy’s Corners. It identifies specific issues, improvements, and catalyst development opportunities for each subarea.
- The Transportation section includes a series of strategies that address transportation and infrastructure issues within the Village.
- The Community Facilities section identifies and inventories all community facilities in the Village and includes recommendations and policies for new facilities, as well as governmental coordination and cooperation.
- The Parks, Recreation & Open Space section provides recommendations to promote the preservation, enhancement, and accessibility of parks, open space, and valuable natural areas.
- The Implementation section defines actions required to carry out the policies contained in the Comprehensive Plan such as capital improvements, funding sources, coordination with partners, and community priorities.

Using the Plan

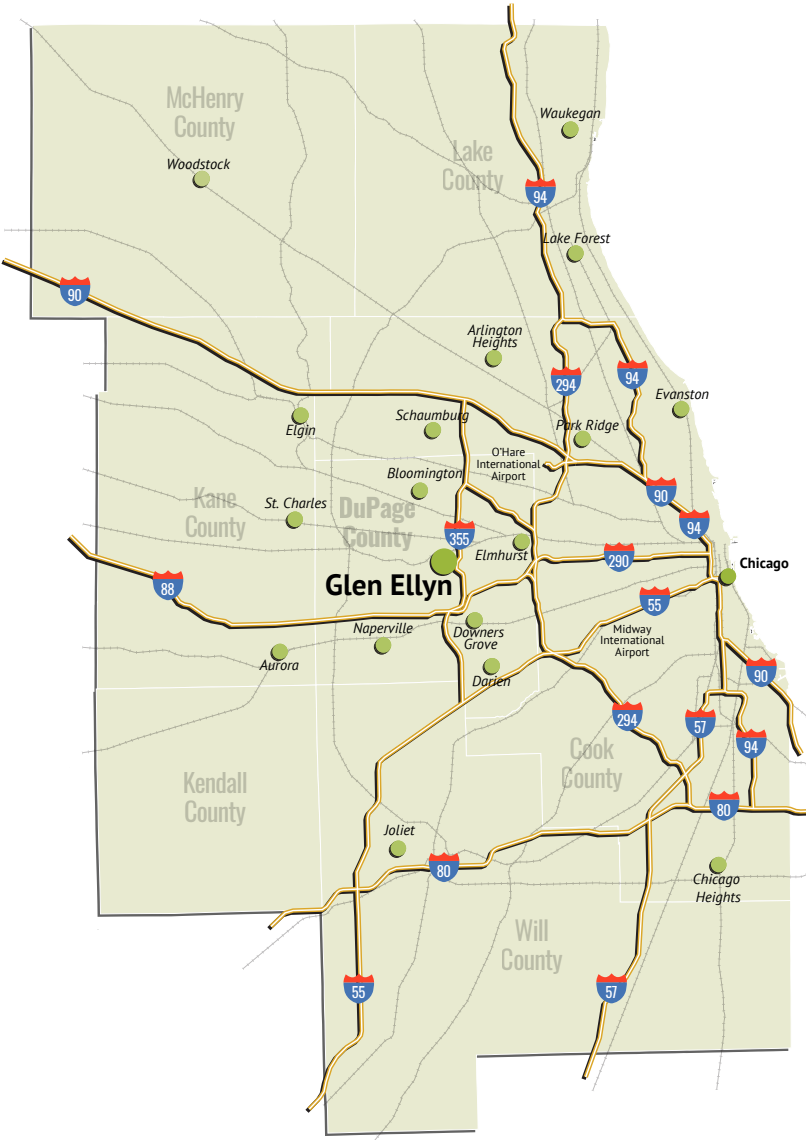
The Glen Ellyn Comprehensive Plan should be used for the following:

- A basis for regulatory actions. Village planning decisions including zoning regulations, subdivision regulations, land use development, and annexations should generally follow the recommendations of the Plan.
- A basis for community programs and decision-making. The plan should be used to steer capital budget and program recommendations, community development programs, and other local initiatives such as attainable housing, recreation and open space development, and historic preservation.
- A source for planning studies and grant funding pursuits. Future studies may need to be conducted to further develop recommendations of the Plan into actionable projects. The Village may also choose to pursue grant funding or technical expertise to assist with future improvements or studies. The Plan should be used as a primary resource to initiate future studies or support such grant pursuits.
- A resource for planning at a local, County, and State Level. The Plan should be used to coordinate not just local, but also intermunicipal and state-wide programs including transit programs, economic development initiatives, and regional trail networks.
- A source of information and marketing. The Plan is a powerful marketing tool to promote the Village’s unique assets and draw investment for development opportunities. Local boards, commissions, organizations, citizens, and businesses can also utilize the plan as a valuable source of information to guide future development and planning projects related to land use, transportation, community facilities, and parks and recreation.
- A long-term guide. The plan is a long-term guide by which to measure and evaluate public and private proposals that affect the physical, social and economic environment of the community.
- The plan should be amended as necessary, so it is a living, breathing document that evolves.

Regional Setting

The Village of Glen Ellyn is a suburban community of approximately 27,000 residents located 25 miles west of Downtown Chicago at the center of a diverse region that includes over nine million residents. Glen Ellyn is within DuPage County, the second most populous county in the state of Illinois, and shares borders with Wheaton to the west, Lombard to the east, Carol Stream to the northwest, and unincorporated areas to the north and south. Glendale Heights and Lisle lie beyond these unincorporated areas to the north and south respectively.

Interstate access to the surrounding region is provided by Interstate 355, which runs along the Village’s eastern boundary, connecting Glen Ellyn to Chicago and larger national destinations via O’Hare Airport to the northeast and Midway Airport to the southeast. Glen Ellyn is also positioned along the Union Pacific West railroad line, offering Metra commuter rail access to Chicago and other adjacent suburban communities.



CHAPTER 2

VISION, GOALS & OBJECTIVES

The vision, goals, and objectives set the framework for the community-wide plans and recommendations of the Glen Ellyn Comprehensive Plan. Together, they provide a flexible guide for decision making and establish direction for new projects and policies. For the purpose of the Plan, the vision, goals, and preliminary objectives are defined as follows:

- Vision** – Describes the desired outcome to be achieved through the implementation of the Plan. It is forward-looking and describes what the community could be like if the goals and recommendations are achieved.
- Goals** – The goals describe desired results toward which planning efforts should be directed. They are broad and long-range. They represent an ambition to be sought and require the culmination of many smaller actions in order to be fully achieved.
- Objectives** – The objectives contained are intended to be specific and measurable. They quantify the goals and set expectations for their achievement.

Our Mission

Our mission is to support a high quality of life in Glen Ellyn. We do this through the equitable delivery of reliable, cost-effective services and by promoting a community of trust, respect, and citizen involvement.

Our Values

Respect

Honor each person, treat everyone with dignity and value their individuality.

Accountability

Commit to action and accountability to achieve successful results.

Leadership

Guide and facilitate others to make a positive difference in the community.

Principles of Service

Serve the needs of the community with professionalism and courtesy.

Equality and Inclusivity

Provide equal opportunities for participation in all community activities and initiatives.

Best for The Community

Work on behalf of community interests, not individual interests.

Trust

Earn trust through reliability, honesty, and effectiveness.

Vision Statement

In the year 2030, Glen Ellyn is a safe, attractive and thriving community offering a living, working and leisure environment that distinguishes the Village from neighboring communities. Glen Ellyn is characterized by attractive and well-maintained residential neighborhoods, viable commercial and business districts, quality parks, schools and public facilities, and responsive public services. It is home to a diverse population, and is desirable to young families and senior citizens alike.

In the year 2030...

Glen Ellyn continues to be primarily a residential community. It is composed of attractive and desirable residential neighborhoods that include a range of housing types, styles and prices, and offers a combination of quality and affordability, unique within the surrounding area.

Glen Ellyn has a diverse and well-maintained housing stock consisting of single-family homes, compatible and appropriately located townhomes, duplexes, condominiums, apartments, and accessory dwelling units. Housing opportunities for senior citizens, assisted living and young families have increased during the past 10 years.

While some older homes continue to be replaced, neighborhood character has been maintained, homes with historic interest have been preserved, and housing improvements and new construction are compatible with Glen Ellyn's traditional neighborhood scale and character.

Commercial areas are active and economically sustainable, offering a wide range of goods and services to local residents and the surrounding region. Substantial public improvements and new private developments have occurred within each of the Village's commercial areas during the past 10 years, which have significantly enhanced the Village's non-residential tax base.

Glen Ellyn's historic Downtown has been enhanced as an active, pedestrian-oriented area containing an exciting mix of shopping, entertainment, dining, public and residential uses. While Downtown continues to be small and compact, residential density has increased and the mix of stores and the variety of businesses have been expanded. An office sector including medical offices in the downtown bring daytime business to the Village's shops and restaurants.

The Roosevelt Road corridor has been substantially improved. Several older, marginal properties have been redeveloped for new retail and business uses and new multi-family developments have replaced underutilized buildings behind the commercial uses fronting the corridor. The appearance of the corridor has also been enhanced, including improvements to private properties and the public right-of-way.

Through an area-wide program of historic preservation and compatible new construction, the Stacy’s Corners area has emerged as an attractive northern gateway to the community. Marginal and vacant properties have been replaced with a mix of new neighborhood commercial, residential and public uses.

Glen Ellyn continues to benefit from a superb regional location, and is easily accessible via the interstate highway system, arterial streets and public transportation. Through continued improvements to the Village’s multi-modal transportation network, including enhancements to the Metra station, bus service lines and bicycle paths/lanes, the Village is safe and convenient for pedestrians, bicyclists, and those using alternate forms of transportation.

During the past 10 years, traffic operational conditions have been enhanced along several arterial streets. In addition to traffic enhancements, Route 53 and Roosevelt Road are now more safe and inviting for pedestrians and bicyclists.

A new commuter rail station has been constructed within Downtown and compatible new “transit oriented development” has been undertaken within walking distance of the new station. Roadway and traffic operational improvements have been implemented to address the lengthy delays caused by rail traffic within Downtown and a vehicle and two pedestrian underpasses have improved pedestrian safety.

Glen Ellyn is served by public and private schools which not only provide top-quality educational services, but also serve as focal points for community life and activity. College of DuPage has continued to prosper and now offers even more special facilities, services, cultural activities and programs to local residents. The Village and College continue to work cooperatively to enhance economic development opportunities and foster entrepreneurship in the downtown.

Glen Ellyn is widely recognized as the “Village in the Park”. It maintains a rich variety of parks, open spaces and recreational facilities, and is characterized by tree-lined streets and neighborhoods. During the past 10 years, existing parks have been upgraded, facilities and services for teens have been expanded, and new pocket parks and gathering spaces have been created in the downtown.

Glen Ellyn is known for its outstanding municipal facilities and services. Fire and police protection are highly rated. Village facilities have been modernized and upgraded. The Library incorporates the latest technological advancements and continues to respond to the “informational needs” of local residents.

During the past 10 years, substantial improvements have been made to the public infrastructure, particularly with regard to stormwater management, drainage facilities and street surface conditions. Additional utility lines within the Village’s commercial and residential areas continue to be located underground.

The Village has worked with unincorporated residents and businesses to devise a long-range plan and program for annexation.

While it continues to be comprised of several diverse and recognizable neighborhood areas, a number of programs, services and facilities have been implemented to unite all geographic areas and demographic sectors of Glen Ellyn into a single, unified community. As always, community spirit and “volunteerism” are hallmarks of the community.

The improvements and developments that have occurred within Glen Ellyn during the past 10 years have been the result of significant citizen participation, excellent leadership from Village officials, and a strong partnership between the public and private sectors. Local residents continue to play an active role in formulating planning policies. The Village has undertaken a number of public improvement projects, and has utilized a range of creative techniques to assist the private sector in the implementation of innovative development and redevelopment efforts.

Goals & Objectives

Community Appearance & Character

Goal

An attractive and distinctive community image and identity that builds upon and enhances Glen Ellyn’s unique qualities and characteristics, and distinguish it from surrounding communities.

- **Objective 1:** Maintain and enhance the Village’s “small town” atmosphere and character.
- **Objective 2:** Maintain the attractive tree-lined streets, pedestrian scale and other distinguishing qualities of Glen Ellyn’s existing residential neighborhoods.
- **Objective 3:** Upgrade the image and appearance of existing commercial areas, including buildings, parking lots, signage and the public rights-of-way.
- **Objective 4:** Minimize the visual impact of surface parking areas through perimeter and interior landscaping and placement of parking lots at the rear of buildings.
- **Objective 5:** Screen parking lots from streets using either shrubs, low walls, berms or a combination of materials.
- **Objective 6:** Reinforce and strengthen the traditional role of Downtown as the Village’s centralized, multi-purpose focal point with a unique charm, appeal and historic character.
- **Objective 7:** Undertake design and appearance improvements along the major thoroughfares that pass through the community.
- **Objective 8:** Continue to coordinate with utility companies to move overhead utilities underground to reduce interference with natural elements, enhance service predictability, improve aesthetics, and protect the Village’s mature tree canopy.
- **Objective 9:** Continue to improve and enhance the community gateways through the use of special signage, landscaping and other entry design features.
- **Objective 10:** Design and locate public sites and buildings so that they become focal points and landmarks within the community.
- **Objective 11:** Emphasize Glen Ellyn’s numerous parks and open spaces as distinguishing features of the community.
- **Objective 12:** Preserve sites and buildings with local historic and cultural interest and value.

- **Objective 13:** Continue the “greening” of Glen Ellyn by maintaining existing trees, reforestation and new landscape plantings.
- **Objective 14:** Promote high standards of design and construction for all development within the Village.
- **Objective 15:** Promote continuous collaboration and cooperation between the various districts and agencies serving the Village in order to better unite all parts of Glen Ellyn.
- **Objective 16:** Establish and update boundary agreements with neighboring communities where appropriate.
- **Objective 17:** Sponsor and promote programs, activities, events and celebrations that can stimulate public involvement and participation, foster a strong and unified community spirit and identity, and bring together residents from the various neighborhoods on a regular basis.
- **Objective 18:** Leverage financial incentives to encourage redevelopment and site improvements including TIFs, SSAs, and Village awards.

Housing & Residential Areas

Goal

A housing inventory and living environment that supports the local population, attracts new families, and enhances the overall quality and character of the Village.

- **Objective 1:** Update Village codes to encourage development of a range of housing types including townhomes, duplexes, condominiums, apartments and accessory dwelling units.
- **Objective 2:** Increase the number of dwelling units within walking distance to the Metra station.
- **Objective 3:** Maintain the scale, quality and character of existing single-family neighborhoods.
- **Objective 4:** Undertake public infrastructure improvements within residential areas as needed.
- **Objective 5:** Minimize adverse impacts of adjacent activities on residential areas through adequate buffering and screening.
- **Objective 6:** Preserve the existing housing stock through effective code enforcement and encouraging preventive maintenance.
- **Objective 7:** Promote the improvement and rehabilitation of deteriorating residential properties.
- **Objective 8:** Incentivize the restoration and maintenance of older homes and multi-family buildings.
- **Objective 9:** Encourage repurposing of salvageable building materials in place of complete demolition when restoration of older buildings is not possible.
- **Objective 10:** Encourage new residential development that provides for a range of housing types and costs.
- **Objective 11:** Encourage Leadership in Energy and Environmental Design – Neighborhood Development (LEED-ND) strategies in neighborhood redevelopment efforts, specifically in Planned Unit Development proposals.

- **Objective 12:** Ensure that adequate stormwater management provisions are included in all new residential developments.
- **Objective 13:** Ensure that development regulations and requirements are proportional and appropriate and do not place unnecessary burdens on developers.
- **Objective 14:** Update the Village’s Zoning Ordinance to be reflective of the policies and objectives of the Future Land Use Plan.
- **Objective 15:** Increase the number of dwelling units within walking distance to the Metra commuter station.
- **Objective 16:** Evaluate options to provide inclusive housing suitable for all income ranges and population types.

Commercial, Retail & Office Development

Goal

A system of commercial, retail, and office development that provides local residents with employment opportunities and needed goods and services, increases the Village sales and property taxes, and enhances the image and appearance of the community.

- **Objective 1:** Maintain and expand the range of retail, commercial and office establishments within the Village.
- **Objective 2:** Improve access, parking, traffic circulation, signage and other operational conditions within all existing office, retail and commercial areas.
- **Objective 3:** Improve and strengthen Downtown as the historic, pedestrian-oriented retail, commercial, service and entertainment focal point within the Village.
- **Objective 4:** Improve and upgrade Roosevelt Road as a retail and business area serving the Village and surrounding region.
- **Objective 5:** Improve Stacy’s Corners as a new mixed-use focal point with a historic flavor and an attractive northern gateway to the community.
- **Objective 6:** Encourage the corrective maintenance and rehabilitation of older commercial properties in poor condition.
- **Objective 7:** Promote the redevelopment of marginal, obsolete and vacant commercial properties.
- **Objective 8:** Encourage compatible new office, retail and commercial development in selected locations.
- **Objective 9:** Encourage developers to provide enhanced views, such as computer-generated graphics, which depict proposed buildings or changes in relation to the surrounding context.
- **Objective 10:** Promote high quality design and construction for all new office, retail and commercial developments.
- **Objective 11:** Promote creative site and building design and development solutions that can help off-set the small site sizes and other constraints present within Glen Ellyn’s commercial areas.

- **Objective 12:** Encourage new office, retail and commercial uses that will utilize the local labor force.
- **Objective 13:** Minimize and mitigate any negative impact of office, retail and commercial activities on neighboring land-use areas.
- **Objective 14:** Consider the introduction of compatible new light industry and “high-tech” uses within selected commercial areas.
- **Objective 15:** Consider the desirability of annexing nearby commercial and business areas, as well as vacant and underutilized properties with commercial development potential.
- **Objective 16:** Discourage additional “strip” commercial development within the Village.
- **Objective 17:** Encourage the combination and consolidation of small commercial lots to enhance opportunities for coordinated improvements and new developments.

- **Objective 18:** Enhance the high-speed communications capacity available to businesses within the community, including fiber optic connections.
- **Objective 19:** Promote Glen Ellyn as a desirable, highly accessible and viable location for new commercial property investment and development.
- **Objective 20:** Ensure that adequate stormwater management provisions are included in all new commercial developments.
- **Objective 21:** Update the Village’s Zoning Ordinance to be reflective of the policies and objectives of the commercial areas framework.

Transportation

Goal

A balanced transportation system that provides for safe and efficient movement of vehicles and pedestrians, reinforces surrounding development patterns, and enhances regional transportation facilities.

- **Objective 1:** Maintain and improve the condition of street surfaces throughout the Village.
- **Objective 2:** Consolidate access in large parking areas, including cross-easements in shopping centers and between commercial properties and reduced curb cuts to major arterial roadways.
- **Objective 3:** Create a comprehensive system of bicycle facilities and pedestrian walkways which enables safe and convenient movement within the Village and connects with nearby regional systems and facilities.
- **Objective 4:** Pursue opportunities with neighboring communities and agencies to create pedestrian and bicycle connections to nearby trails and recreation areas.
- **Objective 5:** Encourage the development of a complete side-walk network, bike lanes, bicycle parking facilities and pedestrian amenities (lighting, signage, etc.) where possible.
- **Objective 6:** Promote convenient public transportation services within the Village, and between the Village and other nearby communities and destinations.
- **Objective 7:** Work cooperatively with Pace, Metra, and other agencies to assess and respond to evolving transit user needs in the Village.
- **Objective 8:** Encourage increased Metra ridership through parking accommodation and transit oriented development surrounding the train station.
- **Objective 9:** Replace the Metra commuter station with a new station that incorporates historically sensitive design, and includes a pedestrian underpass to create appropriate pedestrian connections between the north and south sides of the downtown. A plaza facing Crescent Boulevard should be included in the design.
- **Objective 10:** Encourage the inclusion of car share, electric vehicle and bicycle facilities in new development proposals.
- **Objective 11:** Actively monitor, manage and address on-street and off-street parking needs within the Village to ensure adequate and conveniently located parking to serve all current and future land uses.
- **Objective 12:** Reduce parking minimums for both commercial and residential developments within a half mile of the Metra station, with good access to transit, walking and biking.

Community Facilities

Goal

A system of community facilities that provides for the efficient and effective delivery of public services and enhances the Village as a desirable place in which to live and do business.

- **Objective 1:** Maintain effective fire and police protection throughout the Village.
- **Objective 2:** Cooperate with the various public and private schools and districts to maintain adequate school sites and facilities within the Village.
- **Objective 3:** Maintain the Library as an important focal point and resource for the community.
- **Objective 4:** Provide adequate water supply, water distribution and sanitary sewer systems throughout the Village.
- **Objective 5:** Where practically feasible, improve stormwater management infrastructure as part of comprehensive capital improvement projects.
- **Objective 6:** Encourage the development of consolidated stormwater management facilities that provide maximum volume control and water quality benefits and mitigate impacts of development on surrounding properties.
- **Objective 7:** Maintain adequate sites and facilities for all Village services; undertake expansion, improvement and replacement programs as necessary.
- **Objective 8:** Promote the re-use of surplus or outdated public buildings for new uses that benefit the community as a whole.
- **Objective 9:** Ensure that all community facility sites and buildings are sound, attractively maintained, compliant with Village Codes, and compatible with surrounding neighborhoods and development areas.
- **Objective 10:** Develop a program for burying overhead cables and utility lines within the Village.
- **Objective 11:** Provide special facilities and services for teens, senior citizens, the handicapped and other special needs groups.
- **Objective 12:** Cooperate with and support College of DuPage as a major community amenity and attraction.
- **Objective 13:** Consider the need for and desirability of new community facilities that will serve the needs and desires of local residents and businesses.
- **Objective 14:** Emphasize facilities, services and programs at locations that serve the entire community and can bring together and unite residents from all of the Village’s neighborhood areas.

Parks & Open Space

Goal

A park and open space system that meets the recreational and leisure needs of Village residents, and enhances the overall image and character of the community.

- **Objective 1:** Promote continued cooperation between the Village and the various park and school districts in the provision of recreational programs and facilities.
- **Objective 2:** Encourage a local park system that complements the regional recreational and open space opportunities located within and near the Village.
- **Objective 3:** Provide and encourage recreational facilities and programs that respond to the needs to Village residents.
- **Objective 4:** Improve and expand programs, facilities and services for teens.
- **Objective 5:** Continue to upgrade existing parks and recreational facilities; undertake improvement and replacement programs as required.
- **Objective 6:** Encourage the provision of new open spaces throughout the community, particularly in neighborhoods with current open space deficiencies.
- **Objective 7:** Promote new plazas and other public open spaces within Downtown and other commercial and business areas.
- **Objective 8:** Explore the open space potential of vacant lots and other underused parcels.
- **Objective 9:** Preserve the environmental corridor adjoining the East Branch of the DuPage River for aesthetic and recreational purposes, wildlife habitat and flood plain protection.
- **Objective 10:** Encourage that sites for future parks or green spaces be included as a part of large-scale new residential developments.
- **Objective 11:** Continue to preserve significant natural environmental and open space resources throughout the Village.
- **Objective 12:** Undertake more extensive landscaping and “greening” programs along major street corridors, and consider these corridors integral parts of the local open space system.
- **Objective 13:** Use native plant varieties in landscaped areas throughout the Village to improve pollinator habitats.
- **Objective 14:** Expand, upgrade and promote the use of pedestrian and bicycle paths to provide access to and connections between schools, parks, forest preserves, the Downtown and other key activity areas.
- **Objective 15:** Ensure that all parks and open spaces are adequately and attractively maintained and that reforestation is undertaken as required.

CHAPTER 3

LAND USE & DEVELOPMENT

The Land Use and Development chapter defines desired future land use and development character for all areas in the Village limits and extraterrestrial planning jurisdiction (ETJ). The Plan supports the community’s desire to preserve its existing character while identifying strategic opportunities to maximize development potential. By building on the favorable qualities of the existing neighborhoods, the Village can use the Plan to further cultivate the local sense of community and steer growth in an effective and beneficial manner.

The Plan strives to build on Glen Ellyn’s strong single-family residential base and historic nature while opening opportunities for higher-density development that conforms to the surrounding character of buildings. This includes reevaluating height restrictions for Downtown developments, repositioning aging development along commercial corridors, and fostering additional multi-family and mixed use development to increase diversity in housing options.



Land Use Plan

The Land Use Plan designates desired land uses throughout the Village and its jurisdiction. All parcels have been classified under one of the following categories:

Single-Family Detached

This category comprises stand-alone, single family housing units on dedicated parcels. Making up 62 percent of Glen Ellyn’s housing, it is the predominant housing type within the Village and should continue to be so.



Single-Family Attached

This category consists of buildings with three or more dwelling units separated by common vertical walls where each unit is located on, or intended to be located on its own lot and may have a direct access to the outside. Single-Family Attached dwellings are currently located along Swift Road, St. Charles Road, north of College of DuPage, surrounding Downtown, and on or near Roosevelt Road. This dwelling type should be further integrated to increase the Village’s housing diversity and support higher density.



Multi-Family

This category includes buildings consisting three or more dwelling units, including apartments and condominiums that have common building elements such as entrances, corridors, driveways, and garages. This dwelling type can be used to address the growing needs of downsizers and increase the variety of housing options. Multi-family developments are currently located along Swift Road, north of College of DuPage (COD), surrounding Downtown, and on or near Roosevelt Road. Multi-family development should continue to be supported adjacent to COD, on the edge of single-family neighborhoods, and near major activity areas, serving as a transition between commercial and residential uses.



Neighborhood Commercial

This category provides Glen Ellyn residents with everyday retail goods and services, such as restaurants, shops, banks, and grocery stores. The Village’s main neighborhood commercial districts are Downtown and Stacy’s Corners. Downtown should continue to be developed as the Village’s core neighborhood commercial district, emphasizing attractive streetscapes and a pedestrian-oriented environment. Stacy’s Corners should be further developed to provide desired commercial uses to adjacent residential neighborhoods.



Corridor Commercial

This category consists of a mix of large-scale commercial developments and smaller stand-alone retail and service uses located along Roosevelt Road and Butterfield Road. Examples of key corridor commercial developments include Market Plaza, Pickwick Plaza, and Baker Hill. Such uses are often characterized by parking lots fronting the right-of-way to provide easy vehicular access. This category should continue to concentrate along Roosevelt Road and further intensify development along Butterfield Road, serving residents, visitors, and passing motorists.



Mixed Use

This category includes buildings with two or more distinct uses vertically stacked. Developments usually contain commercial on the ground floor and residential or office uses above. All mixed use developments are currently located within the Downtown. Higher-density mixed use development that complements the architecture of existing buildings should continue to be encouraged within Downtown to support street-level commercial activity while providing residential or office space above.



Office

This category consists of buildings dedicated to professional office spaces, including corporate headquarters, legal firms, and professional service providers. Medical establishments are also included in this land use category, including family physicians, eye care professionals, and medical campuses. Office uses should continue to be concentrated within Downtown and the Roosevelt Road Corridor, particularly along Taft Avenue, while encouraging the consolidation and comprehensive redevelopment of out-of-date office properties.



Public/Semi-Public

This category consists of institutions and community facilities that serve the residents of Glen Ellyn and contribute to quality of life and local culture. This includes the Village's highly-esteemed schools, Glen Ellyn Public Library, government buildings, police and fire facilities, historic centers, religious institutions, and non-profit organizations. Public/semi-public land use and policies are discussed in more detail in *Chapter 6: Community Facilities*.



Parks & Open Space

This category includes designated park spaces, nature reserves, golf courses, cemeteries, trails, playgrounds, and land used for sports recreation. The Village should continue to coordinate with local park districts and other partner organizations to preserve the community's large inventory of dedicated parks and open space and pursue opportunities to expand recreational amenities including trails and smaller neighborhood parks to ensure access for all residents. Components of the parks and open space category and relevant environmental features are discussed in *Chapter 7: Parks & Open Space*.



Light Industrial

This category includes light industrial businesses that have minimal impacts on adjacent uses. There are few light industrial uses in Glen Ellyn, the most prominent being Nicor Gas located off of Finley Road, and on Hill Avenue near Interstate 355. This category should continue to be maintained to support the Village's industrial base, while enhancing sites by providing proper screening from adjacent residential uses.



Utility & Transportation

This category focuses on land dedicated to transportation infrastructure or the production, storage, and maintenance of utilities, including the Union Pacific railroad right-of-way that passes through the center of Glen Ellyn. The Village should continue to ensure utility services meet the needs of the community. Unattractive facilities should be screened from neighboring uses to enhance the Village's appearance. Utilities and transportation are discussed in more detail in *Chapter 5: Transportation* and *Chapter 6: Community Facilities*.



Parking

This category includes land used for the parking of automobiles, including surface parking, parking structures, and garages. Properties identified within this category provide stand-alone parking and are not tied to a specific business or residence. Additional discussion of policies impacting parking areas, including areas of focus for the expansion of public parking and improvements to screening and landscaping, is located in *Chapter 4: Subarea Plans*.



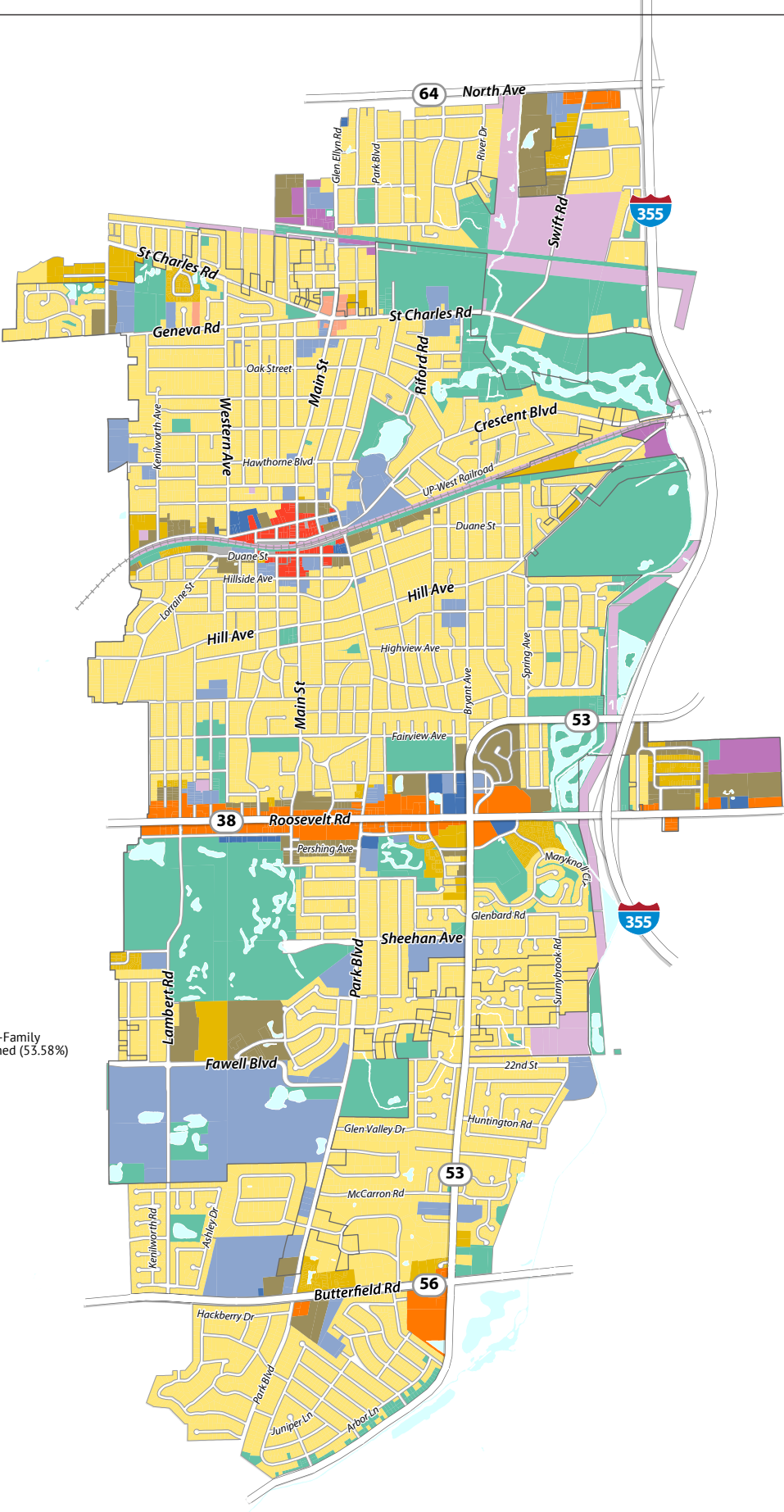
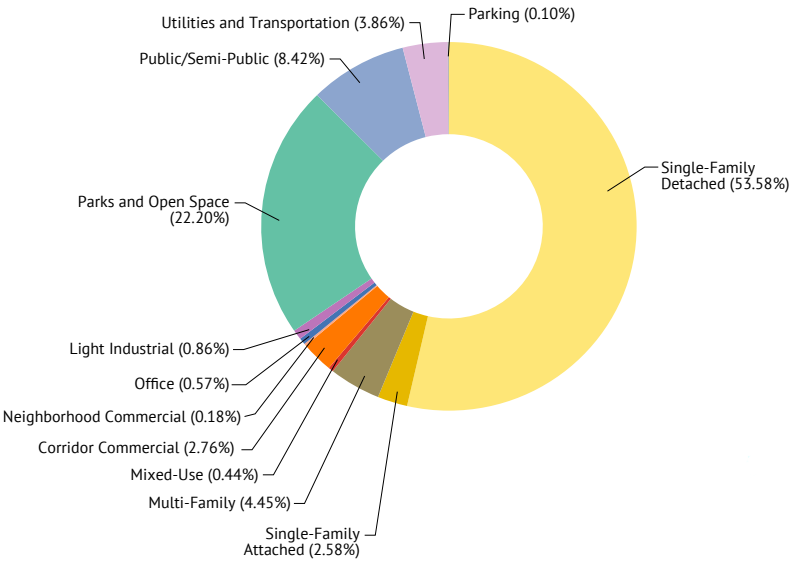
Future Land Use Plan Distribution

The recommendations outlined in the Land Use Plan focuses on the diversification of housing options by increasing single-family attached and multi-family uses. The accompanying Future Land Use Distribution graph displays the projected composition of future land use based on the Plan. Like the existing land use distribution, single-family detached housing will continue to be the predominant use within Glen Ellyn, comprising over 50 percent of the Village's land area (51 percent existing compared to 54 percent proposed). Commercial uses are projected to make up approximately three percent of the Village's area, and mixed-use development is expected to increase through the intensification of Downtown as a mixed-use district. Other land use categories are projected to remain relatively the same.

Future Land Use Plan

- Single-Family Detached
- Single-Family Attached
- Multi-Family
- Mixed-Use
- Neighborhood Commercial
- Corridor Commercial
- Office
- Light Industrial
- Parks and Open Space
- Public/Semi-Public
- Utilities and Transportation
- Parking

Future Land Use Plan Distribution



Residential Areas Framework

Glen Ellyn is known for high quality housing, with a strong reputation as a great place to live and raise a family. The Residential Areas Framework addresses key issues affecting the Village's neighborhoods and identifies strategies to diversify the housing stock. The primary goal of the Residential Areas Framework is to provide policies to maintain and enhance existing neighborhoods while expanding housing opportunities and diversity.

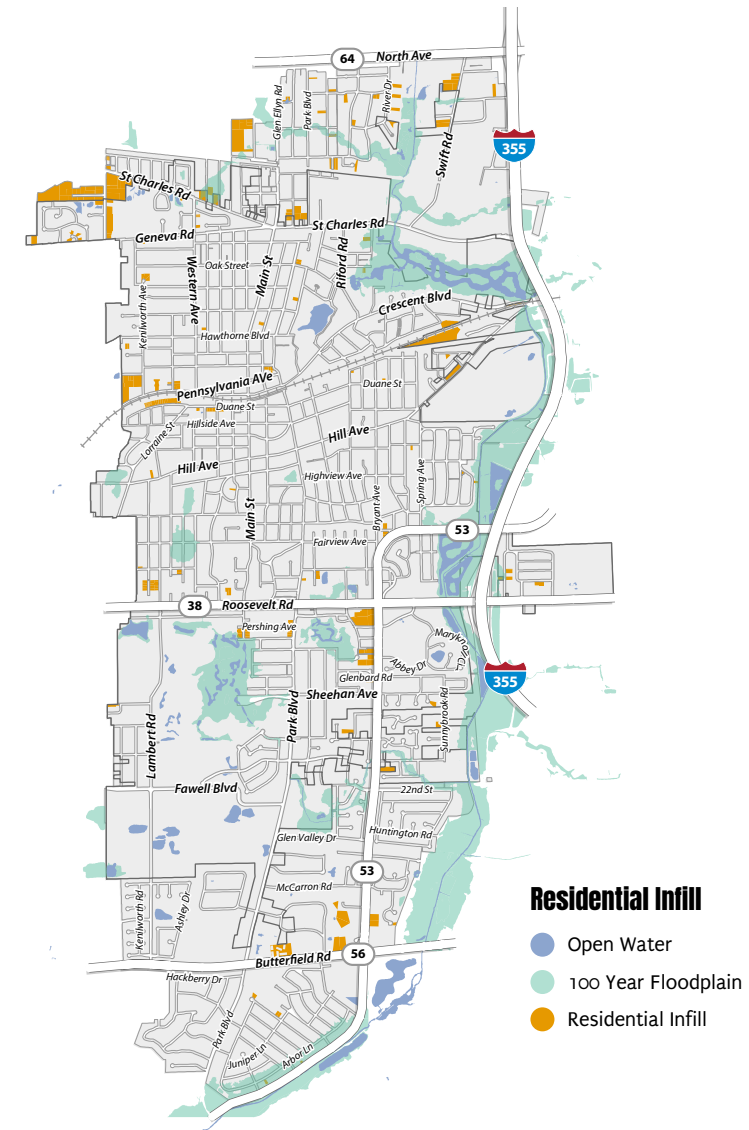
Context Sensitive Infill

Largely impacted by the 2008 recession, reduced investment left a handful of vacant or underutilized properties within Glen Ellyn that exist in prime development locations. The following vignette identifies infill opportunities for both underutilized lots and vacant lots outside of the 100-year floodplain. Opportunities for single-family detached development are scattered as mostly individual lots throughout the Village and within its ETJ. Vacant lots appropriate for single-family attached units are located along higher trafficked roads including St. Charles Road, Butterfield Road, and IL Route 53.

In addition to vacant infill sites, there are several areas where redevelopment of existing properties could accommodate more intense residential development. These include the following:

- The ten sparse single-family detached properties located directly outside of the Village limits along St. Charles Road should be developed into higher density single-family detached units.
- Existing single-family detached properties along Swift Road in the northern ETJ should be redeveloped into single-family attached units to establish a higher density residential neighborhood off North Avenue.

These properties should be prioritized for high quality infill development that complements the character and use of surrounding buildings. Infill can be used as an effective tool for maximizing the use of available land in the Village as well as existing resources and infrastructure in established neighborhoods. Any development adjacent to Churchill Park should be sensitive to potential runoff impacts to the park's wetland areas.



Transition Areas

Single-family attached and multi-family housing should be used as a transition between more intense commercial areas and single-family residential areas. This also allows a greater number of residents to be located close to desirable retail, services, and offices while still maintaining the residential nature of the adjacent neighborhoods. Such transition areas are particularly important surrounding Glen Ellyn's main commercial areas, Downtown, Roosevelt Road, and Stacy's Corners, which are discussed in further detail in *Chapter 4: Subareas*.

Quality Architecture

As reinvestment in existing neighborhoods occurs, the Village must ensure new developments complement surrounding single-family homes with high-quality architecture. Attention should be given to design elements such as building material, fenestration, detailing, and façade articulation to support the development of attractive housing that enhances the Village's character.

Housing Diversity

Glen Ellyn has a larger proportion of young adults compared to DuPage County and a senior population that is projected to follow regional and national trends. Community input received during the planning process underscored a desire for a broader variety of housing options to better serve residents at all stages of life. Providing for additional single-family attached and multi-family development opportunities in addition to single-family will be key to addressing the community's long-term housing needs.

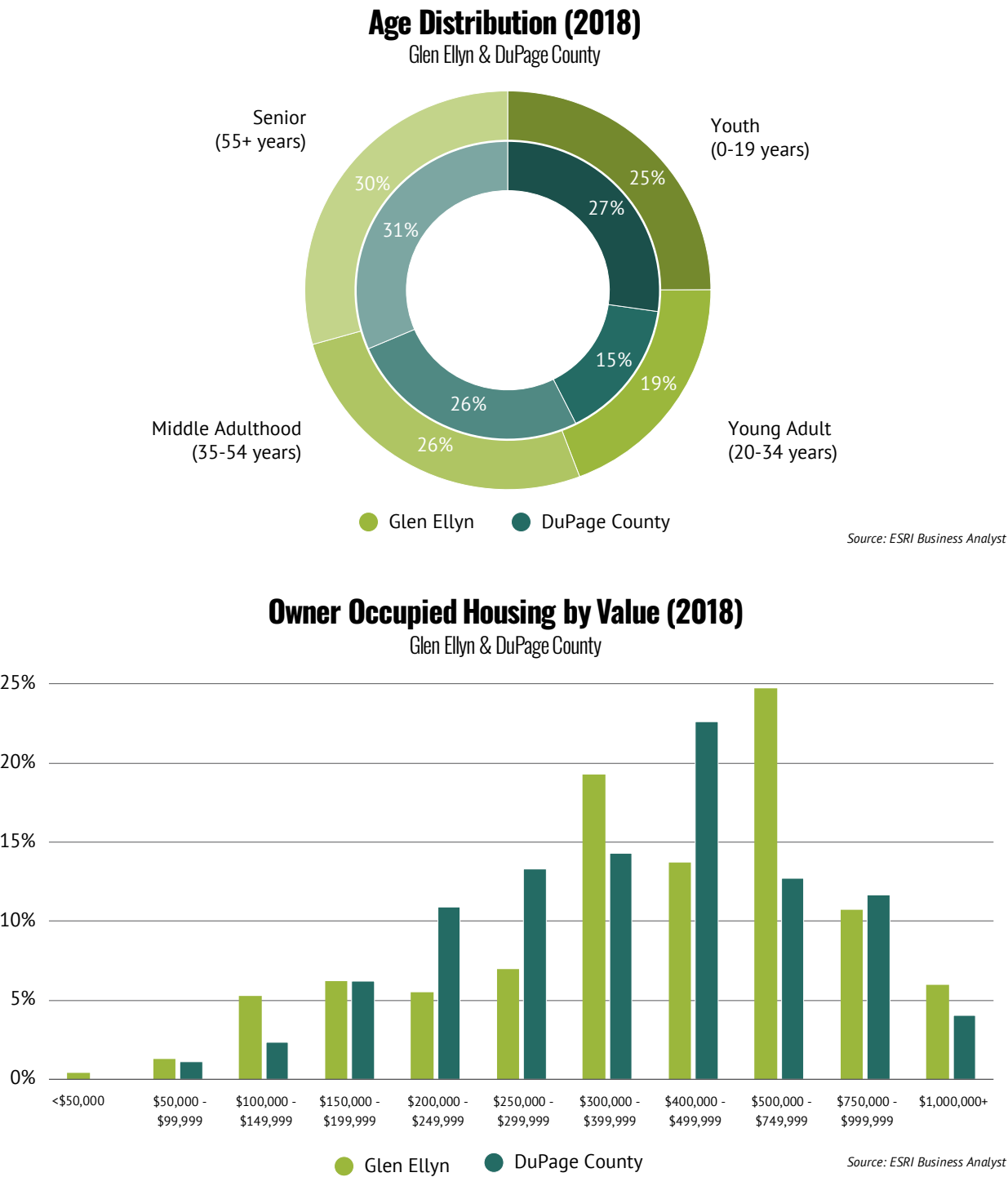
Senior Housing

Throughout public outreach, community members expressed support for the development of housing that would enable Glen Ellyn's increasing number of senior householders to downsize and "age in place." Multi-family housing is often an appealing alternative for those looking for smaller, more affordable residential options that require less maintenance compared to single-family homes. Housing targeted at older age cohorts, including senior housing, should be located in the Downtown and in proximity to commercial centers with convenient access to transit routes. The provision of single-level floor plans and ADA-compliant amenities should also be encouraged to make housing more attractive and accessible to seniors.

Young Professionals & Families

Glen Ellyn is well regarded for the quality of its single-family neighborhoods and schools, however housing prices appear to be limiting the number of young households and first-time home buyers able to live in the community. Homes valued at less than \$300,000 make up 25.7 percent of Glen Ellyn's housing stock, which is approximately half the rate of DuPage County's (48.2 percent). The number of younger households in Glen Ellyn has also decreased in recent years and this trend is projected to continue.

Community input received during the planning process indicates a desire for additional single-family attached and multi-family housing in Glen Ellyn, with many comments highlighting a need to support middle income households and first-time buyers. Single-family attached and multi-family development should be encouraged to provide for smaller, more affordable housing units. Such development should be located close to Downtown and in transition areas along commercial corridors.



Attainable Housing

To address demand for senior housing and expand opportunities for first-time home buyers, the community should foster greater housing diversity that provides housing choice at various income levels. In general, housing is considered affordable if 30 percent or less of a household's gross annual income is spent on housing costs. According to the US Census Bureau American Community Survey, approximately 25 percent of owner-occupied households in Glen Ellyn have housing costs that exceed 30 percent of their household income. This is similar to the proportion of DuPage County households (26.7 percent) paying more than 30 percent of their income to housing costs.

There is particular need for additional housing opportunities among Glen Ellyn's lower- and middle-income households. It is estimated that households earning between \$55,000 and \$75,000 could generally afford a home valued between \$200,000 and \$250,000. Over 39 percent of households in Glen Ellyn earn less than \$75,000 per year; however, houses valued at less than \$250,000 in Glen Ellyn account for only 18.7 percent of the total housing stock. This means that demand among households earning less than \$75,000 is more than double the available housing stock those households can afford.

The following strategies should be considered by the Village as it strives to increase diversity in its housing stock:

- **Encourage increased density in select areas of the Village.** More than 62 percent of the housing in Glen Ellyn's housing stock consists of single-family detached homes. Although single-family neighborhoods are an essential element of the community's identity, a greater diversity in housing options is increasingly important to accommodate residents during every stage of life. Higher density housing, like single-family attached and multi-family developments, supports greater housing diversity and can be used strategically to buffer existing and future single-family detached neighborhoods from commercial areas. Multi-family and single-family attached housing also make more efficient use of infrastructure and generate increased tax revenue. The Village should encourage increased housing density in select areas including the Downtown, along key corridors, and in areas with access to transit in accordance with the Land Use Plan and Residential Areas Framework map.

- **Allow accessory dwelling units.** Accessory dwelling units (ADUs), sometimes referred to as “granny flats,” can provide for greater density in existing single-family neighborhoods without negatively impacting community character. ADUs also provide opportunities for multi-generational housing where parents downsize and continue to live with their children and grandchildren. The Village should consider allowing accessory dwelling units as a special use in the R2 and R2B Single Family Residential districts. The Village should ensure that certain conditions are met in the approval of the special use including the availability of sufficient parking and quality design that would have little to no impact on the appearance of the primary residence and character of development as seen from the adjacent street.
- **Promote mixed income development.** To provide for affordable attainable housing as future development occurs, the Village should also consider promoting higher density residential development that provides housing for a variety of income levels. Such mixed-income development allows lower income families to be included within and among higher income residents, rather than concentrating into one area. This is supportive of an inclusive, stable, and diverse community and creates desirable attainable housing options that blend into the Village’s urban fabric. Incentives to encourage developers to incorporate a percentage of below market rate, workforce, or affordable units should be reviewed, such as fee waivers, tax abatements, and expedited approval.
- **Promote missing middle housing choices.** To address affordability the Village can encourage developers and property owners to promote the missing middle housing options (duplexes, triplexes, multiplexes, courtyard apartments, and townhouses) to increase density and maintain neighborhood character.

Downtown Housing

Mixed use development should be prioritized within Downtown to allow residents to live within the central commercial district close to regional public transportation. Multi-family units should be developed above ground floor retail to provide housing in Downtown while maintaining commercial activity at street level. Additionally, higher density single-family attached and multi-family housing are recommended to serve as a transition between Downtown commercial uses and the surrounding single-family detached neighborhood. For more information on Downtown housing, visit the Downtown section of *Chapter 4: Subarea Plan*.

Historic Neighborhoods

The Village of Glen Ellyn has three historic districts registered with the National Register of Historic Places (NRHP)—the Glen Ellyn Main Street Historic District, Downtown North Historic District, and Downtown South Historic District. In addition, Stacy’s Tavern Museum at Stacy’s Corners is NRHP-registered and the Village is sensitive to the historic nature of the site. With over 40 historically landmarked properties dispersed throughout the community, the Historic Preservation Commission (HPC) should continue its efforts to ensure proper preservation and maintenance of historic structures.

In addition to existing annual awards for historic preservation, the Village should work with the HPC to further encourage rehabilitation and re-use within the community through available state and federal incentives. An example is the federal Historical Tax Credit (HTC), which provides a 20 percent tax credit for the rehabilitation of eligible historic, income-producing buildings or a 10 percent tax credit for eligible non-historic buildings placed in service before 1936.

The Illinois Historic Preservation Tax Credit Program (IL-HTC) is also available to provide a state income-tax credit equal to 25 percent of rehabilitation expenses below \$3 million to owners of eligible historic structures that are income-producing.

Furthermore, administered by the Illinois Department of Natural Resources, the Property Tax Assessment Freeze program freezes the assessed value of historic owner-occupied residences for eight years that have been sensitively rehabilitated. The freeze is followed by a four-year period during which the property’s assessed value is incrementally increased until it reaches its current value on the 12th year. Together with numerous municipalities in the region, such as River Forest, Rockford, and Plainfield, Glen Ellyn has an approved certified local government ordinance for the program, which encourages rehabilitation and strengthens the local housing stock.

The HPC currently makes efforts to encourage historic preservation in the community by sending out annual letters to property owners of potentially historically significant homes with an invitation to an informational meeting. The Village should continue to support the HPC with such efforts.

In conjunction with such incentives, homeowner consideration for local landmarking, placement on the National Registry, and application for property tax freeze available for restoration projects could be promoted through the Village’s website, newsletter, and the distribution of pamphlets at the Civic Center and Stacy’s Corners History Center. The historic character of certain parts of the Village should be considered by the Village Board when reviewing development projects.

Code Enforcement & Maintenance

It is important that the Village continues to enforce its building codes and property maintenance regulations to ensure quality development and upkeep of the community’s appearance . In 2004, the Community Development Department began issuing citations, totaling 335 citations as of 2020. Overseen by the Administrative Adjudication Hearing Officer, the Administrative Adjudication process includes court hearings with property owners in violation of the code, which expedites resolutions and reduces litigation expenses. The adjudication process has increased code compliance and assessed fines for violating Village regulations.

Presently, residents can file a complaint regarding code enforcement violations through the Village website by filling out an online form. The Village should raise awareness of the form to residents through promotion on water bills, property tax forms, and the social media platforms. In addition, the Village currently uses YourGOV but is transitioning to another application. The application allows residents to report non-emergency issues, such as potholes, graffiti, and sidewalk condition. The Village should consider expanding topics covered by the platform to address property maintenance issues.

Appearance Review Guidelines

The Appearance Review Guidelines, adopted in 2006, provide recommendations for desirable architecture and landscape design within the Village. The guide should be evaluated to ensure recommendations are still reflective of community appearance priorities. Including some local architects in the review group would be beneficial. Updates should also be considered such as providing guidelines to remove invasive species.

Residential Areas Framework

The following items identify key residential infill areas of focus where future higher-density residential development should be encouraged.

- 1 **Swift Road.** Currently semi-rural detached single family housing occupies areas on the east side of Swift Road. Provided that infrastructure can be enhanced to accommodate additional density, the area is appropriate for additional single-family attached and smaller lot single-family detached housing, with higher density along Swift Road frontage.
- 2 **Ice Arena.** Located within the Village's planning area, the properties surrounding the Center Ice of DuPage ice arena are currently composed of single-family detached homes or open space. There is opportunity to develop this area into higher density residential uses, such as single-family attached units.
- 3 **Bloomingdale Road.** The large lot single-family detached properties and vacant, wooded areas at the southeast corner of Bloomingdale and St. Charles Road have the potential to be redeveloped into single-family attached units. Such development should be mindful of the wetlands in the adjacent Churchill Park. The aging single-family detached properties along Trails End Road also present an opportunity to be comprehensively redeveloped into single-family attached units.

- 4 **Stacy's Corners.** The vacant lots and large lot single-family detached property along Forest Avenue should be considered for single-family attached units that fit the character of the surrounding residential neighborhood. This would benefit the diversification of housing types and provide a buffer from the adjacent neighborhood commercial uses fronting Main Street. Properties along the north side of St. Charles Road between Main Street and Forest Avenue could be commercial.
- 5 **Union Pacific Railroad and Illinois Prairie Path.** Currently a vacant, wooded site. If issues related to access, topography, and stormwater management can be addressed, attached single-family or detached single-family development is recommended.
- 6 **Hill and Golf Avenue.** Currently a vacant, wooded site, this site would be appropriate for attached or detached single-family development.
- 7 **West Downtown.** Currently a mix of multi-family. Although some of the housing is dated and may be subject to replacement, potential exists to renovate existing multi-family. Multi-family development that matches the character of nearby development would be appropriate.
- 8 **Western Duane Street.** Aging homes and multi-family development currently exist that are susceptible to replacement. Encourage single-family attached and multi-family housing that would compliment the Downtown. New housing should be of a similar scale and character to nearby development.

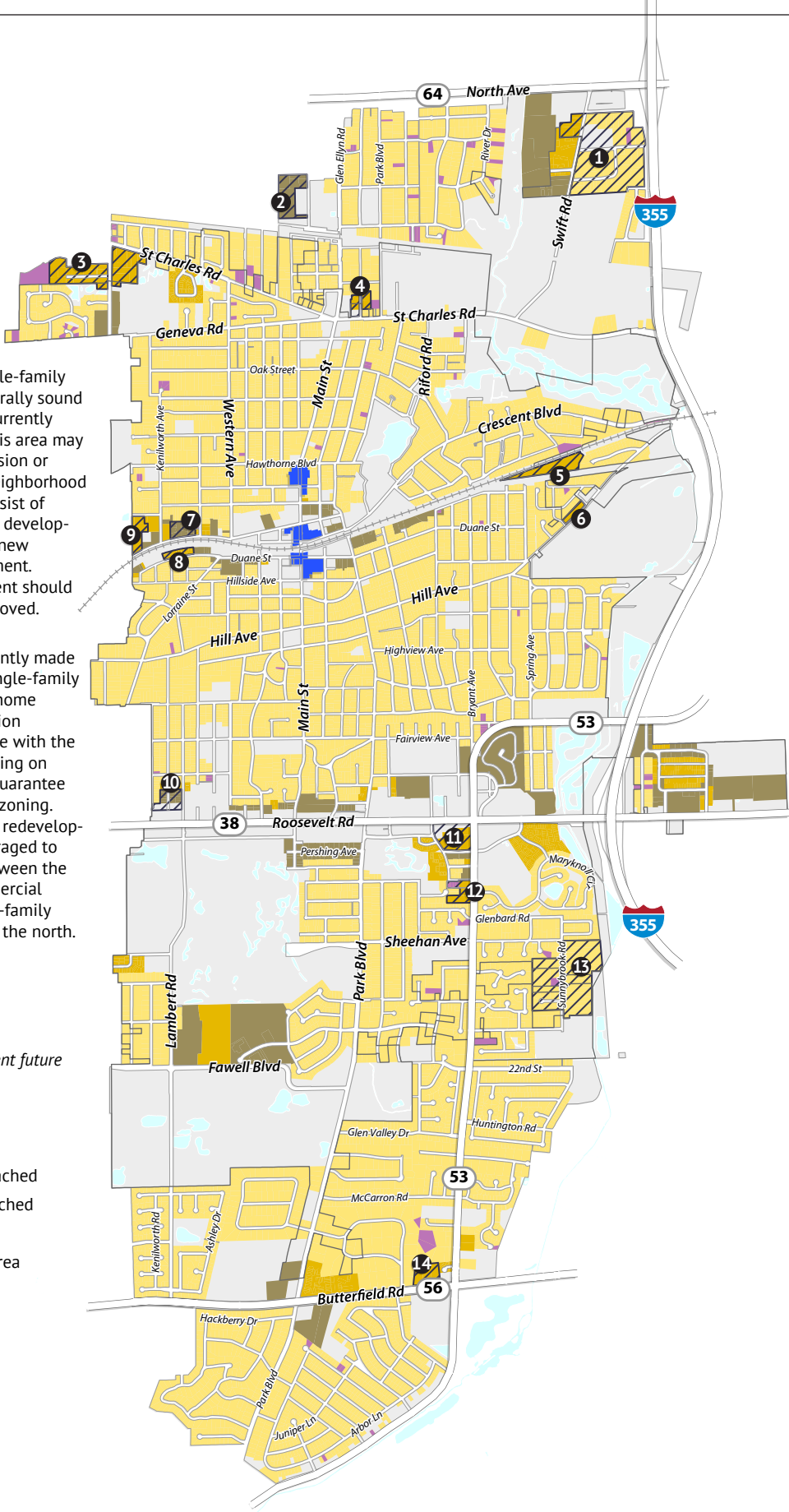
- 9 **Scripture Press Property.** This area includes part of a Wheaton College former Scripture Press facility and adjacent vacant land. The property should be designated for single-family detached or attached housing in the event it becomes available in the future.
- 10 **Western Roosevelt Road.** In line with the Roosevelt Road Subarea Framework, if expansion of the nearby auto dealership does not occur, properties along Lambert Road that are currently used for commercial parking and outdoor storage could either remain commercial or be considered for multi-family housing. This would be desired to further diversify the housing stock and act as a buffer between Roosevelt Road and the adjacent residential neighborhood.
- 11 **Nicoll Way and Roosevelt Road.** Currently inhabited by an aging office building complex, this site's generous lot depth should be leveraged to develop a mix of single-family attached and multi-family units while preserving Roosevelt Road frontage for commercial development. For further discussion of this catalyst site, see the Nicoll Way and Roosevelt Road section in Chapter 4: Subarea Plans.
- 12 **Nicoll Way and Abbey Drive.** This site is currently made up of vacant and single-family detached properties. With close proximity to Roosevelt Road and its amenities, the site presents an attractive opportunity for single-family attached homes similar in scale to the existing development to the north. Single-family homes may also be acceptable.

- 13 **Sunnybrook Road.** Single-family residential that is generally sound and well maintained currently exists. Larger lots in this area may be subject to resubdivision or redevelopment. The neighborhood should continue to consist of detached single-family development with compatible new single-family development. Stormwater management should be monitored and improved.
- 14 **Butterfield Road.** Currently made up of a vacant lot, a single-family lot, and an older townhome development. Annexation agreements are in place with the single-family lots fronting on Butterfield Road that guarantee large lot single-family zoning. Single-family attached redevelopment should be encouraged to provide as a buffer between the Butterfield Road commercial corridor and the single-family detached properties to the north.

Legend

Note: The below items present future land uses and not zoning.

- Historic District
- Residential Infill
- Single-Family Detached
- Single-Family Attached
- Multi-Family
- Residential Infill Area



Commercial Areas Framework

The Commercial Areas Framework provides guidance and policy recommendations for commercial areas within Glen Ellyn and its extraterritorial jurisdiction (ETJ). The goal of the framework is to explore opportunities for economic development and expansion of Glen Ellyn's tax base. Glen Ellyn is a built-out community with limited opportunities to expand and diversify its tax base. Residential development comprises 76 percent of Equalized Assessed Value (EAV) in DuPage County and commercial and industrial development make up 17 percent and 8 percent of EAV respectively.

In Glen Ellyn, 89 percent of EAV is residential and just 11 percent is commercial with no industrial EAV. Correspondingly, residential uses make up about 58 percent of total land area, while commercial uses make up about 3 percent (it should be noted that non-taxable uses such as educational and public/semi-public uses make up a considerable portion of the Village area, but do not contribute to EAV). It is within this constrained context that the Comprehensive Plan identifies key design principles as well as opportunities to grow the Village's tax base through more intense use of the existing commercial property inventory.

Note: Four recently annexed industrial parcels are not reflected in this summary.

Neighborhood Centers

Neighborhood centers are intended to serve surrounding residential neighborhoods by providing day-to-day goods and services within a short walk or drive. When planned well, they also become centers of activity, gathering, and socializing. Glen Ellyn's main neighborhood center commercial area is Stacy's Corners.

New neighborhood center development should be scaled appropriately to respect and contribute to the character of surrounding residential areas. Given their location within a more residential setting, buffering and attractive screening should be encouraged to minimize impacts on nearby residences. As new development and reinvestment occurs in these established areas, opportunities to install and enhance landscaping and pedestrian infrastructure should be identified. A more detailed discussion of the Stacy's Corners area is provided in *Chapter 4: Subarea Plans*.

Commercial Corridors

Commercial corridors are major commercial districts located along high traffic, arterial roadways that offer a mix of local and regional retailers and service providers to meet the needs of both local residents and visitors traveling through the community. Roosevelt Road is the Village's primary commercial corridor, stretching nearly three miles between Glen Ellyn's eastern and western boundaries. The small portion of North Avenue within the Village's planning area also functions as a commercial corridor along with adjacent commercial areas in Lombard and Glendale Heights. In addition, several commercial corridor properties are located along Butterfield Road at the IL Route 53 and Park Boulevard intersections.

Commercial corridors have limited opportunities for expansion due to proximity to Glen Ellyn's residential areas. As such, more intense use of existing commercial corridor properties should be encouraged to strengthen the Village's commercial base. This should include assembling and repositioning aging commercial properties with larger scale development to make more efficient use of available land, reducing the number of access drives and the size of parking lots to maximize development potential, and encouraging multi-story development.

The Village should also coordinate with property owners to improve commercial corridor connectivity and appearance as redevelopment and reinvestment occurs. While corridors should continue to function as auto-oriented areas, improvements should be made to enhance traffic flow and safety, provide additional opportunities for bicyclists and pedestrians, including better access to transit and transit-oriented accommodations, and improve the aesthetic appeal of the corridors.

Access drives should be consolidated and shared parking opportunities between businesses should be encouraged to reduce curb cuts and impervious parking lots. Private property owners should also provide on-site improvements, such as landscaping, the addition of pedestrian street furniture, and screening of mechanical equipment and garbage enclosures.

Chapter 4: Subarea Plans provides detailed discussion of Roosevelt Road and illustrates how such improvements can be implemented to improve the function and appeal of the corridor as a local and regional destination.

Downtown Glen Ellyn

Commercial uses within Downtown currently exist primarily as single-story buildings, some with adjacent surface parking areas, exhibiting great potential for higher density development. To expand the Village's commercial base and increase Downtown activity, underutilized commercial properties should be redeveloped or expanded into mixed use developments to maximize commercial space at street level while allowing space for residential and office uses above. Innovation DuPage should also be leveraged to support small business and startup business development while also fostering the development of co-working spaces elsewhere in the Downtown to provide expansion opportunities. Commercial development within the Downtown is discussed in further detail in the Downtown section of *Chapter 4: Subarea Plans*.

Office

Office uses in Glen Ellyn are generally concentrated within Downtown and along Roosevelt Road. The maintenance and expansion of office development should continue to be supported. Identification and gateway signs can be used to demarcate clusters of office development, whether they exist as a planned business park such as the Glen Hill North development at Roosevelt Road and IL Route 53, or as a concentration of individual office properties such as along Taft Avenue west of Main Street. Signage will also help to brand office districts that can then be referenced in economic development marketing materials and coordinated with real estate listings. The Village could also coordinate with office users in identified clusters to gauge support for shared services such as landscape maintenance, shared garage facilities, or a unified building sign program. Such improvements could be funded by a special service area if there is adequate support among property owners.

Hill Avenue Light Industrial

Light industrial uses currently exist on Hill Avenue adjacent to the floodplain of the East Branch of the DuPage River. Properties on the north side of Hill Avenue have been annexed. While the Hill Avenue area provides valued services and is a source of employment, the presence of outdoor storage and service areas on unimproved surfaces presents potential for contamination of the adjacent river. The Village should consider coordinating with DuPage County and Hill Avenue business owners to evaluate solutions to mitigate potential contamination and enable businesses to continue to operate. For example, areas adjacent to the creek could be improved with landscaped buffers to filter and slow stormwater runoff into the DuPage River. Existing development could also be improved with green infrastructure treatments such as bioswales and pervious pavement systems.

Commercial Areas Framework

- **Office Clusters.** Unify clusters of office development through coordinated identification and gateway signs. Work with office users to evaluate potential for shared services such as a landscape maintenance, shared garbage facilities, or a building sign program. Maintain office uses concentrated within Downtown and along Roosevelt Road and Taft Avenue.
- **Mixed Use Downtown.** Develop higher-density mixed use development within the Downtown that allows for ground floor commercial activity and top floor residential and office use. By designating commercial use at street level, commercial space is maximized, supporting the vitality of the local economy and activating the Downtown shopping environment.
- **Neighborhood Commercial.** As neighborhood commercial properties continue to develop, ensure that building designs are reflective of the character of surrounding residential neighborhoods. Identify opportunities to install and enhance landscaping and pedestrian infrastructure, including the integration of public gathering spaces.
- **Corridor Commercial.** Reinvestment in commercial corridors should be prioritized to increase the intensity of existing commercial properties. Coordinate with property owners for on-site improvements, such as landscaping and internal pathways for pedestrians. Improve circulation and access by consolidating curb cuts and increasing cross-access between properties. Flexibility in use should be maintained along the corridors.
- **Maintaining Industrial.** Preserve existing light industrial uses to support the Village's small industrial base. Ensure all outdoor storage, service areas, and unimproved surfaces are fully screened from the public right-of-way or adjacent residential properties. Improve existing development with green infrastructure treatments and mitigate potential contamination caused by industrial activity. Ensure all unpaved vehicle areas are paved.
- **Intensifying Annexation Areas.** Consider strategic annexation of underutilized areas that have potential for more dense commercial and residential development. Assess utility service provision and infrastructure costs when evaluating areas for annexation. This includes working collaboratively with Lombard to redevelop properties within its jurisdiction along Roosevelt Road and provide utility improvements.



Annexation Framework

As a built-out community with limited opportunities to expand and diversify the tax base, the Village should continue to evaluate opportunities for strategic annexation. The Village should continue efforts to incorporate property in its planning jurisdiction as opportunities arise. While much of the surrounding unincorporated areas have already been developed, opportunities exist to promote more intense residential and commercial development of underutilized parcels. Some unincorporated and commercial areas with the greatest potential for annexation include the North Avenue corridor near Swift Road, the northeast corner of Stacy's Corners, and portions of the Butterfield Road corridor.

The Village should consider undertaking an annexation study to evaluate the most beneficial areas to incorporate. Service provision and infrastructure costs must also be considered when evaluating areas for annexation. Additional discussion of annexation and service needs are discussed in *Chapter 6: Community Facilities*.

Annexation Areas

- Incorporated Area
- ◌ Future Annexation Area
- Recently Annexed Area

1 2 3 **Areas 1 to 3:** These properties on the Village's north east side are wholly surrounded and could be annexed by the Village at any time. The properties in Area 1 are now served by Village water and sanitary sewer and should be encouraged to connect to the utilities and annex. Areas 2 and 3 have had pockets of interest in annexation and contributing to a utility extension project. The Village should continue to periodically evaluate these areas for interest and extend utilities in partnership with the residents in these neighborhoods. (Note the area outlined in blue was recently annexed).

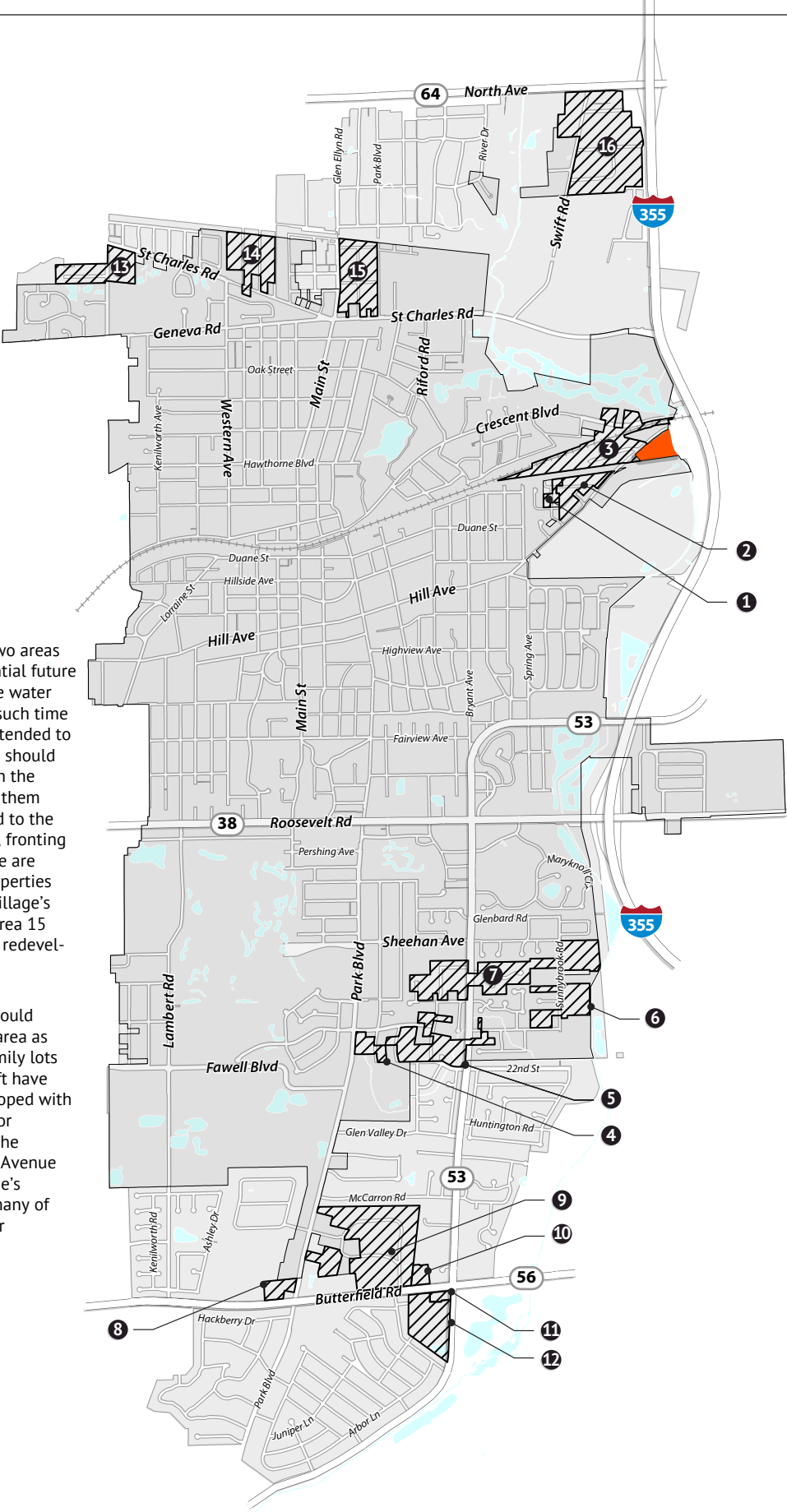
4 5 6 7 **Areas 4 to 7:** Many of the properties within Areas 4-7 have Village water and/or sewer available in the adjacent right-of-way. The properties that are adjacent to Village utilities should be encouraged to annex and connect to Village water and sewer if available. All of the lots within Area 4 and Area 6 are wholly surrounded and could be annexed by the Village at any time. As individual lots continue to annex within these areas, the Village should evaluate whether it would be beneficial to annex those areas that are wholly surrounded.

8 9 10 12 **Area 8 to 12:** The Village has annexation agreements with most of the properties in Area 8 and 9. These lots should be annexed as soon as possible, but certainly before the end of the annexation agreement term. Since there is redevelopment potential in Area 10, the Village should work toward annexing these properties, which will be contiguous after Area 9 is annexed. The annexation of Area 10 would also allow the Village to gain contiguity to Area 12, which consists of desirable commercial properties. Area 11 has an annexation agreement with the Village and should be annexed as soon as feasible.

13 **Area 13:** The property within Area 13 has the potential for residential redevelopment. The Village should encourage annexation in this area, especially as part of a redevelopment plan.

14 15 **Area 14 to 15:** These two areas are earmarked as potential future service areas for Village water and sanitary sewer. At such time that utilities may be extended to these areas, the Village should work cooperatively with the property owners to get them connected and annexed to the Village. Within Area 15, fronting along Main Street, there are several commercial properties that could add to the Village's commercial tax base. Area 15 also shows promise for redevelopment opportunities.

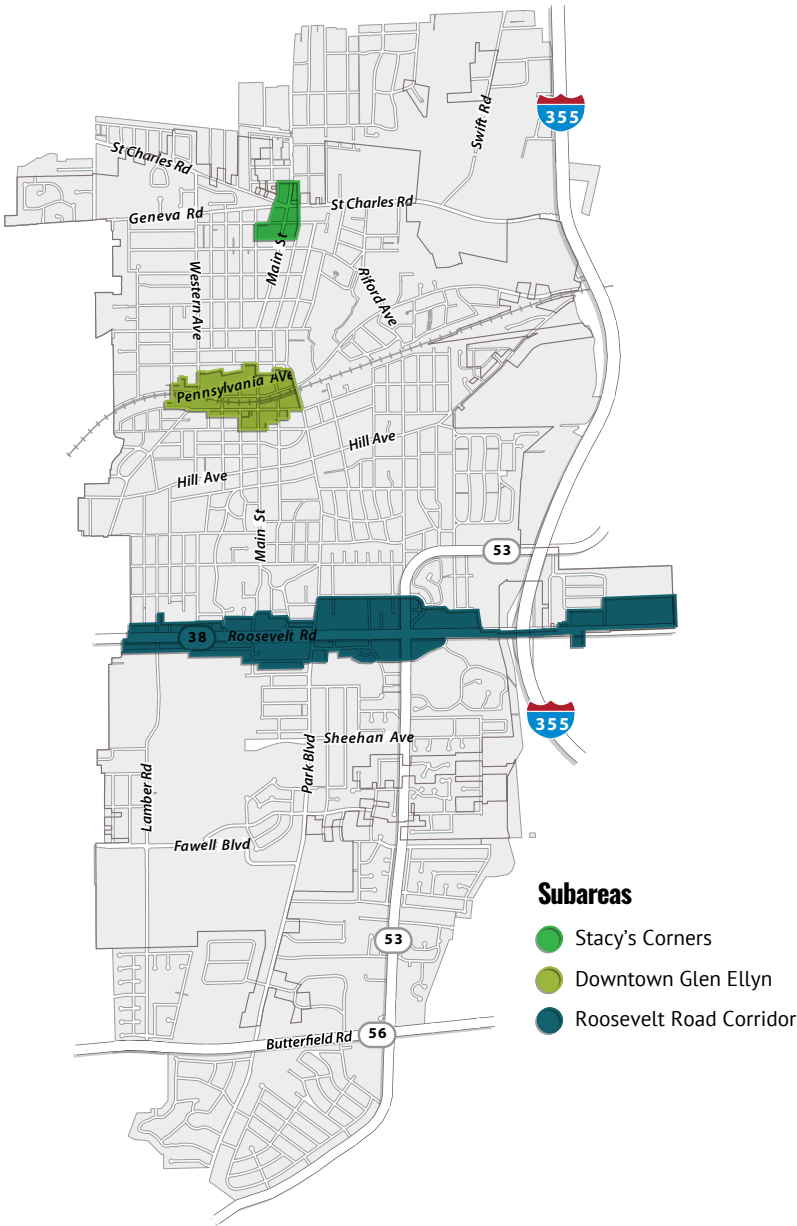
16 **Area 16:** The Village should annex as much of this area as possible. The single family lots on the east side of Swift have potential to be redeveloped with attached single family or multi-family housing. The properties along North Avenue would add to the Village's commercial tax base, many of which show promise for redevelopment.



CHAPTER 4

SUBAREA PLANS

This chapter of the Comprehensive Plan includes subarea plans for three areas of the Glen Ellyn community. The subarea plans provide more specific recommendations for target areas in the Village that are most susceptible to redevelopment and have the potential to greatly impact the character of the community. These plans address the desired mix of land uses, access and mobility, as well as image and character. The following target areas are included in the subarea plans.



Stacy's Corners

This subarea plan highlights opportunities to further the development of the intersection as an attractive neighborhood commercial center and northern gateway into the Village.



Downtown Glen Ellyn

This subarea plan highlights opportunities to provide additional amenities that enhance the pedestrian experience while promoting development that expands Downtown Glen Ellyn as a mixed use district with activity throughout the day and evening. The plan also provides illustrative concepts for several sites to demonstrate how subarea plan recommendations could be accommodated within new development.



Roosevelt Road Corridor

This subarea plan highlights opportunities to promote reinvestment along Glen Ellyn's main commercial corridor by maximizing development potential, providing multi-modal access and mobility, and promoting public realm and private on-site improvements to beautify the corridor. The plan strives to boost the corridor's economic vitality and improve the Village's image. The plan also provides illustrative concepts for several sites to demonstrate how subarea plan recommendations could be accommodated within new development.

Downtown Glen Ellyn

Vision for Downtown

Downtown is the heart of Glen Ellyn and is established as the Village’s central business district. The area is home to dozens of businesses from retailers and service providers, to restaurants and professional offices, as well as several multi-family properties. An emphasis should be placed on maintaining existing character while facilitating more intensive development that increases the number of people living and working in the Downtown.

While the area has numerous one-story commercial buildings, three- to six-story mixed use redevelopment that includes ground floor commercial uses complemented by residential or office on the upper floors should be encouraged. Ground floor uses that add to activity at the street level such as retail, restaurants, and entertainment, should continue to be prioritized. The Village and its partners should also continue to implement streetscaping and other public realm improvements that enhance the Downtown’s overall curb appeal while ensuring that new development contributes positively to the pedestrian experience. In addition, the existing Tax Increment Financing (TIF) District should be leveraged to its fullest extent until its current expiration in 2035.

Downtown is the heart of Glen Ellyn and an emphasis should be placed on maintaining existing character while facilitating more intensive development that increases the number of people living, working, shopping, and dining in the Downtown.



Hallmarks of a Great Downtown

Whether they serve a community of 10,000 or 100,000, great downtowns share several common characteristics that can be used as a barometer for success.

- **Pedestrian-oriented environment (safe, attractive, easy).** Successful downtowns provide a comfortable atmosphere where strolling between businesses, wandering between local attractions, or walking to work is a safe, enjoyable, and convenient experience. The Downtown and surrounding area fall within a “pedestrian shed,” a quarter-mile radius in which people can walk five minutes to numerous shops and activities for daily living rather than drive a car. A pedestrian-oriented environment helps a downtown function as a complete unit. Simply put, the less you have to park or drive once you arrive in a downtown, the more likely you are to stay there and spend time and money at multiple destinations.
- **Mix of uses in close proximity.** A mix of retail and office spaces, restaurants, service providers, and residential development contribute to activity in a downtown throughout the day and evening. Vibrant downtowns benefit from a steady flow of commuters coming and going during rush hour, employees keeping an area active during the workday and lunch hours, and visitors and residents keeping things active during the evenings and weekends. Compact development that includes easy-to-walk blocks and a collection of uses within a small area further concentrates the sense of activity within the downtown and creates an atmosphere that is attractive to visitors and new investors alike.
- **Available, easy to access parking that doesn’t dominate the visual landscape.** The best downtowns have parking that you know is there as a driver, but don’t notice as a pedestrian. They reserve their main streets for buildings and people, and place off-street parking to the rear or interior of the block or off of side streets. Clear signage directs visitors to parking and landscaping is used to soften parking edges and breakup paved areas. Parking areas that can be shared by multiple users (residents, employees, visitors) are key to providing a “park once” downtown that supports streetlife.
- **Increased residential densities.** Downtown residents play a key role in reaching a critical mass of potential patrons for local retailers and restaurants. Higher density residential development complements retail and office uses, providing a 24-hour customer base to support downtown amenities.
- **Multi-story buildings.** The mix of uses and increased density that successful downtowns require is not possible without multi-story buildings. Multiple floors are needed to provide for vertical integration of uses and allow for more development in a more compact, more vibrant environment. The streetwall of taller buildings that forms along popular main streets also interacts with the pedestrian environment, providing a sense of enclosure, comfort, and visual interest.

- **Convenient access to transit (if transit is available).** While not a universal requirement, many great downtowns are built upon a solid transit network. In suburban downtowns, regional transit provides potential to generate commuter traffic that bolsters downtown business. The key to capturing this potential lies in providing local access points to commuter parking facilities and a compact street grid in the surrounding area, functioning like capillaries between the regional traffic and local businesses.

While Glen Ellyn has an attractive downtown that checks many of these best planning boxes, there is still room for growth and improvement. Downtown Glen Ellyn has not witnessed new development and reinvestment on par with surrounding peer communities and efforts should be made to improve the downtown environment as it relates to successful downtown planning attributes.

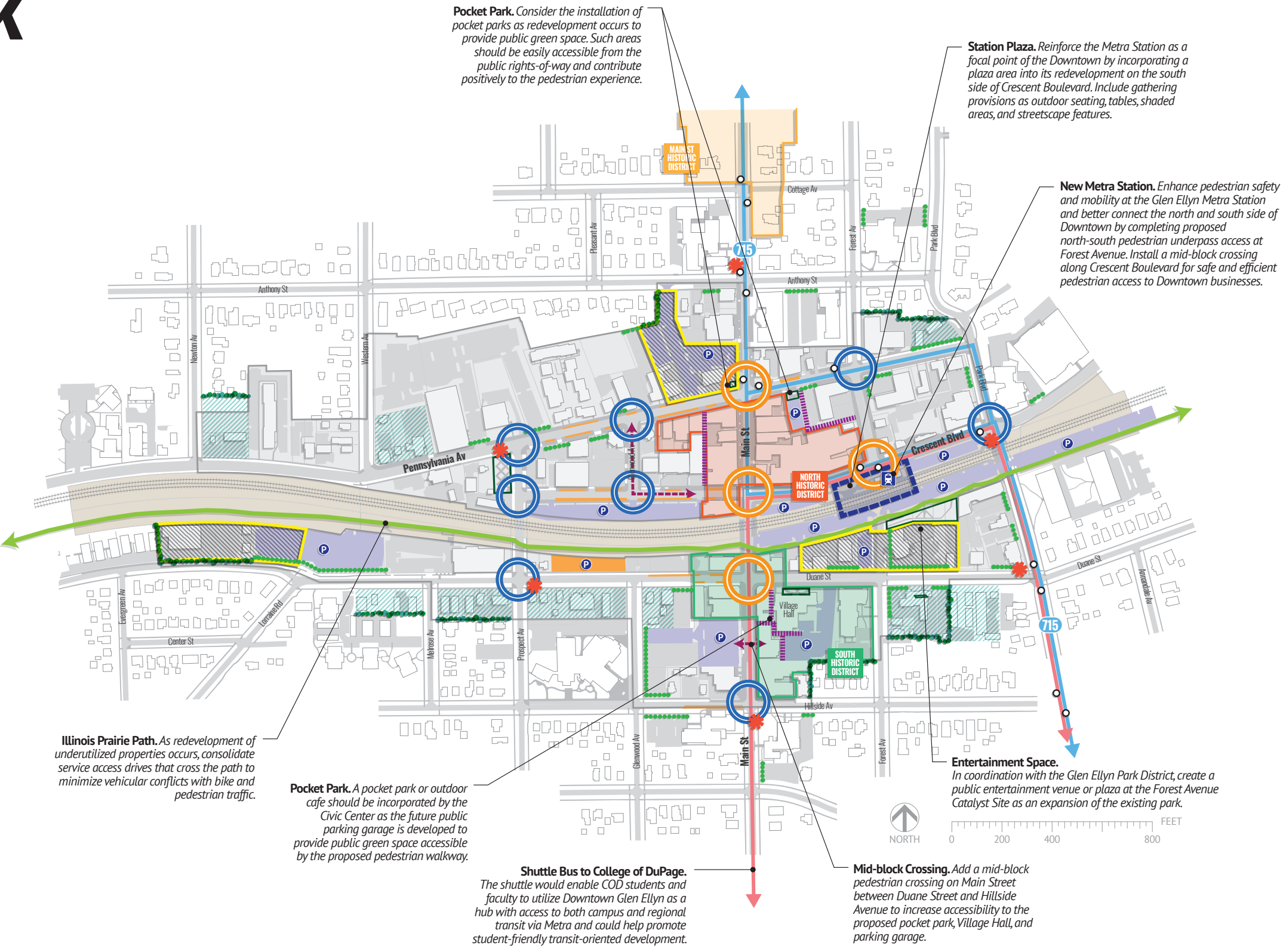
Subarea Framework

DOWNTOWN GLEN ELLYN

The framework plan identifies overarching recommendations that should play a significant role in guiding investment in existing structures and streetscape, and in guiding the character of future redevelopment. The following pages illustrate recommended improvements and identify development considerations for specific sites throughout the downtown.

Legend

-  **Key Intersections.** Enhance existing median features and install bump-outs, monument signage, enhanced lighting, landscaping, and decorative pavers or stamped concrete at key intersections along Main Street and Crescent Blvd.
-  **Intersection Improvements.** Install decorative surfacing or crosswalk art at key locations that complement adjacent streetscaping. Install bump-outs, masonry seatwalls, landscape planters, and enhanced crosswalks.
-  **Gateway Features.** Per recommendations of the Community Signage and Wayfinding Plan, install Historic Downtown Glen Ellyn signs on heavily trafficked roads to identify prominent entry points into the downtown. Such signs should be complemented by streetscape components such as intersection treatments and hardscape and landscape features.
-  **Alleyscape/Pedestrian Corridor Improvements.** Install signage and wayfinding to promote safe vehicular and pedestrian circulation patterns especially where alleys open to active pedestrian streets. Screen loading docks and trash receptacles where alleys intersect with public walks.
-  **Transition Areas.** Promote more intense residential development in areas surrounding the mixed-use core of the Downtown. Consider reduced setbacks and increased density in areas of adjacent downtown development and increase density.
-  **Catalyst Sites.** Redevelop these vacant or underutilized sites to act as catalysts for further development and investment within the Downtown.
-  **Residential Screening.** Screen parking, loading, and utility areas from adjacent residential properties and, where feasible, public rights-of-way. Apply 'Dark Sky' Village lighting standards in transition areas to minimize glare and decrease light trespass in adjacent single-family areas.
-  **Perimeter Landscaping.** Provide landscaping and decorative, low-profile fencing or knee walls to delineate public rights-of-way and screen parking areas. Perimeter landscaping should be designed to maximize stormwater management and improve water quality through the implementation of BMPs, such as bioretention areas.
-  **Parking Enhancements.** Buffer and screen parking areas to separate and delineate parking and walking areas. Like the Duane & Glenwood parking lot, embrace sustainable surface parking lot practices for new and existing lots, such as through pervious paving, electric charging stations, and stormwater-fed landscaping and planters.
-  **Leverage Existing Parking.** Investigate policies that encourage parking turnover, such as time restrictions, and maximize usage of underutilized parking inventory through shared parking agreements. Purchase additional property to enhance parking supply.
-  **Public Parking.** As Downtown public parking is in high demand, incorporate parking into the site design of future redevelopment of underutilized properties where appropriate.
-  **Maintain Access.** Ensure that vehicular and pedestrian access is maintained along Glenwood Avenue and Crescent Boulevard as redevelopment occurs at the former McChesney & Miller grocery property.
-  **Pace Bus Route 715.**
-  **Proposed Shuttle Bus to College of DuPage.**



Development Regulations

The geographic extent of the Downtown Subarea is contiguous with the boundaries of the Village’s C5A–CBD Core and C5B–CBD Service zoning districts. It is recognized that the original intent of the C5A zoning district was to maintain primarily retail and restaurant uses with lower building heights and no on-site parking requirements within the Downtown core, while the intent of the C5B zoning district was to allow service uses with greater height, bulk, and density on the Downtown’s periphery.

Since adoption of the two districts, the C5B has experienced limited construction of a few mixed use and standalone attached single-family and multi-family structures, while no new residential development has occurred in the C5A. In that regard, the C5A designation has accomplished the goal of maintaining the core’s retail and restaurant uses with lower building heights; however, it has also effectively impeded new development, other than investment within the interior of existing buildings. Development interest has only recently increased in Downtown Glen Ellyn since the 2008 recession and downturn in the real estate market, triggering calls from the development community and public to review current zoning regulations.

Current Downtown Zoning

Currently, within the C5A district, the maximum height allowed is 45 feet or four stories. Several parcels within the C5A district also have additional height restrictions that further limits building height to a maximum of three stories. The height limit applies to most C5A parcels fronting Main Street with the exception of several parcels on the west side of Main Street and south of the tracks, and all parcels fronting Crescent Boulevard east of Main Street.

Within the C5B district, the maximum height allowed is 55 feet with a required step back of at least 15 feet for any portion of a structure above 45 feet in height.

While new development and some additions trigger the Planned Unit Development (PUD) process within both the C5A and C5B districts, the underlying zoning of each is limiting. Without modification, the development economics of new construction will continue to be hampered as it will be extremely challenging to build without substantial deviations and variances.



Downtown Height Restrictions in Peer Communities

The Village’s Downtown zoning is not entirely unique; however, it is more typical to allow for greater height and density in a downtown core. A 2018 study of other area downtown districts indicated an average maximum allowable building height of 53 feet. Additional follow up analysis of peer communities conducted in relation to the Downtown subarea planning process underscores the fact that many other downtowns, which ultimately compete for new investment with Downtown Glen Ellyn, permit taller buildings.

Accommodating Modern Development

It is also important that height maximums within the Downtown respond to modern building practices. Typical floor heights for ground floor commercial, office, residential, and parking will impact the minimum height needed for a modern mixed use building without impacting function.

- **Commercial (Ground Floor).** While many older commercial and mixed use buildings in Downtown Glen Ellyn were constructed with 8- to 10-foot ground floor ceiling heights, current day retail and restaurant tenants typically desire higher ceilings to facilitate tenant build-outs, accommodate modern mechanical, lighting, and sprinkler systems, and provide greater visibility into the space from the street. Higher ground floor heights also provide for greater flexibility when marketing to potential tenants with varied needs. A ground floor height of 15 to 18 feet is recommended.

- **Office (Upper Floors).** Office uses require clear ceiling heights of at least 9 feet (10-12 feet total floor height) to accommodate suspended ceilings and modern mechanical, lighting, and sprinkler systems.
- **Residential (Upper Floors).** Modern residential development also requires clear ceiling heights of at least 9 feet (10-12 feet total floor height). This responds to market demand for high ceilings and open, naturally lit space in higher-quality apartments and condominiums.
- **Parking.** To accommodate vertical circulation, parking decks typically require floor heights ranging from 10 to 12 feet.
- **Parapet Wall.** A parapet wall of 3 to 5 feet is desirable to hide rooftop mechanical and HVAC equipment from view and provide attractive architectural elements.

Using these height ranges, a new 4-story mixed use development with 3 stories of residential (or 2 stories of residential and one parking level) would require a minimum building height of 48 feet, but could be up to 59 feet if constructed at the higher end of current floor height ranges. Under current CSA standards, erecting such a building would only be possible if adhering to the minimum floor height range specified and without providing for a parapet wall. Within the C5B district, a 5-story building would also not be possible within the 55 foot maximum.

Taking into account the considerable grade change in the Downtown, urban design elements such as sense of enclosure and building height should be measured using the building frontage along the primary roadway. More height may be achievable in the back of the structure; however, maintaining the character along the front of the building should be prioritized. Where there is a significant grade change, flexibility for the maximum height of buildings should be allowed.

Sense of Enclosure

The combination of building separation (distance between facing building facades) and building height determines the sense of enclosure experienced by pedestrians passing through an area. Establishing a desirable sense of enclosure helps foster a comfortable, inviting, and pedestrian friendly atmosphere in the Downtown area as well as creating a more intimate character throughout the Downtown.

A minimum building height to street width (between building facades) ratio of 1:2 and a maximum ratio of 1:1 is recommended to establish a desirable sense of enclosure throughout Downtown Glen Ellyn. This will achieve a balance between providing for a sense of spatial definition, visual interest, and sense of openness.

With few exceptions, all streets in the Downtown have a 66-foot right-of-way between building faces. This means that a consistent streetwall of buildings within a minimum height of 30 to 35 feet and a maximum building height of 60 to 65 feet is recommended to provide for the desired sense of enclosure. This would provide for increased densities and opportunities for reinvestment, while maintaining and enhancing the desired character of Downtown Glen Ellyn.

Total Building Height Required to Accommodate Modern Development		
	Minimum Floor Height	Maximum Floor Height
3-story Mixed Use	15'+10'+10'+3'=38'	18'+12'+12'+5'=47'
4-story Mixed Use	15'+10'+10'+10'+3'=48'	18'+12'+12'+12'+5'=59'
5-story Mixed Use	15'+10'+10'+10'+10'+3'=58'	18'+12'+12'+12'+12'+5'=71'

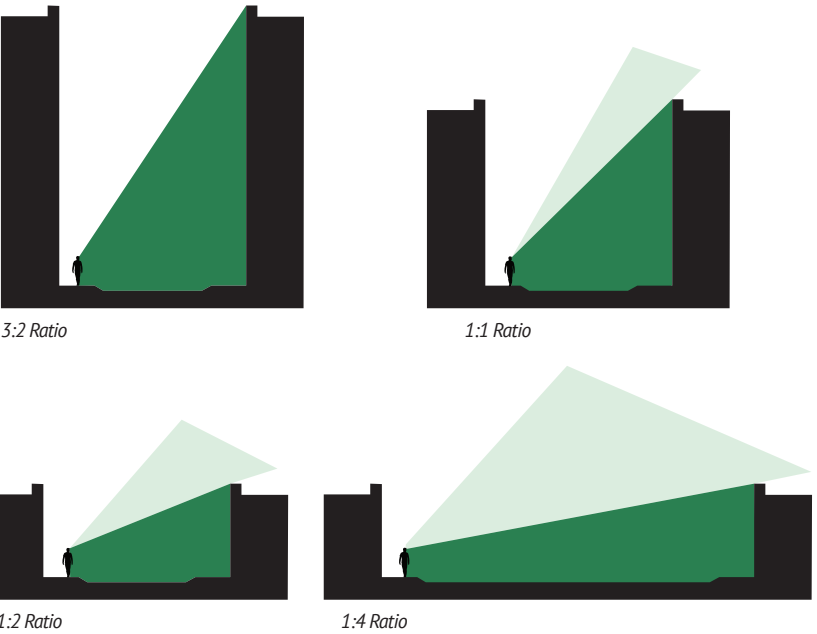
Source: Houseal Lavigne Associates

Recommended Height

It is recommended that the Village consider revising the maximum allowable height to 5 stories or 60 feet (whichever is greater) within both C5 zoning districts. This would be generally consistent with the surrounding market area, align with recommended design principles, and put the Village in a more competitive position to attract investment.

The height maximum of 60 feet could apply to both the C5A and C5B zoning districts with the understanding that detailed design considerations, such as the requirement of upper floor step backs and façade articulation, should be addressed within the PUD process. Village staff should also examine the standard for measuring building heights as most other communities use the roof deck and not mechanical units for height measurements.

Sense of Enclosure



Parking

Parking in the Downtown should be adequate to support the needs of all Downtown users, including business patrons, employees, residents, and commuters. Within the Downtown there are currently 1,805 public parking spaces located within 13 parking lots and along eight of the public streets.

The parking available on the south and north sides of the railroad tracks will be more evenly allocated (56 percent on the south side and 44 percent on the north side) after the completion of the Main Street and Civic Center parking garages. The Village should look for opportunities to partner on a redevelopment north of the tracks that could incorporate a public parking component, as was done for the Apex 400 project. The proposed pedestrian underpass at Forest Avenue would also help balance parking between the north and south sides of the railroad by improving connectivity between parking and Downtown destinations.

The Village employs many strategies to manage the parking supply, including permits, meters and pay kiosks, time regulations, dedicated employee parking, dedicated “customer only” parking, and free patron parking. On weekdays, the parking spaces are typically utilized in excess of 80 to 90 percent of capacity on Main Street, the streets east of Main Street, and in the non-commuter lots east of Main Street.

On Saturday evenings, the parking spaces are also typically utilized in excess of 80 to 90 percent of capacity along Main Street and the lots immediately east and west of Main Street. The Duane & Lorraine lot and Park & Montclair Avenue lot are not as heavily utilized (though there is some usage on weekend evenings) due to their distance from the center of Downtown.

Off-Street Parking Supply

There are 1,410 public parking stalls in Downtown Glen Ellyn in off-street parking lots that serve Metra commuters, customers of Downtown businesses, and Village employees. Some of these lots require permits for parking or include meters for collecting revenue. This includes 57 dedicated three-hour parking stalls; 226 daily fee parking stalls; 349 commuter permit parking stalls available for customer parking after 11:00 am and on weekends; 166 permit parking stalls available for customer parking after 2:00 pm and on weekends; 63 metered parking stalls; 94 employee parking stalls; and a number of parking stalls with mixed availability. Additional customer, commuter, and employee permit parking will become available upon completion of the Main Street and Civic Center parking garage projects.

On-Street Parking Supply Section

The vast majority of the on-street parking supply is located on the north side of the railroad tracks (72 percent). While there is more total public parking available on the south side of the tracks, the on-street parking spots tend to be the most convenient and therefore the most heavily used.

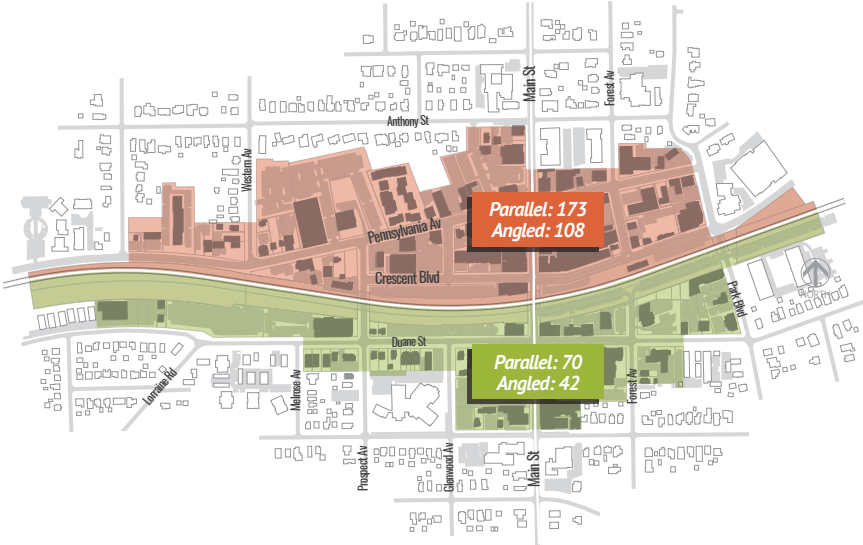
Downtown Retail Public Parking Summary		
OFF-STREET VS. ON-STREET		
	Existing Capacity	Percent of Total
Total Off-Street Spaces	1,018	72%
Total On-Street Spaces	393	28%
Total Spaces	1,411	100%
NORTH VS. SOUTH		
	Existing Capacity	Percent of Total
Spaces		
Total Spaces North of R.R.	625	44%
Total Spaces South of R.R.*	786	56%
Total Spaces	1,411	100%

Source: KLOA, Inc.
*Not including the Duane & Lorraine and Park & Montclair parking lots.

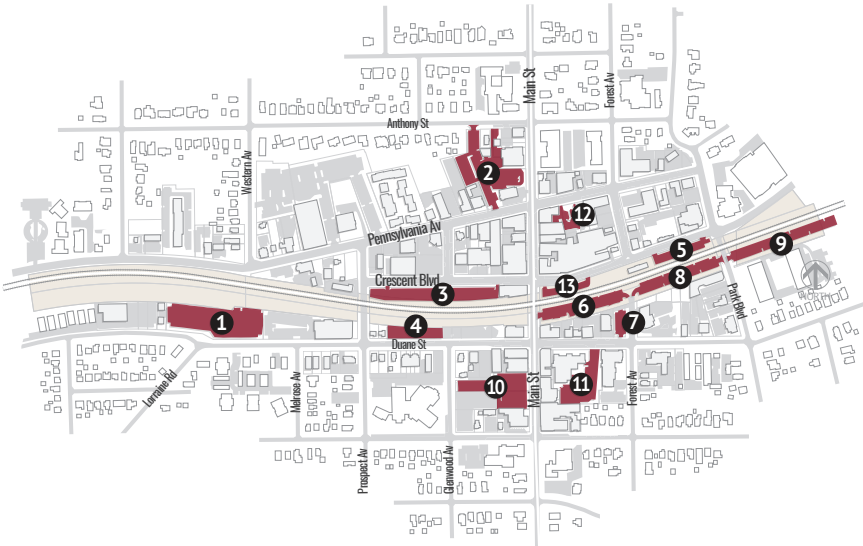
Downtown Public Parking Lots			
Lot Number	Lot Name	Total Number of Spots	Type of Parking Available
1	Duane & Lorraine	226	Daily Fee Parking, Permit Parking
2	Pennsylvania West	156	Employee Permit Parking, 3 Hour Free Customer Parking
3	Crescent & Glenwood	123	Commuter Permit Parking, Free Customer Parking (after 11 AM & on Weekends), 3 Hour & 6 Hour Metered Parking
4	Duane & Glenwood	47	Commuter Permit Parking, Free Customer Parking (after 11 AM & on Weekends)
5	Crescent & Park	32	Commuter Permit Parking, Free Customer Parking (after 11 AM & on Weekends)
6	Main & Prairie Path	86	Commuter Permit Parking, Free Customer Parking (after 11 AM & on Weekends)
7	Duane & Forest	27	3 Free Hour Customer Parking
8	Park & Prairie Path	91	Commuter Permit Parking, Customer Parking (after 11 AM & on Weekends)
9	Park & Montclair	166	Permit Parking, Free Customer Parking (after 2 PM & on Weekends)
10	Main Street	136	3 Hour Free Customer Parking
11	Civic Center	287	Employee Permit Parking, Commuter Permit Parking, 3 Free Hour Customer Parking
12	Pennsylvania East	10	3 Hour Free Customer Parking
13	Main & Crescent	23	3 Hour Metered Parking
Total Parking Supply		1,410	

Source: Village of Glen Ellyn

Existing On-Street Public Parking



Downtown Public Parking Lots



Parking Supply Improvements

The Village should consider the following to maximize and enhance Downtown’s parking supply:

- The Village should continue to allow for flexible use of parking lots whereby parking is shared by different kinds of users (commuters, customers, etc.)
- The Village has recently installed wayfinding signage throughout the downtown to highlight and maximize the exposure of the off-street parking lots. The Village should monitor and continue to update signage as parking demand and usage within the public parking lots changes.
- The Village should do an annual assessment of fees for the lots so that all collection, enforcement and administrative costs are covered.
- Structured parking should be constructed on the north side of the tracks in partnership with a private development.
- Improve existing surface lots with lighting, landscaping, perimeter screening, and pavement markings so that they are more fully utilized.

North-South Parking Comparison

While high utilization rates point to a general need for additional parking in the Downtown, all of the studies of the downtown parking supply that the Village has conducted over the years have indicated that there is adequate public parking. There is over 255,000 square feet of commercial space in Downtown Glen Ellyn, but 175,000 square feet or nearly two-thirds of that space is located north of the railroad tracks. By contrast, approximately 56 percent of public parking spaces are located south of the tracks. However, the on-street parking supply on the north side of Downtown is more than double what is provided south of the railroad. The on-street spaces tend to be occupied more often than the parking spaces in the off-street lots, as they are most adjacent to the Downtown businesses and restaurants.

The Village should pursue opportunities for public/private partnerships to increase the public parking supply, particularly on the north side of Downtown. This might be accomplished by incorporating a public parking component into any redevelopment plans for key redevelopment sites on the north side, including the Pennsylvania Avenue and Main Street site discussed in the final section of this Downtown Subarea Plan.

The Village intends to relocate some employee and commuter parking spaces from behind the downtown fire station (the Pennsylvania West lot) to the upper levels of the Civic Center parking garage. This should further address the parking supply distribution by increasing the number of customer parking spaces available on the north side of the Downtown. When considering the parking supply available for business patrons, the Duane & Lorraine and Park & Montclair lots should be excluded due to their distance from the downtown core of retail businesses and restaurants.

The Village is finalizing a Streetscape Plan for the Downtown, which recommends maintaining angled parking on Main Street (Crescent Boulevard to Pennsylvania Avenue) and Crescent Boulevard (Main Street to Forest Avenue). Angled parking on Pennsylvania Avenue (Forest Avenue to Main Street) and Duane Street (Main Street to the Civic Center) is proposed for parallel parking conversion. It should be noted that as the Streetscape Plan is implemented, the total supply of Downtown parking spaces is expected to shift.

Employee Parking

In managing the Downtown public parking supply, the Village must balance the parking needs of customers, commuters, and employees. While street parking in proximity to the retail businesses has been prioritized for customers, and the parking lots adjacent to the rail line are primarily dedicated to commuters, the Village has taken consistent steps to strategically accommodate parking for Downtown employees within a short walk of most areas of the Downtown.

Within the Downtown core, employees may obtain a special parking permit to park in dedicated employee spaces in the Pennsylvania West lot at Pennsylvania Avenue/Main Street, along the south side of Crescent Boulevard between Prospect Avenue and Glenwood Avenue, and previously along the south side of Hillside Avenue just west of Main Street. Employees may also park in the daily fee lot at Duane Street/Lorraine Avenue or in the three-hour or six-hour metered spaces in the Crescent & Glenwood lot. Additional employee permit parking will be available in the Civic Center parking garage once complete.

On the fringe of the Downtown core, the Village has instituted the Blue Dot permit program which allows Downtown employees to purchase a parking permit at a reduced rate and park on designated streets, which are exempt from the posted time regulations. Current Blue Dot street assignments include sections of Anthony Street, Forest Avenue, and Hillside Avenue.

With development of the former McChesney Grocery site on the north side of the rail line, and new projects like the Apex 400 development on the south side of the rail line, the demand for employee parking will continue to grow. The Village should maintain an ongoing dialogue with Downtown business owners and their employees to ensure that adequate parking for the employees continues to be accommodated while minimizing impacts to customer and commuter parking.

The Village should also regularly monitor the utilization of the dedicated employee parking zones and continue to modify the zones as needed. Options could include reserving additional areas for employees, expanded Blue Dot parking zones, or identifying additional private parking lots that may offer shared parking opportunities.

Residential Parking

The Downtown is also a transit-oriented district (TOD) due to its proximity within one-quarter mile of the Metra station. US Census data indicates that auto ownership is lower in multiple-family dwellings within a TOD. Many communities have adjusted their zoning codes to reduce the parking requirements for multiple-family dwellings in TODs or have granted parking variances for development projects within TODs.

Recent apartment developments within and surrounding Downtown Glen Ellyn, and in the downtowns of other nearby communities, have been approved with lower parking ratios. The Village should reevaluate residential parking requirements within the C5 CBD zoning districts and it is recommended that the following parking ratios be considered as a starting point for discussion.

Proposed Multi-family Parking Ratios by Dwelling Unit Type		
	Existing Requirement	Proposed ¹
Efficiency	1 space/unit	The larger of 1.27 spaces/unit or 0.86 spaces/bedroom ²
1 Bedroom	1.5 spaces/unit	
2 Bedrooms	2 spaces/unit	
3+ Bedrooms	2 spaces/unit	

1. Based on data published in Parking Generation, 5th Edition, Institute of Transportation Engineers for Mid-Rise Multi-family Housing (Land Use Code: 221) in a general urban/suburban location < ½-mile from rail transit station.
2. An efficiency unit should be treated as 1 bedroom using this method.

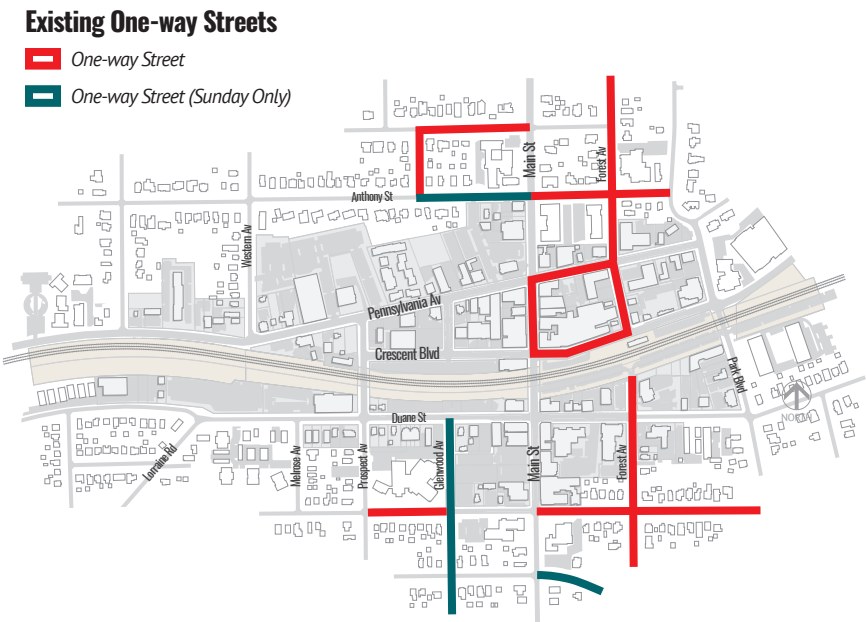
Source: KLOA, Inc.

One-way Streets

In 2012, the Village commissioned a study to examine the one-way vs. two-way traffic pattern within the Downtown as recommended by the 2009 Downtown Strategic Plan. The study presented pros and cons of each configuration, however, the Village Board decided not to take action at that time. It was found that the conversion of current one-way configuration surrounding the Downtown's central commercial block to a two-way roadway system could be accommodated and would have sufficient capacity to support future traffic volumes through 2030. The roadway system would accommodate this change and vehicle circulation would operate successfully, but on-street parking spaces would be lost.

The primary disadvantage to this conversion included reduced capacity of south bound Main Street and related impacts to queuing areas and blocking use of on-street parking. Additional consideration should be given to converting one-way streets to two-way traffic throughout the Downtown, especially Pennsylvania Avenue between Main Street and Forest Avenue.

Streetscape improvements, such as the installation of bump outs and sidewalk widenings, may limit the ability to convert some streets to two-way travel in the future. One-way street conversion should be reexamined in the future.



Parking Management Best Practices

Beyond development of structured parking in the Downtown, the Village should continue to pursue best practices for managing the current public parking supply and explore new opportunities for shared-use of the larger private parking lots in the Downtown, similar to the current informal relationship with St. Petronille Church.

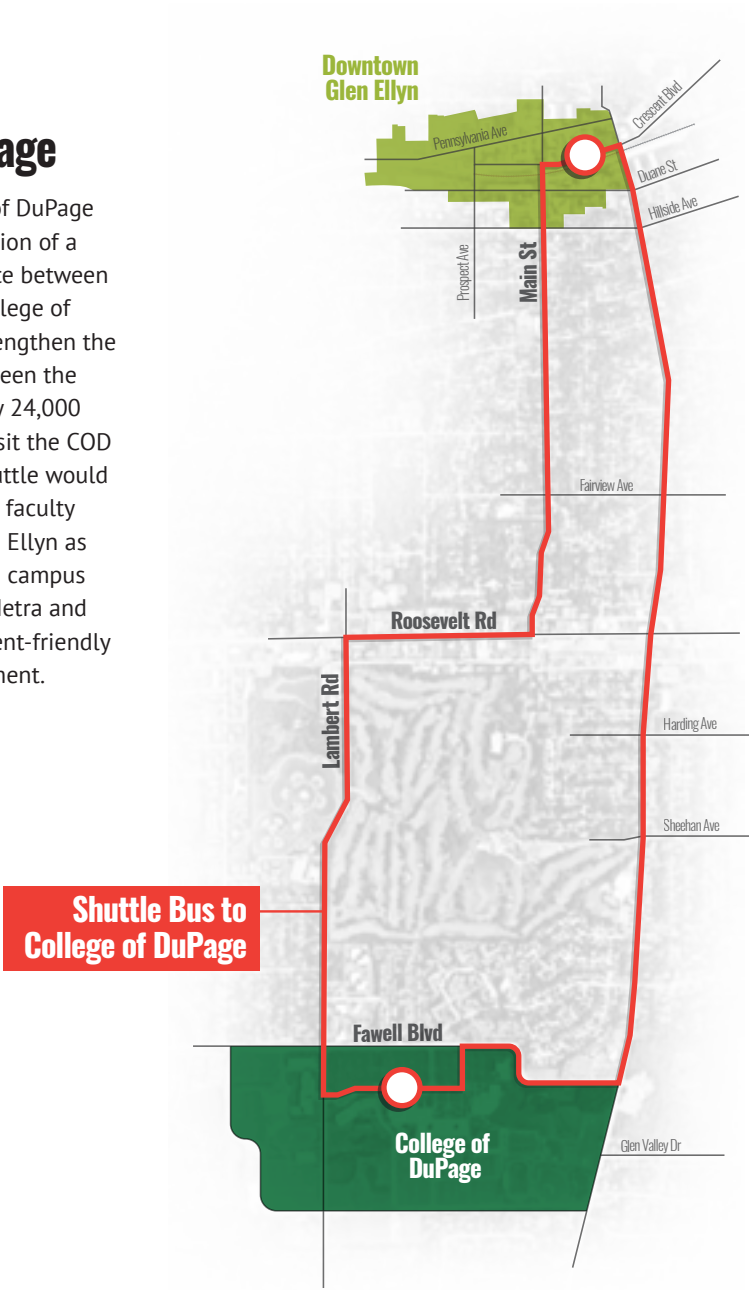
The Village should pursue shared parking agreements with DuPage Medical, US Bank, Citibank, 490 Pennsylvania, and local religious institutions.

Potential strategies that should be continued include:

- Shared-parking agreements for off-peak use of private lots.
- Temporary leasing of parking lots on unoccupied sites.
- Regular monitoring of effectiveness and desirability of free on-street parking policy.
- Incorporation of accessible parking in all public parking facilities compliant with Illinois Accessibility Code design standards.
- Regular monitoring of accessible parking utilization.
- Adjustments to accessible parking supply based on local need rather than minimum Federal guidance.
- Centralized valet service (piloted in 2018).
- Continued policy of evaluating and adjusting parking time durations/restrictions.
- Phase out coin-fed meters in the Main & Crescent and Crescent & Glenwood lots, in place of modern Pay-n-Display, Pay-by-Space, Pay-by-License Plate, and/or Pay-by-Phone technologies or consider free three-hour parking where feasible.
- Review of parking enforcement technologies.
- Regular monitoring of employee parking demand and adequacy of Blue Dot parking zones.
- Promotion of sustainable features (electric vehicle charging stations, car-share services, bioswales, permeable paving, etc.).
- Support ride-sharing (i.e., Uber and Lyft) by creating drop-off/pick-up zones, particularly in Main & Crescent and Crescent & Park lots.

Shuttle Bus to College of DuPage

The Village and College of DuPage should evaluate the creation of a shuttle bus system by Pace between the Metra station and College of DuPage, which would strengthen the physical connection between the Downtown and the nearly 24,000 students and staff that visit the COD campus each day. The shuttle would enable COD students and faculty to utilize Downtown Glen Ellyn as a hub with access to both campus and regional transit via Metra and could help promote student-friendly transit-oriented development.



Walkability

Downtown Glen Ellyn’s compact blocks and regular street grid provide for a highly walkable environment. Every commercial property within the downtown is located within a 5-minute walk of the intersection of Main Street and Crescent Boulevard. The neighborhoods surrounding Downtown Glen Ellyn are also very walkable and position more than 6,600 people (in more than 2,500 households) within a 15-minute walk of the downtown.

Downtown Streetscape

The Village should continue to move forward with planned streetscape improvements including the enhancement and creation of mini-pedestrian plazas (or parklets) at Schock’s Square, the downtown fire station, the Civic Center, and behind Main Street retail to the west of the Civic Center. The Village should also move forward with the demolition of the Shonkwiler Building and enhancements to pedestrian connections and alleys throughout downtown as illustrated in the Downtown Subarea Framework.



Downtown Walk Times

- Walk time band of 0 - 5 minutes
- Walk time band of 5 - 10 minutes
- Walk time band of 10 - 15 minutes

Downtown Market Demand

The residential and retail market for Glen Ellyn was analyzed to determine potential for new development in the Downtown.

Housing

A market analysis was conducted to determine the potential for new multi-family development within Downtown Glen Ellyn. This analysis identified an assessment of a regional market consisting of surrounding and nearby municipalities including Downers Grove, Lisle, Lombard, Warrenville, Wheaton, and Winfield, as well as DuPage County as whole.

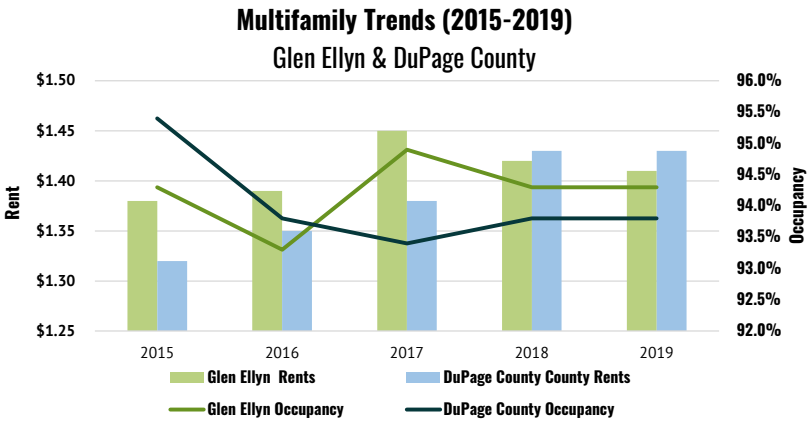
Consistently high multi-family occupancy rates (above 93 percent) in both Glen Ellyn and DuPage County suggest a strong multi-family market. Rents per square foot have also grown consistently between 2015 and 2019. Both factors indicate the ability to sustainably accommodate additional multi-family housing.

Housing Demand

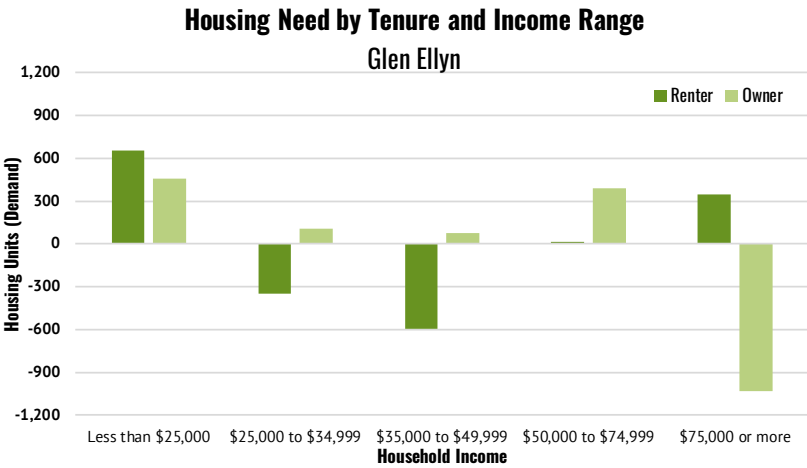
An affordability analysis of the residential market was conducted separately for owners and renters to determine more direct needs for each householder type. This analysis compares the number of existing occupied housing units within different home value/rental ranges, with the number of households within corresponding income ranges. It applies a benchmark of 30 percent allocation of income toward housing and then analyzes the number of housing units in the area that meet the criteria.

Based on these criteria, the rental market exhibited the greatest potential for both lower and high-end product. Given the development economics of new construction, market rate Downtown development may cater to the need at the high end of the market unless affordable housing is supported or incentivized by the Village. Per the Residential Areas Framework (*Chapter 3: Land Use & Development*), additional housing opportunities should be encouraged elsewhere in the Village to help meet market demand for lower income groups.

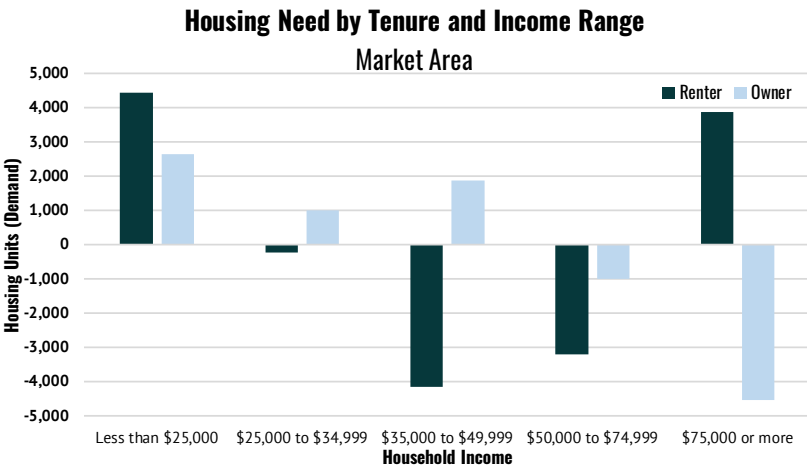
The Village is well positioned to capture a proportionate share of regional demand for higher end apartment units. The current under supply of this product type may be limiting potential for new households to move to Glen Ellyn; however, there is also a general under supply within the larger market area and development could provide the Village with the opportunity to capture additional households. In addition to addressing growing demand from young professionals, singles, and empty-nesters, the addition of higher priced product will benefit the Village in additional tax revenue generation and expenditures on dining and shopping, sustaining downtown businesses. Furthermore, the Village’s growing reputation as a dining and entertainment destination enhances the desirability of living Downtown.



Source: CoStar



Source: Houseal Lavigne and American Community Survey



Source: Houseal Lavigne and American Community Survey

Retail & Restaurant

The retail market was analyzed in two parts: a gap analysis of drivetimes from Downtown Glen Ellyn and an overall trend analysis comparing the Village, DuPage County, and the Chicago Region. The ten-minute drivetime depicts a reasonable market area for a suburban downtown in a competitive developed region. The gap analysis indicates potential for retail as well as dining and drinking establishments, with positive values indicating opportunity and negative values indicating surplus. These uses can build off of existing development as well as complement the recommended additional Downtown residential uses.

Within the 10-minute drivetime, the gap analysis indicates strong retail potential for all sectors except building materials and supplies, office supplies and stationary, and used merchandise. This leaves a wide array of options available for new retail stores or existing store expansions in Glen Ellyn, including significant opportunity for restaurants and drinking establishments. These types of businesses would complement the recommended additional multi-family development in Downtown Glen Ellyn.

Grocery stores also have nearly 26,000 square feet of potential, which would greatly benefit additional residential development in Downtown, particularly with the closing of McChesney & Miller Grocery Store in 2014.

While the gap analysis highlights great potential for many uses, it should be noted that large retail areas, including Roosevelt Road, are located within 15 minutes of Downtown Glen Ellyn and currently compete for the same potential. The 15-minute drivetime market area has a large retail supply that results in a surplus, indicating that many potential Downtown customers currently satisfy their retail needs elsewhere. This imbalance within the market area retail gap data signals competition for Downtown businesses, but also potential demand that could be recaptured if Downtown businesses are properly positioned to take advantage of downtown amenities or draw from a local market of patrons.

Retail Rent & Occupancy Trends

General retail trends indicate a fluctuation in occupancy and rents for both the Village and DuPage County. Occupancy has been above 90 percent since 2015 for the Village, and rents have remained above \$15 per square foot. Only in the past year have rents in Glen Ellyn been lower than those for all of DuPage County. Even with fluctuation, occupancy and rental rates indicate a fairly stable market that could accommodate additional retail such a boutiques and restaurants that can leverage downtown pedestrian traffic. Additionally, when not including the McChesney & Miller site, and the site of the proposed Apex 400 development (the former Giesche Shoes property), vacancy in Downtown Glen Ellyn is less than three percent.

Office

Based on the same factors, the office market shows potential, but not as strong as the retail sector. Occupancy rates are between 80 and 90 percent; however, rents in Glen Ellyn are also significantly lower than those of the entire County. Development of additional office uses in Downtown Glen Ellyn could likely only be supported as part of a larger mixed use development. Speculative, standalone office development is not likely to be supported.

Retail Gap Analysis Summary - 5-, 10- & 15-Minute Drivetime from Downtown Glen Ellyn (2018)

	5-Minute Drivetime	10-Minute Drivetime	15-Minute Drivetime
Summary Demographics			
Population	15,254	103,020	263,851
Households	5,459	37,642	97,376
Median Disposable Income	\$87,579	\$59,269	\$60,004
Per Capita Income	\$59,407	\$40,583	\$39,749

Total Retail Trade and Food & Drink

Retail Trade	\$291,187,493	\$671,909,011	-\$408,450,576
Food & Drink	\$26,580,936	\$79,397,400	-\$378,020,638
Total	\$317,768,428	\$751,306,411	-\$30,429,938

Source: ESRI Business Analyst; Houseal Lavigne Associates

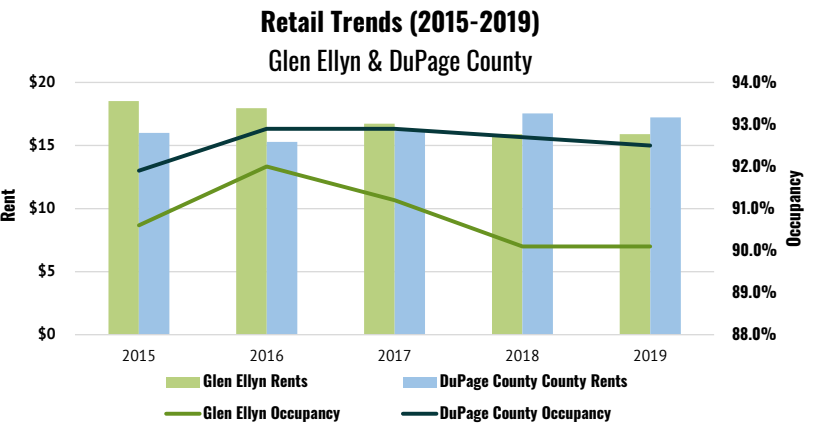
Retail Gap Analysis Detail: 10-Minute Drivetime from Downtown Glen Ellyn (2018)

	10-Minute Drivetime
Total Retail Trade and Food & Drink	
Retail Trade	\$671,909,011
Food & Drink	\$79,397,400
Total	\$751,306,411

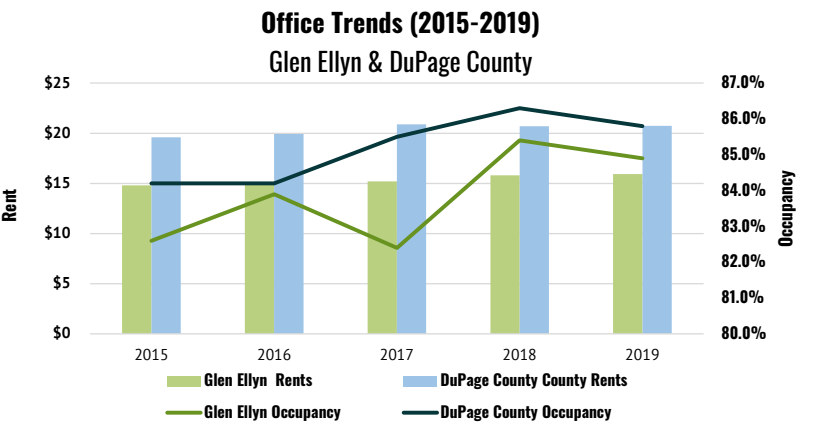
Industry Group ¹	Retail Gap (\$)	Potential Sq. Ft. ²
Furniture & Home Furnishings Stores	\$20,156,624	50,392
Electronics & Appliance Stores	\$23,031,415	57,579
Bldg Materials, Garden Equip. & Supply Stores	-\$9,155,827	(22,890)
Food & Beverage Stores	\$16,903,837	42,260
Grocery Store	\$10,262,732	25,657
Health & Personal Care Stores	\$77,810,270	194,526
Clothing & Clothing Accessories Stores	\$70,556,294	176,391
Sporting Goods, Hobby, Book & Music Stores	\$7,928,745	19,822
General Merchandise Stores	\$263,363,539	658,409
Miscellaneous Store Retailers	\$14,880,763	37,202
Food Services & Drinking Places	\$79,397,400	198,494

1. Excludes auto dealers, gas stations, and nonstore retailers.
2. Square footage potential based on an average annual sales per-square-foot of \$400.

Source: ESRI Business Analyst; Houseal Lavigne Associates



Source: CoStar



Source: CoStar

Redevelopment Opportunities

These sites represent vacant or underutilized parcels that can be consolidated with adjacent properties to facilitate more intense redevelopment that is in line with the community's vision of the downtown as a vibrant, 18-hour mixed use district as defined in the Land Use Plan.

Catalyst Sites

Catalyst sites are vacant and/or underutilized parcels where redevelopment could have a significant positive effect on Downtown Glen Ellyn. These proposed catalyst site concepts illustrate the redevelopment and repositioning of three sites:

- Northwest corner of Pennsylvania Avenue and Main Street;
- North side of Duane Street and Forest Avenue; and
- North side of Duane Street west of Lorraine Street including a portion of a Village-owned parking lot.

As currently utilized, the catalyst sites do not substantially contribute to the walkable, historic character of Downtown Glen Ellyn. Existing development also predominantly consists of one-story structures and surface parking areas that represent potential missed opportunities to accommodate more intense, mixed use development that can generate tax revenue, increase pedestrian activity, and improve the viability of the Downtown.

Concept as a Guideline

Each catalyst site could be redeveloped in a variety of ways, and the proposed catalyst site concepts are intended to serve only as a guideline and an illustration of a possible or likely redevelopment scenario. They illustrate development potential with a mix of uses that is supported by the community's vision. Future development proposals should be considered on their own merit.

Potential Redevelopment Sites

The following list identifies redevelopment opportunities within the Downtown subarea. These sites present the opportunity to increase desirable uses within the Downtown in line with the Village's vision:

- 1 Commercial and office uses, vacant land. This property in whole or in part would be appropriate for single-family attached development. As an alternative, the northerly two lots could be developed with single family attached units and the frontage along Pennsylvania Avenue could be redeveloped with commercial uses.
- 2 Office uses and detached single-family homes. This area should be redeveloped in whole or in part to include commercial and office development. Some of the office buildings are in good condition and could remain. Medical and dental offices could be encouraged due to proximity to DuPage Medical Group's office building.
- 3 AT&T office/facility. If this site becomes available it should be redeveloped into an office or commercial building.

- 4 A small commercial building, a historic single-family residence that has been converted into a business, a dental office, and a small park. As many parcels as possible should be combined to create a new development on this site. Commercial and service uses would be appropriate in this location to support downtown residents.
- 5 Small commercial buildings. This site, while small would be appropriate for a mixed use building with commercial on the first floor and residential units above. The site could also be redeveloped for a commercial or office use.
- 6 Detached single-family structures. These properties should be assembled and redeveloped as a small single-family attached development similar to the property directly east.
- 7 A single-family home and an office building. This site would be appropriate for a mixed use development including first floor commercial use with office or residential use on the upper levels.
- 8 St. Petronille parking lot, and two office buildings. This site could be appropriate for a mixed use or multi-family residential development with structured parking.

- 9 Commercial buildings in the National Register District. These buildings should either be improved and maintained or redeveloped with a commercial or mixed-use building.
- 10 Funeral home with large surface parking lot, detached single-family home and an office use. The site could be combined with the multi-family residential housing to the east to create a multi-family residential development or a mixed use building.
- 11 Glen Ellyn Post Office and small commercial building. The Post office and the small commercial site to the north should be redeveloped into a commercial building.
- 12 Village Parking Lot, and various office and commercial uses. This site could accommodate a mixed use development or could be an appropriate location for a structured parking garage on the north side of the tracks
- 13 Small commercial buildings. Commercial redevelopment is appropriate for this site.
- 14 Multi-tenant buildings containing office and service uses. This site would be appropriate for a commercial or mixed use redevelopment.
- 15 Automotive and office uses. This site would be appropriate for a commercial or mixed use redevelopment.



Duane St & Lorraine St

DOWNTOWN GLEN ELLYN CATALYST SITE

This catalyst site is currently occupied by a roofing company, a single-family residence, and the western portion of the Village-owned Duane & Lorraine parking lot. Adjacent to the site on the west are several multifamily residences with a mix of single-family and multi-family residences to the south. The Illinois Prairie Path runs along the north edge of the site. The concept illustrates a potential four-story multi-family residential building along with a three-story parking garage that would accommodate resident parking on the upper levels and replace public parking spaces on the ground level. As an alternative, townhomes could be considered in lieu of multi-family development.

Design Considerations

- Primary entrance to the multi-family structure should be provided on Duane Street with secondary access from the parking garage.
- Access to the Illinois Prairie Path should be encouraged with open space amenities located along the trail corridor.
- Proximity to the Glen Ellyn Public Library and the downtown make this site an attractive location for senior housing.
- Parking spaces taken from the Glen Ellyn Duane & Lorraine parking lot should be accommodated in the parking garage structure.
- A larger parking structure may be considered to accommodate additional commuter parking.
- Redevelopment of this site should consider the impact of accommodating a future grade-separated crossing across the railroad tracks.

Site Details

Overall property area:
71,000 s.f., 1.63 acres

Current Land Use:
Commercial, Single-family, and Surface Parking

Current Zoning:
(C5B) CBD Central Service

Existing Parking:
52 Metra spaces

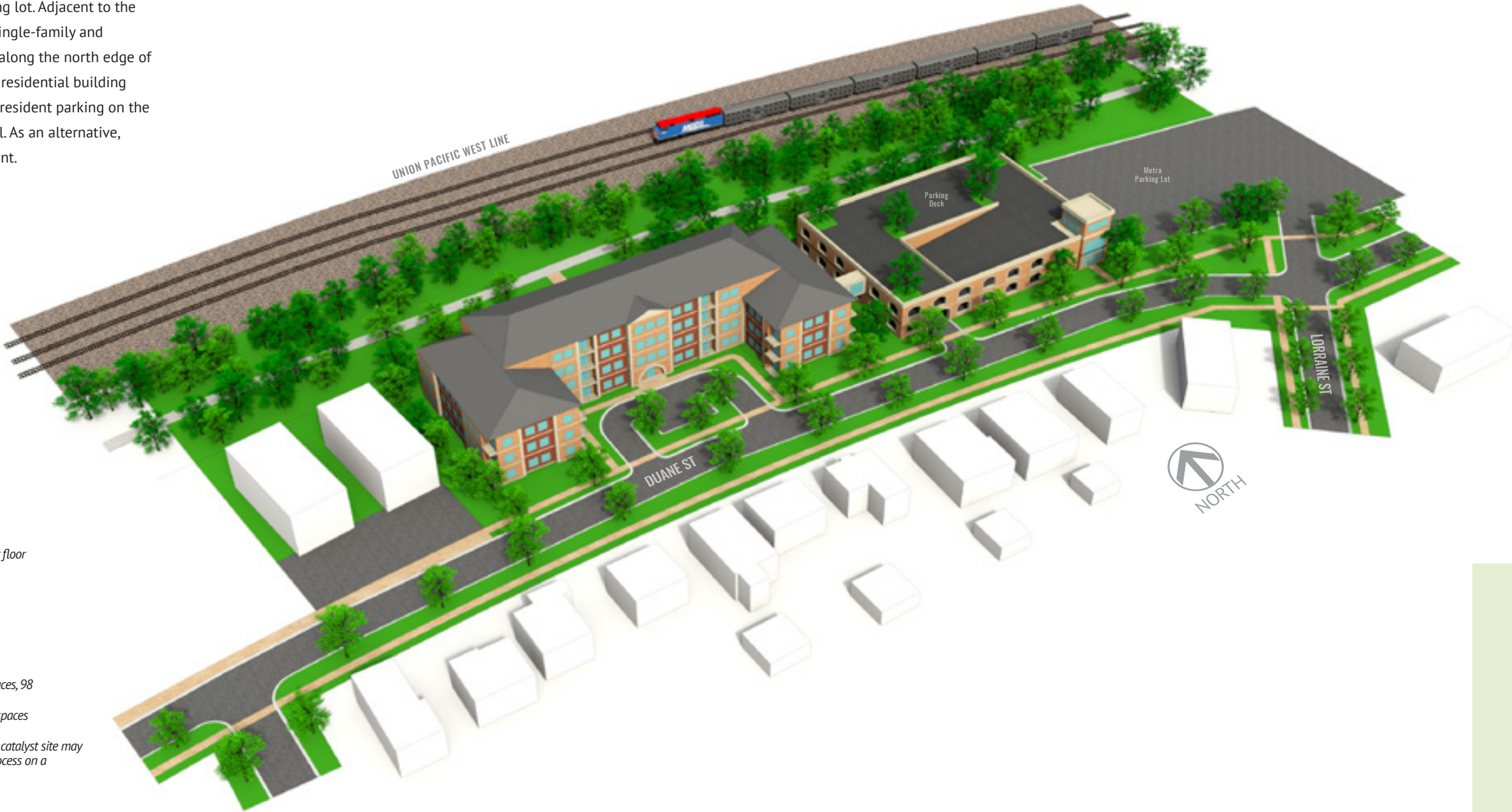
Building Details

Multi-family:
4 floors, 66 units total
1st-3rd floor / 19,330 s.f. per floor
4th floor / 7,780 s.f.

Parking Garage:
2 above ground floor level
18,700 s.f. per level

Recommended Parking:
Parking Required: 52 Metra spaces, 98 residential spaces*
Parking Provided in deck: 150 spaces

**Parking requirements for each catalyst site may be changed during the PUD process on a case-by-case basis.*



NOTE: This catalyst site consists of vacant and/or underutilized parcels where redevelopment could have a significant positive effect on the surrounding area. The concept is for illustrative purposes only and is indicative of desired intensity of development and mix of uses supported by the Comprehensive Plan.

Pennsylvania Ave & Main St

DOWNTOWN GLEN ELLYN CATALYST SITE

This catalyst site includes portions of the Pennsylvania West Lot, a single-story commercial building, and Station 61 of the Glen Ellyn Volunteer Fire Company. The Pennsylvania Avenue and Main Street intersection is one of the most prominent locations in the Downtown, but the northwest corner is absent of any commercial development. Redevelopment of this underutilized site would provide an opportunity to expand the downtown commercial base while improving the image of the district. The concept below illustrates potential to accommodate a five-story mixed-use structure with ground floor retail fronting Pennsylvania Avenue and Main Street, and condominiums or apartments on the upper floors. The concept is served by a three-level parking garage.

Design Considerations

- Primary garage access should be provided from both Main Street and Pennsylvania Avenue with secondary access to surface parking in the rear with access to Anthony Street.
- Redevelopment of this catalyst site should only be considered in partnership with the Glen Ellyn Volunteer Fire Company. The station holds the corner of the site and its relocation could be critical to the long term success of future redevelopment. The Village needs to coordinate with the Fire Company on a relocation.
- The north and western edge of the catalyst site is bordered by single family homes. Development should be stepped back and landscaping and other screening should be used to buffer these less intense uses. In the concept, surface parking has been retained in a portion of the Pennsylvania West lot to serve as a buffer as well.
- Utility lines should be relocated or buried underground as redevelopment occurs.

Site Details

Overall property area:
115,208 s.f./ 2.64 acres

Current Land Use:
Commercial
Public/semi public

Current Zoning:
(CSB) CBD Central Service

Existing Parking:
146 parking spaces

Building Details

Ground-floor:
Commercial – 21,500 s.f.
Parking Garage

Upper-floor(s):
Multi-Family Residential
4 floors / 30,300 s.f. per floor, 121,200 s.f. total
30 units per floor, 120 units total

Parking Garage:
2 levels above ground floor level
43,750 s.f. per level

Recommended Parking:
Parking Required: 86 commercial spaces,
153 residential spaces
Parking Provided in deck: 162 spaces
Public Parking Provided: 76 spaces



NOTE: This catalyst site consists of vacant and/or underutilized parcels where redevelopment could have a significant positive effect on the surrounding area. The concept is for illustrative purposes only and is indicative of desired intensity of development and mix of uses supported by the Comprehensive Plan.

Duane St & Forest Ave

DOWNTOWN GLEN ELLYN CATALYST SITE

This catalyst site occupies portions of the blocks north of Duane Street to the east and west of Forest Avenue. Both blocks consist of one- and two-story commercial buildings served by dedicated surface parking that is fragmented by multiple access drives including a continuous curb cut along Forest Avenue for bank drive aisles. To the west of Forest Avenue, the concept below illustrates potential to accommodate a two-story mixed-use structure with offices located above ground floor commercial space fronting Duane Street. To the east of Forest Avenue, the concept illustrates potential for a three- to four-story mixed-use structure with ground floor commercial and condominiums or apartments on the upper floors. The structure is served by a parking dock that abuts Prairie Path Park. As an alternative, townhome development could be pursued at the eastern end of the site.

Design Considerations

- A proposed pedestrian railroad underpass will position Forest Avenue as a prime pedestrian access point for the Metra Station. New development should front Forest Avenue and enhance the pedestrian/visitor experience.
- New development would connect to the adjacent Illinois Prairie Path and Prairie Path Park. Through coordination with the GEPD, the park could be expanded as part of the development and enhanced with additional event space.
- Office and commercial flex space should be encouraged to accommodate businesses growing out of Innovation DuPage's incubator program at the Glen Ellyn Civic Center.
- Primary access should be provided from Duane Street with secondary access to Forest Avenue.
- Outdoor seating/dining uses should be encouraged along Forest Avenue near the train station.

Site Details

Overall property area:
West Site: 27,184 s.f./ 0.62 acres
East Site: 53,220 s.f./ 1.22 acres

Current Land Use:
Office Commercial
Bank Mixed-use

Current Zoning:
(C5B) CBD Central Service

Existing Parking:
30 parking spaces (approximate)

Building Details (west of Forest)

Mixed-Use:
Ground-floor Commercial – 9,000 s.f.
Upper-floor Office – 9,000 s.f.

Recommended Parking:
Parking Required: 72 spaces
*Parking Provided: 30 spaces**

Building Details (east of Forest)

Mixed-Use:
Ground-floor Commercial – 9,750 s.f.
Upper-floor(s) Residential – 36 units total
2nd-3rd floor / 18,670 s.f. per floor
4th floor / 9,720 s.f.
Upper-floors / 47,060 s.f. total

Recommended Parking:
Parking Required: 46 commercial spaces,
*46 residential spaces**
Parking Provided: 95 spaces

** The additional required parking could be waived due to available parking at the Civic Center across the street.*



NOTE: This catalyst site consists of vacant and/or underutilized parcels where redevelopment could have a significant positive effect on the surrounding area. The concept is for illustrative purposes only and is indicative of desired intensity of development and mix of uses supported by the Comprehensive Plan.

DRAFT
FOR PUBLIC HEARING

Roosevelt Road Corridor



Vision for Roosevelt Road

The Roosevelt Road corridor is a significant economic engine for the Village and serves as a major east-west corridor for both Glen Ellyn and the surrounding region. The corridor includes a mix of retail, service, office, medical, lodging, and residential uses. As a heavily traveled arterial and prominent access point, Roosevelt Road has a significant influence on the image of the community and a variety of improvements should be made to better reflect the character of Glen Ellyn. While vacancies exist in some areas, the corridor has also witnessed redevelopment of aging properties and renovation and reuse of existing development. The subarea plan identifies strategies to maintain this reinvestment momentum and strengthen the corridor's position as an economic asset and source of community pride.

Maximizing Development Potential

Most properties along Roosevelt Road are impacted by limited lot depth and abutting residential areas with limited or no screening and buffering. Roosevelt Road is also under the jurisdiction of the Illinois Department of Transportation (IDOT) which means the Village does not control decisions regarding property access or use of adjacent right-of-way. Within this constrained context, it is important that the Village and property owners work together to make strategic improvements to reposition outmoded commercial properties. This should include strategies that increase buildable area and enable the Village to increase the tax base on existing commercial properties.

Promote Lot Consolidation & Cohesive Redevelopment

Development along the Roosevelt Road corridor primarily consists of one- and two-story structures with surface parking. Shopping centers such as Baker Hill, Market Plaza, and Pickwick Plaza are interwoven with older, freestanding businesses that often make inefficient use of the underlying parcels. These properties are typically sited to accommodate single-sided, front-loaded parking with multiple access drives and poorly located service/loading areas that impact productive use of the site. While it is desired that commercial uses remain the predominant land use along the corridor, the Village should promote the consolidation and comprehensive redevelopment of older commercial properties to accommodate larger scale development and more efficient site layouts. The Village could also consider reducing setback requirements to accommodate redevelopment provided that adequate landscaping and pedestrian amenities can also be provided.

Site Constraints

In some instances, inefficient development is related to site constraints that should be addressed as redevelopment occurs. The presence of a utility line that bisects commercial properties south of Roosevelt Road and west of Main Street pushes development to occupy either the northern or southern portions of a parcel, with the utility lines marking transition to parking lots. In addition, adjacent but divided parking lots increase the land area needed to accommodate access lanes and parking that could be utilized by multiple businesses. The Village should coordinate with property owners and developers to bury utility lines and develop shared parking arrangements.

Low Impact Development

The DuPage County Stormwater and Floodplain Ordinance and Village amendments currently mandate the type of low impact development (LID) techniques required when there is an increase in impervious area with redevelopment.

While Lambert Lake and Panfish Park serve as regional stormwater facilities for the Roosevelt Road corridor, the LID approach could be used to minimize stormwater flow to these facilities. This includes incorporating permeable pavers in parking areas to feed underground detention areas or stormwater chambers. As a result, the need for detention ponds is minimized or eliminated, which would otherwise consume areas adjacent to the building and parking areas.

Similarly, landscaped areas, including perimeter landscaping, parking lot islands, and medians can be designed to include rain gardens and bioswales. Such techniques enable development to capture and retain stormwater on-site and either allow for that stormwater to naturally filter into the ground or control its release to the Village's storm sewer.

The Roosevelt Road corridor, however, currently consists of mostly impervious surfaces, and as a result LID techniques are not often required by the ordinance for redevelopment. The Village should consider an additional stormwater ordinance or zoning code amendments to require LID measures and/or green space requirements along the Roosevelt Road corridor during redevelopment (and other areas, such as Downtown) to reduce runoff, as well as improve aesthetics.

Multi-family Reinvestment

Roosevelt Road is a desirable location for multi-family development that places residents in proximity to retail areas, transit, and several parks and natural areas. Several of the multi-family residential properties adjacent to Roosevelt Road's commercial areas are characterized by deferred maintenance, excessive land coverage, a lack of open space, and physical separation from other residential areas. These properties should either be substantially improved or redeveloped.

Corridor Image

The Village has made many improvements along Roosevelt Road to improve pedestrian infrastructure, streetscaping, and wayfinding along public rights-of-way. Complementary improvements are needed on privately owned commercial properties to ensure that Glen Ellyn's heavily traveled corridors reflect positively on the image of the community. Existing development can be enhanced through the consolidation of access drives, use of cross-access easements and shared parking, and installation of landscaping and pedestrian amenities. In addition, 360-degree architecture that complements surrounding building designs should be promoted to reflect existing quality neighborhoods and provide for a positive community image.

Roosevelt Road is Glen Ellyn's main commercial corridor and the Village should seek opportunities to maximize development potential, improve multi-modal access, and promote public realm and private on-site improvements to beautify the corridor.



IL Route 53 Underpass

The heavily traveled IL Route 53 underpass area that cuts through the corridor is stark and unattractive, particularly northbound as it passes under Roosevelt Road. Weeds in concrete medians also diminish the area’s appearance.

As adjacent properties are redeveloped, the Village should coordinate with property owners and IDOT to evaluate the potential to replace portions of the retaining wall with a sloped, landscaped embankment. Such an improvement could be accommodated on the properties located on the southwest side of the underpass without impacting the current development envelope. The site currently has a paved setback of over 20 feet that is not used for parking or access.

In the near term, the Village should also work with DuPage County to implement its 2017 Illinois Transportation Enhancement Program (ITEP) project for the JR McBride Bridge, which outlines gateway improvements for under and on the JR McBride Bridge. Improvements include a monument sign, fencing, and landscaped medians.

In addition, the IDOT medians are currently poorly maintained and the Village should consider working with IDOT to replace the concrete medians with landscaping to be maintained by the Village.

Village Gateway Features

Per recommendations of the Community Signage and Wayfinding Plan, the Village should install vertical gateway signs along Roosevelt Road at entry points to the Village. This should include signage at the south side of Roosevelt Road near Lambert Road, the north side of Roosevelt Road near Finley Road, and near the median to the west of the I-355 overpass. The plan also recommends the addition of directional signage along Roosevelt Road. Such signs should be accompanied by landscaping and lighting features. Installing the gateway features would likely require landscape easements from property owners adjacent to Roosevelt Road.



Parking Lot Landscaping

As reinvestment is made in existing commercial properties, the Village should partner with property owners to identify opportunities to improve on-site landscaping in existing parking lots. As an example, various opportunities exist at centers such as Market Plaza and Pickwick Plaza to enhance both the appearance and function of surface parking areas.

Currently, numerous parking lots are striped to prohibit parking at the ends of parking aisles or at corners, but these vacant areas are not improved and could easily accommodate landscaping enhancements.

It is recommended that the Village consider updating parking lot landscaping requirements (Code of Ordinances Chapter 10-5-8) to minimize the visual impact of parking areas. Presently, proposed parking areas with 10 or more spaces are required to provide landscaped islands at the end of every row of parking, and one interior landscaped island for every 20 spaces.

Further, any parking lot or garage that is expanded by 10 percent or more of its parking spaces is required to conform to curb, surfacing, stormwater management, and landscaping requirements outlined in the code. Additional parking is also required for any building or use that is enlarged by 20 percent or more of its gross floor area.

The regulations, however, do not include sufficient detail to ensure that every parking area is adequately landscaped and perimeter landscaping is not required unless fronting a residential district or institutional use. The Village should consider revising the zoning code to require parking lot perimeter landscaping as well as foundation landscaping to enhance the appearance of its commercial areas.

On-site Improvement Grant

In addition to changes in development regulations, incentives should also be considered in encouraging commercial property owners to make on-site improvements that improve the overall image of the corridor and enhance the pedestrian experience.

The Village currently offers a Retail Façade Improvement Award under which approved projects are eligible to receive a maximum award amount of \$15,000. The program encourages businesses to make their own investment into façade improvements. While landscaping does not qualify for the award under the façade improvement program, the Village should consider making this an eligible improvement within targeted areas. Such an incentive, even at a reduced amount of \$5,000 to \$10,000, could be used to encourage property owners that are not legally obligated to meet recently adopted standards to make improvements that would bring their property into compliance with current regulations.

Streetscaping

The Village’s streetscaping investments including brick pavers, landscaping, decorative fencing, ornamental light poles and fixtures, and wayfinding signage, have enhanced the appearance of the corridor. IDOT, however, will not permit the replacement or new installation of brick pavers in the Roosevelt Road right-of-way due to the quick deterioration of previous installations. Therefore, the Village must develop an alternative approach to streetscape.

As development occurs, the Village should work with property owners to accommodate streetscape elements adjacent to Roosevelt Road right-of-way. This could include sidewalks that utilize decorative surfacing, as well as perimeter landscaping, low berms, masonry knee walls, and decorative wrought iron fencing to effectively screen surface parking lots from rights-of-way.

Accommodating desirable parkway treatments may require the Village to develop private/public partnerships with property owners to ensure that an easement can be acquired. The commercial property located on the northwest corner of Nicoll Way at Roosevelt Road is a quality example of perimeter landscaping with adjacent streetscape elements.

The Village should also consider providing moveable planters that could be used for rotated seasonal plantings or to host public artwork. These temporary installations would enable the Village to relocate street-scaping elements as construction or roadway improvements occurs.

Multi-modal Access & Mobility

Roosevelt Road is an auto-oriented corridor, however there is a community desire to improve bike and pedestrian access. Opportunities exist to minimize the need for local traffic to utilize Roosevelt Road, while promoting a more attractive and safer pedestrian experience and coordinating with Pace to enhance corridor bus service.

Bike Routes

Access to businesses by all forms of transportation is crucial to the development and prosperity of the corridor. While Roosevelt Road is not appropriate for bicycle facilities based on the available right-of-way and heavy traffic counts, access can still be provided to key destinations on parallel routes. This includes utilizing a combination of Taft Avenue and Pershing Avenue as an alternative east-west bicycle route as recommended in the Move Glen Ellyn Active Transportation Plan. This route can be connected to the bike routes along Lambert Road, Park Boulevard, and Nicoll Way, and to the proposed East Branch DuPage River Greenway Trail. Sidewalk improvements along Roosevelt Road and IL Route 53 could also assist with connections these bike routes.



Pedestrian Circulation

The sidewalk network along Roosevelt Road is inconsistent, with sidewalk segments either ending abruptly, traveling through access drives, or situated as a carriage walk immediately adjacent to travel lanes, creating an environment that can be difficult to navigate and uncomfortable for pedestrians. Where the right-of-way allows, parkway sidewalks should be the preferred sidewalk treatment to provide a landscaped buffer between pedestrians and vehicles. Should carriage walks be implemented, they should be a minimum of six feet in width with a preferred width of eight feet to provide a wider buffer to the travel lanes.

Pedestrian ways should also be delineated within parking lots. At a minimum, striping or decorative paving should be used to identify pedestrian crossings within parking lots. In addition, as landscape improvements are made, pedestrian pathways could be accommodated within parking lot islands and landscaped medians between parking aisles. The Village should consider adding these requirements to the zoning code.

Transit Improvements

Pace Bus Route 301 travels along Roosevelt Road with an average weekday ridership of over 1,500 passengers. Pace plans to implement its PULSE Arterial Bus Rapid Transit along Roosevelt Road which is identified as a near-term priority project along six corridors, two of which have already been implemented (Milwaukee Avenue and Dempster Street). Station locations have not yet been determined, but in general the PULSE stations will be spaced at least one-half mile apart, and will be enhanced with bus shelters that include heat lamps, lighting, and real-time passenger information displays.

The Village should remain informed of the status of this project and proactively coordinate with Pace to identify desirable station locations that complement high activity areas identified in the Land Use Plan. This should include encouraging the location of a PULSE station near Park Boulevard to facilitate transfers from Roosevelt Road to the intersecting Pace Bus Route 715 that connects to Downtown and College of DuPage via Park Boulevard.

Reducing Local Traffic

Some portions of Roosevelt Road are characterized by several small, isolated commercial uses that are separated from one another by landscaping, curbs, or parking lot striping. This configuration requires that businesses have separate parking lots and often multiple access drives, which increases the need for curb cuts. This has negative impacts on pedestrian mobility and safety and on-site circulation, forcing business patrons to use the heavily traveled Roosevelt Road even for short trips between adjacent properties.

Where possible, access drives should be consolidated to reduce curb cuts. This will likely require cross-access easements between neighboring property owners. The Village should work with property owners to facilitate cross-access agreements and consider incentives (such as reduced parking requirements) or requirements to provide cross-access easements as part of new developments. Where possible, redevelopment should include the creation of rear access drives that are accessible via side streets. Rear access drives facilitate shared access and curb cut reduction by providing an off-street connection between adjacent parking areas, loading zones, and storefronts.

Shared Parking

To reduce the number of access points along a corridor, the Village should consider permitting shared parking agreements between adjacent and complementary uses along Roosevelt Road. Neighboring businesses with differing peak demand times for parking or businesses with a low volume of customers are best suited to enter into a shared parking agreement.

The Village currently permits shared parking, but the current code (Code of Ordinances Chapter 10-5-8 (B)) does not define how required parking should be calculated or provide guidance on the required instrument of record if multiple parcels are involved. A common challenge in promoting shared parking is negotiating an agreement between adjacent property owners. The Village should consider developing a model agreement for property owners to utilize. An amendment to the zoning ordinance should also be considered to provide guidance regarding required parking calculations which are typically less than what would otherwise be required if uses provided independent parking facilities.

Potential
Redevelopment Sites

The following list identifies redevelopment opportunities within the Roosevelt Road subarea as labeled in the following subarea framework maps. These underutilized or disinvested sites have the potential to act as catalysts for additional quality development and improvements along the corridor if redeveloped.

1 **Haggerty Chevrolet.** This is an important and viable use and the Village should continue to work with Haggerty to improve, enhance and expand their facilities. The area to the north is used for outside storage and parking. This area could be used for the expansion of the business or sold for redevelopment. Multi-family or commercial development would be appropriate. Landscape buffering between the commercial and residential development should be improved either way.

2 **Dreisilker Electric Motors.** This site includes a dated office/warehouse building and a parking field/outside storage for Dreisilker Electric. Should redevelopment occur on this site, it could make way for a larger commercial development. In that case, the Village should consider vacating the Hillcrest right-of-way between the rear parcels.

3 **Sunset Cove Apartment Buildings.** These are older single story apartment buildings, which could be redeveloped into an updated multi-story apartment complex. Buffering between the residential and commercial uses should be improved.

4 **ATI Physical Therapy.** This is a viable business and the building is in good shape. This block has a number of commercial and office uses including a physical therapy office, an automotive use, a restaurant and a bank. The area has some buildings and sites that could use improvement. If redeveloped in combination or in part, buffering to the north, parking areas and landscaping should all be improved. Similar office and service commercial type uses would be appropriate for these sites.

5 **Wintrust Bank.** This site includes a business on an improved site. Unless needed for redevelopment with the adjacent properties to the west, this is a viable business with appropriate landscaping and buffering that should remain.

6 **Advance Foreign Car Repair** This site includes a vacant building, a large parking field, and Motor World, both of which could benefit from reinvestment. The two properties could be redeveloped together for a new office or service commercial use.

7 **Malloy's Liquor, Burger King, Bank of America (vacant), and a restaurant.** This section consists of mostly viable businesses that could use site improvements and façade updates. Either individually or in some combination these sites could be redeveloped for office and service commercial uses.

8 **Dated office buildings, vacant land, and a large parking field.** These sites could be redeveloped in whole or in part to accommodate a larger office or service use. Special attention should be paid to stormwater management on these sites as they are in or near floodplain.

9 **Mix of small commercial buildings and strip commercial.** These sites could be redeveloped in whole or in part to include similar commercial uses. The utility lines bisecting the sites should be removed to accommodate new development.

10 **Outmoded retail structures and strip development.** The majority of this site is under common ownership. While individual development might take place on a few of the lots, this area has excellent visibility and should be looked at holistically for redevelopment. The building at the northeast corner of the development area toward the interior of the site should be maintained and enhanced.

11 **Auto parts store and an optometrist's office.** These lots should be consolidated and the site should be redeveloped with a commercial use.

12 **US Bank Site and Danby Station Café.** US Bank is a viable business, the site and building are in good condition and should be maintained or enhanced. Danby Café is in fair to poor condition and the site could use façade and site improvements. If redevelopment is to occur, both sites should be included in the project if feasible.

13 **Retail in poor condition of vacant.** Redevelopment of all sites is recommended. Retail, service, and office uses should be maintained on the Roosevelt Road frontage.

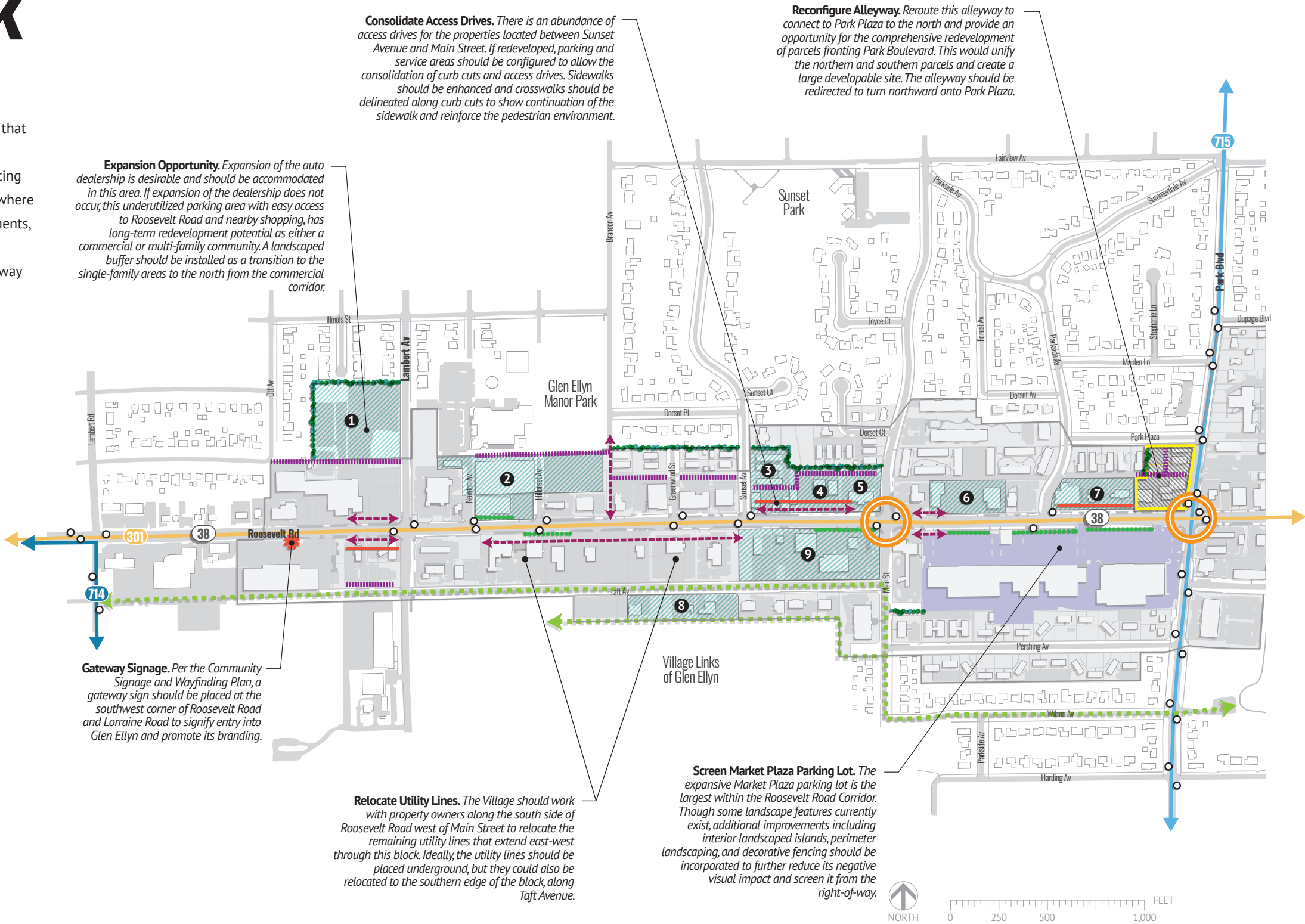
Subarea Framework

ROOSEVELT ROAD - WEST

The following three framework sections of Roosevelt Road identify recommendations that encourage reinvestment in Glen Ellyn's main commercial corridor by promoting more efficient site design and circulation and increasing the development potential of existing commercial parcels. This is especially relevant in the West section of Roosevelt Road where lot depths are shallow and cross-access connections are limited. Pedestrian improvements, curb cuts consolidation, and shared access are key themes in this section to enhance mobility for both pedestrians and vehicles. As the Village's most heavily traveled gateway from the west, it is important that the aesthetic of this section is enhanced including landscaping, parking lot screening and greening, and improving key intersections.

Legend

- **Key Intersections.** Continue to enhance these intersections by incorporating wayfinding signage, landscaping, high visibility crosswalks, and decorative lighting.
- **Gateway Features.** Install gateway signs at prominent entry points into the Village to reinforce a sense of identity. Such signs should be complemented by streetscape components such as intersection treatments and landscape features.
- **Perimeter Landscaping.** Provide landscaping and decorative, low-profile fencing or knee walls to delineate public rights-of-way and screen parking areas. Perimeter landscaping should be designed to maximize stormwater management and improve water quality through the implementation of BMPs, such as bioretention areas. Screening should also be used to enclose or conceal necessary, but unsightly service areas and utilities/mechanical systems.
- **Consolidate Access Drives.** Consolidate access drives along Roosevelt Road and other primary streets to improve traffic flow, reduce conflicts, and eliminate curb cuts, enhancing the pedestrian environment.
- **Access Drive/Alley Reconfiguration.** Create access drives and reorient alleyways behind properties to increase cross access away and divert local trips from the main roadway.
- **Onsite Landscaping.** The installation of interior landscaped parking islands and foundation landscaping should be encouraged on properties with large parking lots to enhance the area's aesthetic, foster a welcoming pedestrian environment, and provide opportunities for improved stormwater management. Lots should be landscaped with local or native species of shade trees, evergreens, shrubs, grasses, and flowers to beautify sites and connect them to adjacent parkways.
- **Pedestrian Infrastructure.** Upgrade deteriorating sidewalks and where narrow, work with current property owners to increase sidewalk width to at least five feet. Provide landscape buffers between sidewalks and traffic as well as high visibility crosswalks at curb cuts and intersections to increase sense of comfort and safety for pedestrians. Other improvements include implementing sidewalk treatments, decorative fencing, and small-scale street furniture, as well as releveling brick paving.
- **Residential Screening/Buffering.** Screen commercial, parking, loading, and utility areas from adjacent residential properties and public right-of-ways. Apply 'Dark Sky' Village lighting standards in transition areas to minimize glare and decrease light trespass in adjacent single-family residential areas.
- **Bike Path/Trail Improvements.** Construct a bike trail and pedestrian crossing to improve non-vehicular connectivity across Roosevelt Road and expand the Village's trail network. Bike path and trail improvements are discussed in further detail in Chapter 6: Transportation.
- **Catalyst Sites.** Redevelop these underutilized sites to act as catalysts for further development and investment along Roosevelt Road.
- **Redevelopment Opportunities.** These sites represent dated or poorly laid out parcels that can be consolidated with adjacent properties to facilitate more intense redevelopment that is in line with the community's vision of Roosevelt Road as a vibrant commercial corridor.
- **Pase Bus Route 715**
- **Pase Bus Route 301**
- **Pase Bus Route 714**



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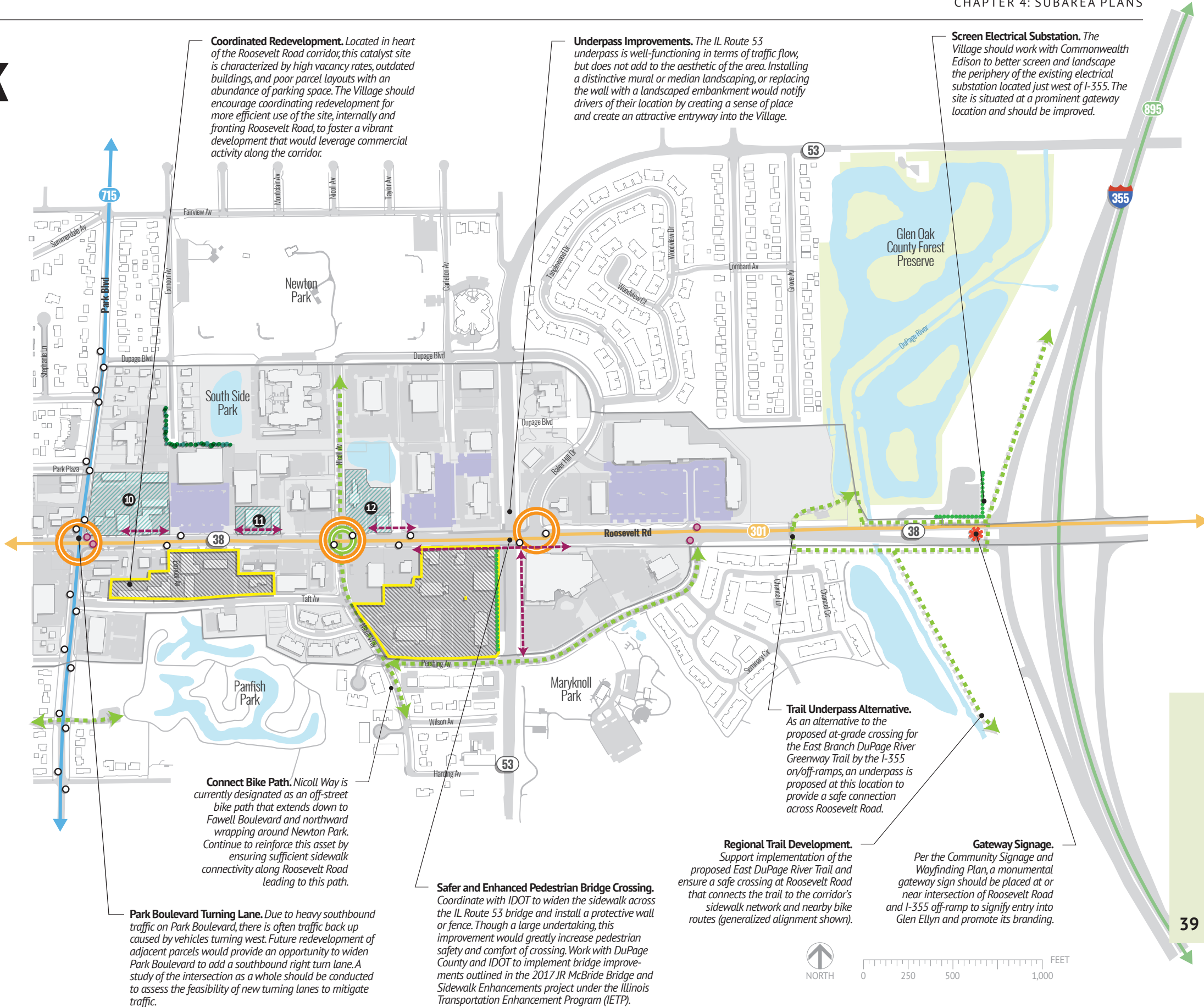
Subarea Framework

ROOSEVELT ROAD - CENTRAL

The Central section of Roosevelt Road generally has deeper lots which has allowed for more intense development behind the buildings fronting the corridor. Two catalyst sites are located within this section (the Exmoor Avenue and Nicoll Way sites), which are discussed directly after the framework plan. The East Branch DuPage River Greenway Trail is proposed to intersect the eastern end, which underscores the need for enhancing pedestrian and bicycle infrastructure leading up to the trail system.

Legend

- **Key Intersections.** Continue to enhance these intersections by incorporating wayfinding signage, landscaping, high visibility crosswalks, and decorative lighting.
- **Gateway Features.** Install gateway signs at prominent entry points into the Village to reinforce a sense of identity. Such signs should be complemented by streetscape components such as intersection treatments and landscape features.
- **Bike Path/Trail Improvements.** Construct bike and pedestrian infrastructure to improve non-vehicular connectivity along Roosevelt Road and expand the Village's trail network. Provide access to natural assets such as the DuPage River by establishing connections to the proposed East Branch DuPage River Greenway Trail. Bike path and trail improvements are discussed in further detail in Chapter 5: Transportation.
- **Bus Shelter Improvement/Installations.** Coordinate with Pace to provide additional bus stops at key locations to limit distance between bus stops to near a quarter mile (or five-minute walk). Identify high-frequency stops for the installation of new bus shelters with real-time timetables and provide benches at all stops.
- **Onsite Landscaping.** The installation of interior landscaped parking islands and foundation landscaping should be encouraged on properties with large parking lots to enhance the area's aesthetic, foster a welcoming pedestrian environment, and provide opportunities for improved stormwater management. Lots should be landscaped with local or native species of shade trees, evergreens, shrubs, grasses, and flowers to beautify sites and connect them to adjacent parkways.
- **Pedestrian Infrastructure.** Upgrade deteriorating sidewalks and where narrow, work with current property owners to increase sidewalk width to at least five feet. Provide landscape buffers between sidewalks and traffic as well as high visibility crosswalks at curb cuts and intersections to increase sense of comfort and safety for pedestrians.
- **Residential Screening/Buffering.** Screen commercial, parking, loading, and utility areas from adjacent residential properties and public right-of-ways. Apply 'Dark Sky' Village lighting standards in transition areas to minimize glare and decrease light trespass in adjacent single-family residential areas.
- **Redevelopment Opportunities.** These sites represent dated or poorly laid out parcels that can be consolidated with adjacent properties to facilitate more intense redevelopment that is in line with the community's vision of Roosevelt Road as a vibrant commercial corridor.
- **Perimeter Landscaping.** Provide landscaping and decorative, low-profile fencing or knee walls to delineate public rights-of-way and screen parking areas. Perimeter landscaping should be designed to maximize stormwater management and improve water quality through the implementation of BMPs, such as bioretention areas. Screening should also be used to enclose or conceal necessary, but unsightly service areas and utilities/mechanical systems.
- **Catalyst Sites.** Redevelop these underutilized sites to act as catalysts for further development and investment along Roosevelt Road.
- **Pace Bus Route 715**
- **Pace Bus Route 301**
- **Pace Bus Route 895**



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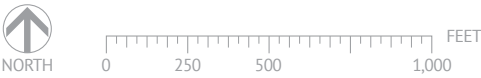
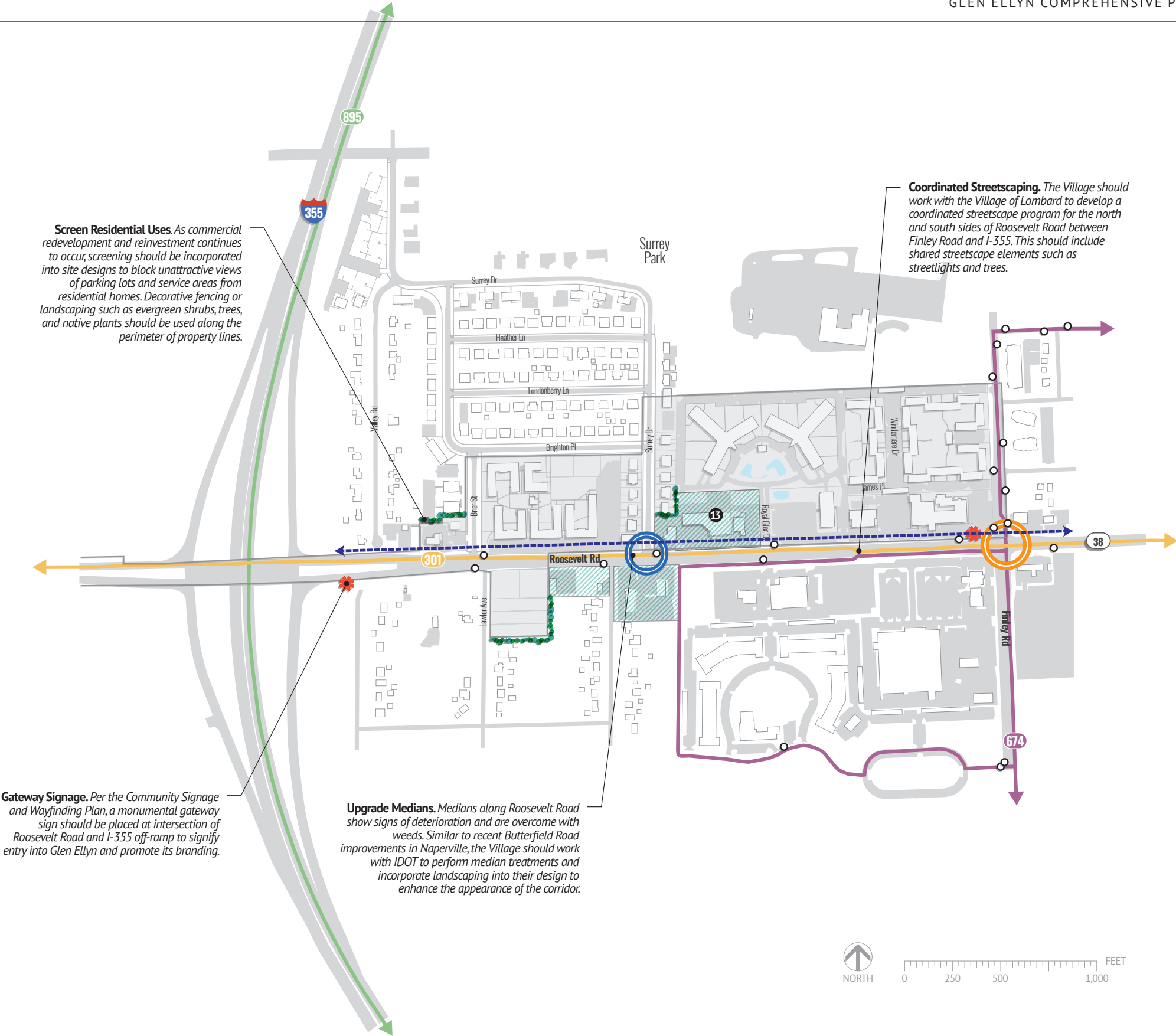
Subarea Framework

ROOSEVELT ROAD - EAST

The East section of Roosevelt Road currently has a mix of single-family attached, multifamily, commercial, and office uses. Accordingly, it is important to ensure the commercial and office uses are properly screened from residential properties. With access to I-355 and Lombard abutting the eastern limit, this section acts as a gateway into the Village and gateway features should be accommodated. Streetscape improvements are also needed to visually connect this portion of the Village to areas west of I-355.

Legend

- **Key Intersections.** Continue to enhance these intersections by incorporating wayfinding signage, landscaping, high visibility crosswalks, and decorative lighting.
- **Gateway Features.** Install gateway signs at prominent entry points into the Village to reinforce a sense of identity. Such signs should be complemented by streetscape components such as intersection treatments and landscape features.
- **Residential Screening/Buffering.** Screen commercial, parking, loading, and utility areas from adjacent residential properties and public right-of-ways. Apply 'Dark Sky' Village lighting standards in transition areas to minimize glare and decrease light trespass in adjacent single-family residential areas.
- **Sidewalk Network Gaps.** Coordinate with existing property owners to fill in missing segments to ensure a complete sidewalk network throughout the subarea. New sidewalks should include a landscape buffer to separate pedestrians from drive lanes and be at least five feet in width per the Zoning Ordinance.
- **Intersection Improvements.** Coordinate with IDOT to construct a highly visible crossing at the Surrey Drive intersection with signalization and sidewalk connections to increase pedestrian accessibility.
- **Redevelopment Opportunities.** These sites represent dated or poorly laid out parcels that can be consolidated with adjacent properties to facilitate more intense redevelopment that is in line with the community's vision of Roosevelt Road as a vibrant commercial corridor.
- **Pace Bus Route 301**
- **Pace Bus Route 674**
- **Pace Bus Route 895**
- **Coordinated Streetscaping.** The Village should work with the Village of Lombard to develop a coordinated streetscape program for the north and south sides of Roosevelt Road between Finley Road and I-355. This should include shared streetscape elements such as streetlights and trees.



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Park Blvd & Roosevelt Rd

ROOSEVELT ROAD CORRIDOR CATALYST SITE

This catalyst site comprises a mix of small-scale, single story commercial properties and two vacant properties flanking a central east-west alley. Each existing structure is served by independent access drives and parking areas which limits the development potential and contributes to congestion along both Roosevelt Road and Park Boulevard. The concept below illustrates potential for redevelopment that provides for larger, more versatile commercial buildings with coordinated and shared parking and access that maximizes buildable area and reduces points of conflict along adjacent roadways. As an alternative, larger single commercial development along Roosevelt Road could be pursued that includes the same level of pedestrian amenities.

Design Considerations

- A dedicated right turn lane (westbound) should be added on southbound Park Boulevard as redevelopment occurs to reduce congestion.
- The existing alley should be incorporated into future development as a parking/access aisle to provide for efficient circulation and use of land while maintaining access for adjacent commercial and residential uses.
- Access to Park Plaza to the north can be constructed as a single drive aisle, minimizing impacts from potential traffic volume increases to residential properties across the street.
- Development should have limited setback and front on a landscaped parkway with pedestrian infrastructure and streetscape amenities that frame the roadway corridor.
- Utility lines should be buried underground as redevelopment occurs.

- Buildings should be constructed with quality 360-degree architecture that provides an attractive appearance from the roadway as well as the parking area and viewshed of adjacent residential development.

Site Details

Overall property area:
75,947 s.f./1.74 ac.

Current Land Use:
Commercial
Dining

Current Zoning:
(C3) Service Commercial District

Existing Parking:
67 spaces (approximate)

Building Details

Commercial:
Commercial – 16,500 s.f.

Recommended Parking:
Parking Provided: 125 spaces



NOTE: This catalyst site consists of vacant and/or underutilized parcels where redevelopment could have a significant positive effect on the surrounding area. The concept is for illustrative purposes only and is indicative of desired intensity of development and mix of uses supported by the Comprehensive Plan.

Exmoor Ave & Roosevelt Rd

ROOSEVELT ROAD CORRIDOR CATALYST SITE

Existing development in this area includes an extended-stay hotel with a mix of two- and three-story structures, and small-scale, single-story commercial properties fronting Roosevelt Road, and a landscaping business and two vacant parcels along Taft Avenue. The concept below illustrates the potential to reposition these properties under a unified redevelopment program that maximizes the commercial footprint along Roosevelt Road and integrates new office development along Taft Avenue. This concept shows the vacation of Exmoor Avenue to facilitate coordinated redevelopment of the block. As an alternative design a single, larger development, setback farther from the road would also be appropriate in this location.

Design Considerations

- Setbacks for development fronting Roosevelt Road should be similar to recent commercial development to the east, providing for cross access and a consistent aesthetic along the corridor.
- Parking lots should be used to buffer development from potential noise impacts from the fire station on the south side of Taft Avenue.
- Internal circulation should require drivers to make right-angle turns as they travel north/south to limit cuts through traffic between Roosevelt Road and Taft Avenue.
- Grade change and lack of development to the south means that a building height of three to four stories could be accommodated along Taft Avenue with minimal visual impact along Roosevelt Road. Larger buildings could accommodate office or hotel uses.
- Potential exists to utilize one of the commercial footprints for a high-quality hotel which is a desirable use along the corridor.
- The southern portion of the site (utilized for parking in the illustrative concept) is partially located within a floodplain which may pose potential challenges to future development.

- Access drives should be consolidated to eliminate curb cuts along Roosevelt Road.

Site Details

Overall property area:
173,110 s.f./3.97 ac.

Current Land Use:
Commercial
Auto Repair
Extended Stay Hotel

Current Zoning:
(C3) Service Commercial District

Building Details

Commercial:
Commercial – 27,000 s.f.
Provided Parking: 203 spaces

Office:
Office – 12,800 s.f.
Parking Provided: 66 spaces



NOTE: This catalyst site consists of vacant and/or underutilized parcels where redevelopment could have a significant positive effect on the surrounding area. The concept is for illustrative purposes only and is indicative of desired intensity of development and mix of uses supported by the Comprehensive Plan.

Nicoll Way-Route 53 & Roosevelt Rd

ROOSEVELT ROAD CORRIDOR CATALYST SITE

This catalyst site consists of six office buildings and an auto body shop. Vacancy within the office buildings that comprise the majority of the site is approximately 50 percent and it may be an appropriate time to consider alternative uses for the area. The northwest corner of the block has seen reinvestment recently with the demolition and redevelopment of two office buildings into a pharmacy and a fast-casual restaurant, underscoring the area’s attractiveness as a retail corridor. The concept below illustrates potential for commercial development with a modern, multi-story office building occupying the easternmost portion of the site’s Roosevelt Road frontage. A mix of multi-family development (served by surface and underground parking) is shown on the southern edge of the site, providing a transition to the single-family attached residential development to the south and west. As an alternative, townhomes or a multi-story multifamily building could be considered in lieu of two-story multi-family development.

Design Considerations

- Development should maximize commercial development along Roosevelt Road frontage.
- Setbacks for development fronting Roosevelt Road should be similar to recent commercial development to the west, providing for cross access and a consistent aesthetic along the corridor.
- The west side of IL Route 53 underpass could be improved in coordination with IDOT, by replacing the retaining wall with a landscaped embankment that can be incorporated into future redevelopment.
- Through access from Pershing Avenue should be restricted for commercial businesses on Roosevelt Road, but permitted for new residences on site.
- Landscaped berms should be used to limit sight lines and screen commercial areas from the proposed multi-family.

- Internal pedestrian circulation should be uninterrupted between Roosevelt Road and Pershing Avenue, enabling residents to access nearby commercial development.

Site Details

Overall property area:
369,034 s.f./8.47 ac.

Current Land Use:
Commercial
Dining
Auto Repair
Office

Current Zoning:
(C3) Service Commercial District
(C4) Office District

Building Details

Multi-Family:
Multi-Family – 48 units total
Provided Parking: 1.5 spaces per unit (72)
with 40 surface parking lot spaces

Commercial:
Commercial – 16,500 s.f.
Provided Parking: 175 spaces

Office:
Office – 37,500 s.f.
Parking Provided: 69 spaces



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NOTE: This catalyst site consists of vacant and/or underutilized parcels where redevelopment could have a significant positive effect on the surrounding area. The concept is for illustrative purposes only and is indicative of desired intensity of development and mix of uses supported by the Comprehensive Plan.

Stacy’s Corners

Vision for Stacy’s Corners

Stacy’s Corners (previously referred to as Five Corners) is located at the intersection of Main Street, Geneva Road, and St. Charles Road, and is considered to be the northern gateway into Glen Ellyn. The subarea is recognized as a community asset and is home to Stacy’s Tavern Museum and the Glen Ellyn Historical Society. Forest Glen Elementary School and Glen Ellyn School District 41 administrative offices are also located within the area at the intersection of Main Street and Elm Street. The area, the northeast portion of which is unincorporated DuPage County, includes a small park, several auto repair shops, and strip commercial uses.

Stacy’s Corners should be enhanced as an attractive neighborhood commercial center and gateway into the Village.

Stacy’s Corners functions as a neighborhood commercial service area for surrounding residential areas and passing motorists. Development within Stacy’s Corners, with the exception of civic and institutional uses, is auto-oriented commercial with surface parking oriented toward Main Street. The subarea plan identifies strategies to further develop the intersection into an attractive entryway and activity center, while maintaining both historic quality and local character.

Design Guidelines

Land Use & Development

- Development within Stacy’s Corners should continue to be limited to the frontage properties along Main Street from Emerson Avenue south to Elm Street, and along St. Charles Road/Geneva Road from Forest Avenue to Stacy Court. Commercial development should not encroach into adjacent neighborhoods.
- Residential infill, including both single-family detached and attached homes, should be encouraged on vacant and underutilized sites along Forest Avenue to the north of St. Charles Road.

- New neighborhood commercial development and redevelopment should be designed in a manner which is compatible with the compact scale, appearance, and overall character of adjacent development and surrounding residential neighborhoods. Buildings should be one- to two-stories in height and should complement the character of adjacent neighborhoods.
- The Village should consider annexing the unincorporated properties on the northeast corner of Main Street and St. Charles Road to ensure direct control over the type, quality, and character of future development.

Image & Character

- New and redeveloped commercial properties should provide structures that are architecturally detailed on all sides. Trash receptacles, dumpsters, service areas, and outdoor storage facilities should be well maintained and attractively screened. Chain-link fencing should be prohibited.
- Building materials and architectural style should complement the historic character of Stacy’s Corners. Traditional exterior building materials such as brick, shingles, limestone and wood clapboard siding and pitched roofs should be encouraged.
- A mix of architectural styles speaks to the age of the commercial district, but also provides for an inconsistent image. Updated storefronts with designs consistent with the area’s historic character would improve the image and appearance of the Stacy’s Corners district as a whole. Façade improvements should be encouraged and incentivized including updates to exterior surface materials, signs, colors, awnings and canopies, and related design features.

- Where possible, new development should incorporate landscaping and pedestrian amenities that complement the extensive streetscaping that has been completed to improve the area’s curb appeal.
- Distinctive decorative surfacing or crosswalk art should be considered for the remaining two untreated crosswalks along Main Street.
- Per the Community Signage and Wayfinding Plan, a gateway sign should be placed at the southwest corner of Main Street and Geneva Road to signify entry into Glen Ellyn with complementary directional signage at all four corners, providing direction to nearby assets including Ackerman Park, Downtown, and Lake Ellyn.
- Utility boxes sitting adjacent to the public right-of-way should be screened from view using a combination of decorative fencing and low-lying landscaping, such as evergreen shrubs.

Transportation & Parking

- Curb cut and parking lot consolidation should be encouraged along the east side Main Street north of St. Charles Road.
- “Drive-thru” facilities, such as fast food restaurants or banks, should be sited so that service lanes and pickup windows are located at the rear or sides of the buildings wherever possible.
- Wherever feasible, parking lots should be separated from roadways through a landscaped parkway, sidewalks, and parking lot setbacks.
- Parking areas should be improved with landscaped islands and pedestrian scale lighting that minimize light pollution, glare, and nuisance to neighboring properties.
- Bicycle and pedestrian safety should be enhanced at the Great Western Trail crossing on Main Street using measures such as overhead lighting and bicycle/pedestrian crossing signage with flashing yellow beacons.
- Coordination with the County will be critical as the trails and primary streets in this area are under their jurisdiction.

Subarea Framework

STACY’S CORNER

This subarea plan highlights opportunities to further the development of the intersection as an attractive neighborhood commercial center and gateway into the Village, while respecting the historic character of the surrounding neighborhood.

Legend

- Residential Screening.** Screen parking, loading, and utility areas from adjacent residential properties and, where feasible, public rights-of-way. Apply 'Dark Sky' Village lighting standards in transition areas to minimize glare and decrease light trespass in adjacent single-family areas.
- Utility Screening.** Screen utility boxes located in the public right-of-way from view with landscaping or decorative fencing.
- Provide Cross-Access.** Create vehicular and pedestrian access between neighborhood commercial properties to allow customers to patronize multiple businesses without having to enter/exit onto Main Street. This reduces traffic conflicts as well as the need to drive to neighboring properties with provided pedestrian pathways.
- Parking Lot Screening.** Hide unattractive views of parking lots from the public right-of-way by providing screening around the perimeter of parking areas along Main Street and St. Charles Road.
- Façade Improvements.** Work with property owners to improve the aesthetic of Stacy's Corners by performing façade "facelifts." Façade improvements should be in line with the historic character of the corner with attention given to material, detailing, and color.
- Eliminate Curb Cuts.** Reduce the excessive number of curb cuts along Main Street by eliminating the driveways in front of Larry's Auto Body and one of U.S. Paving's at its northern end of the property. Both properties should share the driveway located in front of U.S. Paving considering its ample size and existing cross-access, fostering a more pedestrian-friendly environment.
- Gateway Features.** Per recommendations of the Community Signage and Wayfinding Plan, install Village gateway signs along Main Street at Emerson Avenue (smaller hanging entry sign) and at Geneva Road (monument gateway sign) as well as vehicular directional signs at all intersection points to signify entry into Glen Ellyn and strengthen sense of place. Such signs should be complemented by streetscape components such as intersection treatments and hardscape and landscape features.
- Annex Unincorporated Properties.** In accordance with the Land Use Plan, the unincorporated properties on the northeast corner of Main Street and St. Charles Road should be annexed to ensure the type, quality, and character of future development is in line with the image of surrounding neighborhoods. Incorporation of the eastern residential properties will also allow the Village to direct higher-density single-family attached development along Forest Avenue to further diversify its housing stock.
- Stacy's Tavern Museum**
- Pace Bus Route 715**
- Maintain Established Neighborhoods**
- Encourage Single-family Attached Housing Development**
- Enhance Neighborhood Commercial**

Potential Development Sites

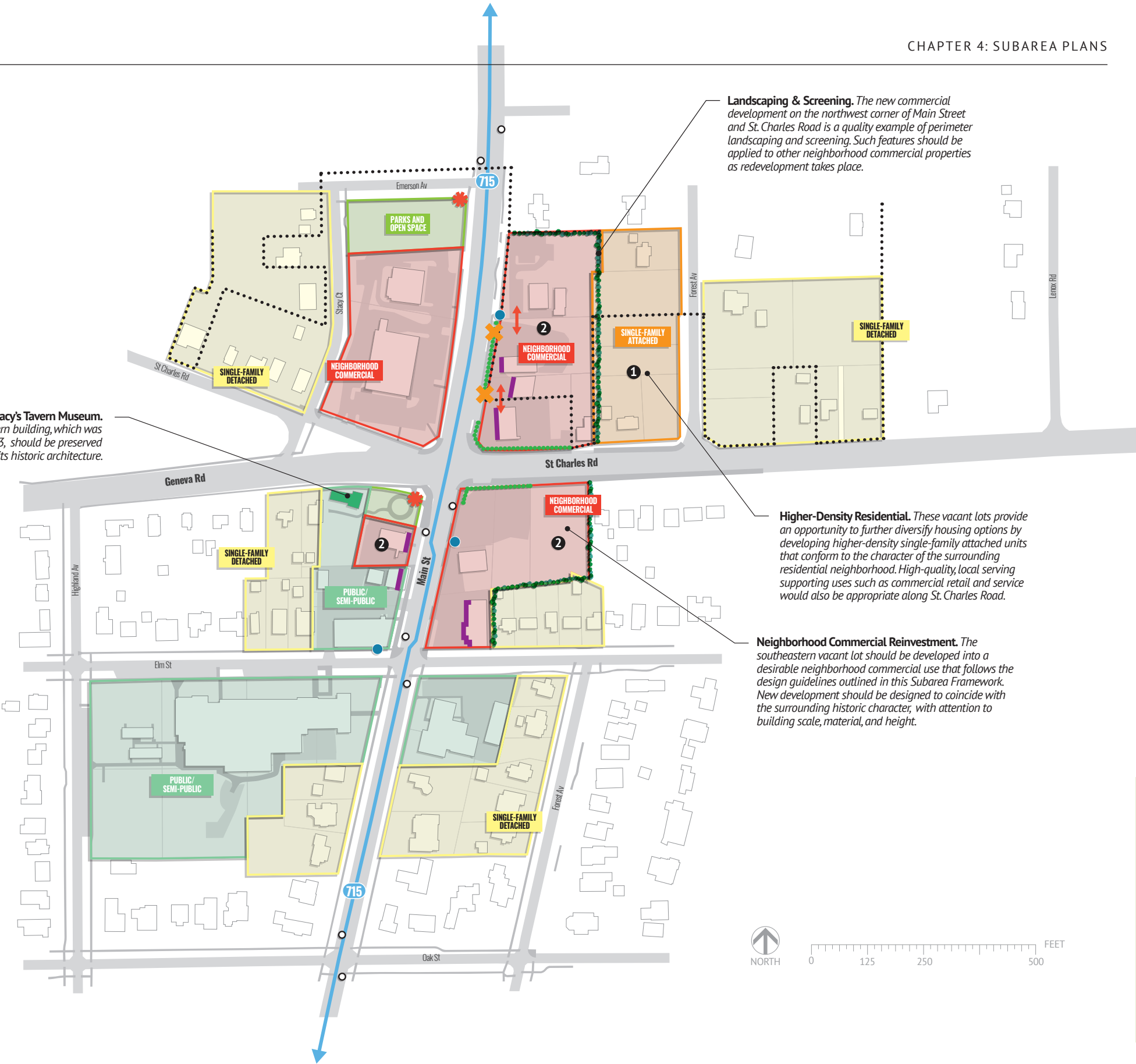
- 1 Vacant and large lot single-family detached housing.** Single-family attached or detached redevelopment that fits the character of the surrounding residential neighborhood should be encouraged. The Village should consider rezoning the lots fronting on St. Charles Road to Community Commercial.
- 2 Dated commercial buildings, auto body, dry cleaner, and strip development.** These areas should be enhanced or redeveloped with desirable neighborhood commercial uses that follow the design guidelines outlined in the Subarea Framework. As reinvestment in the neighborhood commercial properties occurs, new development should be designed to coincide with the surrounding historic character, with attention to building scale, material and height.

Preserve Stacy's Tavern Museum. The Stacy's Tavern building, which was landmarked in 2003, should be preserved to maintain its historic architecture.

Landscaping & Screening. The new commercial development on the northwest corner of Main Street and St. Charles Road is a quality example of perimeter landscaping and screening. Such features should be applied to other neighborhood commercial properties as redevelopment takes place.

Higher-Density Residential. These vacant lots provide an opportunity to further diversify housing options by developing higher-density single-family attached units that conform to the character of the surrounding residential neighborhood. High-quality, local serving supporting uses such as commercial retail and service would also be appropriate along St. Charles Road.

Neighborhood Commercial Reinvestment. The southeastern vacant lot should be developed into a desirable neighborhood commercial use that follows the design guidelines outlined in this Subarea Framework. New development should be designed to coincide with the surrounding historic character, with attention to building scale, material, and height.



DRAFT
FOR PUBLIC HEARING

CHAPTER 5

TRANSPORTATION

A well-maintained transportation network is key to promoting efficient movement within and around Glen Ellyn. A community’s accessibility and mobility is closely related to business development, resident attraction, and day-to-day quality of life. While the Village has a well-established system of roadways, public transit services, and bicycle and pedestrian facilities, continued efforts to maintain and enhance these systems will improve connectivity and provide the community with greater diversity in alternative modes of transportation. The following chapter addresses transportation improvements within the Village as a whole (for more detailed recommendations for the Downtown, Roosevelt Road, and Stacy’s Corners subareas see *Chapter 4: Subarea Plans*).

Roadway Network

Glen Ellyn is traversed by an extensive network of roadways that accommodate traffic circulation throughout the Village, maintain efficient connections between local neighborhoods and commercial corridors, and provide direct access to the Village’s Downtown and the regional expressway system. Each roadway falls into the classification of an expressway, arterial road, collector road, or local road based on the function they serve and their capacity. Interstate 355 is Glen Ellyn’s only expressway, and Roosevelt Road and IL Route 53 are its two primary major arterial roads, each of which convey the highest volumes of traffic through the Village. These three roadways are also the Illinois Department of Transportation’s (IDOT’s) designated truck routes, which are used to service commercial businesses along the Roosevelt Road corridor.

Roadway Jurisdiction

The roadways in Glen Ellyn are controlled by several jurisdictional entities including IDOT, the Illinois State Toll Highway Authority (ISTHA), DuPage County, Milton Township Highway, and the Village of Glen Ellyn. Glen Ellyn controls the arterials in the Downtown area and all of the Village’s collector and local roads. Several of the Village’s arterial roads outside of the Downtown are controlled by IDOT or DuPage County, which limits the Village’s ability to make improvements, control access, or unify roadway character. These roadways include Roosevelt Road (IL Route 38), IL Route 53, St. Charles Road, Geneva Road, Main Street, Park Boulevard, Swift Road, and Bloomingdale Road. It is important that the Village maintains close coordination with these agencies to support future development and enhance multimodal connectivity.

Major Roadways in Glen Ellyn			
Classification	Roadway	Jurisdiction	AADT ¹
Expressways	I-355 (Veterans Memorial Tollway)	ISTHA	129,500 – 131,000
Arterials	Roosevelt Road (IL 38)	IDOT	35,600 – 41,900
	Butterfield Road (IL 56)	IDOT	27,100 – 34,700
	IL Route 53	IDOT	17,400 – 23,500
	Bloomingtondale Road	DuPage Co	9,550 – 14,900
	Geneva Road	DuPage Co	16,100 – 20,500
	Swift Road	DuPage Co	5,500 – 12,300
	Main Street	DuPage Co, Village	6,450 – 19,600
	Nicoll Avenue/Nicoll Way	Village	n/a
Collectors	Crescent Boulevard	Village	2,800 – 2,950
	Fawell Boulevard	Village	7,600
	Lambert Road	Village	10,000 – 11,400
	Lorraine Street	Village	3,100
	Riford Road	Village	3,050
	Western Avenue	Village	3,700 – 5,150
	St. Charles Road	DuPage Co	8,100 – 21,200
	Park Boulevard	DuPage Co, Village	13,200
	Hill Avenue	Village	4,150 – 5,300
	Pennsylvania Avenue	Village	8,400

¹ AADT – Average Annual Daily Traffic Volume (Source: IDOT)

² n/a – Not Available

Roadway Capacity Improvements

Overall, the roadway network adequately manages traffic flow through the Village and no major changes to the street system are expected in the future. Congestion largely occurs along the Village’s arterial roadways during rush hours and on weekends, particularly on Roosevelt Road due to the vibrancy of the commercial businesses and proximity to the I-355 interchange.

The Village should continue to regularly coordinate with IDOT in monitoring traffic flow along Roosevelt Road and adjusting the traffic signal system coordination, as necessary, to reduce congestion. Intersection capacity improvements (i.e., left- or right-turn lanes) can address spot locations of congestion, and may be needed in the future at the intersections of Roosevelt Road and Park Boulevard, Roosevelt Road and Main Street, Geneva Road and Western Avenue, and St. Charles Road and Riford Road. The Village should also endeavor to consolidate curb cuts along Roosevelt Road as opportunities arise, particularly between Nicoll Way and Lambert Road, to improve traffic flow and reduce congestion.

IL Route 53

In addition, IDOT has targeted IL Route 53 for resurfacing and ADA improvements through the Village, including the installation of traffic signals and lane channelization at the IL Route 53/Parkview Boulevard/ Surrey Lane intersection. Moving forward, the Village should work with IDOT to increase the road capacity along IL Route 53 between Abbey Drive and Butterfield Road to provide a continuous three-lane cross-section as this segment is operating beyond the capacity of a two-lane roadway. This improvement project would also provide the opportunity to incorporate a side path into the design for pedestrian and bicycle mobility. Another future near-term project programmed by IDOT includes the widening of Butterfield Road from IL Route 53 to I-355.

Parking

In a review of parking requirements conducted as part of the Downtown Subarea Plan development, it was found that the Village’s parking ratios within its commercial areas could be adjusted to bring them more in balance with current best practices. In general, current ratios require more parking than is needed for modern commercial development. The Village should reevaluate parking ratios in the zoning code.

Transportation System Improvements

-  Expressway

 Arterial Major

 Arterial Minor

 Collector Major

 Collector Minor

 Existing Traffic Signal

 Proposed Traffic Signal

 Existing Underpass
-  Railroad Grade Crossing

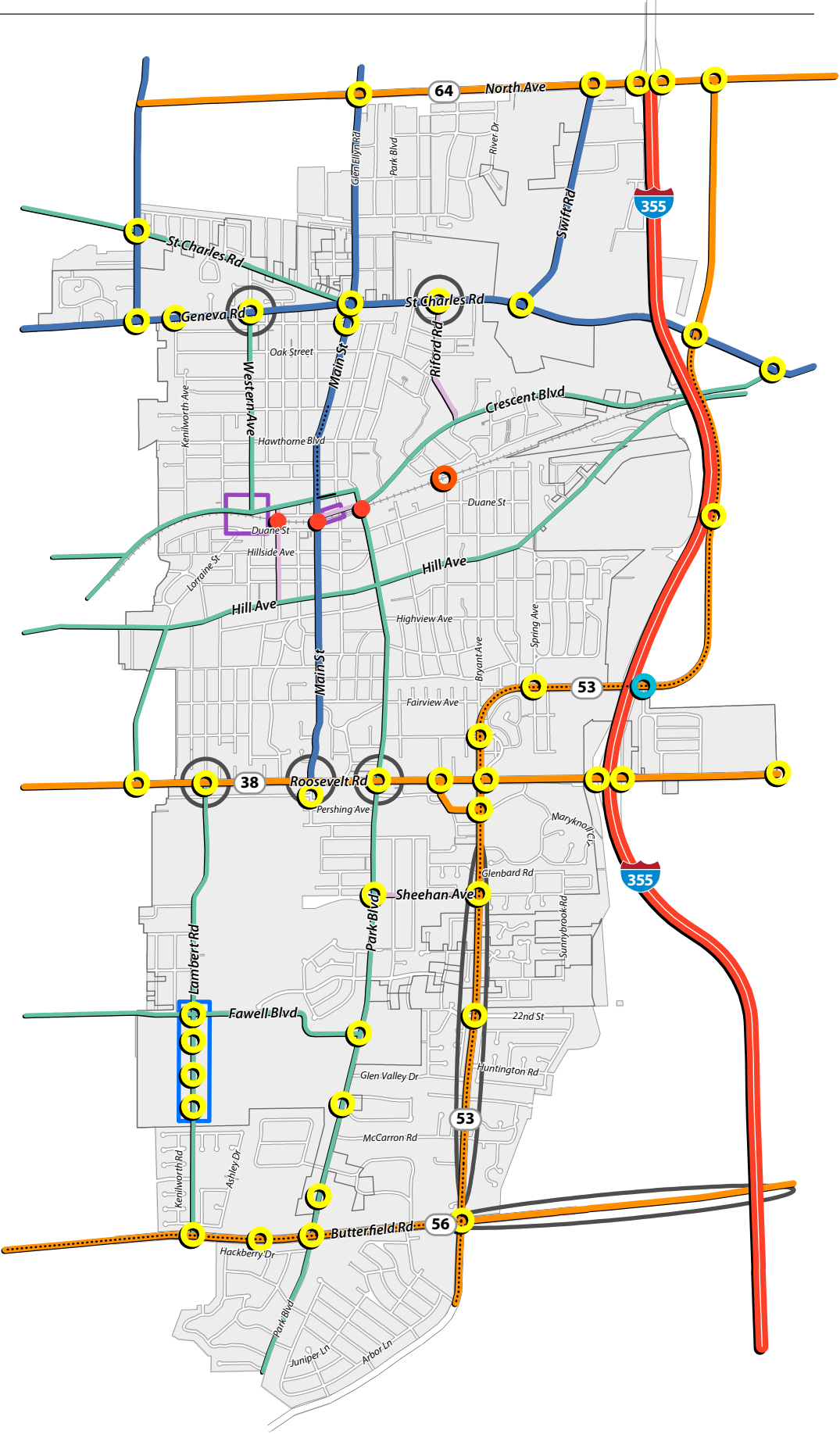
 Resurfacing and ADA Improvements

 Potential Two-Way Street Conversion

 Roadway Capacity Improvements

 Potential Railroad Grade Separation

 Monitor Signal Timings



Railroad Crossings

The Union Pacific Railway presents a significant physical boundary that restricts north-south traffic flow in the Village to three grade crossings in the Downtown (Main Street, Park Boulevard, and Prospect Avenue) and one grade-separated crossing to the east of the Downtown at Taylor Avenue. The high volume of Metra commuter rail traffic and freight train activity exceeds 100 trains daily and often results in extensive traffic delays at the Downtown grade crossings, increased response times for emergency service providers, and pedestrian safety issues for Downtown patrons, employees, and commuters parking on the opposite (south) side of the rail tracks from the train station.

Grade-separated Crossings

Grade separation of the existing Downtown grade crossings was determined to be unfeasible in a recent study performed by the Village due to the impacts to the adjoining properties. However, a pedestrian underpass in the vicinity of the train station was determined to be a practical alternative. To the east of the Downtown, the Taylor Avenue underpass has recently been improved to separate pedestrians and bicyclists from vehicular traffic. The underpass provides traffic relief to the east side of town; however, as a single lane roadway with an alternating traffic signal, it will continue to have limited traffic capacity. An additional grade-separated crossing of the railway to the west of the Downtown would provide relief to the other side of the community as well.

The study determined that a grade separation in the vicinity of Lorraine Street and Western Avenue could be feasible but costly, although it would be eligible for federal funding programs. The Village should continue to study these grade-separated options to reduce traffic delays and increase pedestrian safety in the Downtown.

Further, while safety measures are in place at the grade crossings on Main Street, Prospect Avenue, and Park Boulevard with gates across the roadways and pedestrian crossings, accidents still occasionally occur and the Village must continue to be vigilant in working with the UP Railway in monitoring safety at the crossings.

Downtown One-Ways

Within Downtown Glen Ellyn, there are nine roadway segments that are permanently restricted to one-way traffic movements, and three other roadway segments that are restricted to one-way travel on Sundays only. Four of these roadways (Main Street, Crescent Boulevard, Forest Avenue, and Pennsylvania Avenue) form a one-way counter-clockwise loop in the Downtown core area, which results in an inefficient around-the-block circulation and less visibility for businesses along the loop. The other one-way roadways are more residential in nature and are associated with the Village's six churches, many of which provide preschools and one of which has an elementary and junior high school.

Complete Streets and Traffic Calming

A “complete street” is a roadway that is designed to be safe for all users of the transportation network, including motorists, transit riders, bicyclists, and pedestrians. IDOT has adopted design policy changes in response to the 2007 Complete Streets state law, which requires the agency to construct bicycle and pedestrian ways when an urban roadway is constructed, reconstructed, or widened. The Village has followed suit through the adoption of its own complete streets resolution in February 2019, which it uses as a guide for capital projects.

To further this effort, the Village should review the traffic control devices utilized at all intersections in the Village to ensure that the right-of-way is assigned at each location. Uncontrolled intersections should be controlled on at least one of the streets. Use of yield signs should also be discouraged and replaced with stop signs.

The Village should also continue to work with the school districts to establish policies and develop traffic circulation plans for each school. This would help maximize student safety while minimizing conflicts and traffic congestion.

Sustainable Alternatives

Three out of four commuters in Glen Ellyn drive alone to work daily and over 80 percent of households have two or more cars. While the Village is served by public transportation options and has a developing bicycle and pedestrian system, there are other alternatives that the Village can pursue to decrease greenhouse gas emissions and dependence on fossil fuels, reduce parking demand, and lower household automobile ownership rates as well as income devoted to transportation costs.

Ridesharing Partnerships

Ridesharing services such as Uber and Lyft can supplement the public transit system by providing an alternative to using a personal vehicle for short trips to local destinations, such as the Downtown or Metra station. Some communities in the U.S. have partnered with a rideshare company to subsidize a portion of the cost for rides that begin and end within the community, which can reduce the need to construct additional public and/or commuter parking. The Village should consider this type of partnership to provide affordable alternatives to owning and operating a personal vehicle and closing gaps in the public transit system.

Carsharing

Households with access to car sharing services (e.g. ZipCar) are likely to have lower auto ownership rates and spend less of their disposable income on associated costs of ownership (i.e., insurance, maintenance, fuel, registration fees, etc.). Currently there are no carsharing services operating in Glen Ellyn. The Village should work with carsharing companies to establish businesses within the Village and identify carshare storage locations.

No-Emission Vehicles

There are currently a few locations in the Village that provide dedicated parking spaces for no-emission vehicles and electric vehicle charging stations, which offer environmental benefits that are desirable to the community. Locations include the Crescent and Glenwood commuter lot, Baker Hill Shopping Center, Maryknoll Park, Sunset Park, and College of DuPage. The new Civic Center parking garage will include charging stations as well. The Village should continue to work with businesses and property owners to dedicate parking spaces for these types of vehicles to incentivize their use.



Public Transit

Glen Ellyn is supported by a robust public transportation network that provides residents with a variety of options in accessing major destinations within the Village, nearby communities, and the City of Chicago. Services are provided by the following agencies.

Metra Commuter Rail

Glen Ellyn is located along Metra’s Union Pacific West Line (UP-W), which offers daily service between the Village of Elburn and Ogilvie Transportation Center in Chicago. The UP-W Line operates on the Union Pacific Railway, which traverses the Village from east to west. The Glen Ellyn Metra Station is located in the Downtown area at Crescent Boulevard and Forest Avenue.

There are approximately 1,930 boardings at the Glen Ellyn Metra Station each weekday, making it the second busiest train station on the UP-W Line and ninth busiest within the Metra system. The majority of Metra riders (67 percent) arrive to the station by car, of which around one-third are dropped-off and picked-up. There is also a prevalence of riders walking (27 percent) and biking (4 percent) to the station, and riders “reverse commuting” to and from College of DuPage. The Village provides 726 parking spaces for Metra commuters (daily fee and annual permit), and approximately 92 percent of these spaces are typically in use on weekdays; however, there is a lengthy waiting list for residents interested in reserving commuter parking spaces. The station also offers bicycle parking facilities.

Future upgrades to the UP-W Line are identified in CMAP’s ON TO 2050 Plan and include the addition of a third track east of Elmhurst, signal system upgrades, crossovers, and pedestrian safety improvements, which together will increase passenger service and better coordinate with freight traffic. Moving forward, the Village should continue to coordinate with Metra to maintain service quality, implement future upgrades, and expand commuter parking as needed.

The current 2,500-square foot train station was built in the 1960’s and is too small, outdated, and ill-equipped to handle the passenger volumes that currently pass through the station each day. Further, with two-thirds of the commuter parking spaces on the south side of the rail line, pedestrians have to scramble across the heavily-traveled Union Pacific Railway at the grade-crossings on Main Street and Park Boulevard to reach the station, sometimes walking several hundred additional feet “around-the-block” if parked in the commuter lots off of the Illinois Prairie Path. The Village is pursuing federal grant funds distributed through CMAP to replace the station with a modern new building that is 50 percent larger in size, paired with an ADA-accessible pedestrian tunnel beneath the rail line in the vicinity of Forest Avenue. The project would ease traffic congestion around the station and create new drop-off/pick-up areas, enclosed warming stations, and a plaza with added bicycle parking opportunities. The Village should continue to work with CMAP, IDOT, Metra, and the Union Pacific Railway to expedite this project, collaborate on advance engineering and architectural design plans, and seek additional grant funding if necessary.

Weekday Pace Frequency and Ridership				
Route	Buses/Day	Frequency	Hours of Operation	Daily Ridership
Route 301	20 EB, 18 WB	20-30 min. peak	5:57 AM – 7:22 PM	1,721
		60 min. off-peak		
Route 714	18 NB, 17 SB	30 min. peak	6:22 AM – 6:22 PM	224
		60 min. off-peak		
Route 715	14 NB, 13 SB	40-50 min. peak	6:19 AM – 7:24 PM	439
		70-80 min. off-peak		

Source: Regional Transportation Asset Management System (RTAMS). Pace monthly ridership average, 2018.

Pace Suburban Bus

Pace operates three fixed bus routes through the Village of Glen Ellyn. Pace is also the designated public rideshare administrator for Northeastern Illinois and the agency facilitates a free carpool and vanpool matching service through their website.

- Route 301 (Roosevelt Road). Operates along Roosevelt Road between the CTA Blue Line station in Forest Park and the Metra UP-W station in Wheaton with stops at Loyola University Medical Center and Edward Hines, Jr. VA Hospital, Elmhurst Hospital, Oakbrook Center, National University of Health Sciences, and DuPage County Judicial Center.
- Route 714 (College of DuPage-Naperville-Wheaton Connector). Operates along Lorraine Road and Fawell Boulevard between the Metra UP-W station in Wheaton and the Metra BNSF station in Naperville with stops at Wheaton College, College of DuPage and Ogden Mall.

- Route 715 (Central DuPage). Operates along Main Street and Park Boulevard between Walmart in Addison and Brookhaven Plaza in Darien with stops at the Glen Ellyn Metra station, College of DuPage, Finley Square, Yorktown Center, and Argonne National Laboratory.

For more information about the bus system routes, visit Pace’s website by clicking [here](#).

Boardings and alightings within the Village of Glen Ellyn are highest on Route 301. Infrastructure along the Pace routes is minimal with only three bus shelters along Roosevelt Road and one at College of DuPage. Several of the bus stops that are regularly utilized on a daily basis do not offer any form of rider amenity. The Village should coordinate with Pace to install shelters at these stops as well as upgrade the existing shelters with real-time technologies to improve the rider experience, encourage greater ridership, and preserve existing service frequency.

Locations that should be considered for new shelters include:

- Roosevelt Road at Finley Road – westbound in front of Crown Plaza Hotel
- Roosevelt Road at Park Boulevard – westbound in front of Fanny Mae
- College of DuPage – eastbound in front of Student Resource Center
- Park Boulevard at Taft Avenue – northbound at northeast corner of intersection
- Park Boulevard at Taft Avenue – southbound opposite Taft Avenue
- Park Boulevard at Roosevelt Road – southbound in front of Fanny Mae
- Crescent Boulevard at Forest Avenue – eastbound in front of Metra station
- Crescent Boulevard at Forest Avenue – westbound at northeast corner of intersection

Metra Ridership and Commuter Parking Utilization					
Metra Station	Weekday Boardings	Weekday Alightings	Parking Capacity	Parking Occupancy	Parking Utilization
Glen Ellyn	1,929	1,738	726	667	92%

Source: Regional Transportation Asset Management System (RTAMS). Metra boarding/alighting counts (2018) and Metra parking counts (2015).



Bus Rapid Transit

PULSE Arterial Bus Rapid Transit (ART) is a newly launched service by Pace that will feature limited-stop express bus services operating on specific improved routes. The PULSE network consists of 7 near-term routes, 12 medium-term routes, and 16 long-term routes. One of the long-term routes will operate along Roosevelt Road. The Village should monitor the progress of the PULSE network and work with Pace on advance planning for the Roosevelt Road route.

Ride DuPage

In cooperation with Pace, DuPage County operates Ride DuPage, a curb-to-curb, Dial-A-Ride service. The service serves senior or disabled residents of Milton Township that have registered for the program and are in need of special transportation within DuPage County for medical appointments, volunteer work, shopping, social visits, etc. The Township also offers a Ride DuPage to Work program.

Shuttle Bus to College of DuPage

Pace Route 715 is the only public transit linkage between College of DuPage campus and Downtown Glen Ellyn/Metra station. Ridership from the campus population, however, is modest at best, possibly due in part to the infrequent service (60 to 80 minute headways) and hours of operation. The Village of Glen Ellyn should collaborate with College of DuPage, and potentially Pace, to evaluate the feasibility of a shuttle bus between the campus and Downtown Metra station. A shuttle bus operating on short headways would strengthen the physical connection between the Downtown and the nearly 24,000 students and faculty/staff that commute to the campus each day and enable the College population to make use of the Downtown as a hub for dining, entertainment, and transportation.

Freight Rail

In addition to Metra commuter rail service, the Union Pacific (UP) Railway carries approximately 50 freight trains per day along the three main tracks that traverse the Village’s Downtown in an east-west direction. While the railway does not currently service any industries in the Village, train noise in the Village is a nuisance to the surrounding residential areas and business community despite the designation of the Downtown as a train “quiet zone” where train crews are exempt from sounding train horns at grade crossings. The Village should continue to coordinate with the UP Railway to reduce auditory impacts through scheduling of preferred hours for train movement, train speeds, and other efforts.

Bicycle Facilities & Pedestrian System

Bicycle and pedestrian mobility are important factors in promoting equitable accessibility within the Village and encouraging an active, healthy lifestyle. The current bicycle system consists of a combination of off-street trails, side paths, on-street bicycle lanes, and posted bicycle routes. The current pedestrian system extends throughout the Village and continues to be upgraded for walkability. Efforts to extend both systems into a cohesive network where gaps exist will contribute to the quality of life in Glen Ellyn and encourage alternatives to automobile transportation.

Off-Street Trails and Side Paths

The Illinois Prairie Path (IPP) and Great Western Trail (GWT) are premier regional trails that extend through the Village and provide long-distance recreation and off-street bicycle connections to adjoining communities and forest preserves to the east and west of the Village. The GWT travels along the northern end of Glen Ellyn while the IPP runs along the Union Pacific Railway through Downtown. The IPP offers a bike repair station in Prairie Path Park which contains an air pump and tools for basic bike repair.

Local trails are located in the two DuPage County Forest Preserves in Glen Ellyn (Churchill Woods and Willowbrook) and in 11 of the Glen Ellyn Park District facilities (Ackerman Park, Churchill Park, Greenbriar Park, Lake Ellyn Park, Lake Foxcroft Park, Maryknoll Park, Newton Park, Panfish Park, Sunset Park, Surrey Park, and Walnut Glen Park). Side paths are located along Fawell Boulevard, Baker Hill Drive, DuPage Boulevard, and segments of Lambert Road, College Road, and Roosevelt Road.

The Glen Ellyn Park District will also be constructing 1.4-miles of new biking and walking paths through Ackerman Park as part of the park master planning process. Future Park District trail projects should be considered in Village Green Park.

East Branch DuPage River Greenway Trail

DuPage County has plans to develop a 28-mile regional trail through Central DuPage County that will extend along the DuPage River and through the Commonwealth Edison right-of-way to the Morton Arboretum. The trail, to be known as the East Branch DuPage River Greenway Trail, will connect the Great Western Trail with the Illinois Prairie Path. Glen Ellyn should work cooperatively with the County on the planning and engineering of the segments of the trail that extend through the Village and the development of trail connectors to the Village’s bicycle network. Additional discussion of the Greenway Trail is located in *Chapter 7: Parks, Recreation & Open Space*.

New Trail Opportunities

The Village should also work with IDOT to develop side paths along Roosevelt Road and IL Route 53. The Roosevelt Road path would extend from Baker Hill Drive through the I-355 interchange to Finley Road and intersect with the future Greenway Trail. The IL Route 53 path would extend from Maryknoll Park to Butterfield Road and connect with a future east-west path along 22nd Street that would also connect with the future Greenway Trail.

In addition, the Village should seek to partner with neighboring municipalities (Wheaton, Lombard, Glendale Heights) on bicycle facility projects that connect existing trails and paths. This will help expand the off-street bicycle system in the region and foster improved connectivity and access to wildlife areas, recreational amenities, and commercial destinations.



Enhancing Trail Crossings

Attention should be given to maximizing bicycle safety at the major roadway crossings of the Great Western Trail and Illinois Prairie Path. Additional measures to be considered include diagonal crosswalk markings, bicycle and pedestrian crossing signage with flashing yellow beacons, and overhead roadway lighting. The GWT crossings located on Main Street and Swift Road should be enhanced in this manner, as well as the IPP crossings at Prospect Avenue, Main Street, Forest Avenue, Park Boulevard, and Hill Avenue. Additionally, a new trail crossing on St. Charles Road at Kenilworth Avenue will improve access to Churchill Park if installed with similar safety measures.

Micromobility

Micromobility refers to small-scale, vehicles, such as electric and human-powered scooters and bikes. Such vehicles are beneficial in reducing the amount of cars on the road, lowering environmental footprints, and providing convenient modes of transportation for short trips. The Village should support micromobility within the community by doing the following:

- Create a comprehensive system of bicycle facilities and pedestrian walkways which enable safe and convenient movement within the Village and connect with nearby regional systems and facilities.
- Encourage the development of a complete sidewalk network, bike lanes, bicycle parking facilities, and pedestrian amenities where possible.
- Promote convenient public transportation services within the Village and between the Village and other nearby destinations.

- Encourage the inclusion of car share, electric vehicle, and bicycle facilities in new developments.
- Incentivize dedicated parking spaces for no-emission and electric vehicles.
- Work with car-sharing companies to establish businesses within the Village.
- Work with surrounding agencies and municipalities to evaluate the launch of a bike share program (specifically around Downtown and COD).
- Establish safe walking routes to school plans to guide students to the safest locations to cross streets.
- Create greater diversity in alternative modes of transportation.

On-Street Bicycle Facilities

Many of the roadways in Glen Ellyn carry lower volumes of traffic at lower speeds and can safely accommodate on-street bicycle facilities. This is particularly relevant where there is limited off-street space for such accommodations within the public right-of-way. Fairview Avenue, Ellyn Avenue, Nicoll Way, Illinois Street, Brandon Avenue, Kenilworth Avenue, and Carleton Avenue are examples of these types of roadways that are currently posted bicycle routes.

On-street facilities can also bridge the gap between the off-street trails and paths and can be implemented quicker at a lower cost. As an example, the roadways listed above form a loop through the southern portion of the Village when combined with the bicycle lanes on Lambert Road, side path along Fawell Boulevard, and trails through Panfish Park.

The Move Glen Ellyn Active Transportation Plan suggests several on-street facilities that can integrate the current bicycle system into a cohesive network that extends throughout the Village and connects with the schools, parks, civic facilities, religious institutions, commercial corridors and other major destinations. The plan will also provide the north-south and east-west connections to existing and proposed regional trails and bikeway facilities in neighboring communities. The Village has and should continue with the multi-agency committee for the planning and implementation of the East Branch DuPage River Trail section between Butterfield Road and St. Charles Road, an important link in the regional trail system in the Glen Ellyn area. Key routes include:

- North-south bike route on east side of the Village between GWT and IPP via Ackerman Park, Riford Road, Elm Street, Lenox Road, Hawthorne Street, Ellyn Avenue, Crescent Boulevard, and Taylor Avenue. Provides connections to Glenbard West High School and Lake Ellyn Park with enhanced safety provided by the Taylor Street pedestrian underpass.

- North-south bike route on west side of the Village between Great Western Trail and Butterfield Road via Kenilworth Avenue, Pennsylvania Avenue, Prospect Avenue, Duane Street, Lorraine Avenue, Kenilworth Street, Greenfield Avenue, and Lambert Road. Provides connections to Hadley Junior High School, the Library, St. Petronille School, Ryall YMCA, Churchill Elementary, Abraham Lincoln Elementary School, Village Green Park, and College of DuPage.
- North-south bike route in the central Village between the train station, Downtown, and Roosevelt Road via the IPP, Forest Avenue, Hillside Avenue, Glenwood Avenue, Greenfield Avenue, Main Street, Revere Road, and Park Boulevard. Provides connections to Sunset Park, Newton Park, Panfish Park, and the Glen Ellyn Police Station.

- East-west alternative route to Roosevelt Road through the Village via Taft Avenue, Main Street, Wilson Avenue, Panfish Park, Waters Edge Court, Pershing Avenue, Abbey Drive, and Maryknoll Circle. Provides connections to Village Green Park, the Village Links, Panfish Park, and Maryknoll Park, with a south extension on South Ellyn Avenue, Buena Vista Drive, and Park Boulevard to COD and Willowbrook Wildlife Center.

The Village should undertake an update to its active transportation plan. An updated plan will enable the Village to actively pursue grants to implement bike and multiuse path projects.

Bike Share

As part of efforts to expand active transportation, the Village should coordinate with surrounding agencies and municipalities to evaluate the launch of a bike share or bike rental program. Potential target areas include locations within the Downtown or in an around College of DuPage.

Bicycle Parking

Bicycle racks are located throughout the Downtown and at key destinations in the Village, including schools, parks, and commercial areas. In the Downtown alone, there are over 150 bicycle parking spaces with demand for additional parking, particularly at the Metra station, where new racks will be added with the Metra Station underpass project.

The Village should continue to add bicycle parking infrastructure to encourage bicycle travel for short-distance trips. Target areas for additional bicycle parking include the central business district, parks (Village Green Park), religious institutions, and shopping centers in the Roosevelt Road corridor (Market Plaza and Baker Hill shopping center), among others.

The Village should also consider revising the zoning code to require secure bicycle parking within new multi-family and mixed-use developments rather than only offering a density bonus for PUDs that provide bicycle parking. The “inverted-U” bicycle rack is preferred for new or replacement installations. A canopy should be considered above the bicycle racks at the Metra station.

Pedestrian System

Glen Ellyn benefits from an extensive sidewalk network that spans the majority of the Village. This ensures a high level of walkability and provides residents with easy options to get around. The arterial and collector roadways provide the most direct pedestrian connections to the Downtown, commercial areas, civic facilities, parks, and schools. Gaps in the pedestrian system along these major roadways limit this convenience and reduce the safety of the system. Notable gaps are present along Roosevelt Road (Pershing Avenue to Finley Road), IL Route 53, Main Street, St. Charles Road, and Hill Avenue (east of Cumnor Avenue).

The Village should continue to maintain and repair the pedestrian infrastructure as part of its annual Capital Improvement Program and pursue opportunities to close the gaps in the system. Some of these may require collaboration with private property owners for both public rights-of-way and easements or other governing entities, including IDOT, DuPage County, DuPage Forest Preserve, Lombard, and Milton Township.

Intersection Improvements

The Village’s arterial roadways can be barriers to pedestrian travel due to the width of the roadway, high volumes of traffic, and traffic speeds. The signalized intersections along these roadways are the safest locations for pedestrians to cross, and many have been upgraded with pedestrian enhancements including pedestrian signals, countdown timers, high-visibility crosswalks, and ADA-compliant curb ramps. Several signalized intersections in the Village are still in need of some of these enhancements, most notably along IL Route 53, Main Street, Park Boulevard, Lambert Road, and Roosevelt Road. The Village should address these needs through its annual Capital Improvement Program or through coordination with IDOT or DuPage County.

To encourage pedestrians to make full use of the safety features at these intersections, the traffic signals must be timed to balance the needs of motorized traffic and pedestrians. The Village should regularly monitor the traffic signals under its control, particularly those along Lambert Road adjacent to College of DuPage where pedestrian crossings are higher.

Safe Routes to School

The Village should also work with Glen Ellyn School District 41, Community Consolidated School District 89, and the private primary schools in the Village (St. James The Apostle and St. Petronille) to establish Safe Walking Routes to School plans to guide students to the safest locations to cross streets. The IL Route 53 corridor south of Roosevelt Road is an example of an area where pedestrian connectivity with wide sidewalks should be a priority to provide safe access to Glen Crest Middle School.

Alternative Transportation Improvements

- 

Existing Bus Shelter
- 

Proposed Bus Shelter
- 

Bus Route
- 

Existing Local Trails
- 

Proposed Local Trails
- 

Regional Trails
- 

Proposed DuPage River Greenway Trail
- 

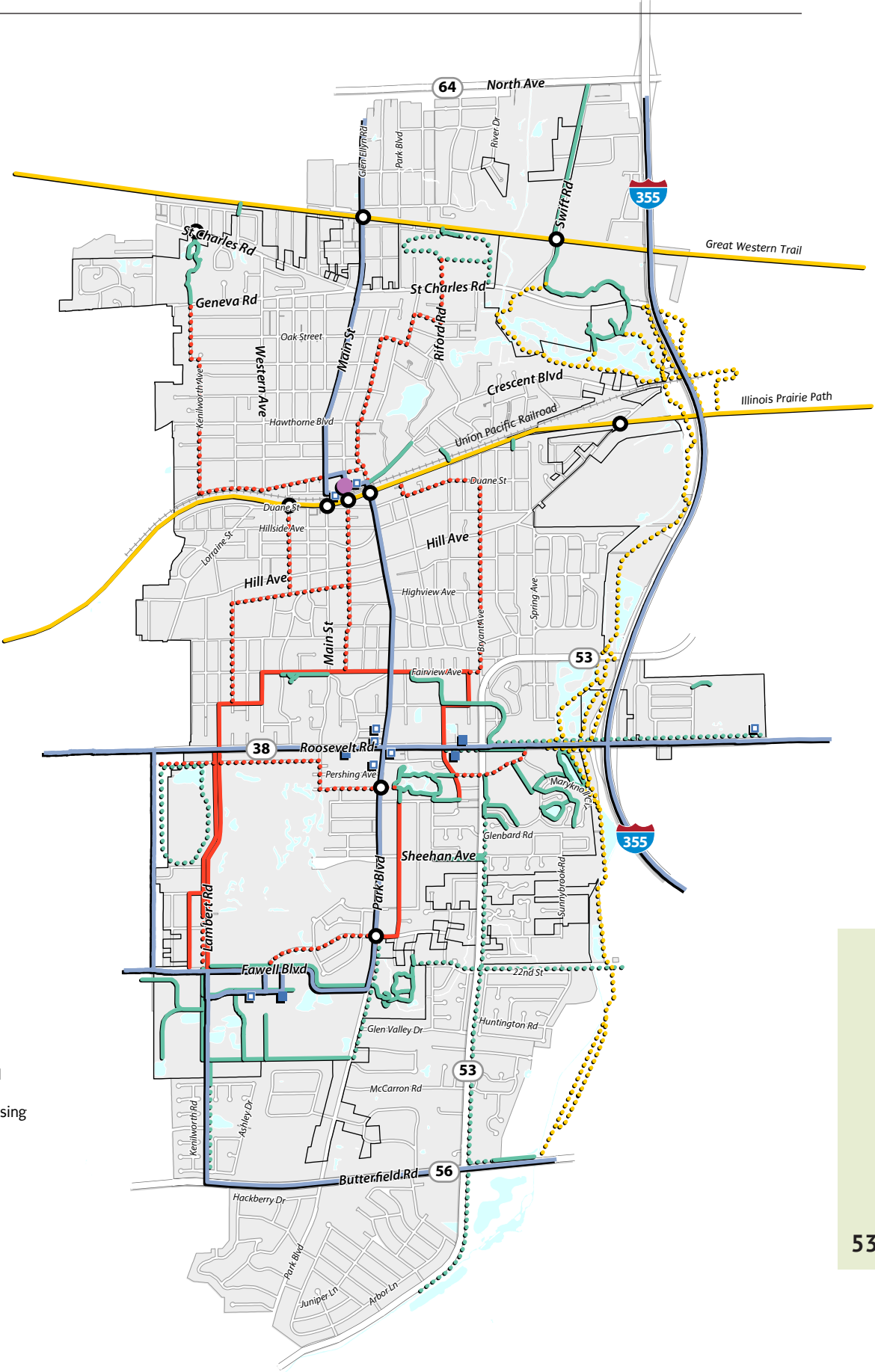
Bike Lanes and Routes
- 

Proposed Bike Lanes and Routes
- 

Bike and Pedestrian Crossing Enhancement
- 

Metra Station
- 

Metra Railroad



CHAPTER 6

COMMUNITY FACILITIES

Community facilities are essential in maintaining Glen Ellyn’s high quality of life and making the Village a safe and attractive place to live. Community facilities include public entities and private organizations that offer services to meet the needs of residents, such as fire and police protection, water, sewer, stormwater, education, and healthcare services. The following chapter includes investment and policy recommendations for existing facilities and services to improve operational efficacy and ensure service demands are met.

Currently, Glen Ellyn’s community facilities are overall in good standing. Though Glen Ellyn’s population is not projected to grow significantly, reinvestment and modernization of facilities will be key in ensuring sufficient space availability as operations evolve. The Plan identifies specific facility upgrades and expansions as well as infrastructure improvements the Village should address in the next 20 years. As the distribution of services is a shared responsibility between the Village and other agencies, the Plan highlights the importance of maintaining open communication and promoting partnership to ensure the efficient and effective allocation of services to Glen Ellyn residents.

City Government

Civic Center

The majority of Glen Ellyn’s government is housed in the Glen Ellyn Civic Center. The Civic Center underwent renovations in 2018 and 2019 to reconfigure the facility to be more user-friendly and to increase capacity to address heightened space needs of staff. In addition, 8,200 square feet of the facility was remodeled into an open co-working space for Innovation DuPage, College of DuPage’s business incubator. With its new high-quality and energy efficient design, the Civic Center should be used as a quality example for future facilities that are due for upgrades and expansions as service demands grow and shift. Such investments will ensure that government facilities are able to work efficiently as well as serve as a source of community pride.

Emergency Services

Police Department

The Glen Ellyn Police Department is a full-time department with 40 police officers and 13 full and part-time civilian employees, which provides community policing services to ensure the safety of all residents. Completed in 2017, the Department moved to a new, 29,500 square feet dedicated facility located south of Roosevelt Road on Park Boulevard. The new, state-of-the-art station was designed to meet the specific needs of the department, and put police in close proximity to Roosevelt Road, which generates more 911 calls than any other part of the community.

Police Station Facility Needs

For communities in the Midwest with populations between 25,000 and 49,999, the Federal Bureau of Investigations (FBI) reports an average of 1.9 police officers for every 1,000 residents. With an estimated population of 27,772 residents as of 2018, the Village meets the average rate at 1.9 police officers per 1,000 residents. Glen Ellyn’s population is projected to only grow about another 484 people (1.8% increase) through 2023, keeping the police staffing needs the same. Together with the Glen Ellyn Volunteer Fire Company, the community members identified local emergency services as a major community asset during the public outreach process.

The Village should continue to support the Police Department and monitor public safety issues, including future staffing needs, to ensure Glen Ellyn continues to be a safe and comfortable place to live. Regular community outreach should be conducted to identify safety concerns of residents that the Police Department may need to address.

Glen Ellyn Volunteer Fire Company

Fire protection services in the Village are provided by the Glen Ellyn Volunteer Fire Company, which is composed of a Fire Chief and 64 volunteer fire fighters. The Fire Company currently operates at two stations. Station 61, located within Downtown Glen Ellyn at Main Street and Pennsylvania, serves areas north of Hill Avenue in the Village. Station 62, located on Taft Road near Exmoor Avenue, serves areas south of Hill Avenue. The north fire station’s location on the north side of the railroad tracks is vital to Fire Company response times, ensuring that at least one of the two stations can respond to a call within the community during times of rail congestion.

The Fire Company provides high quality services and is well perceived by the community. The Fire Company has an Insurance Service Office (ISO) rating of 3, which is a rating of the level of fire safety response on a scale of 1-10 with 1 being the best rating. In comparison, the neighboring communities Wheaton and Lombard have the same rating of 3, while Glendale Heights and Downers Grove have ISO ratings of 2 and 1 respectively.



Fire Station Facility Needs

Station 61 is an older structure and may be reaching the end of its useful life, requiring either renovation or replacement of the existing structure or relocation of the station over the long term. The facility currently has limited vehicle heights in bays, deficient parking space, antiquated HVAC and mechanics, and inadequate ADA accessibility. It also lacks conveniences of modern fire stations, including sufficient bunk space and bathrooms, as well public meeting space and appropriately placed administrative space. Members of the community have highlighted the fire station as a valued asset and destination for families visiting the downtown, filling the role of public plaza for parents and children enjoying an ice cream break, or as a popular destination for elementary field trips. As such, any site improvements or relocation should be mindful of preserving this community gathering space aspect of the facility.

To continue providing quality service levels, the Village should work with the Fire Company to undertake a facility needs assessment that evaluates the condition of Station 61, Station 62, and anticipated improvements. The study should determine whether the relocation of the northern fire station is necessary and if so, identify feasible new sites. While other locations should be evaluated, the AT&T site on the north side of Pennsylvania Avenue at Prospect Avenue was identified as a potential location for consideration during the comprehensive planning process.

Downtown Catalyst Site Concept

The site of the existing Station 61 shows strong potential for redevelopment due to its prime location within Downtown. Together with the adjacent parcel fronting Pennsylvania Avenue, the site should be considered for redevelopment into a higher-density mixed-use structure that would improve the character of Downtown, expand its commercial base, and provide desirable multi-family housing options (see *Chapter 4: Subarea Plans* for further detail on the Pennsylvania Avenue and Main Street catalyst site).

Public Works Department

The Public Works Department is responsible for Glen Ellyn’s drinking water distribution; stormwater collection and conveyance to the DuPage River; sanitary sewage collection and conveyance to the Glenbard Wastewater Authority; street construction, maintenance, lighting, and landscaping; traffic signals; and equipment services for all Village vehicles. The department operates out of the 4.5-acre Reno Service Center facility located on Lambert Road just south of Roosevelt Road.

Water & Sewer System Improvements

With two water towers, approximately 110 miles of water main, and over 85 miles of sewer lines, the Public Works Department provides water and sewer services to most of Village’s incorporated area and some adjacent unincorporated properties. The Village’s drinking water originates from Lake Michigan, which first travels through the City of Chicago water system and the DuPage Water Commission (DWC) water system before reaching the Public Works’ pressure adjusting stations.

Several water and sewer system improvements should be considered including:

- The need for a third one-million-gallon reservoir should be examined on the northern end of Glen Ellyn for emergency backup purposes as the Village is currently 0.6 million gallons below DWC agreement storage requirements.
- Back-up pumping facilities should be consistently maintained in case it is needed to supplement the DWC water system.
- With potential new Illinois Environmental Protection Agency (IEPA) regulations regarding lead service lines, the Village should be prepared for unfunded mandates, including potentially replacing all service lines and water infrastructure containing lead. If so, replacements should be completed through public and private coordination. It should be noted that the Village currently meets all water quality standards and ensures residents are receiving safe and clean drinking water.

- Expand water and sewer system to underserved annexation areas.
- Continue water main replacement and rehabilitation in unison with roadway improvement projects, with emphasis on Roosevelt Road and IL Route 53.
- Continue maintaining and rehabilitating Village’s existing reservoirs.
- Upgrade and improve the Supervisory Control and Data Acquisition (SCADA) system at needed locations throughout the Village.
- Continue sanitary sewer lining with cured-in-place-pipe where feasible, which is a rehabilitation method that eliminates the need to dig up and replace sanitary sewer mains.

- Undertake the following sanitary sewer improvements:
 - Rehabilitate the lift station at Memory Court and at South Park Boulevard, with the consideration of relocating the station outside of the floodplain.
 - Continue operations to maintain the Village’s lift stations in good order and replace various lift station appurtenances, including valves, controls, pumps, and impellers.
 - Install automated on-site backup generators at lift stations as currently standby generators on trailers must be brought to site if a lift station loses power.
- Continue supporting the Overhead Cost Share Program to reduce inflow.

- Continue improvements to maintenance programs utilizing cutting edge technologies for prioritizing maintenance. This includes SL Rat, which can be used to quickly identify where cleaning/clearing of blockages are needed within the sewer system. Currently, the Department solely relies on televising the entire system to identifying lines needing immediate cleaning and/or repairs.
- Conduct a study of basins to prioritize I/I (Infiltration/ Inflow) revolution and reduction, including the identification of sources of clearwater that enter the sanitary sewer system. This would help prioritize projects to reduce I/I and complete flow metering within the drainage basins, particularly the northwest and central west areas of the Village.

Facilities Needs

While Public Works facilities are in good condition, the Village should continue to perform regular evaluation, maintenance, and upgrades on public utilities to provide quality service in the future.

- **Reno Service Center.** In coordination with the Village-owned Lambert Lake Nature Preserve and the Park District’s Village Green Park, the Village should evaluate the condition of the Reno Service Center and consider expansion options to better accommodate public works operations, off-street parking, storage space, and other necessities. This should include evaluating potential to expand indoor parking facilities to better protect the Department’s 18 vehicles. Relocation of the Reno Service Center should be evaluated in the long-term as the facility is currently located within a floodplain.

- **Salt Storage Facilities.** Repairs and replacements also should continue to be completed for existing storage facilities, such as for the primary road salt storage facility located on the north side of the Reno Service Center. This would be in addition to the building Public Works is leasing in Churchill Woods Forest Preserve for the storage of emergency road salt supply.

Storm Drainage Improvements

The Public Works Department manages the Village’s stormwater collection system, which transports runoff into the DuPage River. There is approximately 70 miles of storm sewer pipe system and 4,300 structures within the community. Regular maintenance is performed by the Department to ensure the catch basins, which prevent debris from entering the waterways, are kept unblocked. While numerous stormwater management improvement projects have been recently completed by the Village, stormwater management should continue to remain a high priority for the community.

In 2017, the Village created the Stormwater Management Program Plan (SMPP) based off of Lake County’s and City of Wheaton’s exiting plans to reduce pollutant discharge into stormwater runoff and meet water quality standards of the United States Environmental Protection Agency (USEPA). This plan should be used to guide the Village in handling construction permits, reviews, and inspections; maintenance of utility facilities and their daily operations; protection of water from illicit discharges; public education and outreach; and employee training in carrying out the SMPP program.

In addition, areas within the Village’s ETJ are predominantly served by other public or private utilities. Through coordination with private developers, Village infrastructure should continue to be expanded to areas desired for annexation to gain greater control over development, utility aesthetics, and service efficiency.

The Village should also consider the following to improve stormwater services:

- Continue to regularly maintain and enhance stormwater management infrastructure as needed to meet water inflow volume and sufficiently transport runoff. Identify sites that are susceptible to flooding and identify improvements for further flood mitigation.
- Coordinate the replacement of deteriorating segments of stormwater infrastructure (as well as water and sanitary sewer) with roadway improvement projects when possible. Repairs and upgrades should continue to be coordinated with other utility companies in the rights-of-way in unison with Village projects.

- Identify additional sites for stormwater storage, which could be used simultaneously as a public park, recreational facility, or open space like Village Links and Lake Ellyn.
- Work with property owners and developers to reduce impervious coverage and increase green space as a way to reduce stormwater runoff.
- Continue to upkeep Village facilities, community facilities, and municipal roads to maintain a clean environment and prevent potential trash or pollutants from entering the stormwater system.
- Coordinate with construction companies to ensure proper storage and disposal of sediments and waste material from construction sites as development continues to occur in Glen Ellyn.

Urban Flooding

In the 2019 Flood Insurance Study, prepared by the U.S. Department of Homeland Security and the County of DuPage, the East Branch was identified as the most severe flood hazard within the Village. According to the report, flooding in Glen Ellyn occurs due to detention pond overflow, low-lying depressional areas, and insufficient sewer infrastructure.

Urban flooding has been a consistent issue for Glen Ellyn in the past and the Village has completed multiple projects to mitigate flooding impacts, including the construction of a detention pond at the Village Links golf course and detention ponds at Panfish Park and Glen Ellyn Manor. Between Main Street and Park Boulevard, a corrugated metal storm sewer and an overflow channel for high flows were constructed to direct stormwater properly; however, some northern and southern areas of Glen Ellyn remain susceptible to flooding.

The Village should coordinate with DuPage County, property owners, and adjacent communities to develop an appropriate flood resilience strategy to address urban flood hazards. Using the 2015 East Branch DuPage River Watershed and Resiliency Plan as a guide, the Village should also continue to improve its drainage system to ensure its existing infrastructure sufficiently protects residents from flood hazards.

Other potential strategies the Village should consider to address urban flood mitigation include:

- Continue to enforce the adopted DuPage County Countywide Stormwater and Flood Plain Ordinance as well as the Village amendments (Municipal Code Section 4-7-2), which were last amended in May 2019. The Ordinance should be used to address specific stormwater needs of the Village while fostering effective, equitable, and efficient stormwater management strategies.
- The Village should utilize the 2015 Illinois Urban Flooding Awareness Act Report, created by the Illinois Department of Natural Resources (IDNR), to identify resources and technology that could help mitigate the impact of urban flooding.

- Increase promotion of Village resiliency programs that help residents fund sanitary sewer service line improvements, including the Sanitary Sewer Service Line Repair Cost Sharing Program and the Overhead Sewer Program. Promotional efforts could include adding information about available programs to the YourGOV application or on water bills each year.
- As redevelopment continues within the Village, implement low-impact development (LID) through the incorporation of green stormwater infrastructure, such as permeable pavement, rain gardens, and bioswales. Also consider amending the zoning code to limit impervious surface coverage on lots.
- To help address urban flooding, the Village should work with property owners to improve existing open space on private property or create additional open space, such as through park donations.

Potential Future Service Areas

Presently, areas within the Village’s planning area are predominantly serviced by the Village of Glen Ellyn, DuPage County, Wheaton Sanitary District, or Illinois American Water. Some properties within the Village limits rely on private wells and/or private septic systems. The Village should continue to expand the Village’s utility lines outside the northern and southern municipal limits in preparation for potential annexations and to ensure future community members are well served by Village services. This includes providing sewer and water infrastructure between Hill Avenue and Crescent Boulevard in the eastern planning area, the segment of Bemis Road between Danby Drive and Sunnybrook Road, and the area northeast of Stacy’s Corners.

Glenbard Wastewater Authority

The Glenbard Wastewater Authority (GWA) is located at the intersection of Bemis Road and Sunnybrook Road. The wastewater treatment plant serves about 109,000 people residing in Glen Ellyn, Lombard, and surrounding unincorporated areas. In 2013, the Wastewater Facilities Plan was created to evaluate the GWA plant’s ability to meet service demands and develop a capital improvement program for the next 20 years. The plan sets forward regulatory initiatives, reviews impacts of potential future limits, and evaluates plant alternatives to meet future limits. In 2016, the GWA was nominated for the Utility of the Future Today, an honorary program that recognizes performance excellency, community engagement and resiliency, and leadership in sustainability.

GWA Service Improvements

The Village should coordinate with the GWA to ensure the capacity of its system continues to meet the needs of Glen Ellyn’s residents and necessary improvements are made to accommodate future annexations. This includes addressing heightened demands in areas where intensified residential and commercial development is planned to occur, such as along Swift Road and Butterfield Road. As the Village is responsible for sewer collection leading to the plant, sewer infrastructure maintenance and repairs should continue to be regularly conducted to reduce groundwater infiltration. This would ultimately minimize the amount of “clear water” being treated and the Village’s total cost of wastewater treatment , which is determined by wastewater flow volume.

Village Sewer Cost Share Programs

Two programs are currently administered by the Village to help residents fund sanitary sewer service line improvements: the Sanitary Sewer Service Line Repair Cost Sharing Program and the Overhead Sewer Program. Since 2000, the Sanitary Sewer Service Line Repair Cost Sharing Program has aided over 200 participants, allocating nearly \$560,000. Since 2001, the Overhead Sewer Program has aided 184 participants, allocating approximately \$500,000. The Village currently promotes the programs by contacting homeowners during the event of backups and providing informational brochures. Promotional efforts could also be increased by advertising on social media platforms, through the YourGOV application, and on water bills each year.

Water and Sewer Utilities

- Water Pressure Adjustment Station

Glen Ellyn Water Storage Tanks

Emergency Backup Wells

GWA Combined System Overflow Treatment Facility

Potential Future Village Water and Sewer Service Area

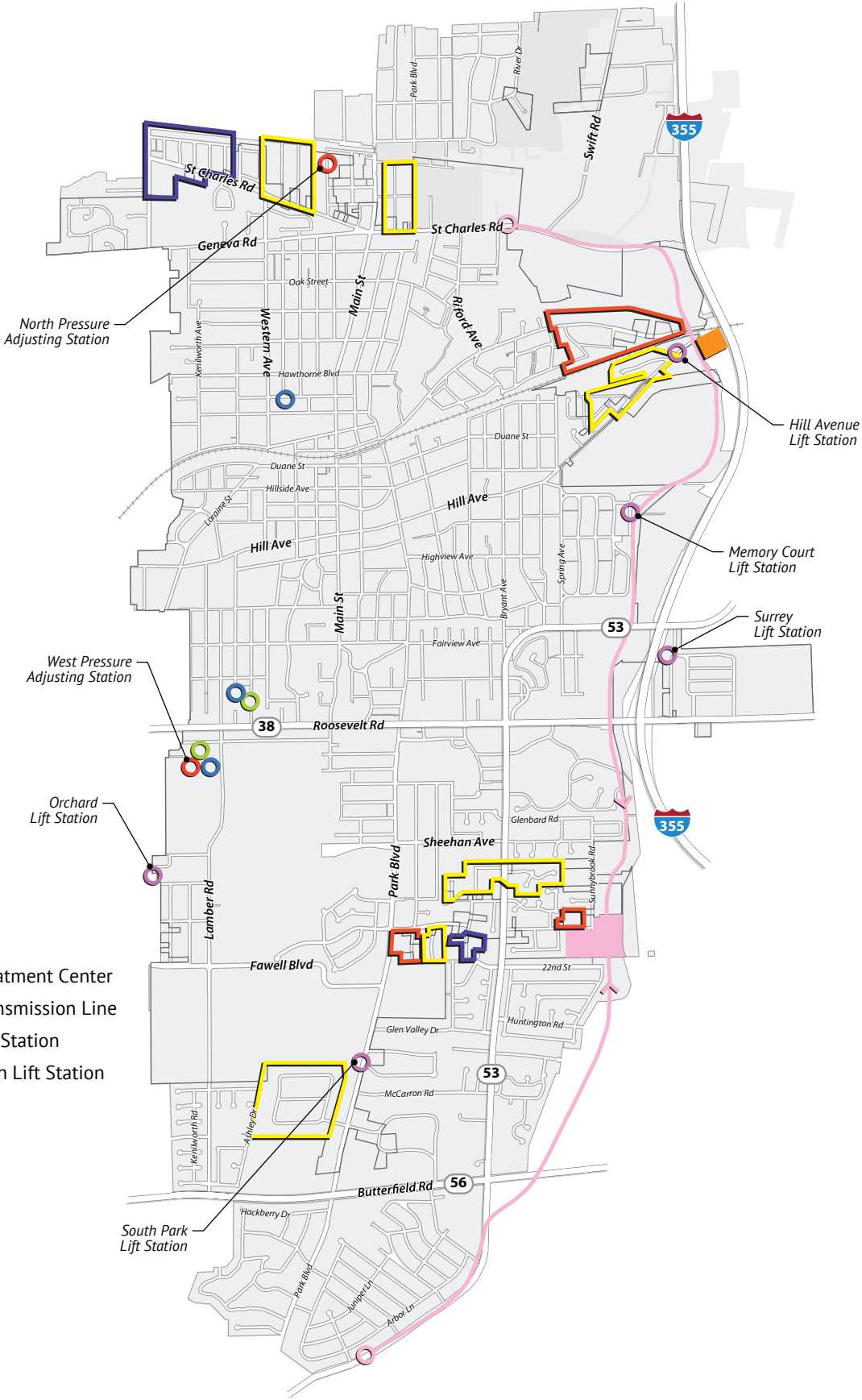
Potential Future Village Water Service Area

Potential Future Village Sewer Service Area
- GWA Treatment Center

GWA Transmission Line

GWA Lift Station

Glen Ellyn Lift Station





Public & Private Schools

School Districts

Education was highlighted as one of Glen Ellyn’s greatest assets throughout the community outreach process. Public education in the Village is provided by the following three school districts:

Glen Ellyn School District 41

Glen Ellyn School District 41 is known for high student academic achievement and growth, a strong sense of community, and active family involvement. District 41 serves about 3,600 children from pre-kindergarten through eighth grade in four elementary schools and one junior high school. The District boundaries include five communities: Glen Ellyn, Wheaton, Glendale Heights, Lombard, and Carol Stream.

The five District 41 schools are:

- Abraham Lincoln Elementary School
- Benjamin Franklin Elementary School
- Churchill Elementary School
- Forest Glen Elementary School
- Hadley Junior High School

The Hadley Junior High School feeds into Glenbard District 87’s Glenbard West High School in Glen Ellyn.

District 41 offers unique opportunities for students including Foreign Language at the Elementary Schools “FLES” (a half hour of Spanish everyday starting in first grade), optional Dual Language Program, and Problem-Based Learning throughout the school year. A point of pride for District 41 is the designation of Hadley Junior High as an “Illinois Horizon School to Watch,” by the Association of Illinois Middle-Grade Schools (AIMS) in May 2019.

In 2017, the community passed a referendum to support needed facilities improvements across the district including a building addition at Hadley Junior High School. The addition allowed for the removal of the last of the portable classrooms in the district. As a mostly landlocked school district, space remains an issue. There is little room for an increase in enrollment or for more space based on academic programming needs.

Community Consolidated School District 89

District 89 has an enrollment of nearly 2,300 preschool through eighth grade students from Glen Ellyn, Lombard, and Wheaton. District 89 facilities include:

- Arbor View Elementary School
- Briar Glen Elementary School
- Park View Elementary School
- Westfield Elementary School
- Glen Crest Middle School

District 89 students score in the top 10 percent nationally for reading and math scores. The District continues to look for ways to add new opportunities for students to learn how technology is affecting different fields. This year, the District is engaged in an extensive equity audit with the goal of eliminating achievement gaps.

In 2018, an increase in the District’s operating tax rate was approved to address increasing enrollment and multiple years of budget deficit. From 2012 to 2018, enrollment had increased by 16 percent, and is projected to increase another 13 percent by 2022. Financial projections also predicted the District to have deficits totaling between \$1.3 million and \$2.3 million over the next five fiscal years. With the approved 40-cent rate increase, however, the District will have balanced budgets while maintaining existing classes, special programs, and extracurricular activities while preventing an increase in class sizes.

Glenbard Township High School District 87

Glenbard District 87 has 8,100 students in four high schools. District 87 serves students from Glen Ellyn, Addison, Bloomingdale, Carol Stream, Downers Grove, Glendale Heights, Hanover Park, Lombard and Wheaton.

- District 87 schools include:
- Glenbard South High School in Glen Ellyn
- Glenbard West High School in Glen Ellyn
- Glenbard East in Lombard
- Glenbard North in Carol Stream

Glenbard is implementing its Profile of a Graduate, a collection of six competencies that characterize its graduates. The Profile of a Graduate will guide Glenbard’s work to prepare students for a bright future in a changing world.

Thanks to voters’ support of the March 2014 referendum, Glenbard District 87 has implemented its 10-year Master Facility Plan. Several capital improvements have been made in recent years, including parking lot improvements, HVAC upgrades, and installation of synthetic turf fields, as well as a classroom addition and air conditioning at Glenbard West, and the addition of lights at Memorial Field at Glenbard West. Recent Village of Glen Ellyn projects have had a positive effect on the District, including the Crescent Boulevard and Ellyn Avenue streetscape improvements and partnering with Glenbard on the addition of lights at Memorial Field.

Learn more at glenbard87.org.



Housing Stock vs. Student Population

As the Village develops higher-density residential uses moving forward, it is important to coordinate with the three school districts to ensure their facilities are able to support corresponding increases in student population. Close coordination should be maintained with each district to monitor enrollment fluctuations based on potential shifts in the housing stock outlined in the Land Use Plan. This is particularly applicable to schools serving students residing in the Roosevelt Road corridor, Downtown, Butterfield Road corridor, and Swift Road, where new single-family attached and multi-family uses are recommended in the Land Use Plan.

Private Schools

In addition to the three School Districts, private education in Glen Ellyn is provided by St. Petronille School, St. James the Apostle, Phillip J. Rock Center and School and Montessori Academy of Glen Ellyn. The Village should continue to coordinate with these schools when possible to ensure private education remains a strength within the community.

College of DuPage

Higher education in the Village is provided by College of DuPage (COD), a two-year community college located in southwestern Glen Ellyn at Fawell Boulevard and Lambert Road. COD enrolled approximately 27,000 students from across DuPage County in the 2017-2018 academic year; however, the College has been experiencing a gradual decline in enrollment, which is consistent with national trends and it is estimated current enrollment is closer to 25,000. The institution is frequently cited as an important community asset through the outreach process, not only as an education provider but also in offering a range of facilities and services that contribute to quality of life in Glen Ellyn.

Town-and-Gown Relationship

The Village and COD have a collaborative relationship and work together to provide events and programs for both students and residents. COD hosts numerous events during the year that are open to residents, such as the Food Truck Rally, and programs through the McAninch Arts Center.

Together with the DuPage Convention and Visitors Bureau, the Village and College should continue to work closely together to promote each other's events and provide the public with unique experiences. This could include holding promotional activities such as a Restaurant Week, arts and crafts markets, and outdoor music concerts, or creating ties between local businesses and students such as student discounts, student banking options, and reward programs. The Village and COD are currently collaborating to maximize the cultural and economic impact of the exhibition of the work of renowned Mexican artist Frida Kahlo at COD's Glen Ellyn Campus in mid-2021.

Downtown Presence

The Village recently partnered with College of DuPage to create an entrepreneurship center at the Glen Ellyn Civic Center for Innovation DuPage, a career development and business expansion initiative, which opened this spring. The Business Development Center also moved into the Civic Center, creating a hub of new business resources. As the incubator gains traction, the facility may serve as a resource to streamline graduates from COD directly into the Village to bolster the local workforce. Future office and commercial flex space development within the downtown may also be able to provide permanent locations for businesses that grow out of the incubator.

Connecting through Public Transit

Public transit to COD is currently available through Pace bus routes 714 and 715, the latter of which connects to Downtown via Park Boulevard and Main Street on weekdays. The Village should coordinate with Pace to create a new shuttle line that provides direct connection between the COD campus, Downtown, and the Metra station for regional transportation (see the Shuttle Bus to College of DuPage section in *Chapter 4: Subarea Plans* for further discussion). By doing so, access to the Downtown will be facilitated for students and faculty, enabling them to patronize the local shops and restaurants, heightening economic vitality.

COD Facilities Planning

In 2019, COD updated its Facility Master Plan to examine gaps within existing campus and centers and develop a greater educational experience for students and faculty members. The Plan recommends the renovation of 123,500 gross square feet (GSF) of Main Campus facilities and the addition of about 260,000 GSF of new construction to address space needs and provide ideal learning environments. Renovations are currently taking place to convert the Early Childhood Center into administrative offices, which were completed in August 2019. As the Plan moves forward into the implementation stage, the Village should support COD in enhancing its facilities and work to negotiate mutually beneficial and necessary amendments of the Planned Unit Development (PUD) that guides development of COD campus. The College has already maximized its development footprint under the current agreement with the Village.

Student & Faculty Housing

The Village should support the expansion of the COD campus as an economic development asset while ensuring improvements do not negatively impact the surrounding neighborhoods. Opportunities to develop additional multi-family housing near the campus should be explored to provide a desirable and convenient place for COD students and faculty to live in Glen Ellyn. Additionally, opportunities for single-family attached and multi-family developments exist along Butterfield Road, Roosevelt Road, and within Downtown, which would be supported by the addition of the new shuttle bus.

COD Branding

Several opportunities exist to strengthen the college's brand in the campus area through placemaking and signage improvements. COD streetlight banner signs currently line College Road and similar banners could be installed along Lambert Road and Park Boulevard. Colored pavement crosswalks and pedestrian-scale LED lighting could also be used to improve pedestrian safety while demarcating the campus edge as people enter Glen Ellyn. In addition to the gateway signs located at the corners of the COD campus, wayfinding signage could be provided within the Village that would direct people from Downtown and Roosevelt Road. This may be completed by adding a COD directional sign component to existing signage that was implemented based on the 2016 Community Signage and Wayfinding Plan.

Transportation Improvements

Along with facility enhancements, the Facility Master Plan addresses streetscape and traffic improvements around the campus. The Plan stresses the need to foster east-west unity on Main Campus by improving pedestrian circulation and connectivity on Lambert Road in coordination with the Village. This includes reducing the four-lane arterial to two lanes due to low average daily traffic (ADT) counts, providing a traffic island and High-Intensity Activated crossWalk beacon (or HAWK) beacon at the intersection with Tallgrass Drive and widening sidewalks. In addition, traffic signal cycle lengths along Lambert Road should be reassessed to ensure the duration matches current ADT needs and unnecessary wait times are eliminated. The Village should coordinate with COD to achieve these potential projects and tighten the bond between the college with the community.

Library

The Glen Ellyn Public Library first started in the early 1900s when a group of women from the Glen Ellyn Study Club established the Glen Ellyn Library Association and began collecting funds for a dedicated library within the Village. The Library was established in 1907, with the first permanent location opening in 1914. The current building, located along Duane Street in Downtown Glen Ellyn, was constructed in 1995 to make room for additional volume. Today, The Library holds over 220,000 media items and hosts numerous programs and activities for the community.

The Library just opened a new café and drive-thru window for book pick up and returns in addition to their new entrance, workspace consolidation, and meeting room reconfigurations. Overall, the Library is running successfully, and community members are enjoying the upgrades. Representatives indicated a concern for parking needs during peak hours of the week but noted that overflow into the commuter lot during the weekend accommodates larger parking requirements. The future public garage at the Civic Center will also help address parking capacity needs. The Village should continue to support the Library in providing services to residents and strengthening partnerships with each school district to provide resources to students.

Early Learning Campus

Overall, Glen Ellyn places a high value on early learning opportunities. There is a strong, collaborative relationship between the Village of Glen Ellyn, the Glen Ellyn Public Library, and the Glen Ellyn Park District. This collaborative relationship is an important factor when moving forward to investigate the possibility of a comprehensive community-wide early learning campus. A joint venture such as this would allow both school districts, and the communities they serve, to partner with the Village, library, and other community agencies in providing a state-of-the-art early learning campus.

Benefits of the joint venture/early learning campus include:

- Ability to cluster appropriate staff and specialists in an effective and efficient manner
- Ability to develop an environment that is optimal for preschool-age students and their specialized learning needs
- Ability to expand the program and make it available to more students/families
- Ability to ease crowding in the elementary schools

Multiple studies have shown that investing in preschool has several long-term benefits for the community and can be one of the most high impact places to spend educational dollars.

Healthcare

Healthcare services in Glen Ellyn are primarily provided by three facilities:

- Northwestern Medicine – Family Medicine—444 N Park Boulevard
- Northwestern Medicine – Urgent Care, Pediatrics & Rehabilitation Services—885 Roosevelt Road
- DuPage Medical Group – Immediate Care and Outpatient Center—430 Pennsylvania Avenue

Additional healthcare services are provided by facilities in adjacent communities and the surrounding area, particularly the Northwestern Medicine Central DuPage Hospital. Medical uses are currently permitted in all commercial zoning districts, though the C5A central retail core subdistrict restricts the use to above or below ground floor or set back 40 feet from a front or corner building façade that does not have storefront windows facing public property or a public right-of-way.

Glen Ellyn has numerous medical and dental offices throughout the community. Medical offices should continue to be supported above ground floor retail uses within the Downtown core or in the CSB district where they are permitted uses, unless they are a larger clinic facility.

Additionally, medical offices should also be centralized around existing office clusters along Taft Avenue and Roosevelt Road at Cheltenham Drive, Pershing Avenue, and IL Route 53. Medical uses can be further leveraged to infill retail vacancies, while ensuring associated uses, such as ambulances and patient pick up facilities are not disruptive to surrounding uses. Urgent care facilities should continue to be discouraged within residential districts while allowing smaller clinics and family physicians to mix in with neighborhood commercial uses.

Community Facilities

- City Government
- Emergency Services
- Utility (Water, Sewer, and Electric)
- Public School
- Private School
- College of DuPage
- Library
- Healthcare
- Other

1. ComEd

2. DuPage County Water Tower

3. Montessori Academy of Glen Ellyn

4. Stacy's Tavern Museum

5. Glen Ellyn Chamber of Commerce

6. Glen Ellyn Historical Society

7. Glen Ellyn School District 41 Offices

8. Forest Glen Elementary

9. Churchill Elementary

10. William Hadley Junior High School

11. DuPage Medical Group

12. Glen Ellyn Public Library

13. St. Petronille School

14. Glen Ellyn Fire Station 61

15. United States Post Office

16. Glen Ellyn Civic Center

17. Glenbard West High School/ School District 89 Offices

18. Northwestern Medicine

19. Diamante Montessori School

20. Benjamin Franklin Elementary

21. Abraham Lincoln Elementary

22. Glen Ellyn Water Tower

23. Glen Ellyn Public Works

24. Glen Ellyn Police Department

25. Glen Ellyn Fire Station 62

26. United States Post Office

27. Phillip J. Rock Center and School

28. Northwestern Medicine

29. Nicor

30. Park View Elementary

31. Glen Crest Middle School

32. Glenbard Wastewater Authority

33. Westfield Elementary

34. Willowbrook Wildlife Center

35. St. James the Apostle School

36. College of DuPage

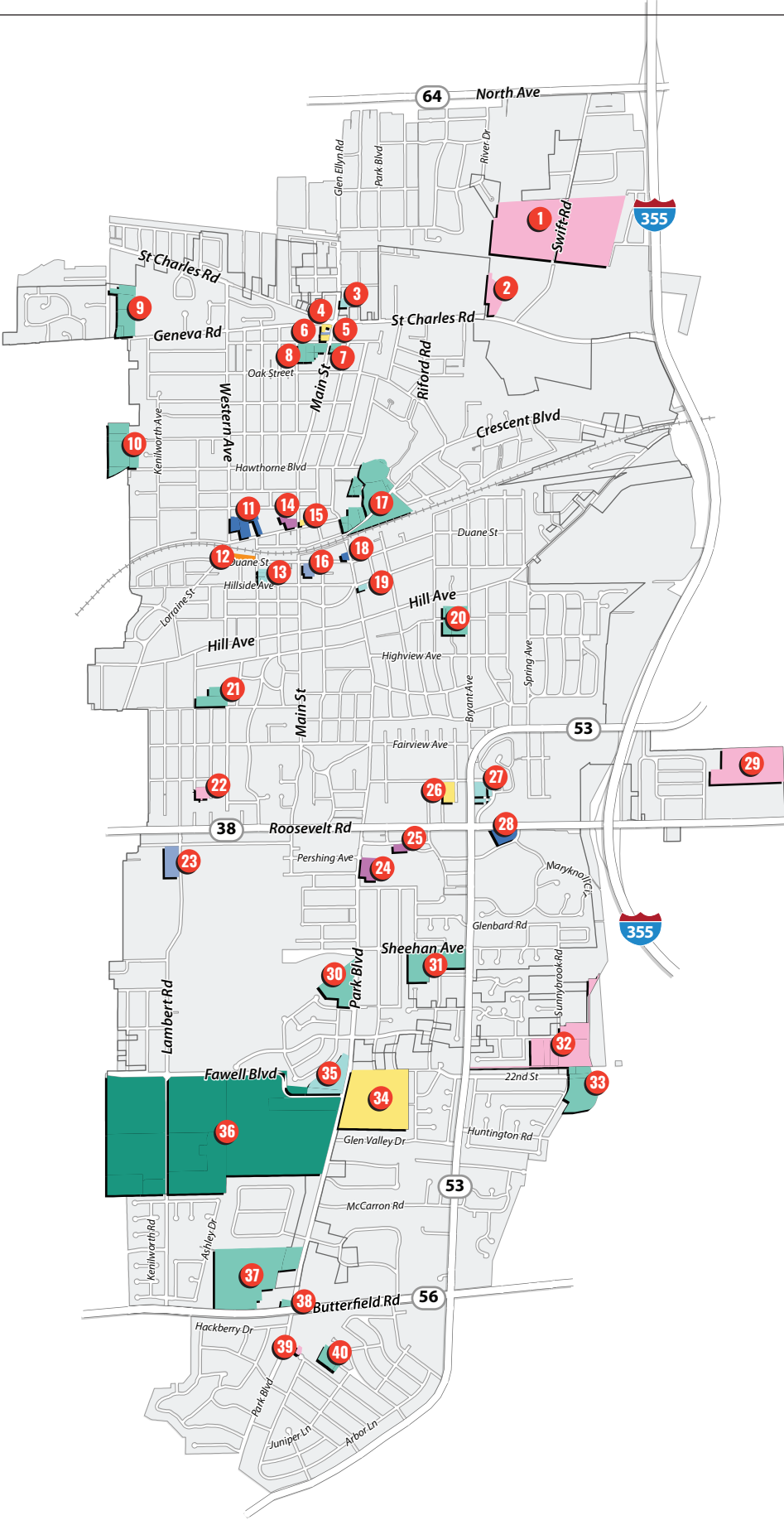
37. Glenbard South High School

38. School District 89 Offices

39. Illinois American Water Facility

40. Arbor View Elementary

DRAFT
FOR PUBLIC HEARING



CHAPTER 7

PARKS, RECREATION & OPEN SPACE

One of Glen Ellyn’s most valued features is its expansive network of parks, recreation, and open space. With just about 330 acres dedicated to parks and recreation, the Village has adopted a reputation as the “Village in the Park.” Glen Ellyn’s park space is supplemented by an additional 348 acres of forest preserves within the Village, including Churchill Woods and the Willowbrook Wildlife Center. Given the importance placed on Glen Ellyn’s natural resources and verdant character, the Village should continue to partner with other organizations to preserve and enhance the community’s recreational facilities, and open space while strengthening the connections between these assets.

The following chapter sets forth recommendations to guide the Village in achieving its park space and environmental conservation goals through close coordination between the Parks Districts, School Districts, and various regional facilities.

A service area assessment is included, which evaluates the size and location of parks and open space areas in relation to the location of residential neighborhoods. Areas within the community that lack close access to recreational amenities are also identified to emphasize where new parks and open space development should be prioritized.

Glen Ellyn Park District

Established in 1919, the Glen Ellyn Park District (GEPD) is the primary provider of park facilities and recreational programing in the Village, serving 95 percent of Glen Ellyn residents. The GEPD maintains 29 parks totaling over 260 acres of parkland, including playgrounds, athletic fields, and sport facilities. The District also operates Sunset Pool, fitness facilities, and the Lake Ellyn Boathouse, offering over 700 recreational programs each year. The GEPD is a highly valued asset of Glen Ellyn as it preserves the natural environment while providing community members places to socialize, play, and enjoy nature.

Ackerman Park

Ackerman Park is the Park District’s largest recreational facility, home to the Ackerman Sports and Fitness Center. The park offers eight youth baseball/softball fields and 11 soccer fields, along with access to the Great Western Trail. Since the development of the Ackerman Park Master Plan in 2014, the GEPD has implemented numerous improvements to heighten the functionality, sense of place, and level of service of the facility.

Today, the park still experiences numerous challenges including poor drainage, outdated park amenities, antiquated irrigation, and poor soil and turf quality. The District has made it a priority to increase playability through enhancements including the installation of new sport amenities and synthetic turf, improving grading, upgrading storage facilities, and strengthening trail connectivity. As the implementation of the plan continues into Phase IV, the Village should support the GEPD in the enhancement of the Ackerman Park’s amenities to sufficiently serve the large number of residents who utilize this recreational facility.

Lake Ellyn Park

Lake Ellyn is a key asset and focal point for Glen Ellyn, serving as both a local neighborhood park as well as a regional community park. Located in the 28.7-acre Lake Ellyn Park just northeast of Downtown, the 10-acre lake serves as a significant stormwater site for the Village. The site has undergone numerous improvements to reduce overflow including weir expansions, reinforcing the earthen dam, and dredging the inlet canals. Along with connectivity to the Sam Perry Nature Preserve through the Ruth Candy Parkway, Lake Ellyn Park provides residents with a place to gather, take a stroll, and enjoy community events.

Since the adoption of the 2013 Lake Ellyn Park Master Plan, the GEPD completed in 2017 the implementation of additional renovations to the facility, including a new playground, fishing pier, and L.E.D. pathway lighting. The Gold-Level LEED certified Lake Ellyn Boathouse also underwent renovation for historic preservation in 2016 and has since received local and national recognition as an historic landmark. The Village should continue to support the Park District in maintaining Lake Ellyn Park as a valuable community asset by examining needs for future facility improvements and ensuring the implementation of best management practices (BMPs) for stormwater management.

Butterfield Park District

The Butterfield Park District (BPD) was established in 1965 and is the primary provider of parks and recreation services for the southeast neighborhoods of Glen Ellyn, in addition to serving southwestern Lombard and sections of the Village of Downers Grove. The BPD provides recreational amenities and programs for Glen Ellyn and Lombard residents of all ages, serving approximately 2.4 percent of Village residents. Three facilities, Glenbriar Park, Westfield Play Lot, and Orchard Glen Park, are located within the Village’s extra-territorial planning jurisdiction (ETJ), north of Butterfield Road and east of IL Route 53. All three parks have recently been completely renovated with all new equipment, surfacing, landscaping, and amenities.



The Park District offers a wide variety of programs and services, including Early Childhood Development programs and Before and After School Child Care opportunities for working families, such as Rec Kids. The Glenbriar Aquatics Center is located in Glenbriar Park, together with tennis courts, playgrounds, picnic shelters, and a recreation center that is often the venue for neighborhood community celebrations.

Glenbriar Park Expansion

The BPD recently acquired the property on the corner of IL Route 53 and Butterfield Road for the development of a new park. After securing a Land and Water Conservation Fund Grant to help with this purchase, the district also secured an Open Space Land Acquisition Grant to assist with the development. A comprehensive master plan for this park was created with significant input from the community.

The park expansion is scheduled for completion in the Fall of 2020 and will contain amenities, including passive looped recreation trails, a pollinator garden, a water feature with limestone outcropping, six new tennis courts, two new pickle ball courts, and an outdoor amphitheater.

Glenbriar Park, as well as the recently purchased property immediately north of Corner Park, will be part of BPD’s continued efforts to expand and preserve open space for the south Glen Ellyn community. The Butterfield Preservation Foundation and the Conservation Foundation played a key role in securing and protecting these two properties. The newest development will include basketball courts, open field play space, sand volleyball, a new shelter, additional parking, and a pickle ball court expansion.

The Village should continue to support and work with the BPD in the clean up and development of the two parks, which will play a significant role in the development of trails and pathways that connect the East Branch Trail system to the Hidden Lakes Forest Preserve and Morton Arboretum.

Addressing Park Needs

To assess the park system’s performance in serving Glen Ellyn’s parks and open space needs, park and recreational facilities have been categorized based on their size and function. Park classifications follow the system established in the Glen Ellyn Park District 2009-2013 Comprehensive Plan and include:

- **Neighborhood Park.** This is the basic unit of the park system that serves as the recreational and social focus of a neighborhood by providing balanced active and passive recreation. Serves residents within a quarter to half mile radius and are typically three to 10 acres in size.

- **Community Park.** Serves broader purpose than neighborhood parks by meeting community-based recreation needs, as well as preserving unique landscapes and open spaces. Community parks may include both indoor and outdoor facilities and are usually located near a major thoroughfare or easily accessed by car. Community parks should be large enough to service several neighborhoods within a mile radius and to accommodate desired uses, ranging from 25 to 100 acres in size.
- **Natural Resource Area.** Can include an entire park or an area within a park. The area is managed and protected through the maintenance of its natural and/or cultural environment. Location depends on resource availability and opportunity, with varying size and service areas.
- **Sports Complex.** Consolidates heavily programmed athletic fields and associated facilities to larger and fewer sites strategically located throughout the community. Size is determined by demand, usually a minimum of 25 acres, with 40 to 80 acres being optimal. Service area is variable and site size is determined by resource availability and opportunity.
- **Special Interest/Use.** Offers unusual facilities and opportunities specialized for single-purpose recreational activities. Service area is determined by usage and location is dependent on specific use.
- **Playground/Tot Lot.** Small park, usually a quarter to three acres in size, or an area within a larger park. Service area is generally within a quarter to half mile radius, with location dependent on resource availability and opportunity.

Parkland Inventory

According the National Recreation Parks Association (NRPA), the national standard of parkland within a community is 10 acres per 1,000 residents. It should be noted that this standard is general and does not take into consideration an individual community’s unique characteristics and needs. It is beneficial in providing a baseline understanding on how existing parks and facilities serve residents of Glen Ellyn.

Based on the 2018 population estimate of 27,772 people, the GEPD currently provides a total of about 12 acres of parkland per 1,000 residents, which is above the national average. This does not account for additional recreational facilities and green space outside the Park District, including golf courses, Butterfield Park District’s parkland, and other natural areas not dedicated to recreational uses.

Parkland Distribution

While the Glen Ellyn community meets standards for parkland acreage, it is important to examine the distribution to ensure all areas of the community have equitable access to recreational opportunities. The following Parks and Recreation Map illustrates the location and service area of each park within Glen Ellyn and its planning area.

For the purposes of this analysis, park service area is defined as the area within a 10-minute walk of a playground facility including neighborhood parks, schools, and sport facilities. Similarly, while several of the parks in Glen Ellyn are larger and serve a community-wide function, playgrounds represent a common design element and have been used as the starting point to delineate neighborhood service areas for larger parks.

The Parks and Recreation Map identifies existing and future residential areas (as identified in the Land Use Plan) that fall outside of park service areas. Areas that appear to be underserved by the existing parks system include unincorporated areas to the north along Swift Road and Eastern Avenue, the area north of Butterfield Road along Park Boulevard, and along Crescent Boulevard east of Downtown. Natural areas such as Churchill Woods and Willowbrook Wildlife Center help offset these service area gaps, however more can be done to increase the Village's parkland inventory and ensure all residents are adequately served.

Existing parks and recreation facilities should also continue to be enhanced, replacing old amenities with the new as needed. In addition, the Village should coordinate with the GEPD as the district looks to update the Glen Ellyn Park District Comprehensive Plan, as well as the Butterfield Park District should it undertake a similar exercise, to help create a comprehensive, unified vision for the community's park system.

Potential Park Locations

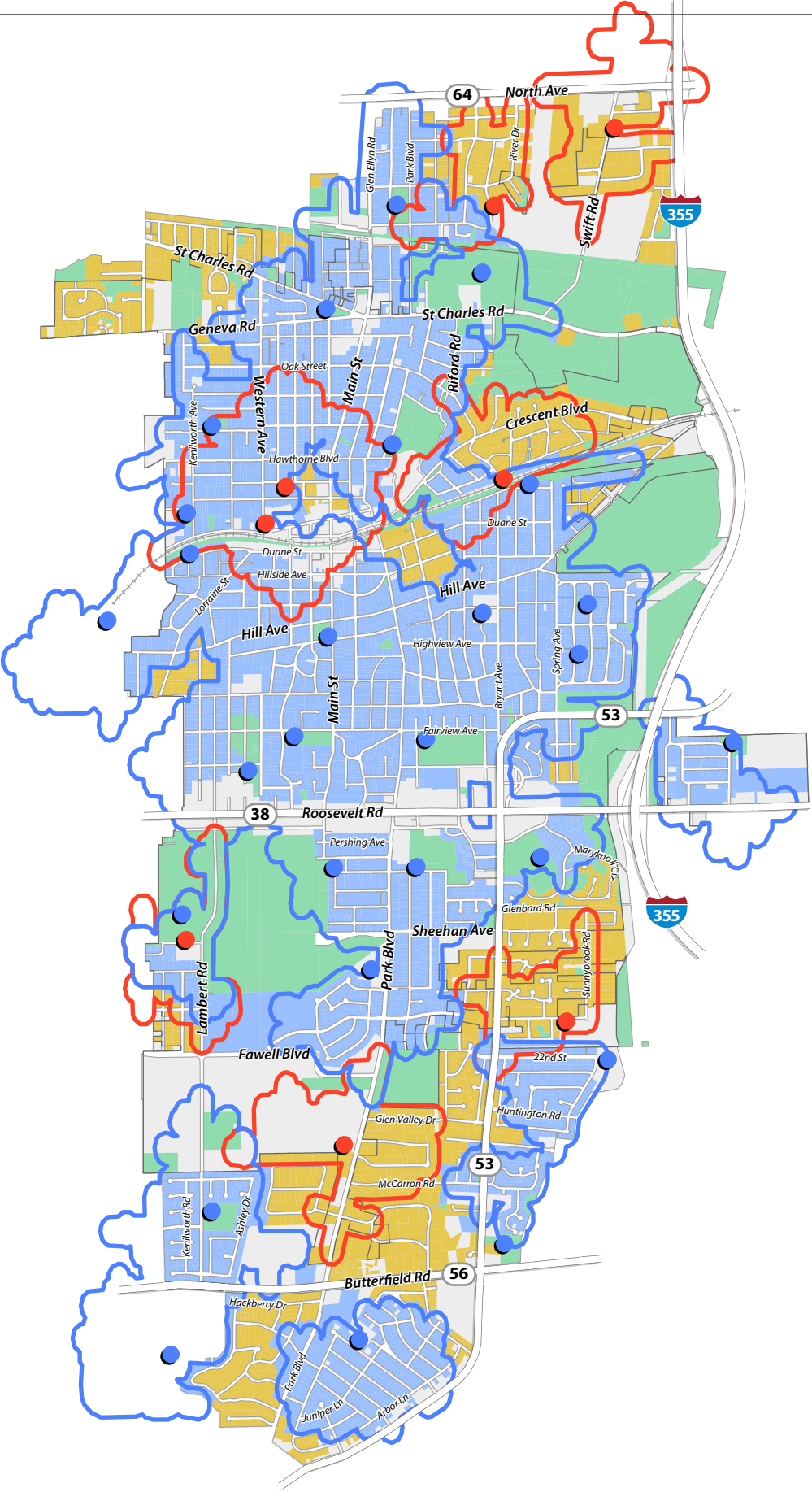
The park distribution analysis conducted as part of the Comprehensive Plan is illustrated in the Park Service Area Map. In evaluating the location of institutional or public lands in reference to underserved residential areas, opportunities exist to expand the park inventory and better meet the needs of the Glen Ellyn community. More intense development of existing facilities should also be encouraged in areas of more need where future parkland cannot be acquired by the park district. Doing so will require continued partnership between the Village and the park districts, as well as the development community. The GEPD should also continue assembling the single family lots along Lenox Road for Park District purposes.

The following properties should be considered for park improvements, such as the installation of a tot lot or small neighborhood park, to better serve existing and planned residential neighborhoods:

- **Glenbard Water Authority (GWA).** In coordination with the GWA, the frontage of the facility at Bemis Road could be developed into a neighborhood park with a playground. Additional screening through landscaping or decorative fencing could also be provided to block the plant from the playground and surrounding residences.
- **Village Green Park.** An additional playground facility could be provided at the southern end of the Park along Orchard Lane.
- **College of DuPage.** At the south end of the COD Baseball Field at College Road and Park Boulevard, a playground could be added.
- **Water Tower.** Better use of the water tower lot on Cottage Avenue could be achieved by constructing a tot lot or fitness amenities, giving the property a dual purpose.
- **Ellynwood Nature Preserve.** Opportunity to enhance usage of the Ellynwood Nature Preserve exists by incorporating a small tot lot while maintaining tree preservation.
- **Extraterritorial Jurisdiction (ETJ).** Within the Village's northern ETJ, the open space parcels east of Eastern Avenue and 1st Street, which currently lie in the floodplain, should be considered for the location of an active park space. Parks and recreational amenities could also be incorporated in the residential neighborhood east of Swift Road as higher-density development occurs.

Park Service Area

- Existing Playground
- ✓ Existing 10 Minute Walk Service Area
- Residential areas within existing service area
- Potential Park Improvement
- ✓ Potential 10 Minute Walk Service Area
- Residential areas not within existing service area
- Existing Parks





Village Links/ Reserve 22

The Village Links and Reserve 22 include four Village-owned facilities that serve both recreational and stormwater management purposes. Located on 280 acres south of Roosevelt Road, the facilities include the Village Links Golf Course, Reserve 22, Panfish Park, and the Lambert Lake Nature Preserve.

The Village Links Golf Course is a highly regarded 27-hole golf course that stretches over 240 acres with 22 lakes. The facility was the first to be certified as a Wildlife Sanctuary by the Audubon Cooperative Sanctuary Program and has been the host site for 46 USGA and PGA tour qualifying events. The golf course’s farm-to-table restaurant, Reserve 22, was founded in 2013 and recently underwent remodel and continues to serve as a community attraction.

Panfish Park features a playground and picnic area alongside two lakes encircled by looping trails. The Lambert Lake Nature Preserve, also known as Village Green, is a recreational facility that includes baseball fields, tennis courts, and a basketball court in addition to a playground and lake. At the moment, there are no improvements planned for Village Links and Reserve 22; however, in coordination with the Village Links and Reserve 22, these key recreational facilities should be enhanced together with upgrades to the sport facilities as they begin to age in the long-term.

During wet weather, the Village Links golf course and Reserve 22 facilities serve as detention basins, allowing stormwater to flood the sites, which is later gradually released through the connected underground pipe system. With a capacity of detaining about 30 percent of the Village’s stormwater, it is important that these facilities are properly maintained as a critical component of the community’s stormwater management system. The Village should continue to monitor needs for infrastructure upgrades and cleaning. This includes assessing the need for dredging at Panfish Park as well as bank stabilization to improve water quality within the public amenity.

The Village and the Park District may wish to consider swapping some properties and maintenance responsibilities similar to agreements related to other park and Village properties.

Natural Areas

In addition to parkland, a series of natural areas and preserves are dispersed within or near the Village of Glen Ellyn. Ellynwood Nature Preserve, Ada Harmon Wildflower Preserve, Joseph Sam Perry Nature Preserve, and Glen Oak County Forest Preserve lie within the Village’s jurisdiction and allow residents access to a wide range of natural environments and habitats. Additionally, Churchill Woods, Hidden Lake Forest Preserve, and East Branch Forest Preserve lie within or just outside Glen Ellyn’s planning area, which are maintained by the Forest Preserve District of DuPage County. Prairieland, floodplains, reforested areas, flower species, and ecological habitats can be found within these preserves and provide a natural haven for both residents and regional visitors to enjoy.

Trail Connectivity

Glen Ellyn is home to two regional trail systems, the Illinois Prairie Path Trail and the Great Western Trail, with a proposed third, the East Branch DuPage River Greenway Trail. Such trails provide long-distance recreation and off-street bicycle connections to adjoining communities, internal connectivity to local businesses and community facilities for active modes of transportation, and access to forest preserves to the east and west of the Village.

The Illinois Prairie Path Trail runs along the Union Pacific Railroad providing east-west connectivity and access to the Downtown, while the Great Western Trail runs along the northern limits of the Village passing just north of Churchill Woods. Numerous amenities are located along the Prairie Path to enhance its experience, including informational signs at points of interests, public bathrooms, and benches. To further promote use of these trails, the Village should partner with the Forest Preserve District of DuPage County and other respective agencies to establish connecting routes and improve accessibility. This includes the implementation of a new trail connecting College of DuPage to the Prairie Path, Downtown, Ackerman Park, and the East Branch Trail to better connect these key community destinations.

Where trails intersect roadways, the safety of the crossing should be reinforced, by clearly marking crosswalks, installing traffic lights where necessary, and providing pedestrian and bicycle infrastructure leading to and from the intersection. Recreational amenities should be provided along trails as well as additional furniture, viewing points, and wayfinding signage. Trailheads and adjacent parking areas should be established at main entry points onto trails, including at Village parks that have existing connections to the trail system.

East Branch DuPage River Greenway Trail

The proposed 28-mile East Branch DuPage River Greenway Trail, or East Branch Trail, would extend along the DuPage River and through the Commonwealth Edison right-of-way to the Morten Arboretum. This would create a much-desired connection between the Great Western Trail, Illinois Prairie Path, North Central DuPage Regional Trail, and Southern DuPage County Regional Trail. 75 per cent of the trail still lacks funding; however, it was recently approved by the Chicago Metropolitan Agency for Planning (CMAP) to receive support in conducting a feasibility study for the central portion of the trail between the Great Western Trail and Butterfield Road.

The Village should continue to support the development of the East Branch Trail and work together with CMAP to conduct the approved feasibility study. If approved for construction, the Village should ensure safe, clearly marked crossings are provided where the trail intersects with major roadways, including Roosevelt Road and IL Route 53. New opportunities for designated bike routes or multiuse trails should be identified that would increase resident’s access to the trail from within the Village, including from Roosevelt Road southward along Pershing Avenue, Abbey Drive, and Maryknoll Circle; along Roosevelt Road northward to Baker Hill Drive, Woodview Drive, and Spring Avenue; and down Spring Avenue, along the eastern side of Baker Hill to the trail’s intersection with Roosevelt Road. Other opportunities include incorporating a multiuse trail along Hill Avenue, and constructing trail heads at the Glenbard Wastewater Authority, Glen Oak Forest Preserve, and the existing vacant lots at the eastern end of Shady Lane.

Forest Preserve District Master Plan

The Forest Preserve District recently completed the process of planning a Master Plan providing guidance in acquiring, preserving, protecting, and restoring the natural resources in DuPage County while connecting people to nature. The Master Plan outlines the following six goals:

- Preserve, protect and restore open spaces.
- Help people cultivate a lifelong enthusiasm for nature by offering meaningful, first-rate outdoor recreation and learning experiences.
- Improve preserves to increase access, use, efficiency and productivity.
- Refocus resources by reducing infrastructures and tasks not related to the mission.
- Foster community engagement and increase awareness of the Forest Preserve District.
- Use effective and innovative methods to execute the master plan while continuing on sound financial footing.

The Village should evaluate the plan to identify potential partnership opportunities that support the implementation of the Master Plan’s goals and objectives. For example, this could include working with the Forest Preserve District to identify underutilized areas for potential conversion into open space, gain feedback from Glen Ellyn residents, and create new trail connections.

Parks and Recreation

-  Regional Trail

 Proposed Greenway Trail

 Neighborhood Park

 Community Park
-  Golf Course

 Sports Complex

 Natural Resource

1. Center Ice of DuPage

2. Spalding Park

3. Churchill Park

4. Stacy Park

5. Ackerman Park

6. Churchill Woods

7. George Park

8. Joseph Sam Perry Nature Preserve

9. Lake Ellyn Park

10. Benjamin Gault Wildlife & Bird Sanctuary

11. Babcock Grove Park

12. Dr. Frank Johnson Center

13. Dandy Park

14. Prairie Path Park

15. Memorial Field

16. Ada Harmon Wildflower Preserve

17. Ellynwood Nature Preserve

18. Walnut Glen Park

19. Illinois Prairie Path

20. Glen Oak Country Club

21. Commonwealth Edison Right-of-Way

22. Pjuetze Park
23. Main Street Recreation Center

24. Glen Oak Park

25. Marie Ulhorn/Presidents Park

26. Spring Avenue Recreation Center

27. Surrey Park

28. Glen Oak County Forest Preserve

29. Newton Park

30. Sunset Park & Pool

31. Glen Ellyn Manor Park

32. Village Green Park

33. Village Links of Glen Ellyn

34. Co-Op Park

35. Panfish Park

36. HealthTrack Sports Wellness

37. Maryknoll Park

38. Willowbrook Wildlife Center

39. East Prairie and Ecology Study

40. Russell R. Kirt Prairie

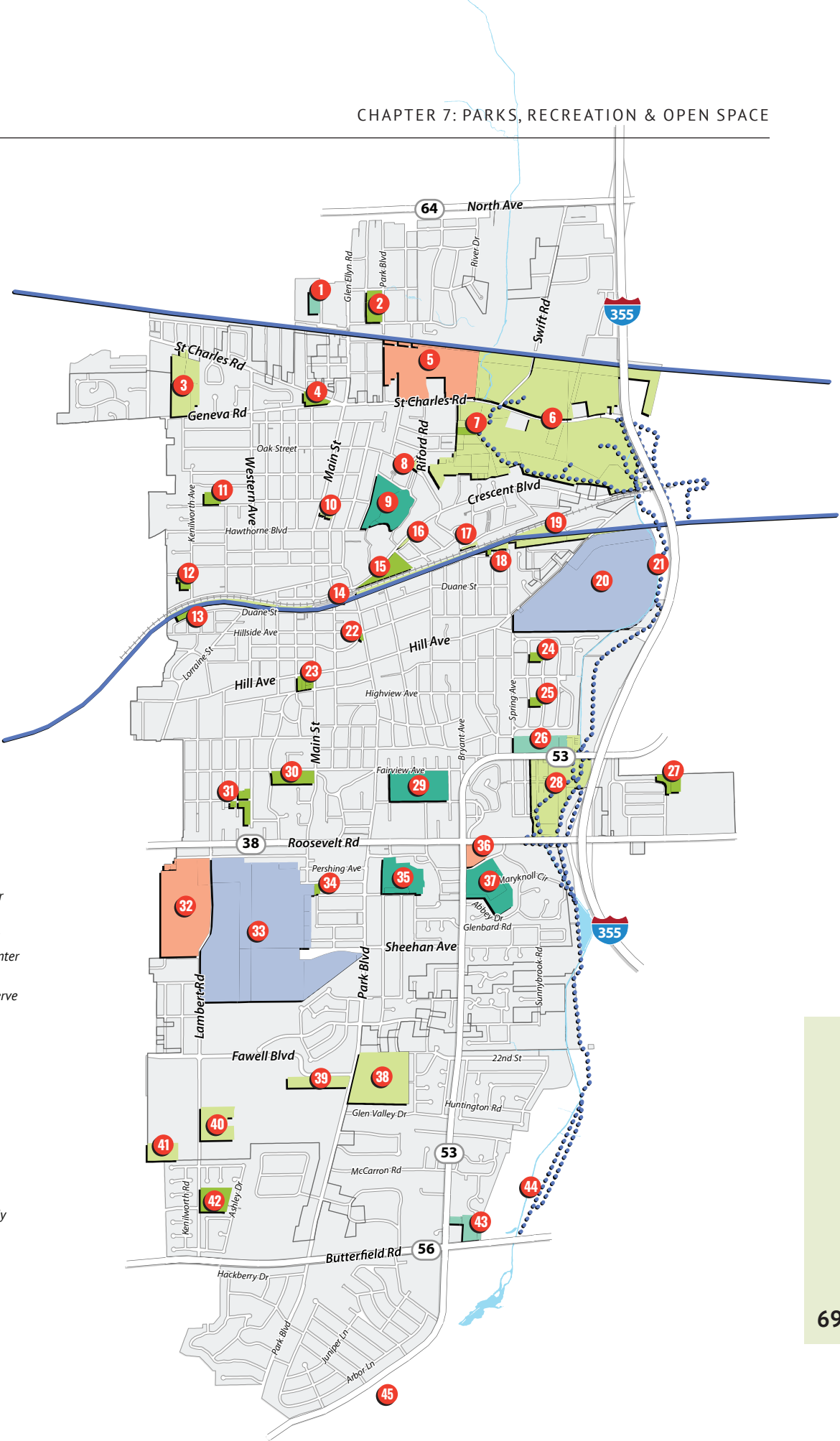
41. Hoddinott Wildlife Sanctuary

42. Lake Foxcroft Park

43. Butterfield Park District

44. DuPage River

45. Morton Arboretum



Hydrology

The topography of Glen Ellyn includes multiple waterways such as the East Branch DuPage River, Glen Crest Creek, Winfield Creek, Willoway Brook, and East Branch Tributary No. 2. The East Branch DuPage River is the Village's main waterway, flowing southward on the eastern border of Glen Ellyn. These waterways should continue to be leveraged as valuable community assets while protecting their natural habitats. The Village should work with the DuPage County Forest Preserve District, Park District, and other agencies to enhance existing trails along the waterways, create new trail connections, and preserve adjacent natural environments as a public amenity.

Floodplains & Wetlands

In addition, multiple residential properties, particularly along the eastern Village limits and in the northern and southern ends of the ETJ, are located in local floodplains which could result in property damage. Existing residential properties that are at risk of flooding are identified in the following Environmental Features Map. Any open space within the floodplain or wetland areas should be preserved for environmental and stormwater benefits.

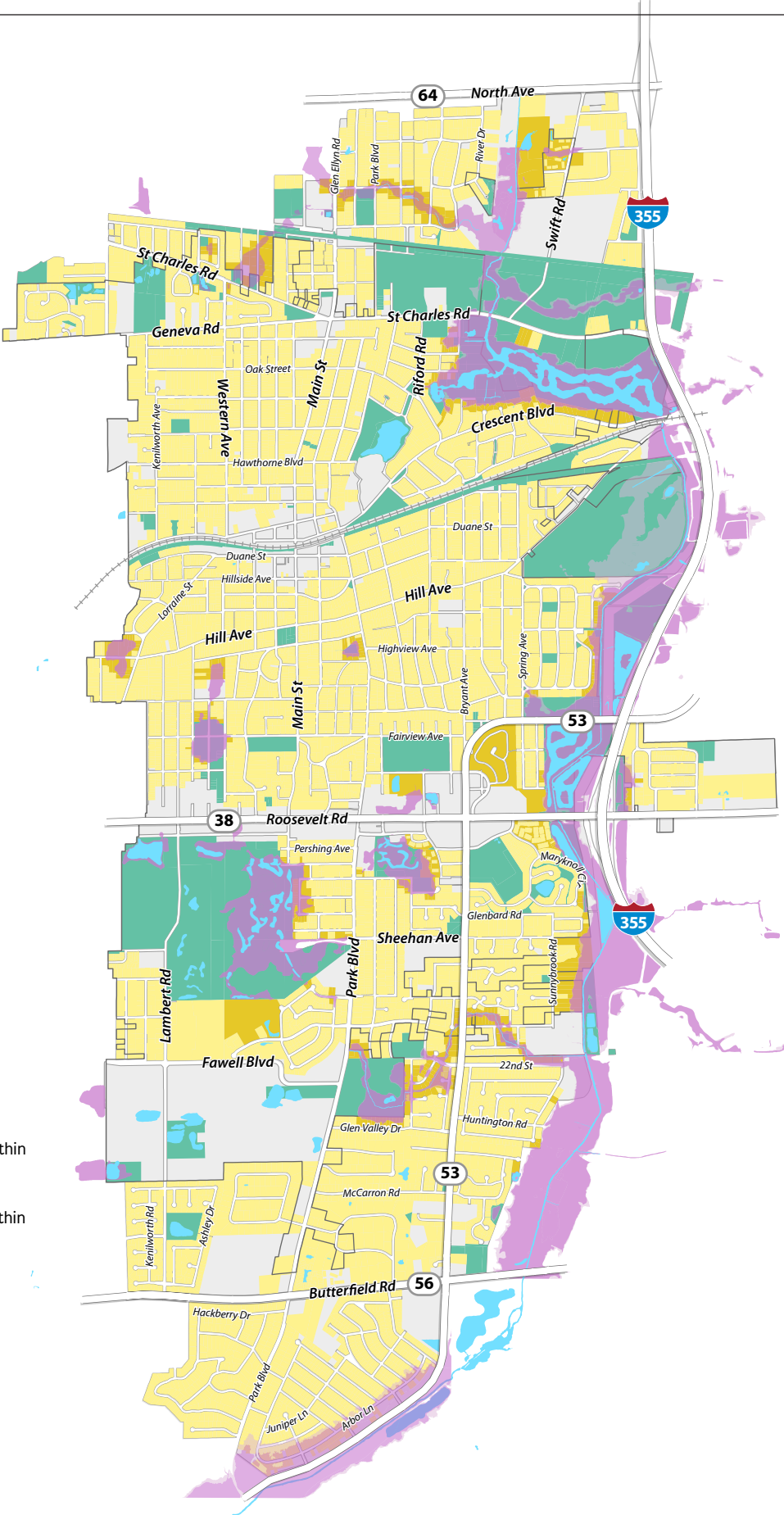
When considering annexations, the Village should be mindful of flood-prone areas. Any portions of vacant or open space properties located within the floodplain should not be further developed to prevent the addition of new properties susceptible to flood damage. This includes the vacant lots along the extremity of the Village's southern planning area, which the County purchased for stormwater detention purposes.

DuPage County Voluntary Buyout Program

Some areas within the Village's planning area may be appropriate for participation in DuPage County's Voluntary Buyout Program to reduce risks of flood damage. Funded by the Illinois Emergency Management Agency (IEMA), the countywide program purchases properties willingly sold by at-risk property owners that are not protected by capital improvements. Such bought out properties should be redeveloped into preserved public open space in alignment with the Land Use Plan to increase recreational opportunities and better utilize the land. Areas where the buyout program is most likely to be an attractive option for property owners include the single-family detached properties along Arbor Lane, Sunnybrook Road, Abbotsford Court, and Crescent Boulevard.

Environmental Features

- Open Water
- 100 Year Floodplain
- 500 Year Floodplain
- Parks and Open Space
- Residential areas not within the 100 year floodplain
- Residential areas that is partially or complete within the 100 year floodplain



CHAPTER 8

IMPLEMENTATION

The Glen Ellyn Comprehensive Plan provides policies and recommendations regarding the initiatives the Village should undertake over the next 15 to 20 years. For the vision of Glen Ellyn to be realized, the Village must be proactive and have the support and participation of local leaders, other public agencies, various community groups and organizations, the local business community, property owners, developers, and residents. The Village should be the leader in promoting cooperation and collaboration with these partners to implement the Glen Ellyn Comprehensive Plan.

Next Steps

This chapter presents an implementation framework that the Village can use to initiate and undertake key recommendations included in the Glen Ellyn Comprehensive Plan. The actions and strategies identified here establish the “next steps” to be taken in continuing the process of community planning and investment. These include:

- Use the Glen Ellyn Comprehensive Plan on a day-to-day basis to guide Village policies and decision-making;
- Review and update the Zoning Ordinance and other development controls to reflect policies presented in the Glen Ellyn Comprehensive Plan;
- Update and incorporate the Capital Improvements Program (CIP) with Plan recommendations for CIP infrastructure improvements;

- Promote cooperation and participation among various agencies, organizations, community groups, and individuals;
- Regularly review and update the Plan to reflect current conditions and shifts in community priorities;
- Explore possible funding sources and implementation techniques;
- Have the Plan Commission periodically review the Comprehensive Plan for amendments.

Use Plan Regularly

The Glen Ellyn Comprehensive Plan should become the Village’s official policy guide for land use, development, and reinvestment. It is essential that the Plan is adopted and used on a regular basis by Village staff, boards, and commissions to review and evaluate all proposals for improvement and development. Community Development Department staff should meet with the heads of other various Village departments to explain the purpose and benefits of the Glen Ellyn Comprehensive Plan.

To further educate the community about the Plan, the Village should:

- Make copies of the Plan available online for free, provide hard copies at Village Hall, and have a copy on file at the Glen Ellyn Public Library for reference;

- Provide assistance to the public in explaining the Plan and its relationship to private and public development projects and other proposals, as appropriate;
- Assist the Village Board of Trustees and various boards and commissions in the day-to-day administration, interpretation, and application of the Plan;
- Provide a Glen Ellyn Comprehensive Plan orientation for new elected or appointed officials;
- Maintain a list of current possible amendments, issues, or needs which may be a subject of change, addition, or deletion from the Plan.

Amending Development Regulations

While the Glen Ellyn Comprehensive Plan articulates a vision for the Glen Ellyn community, the Village’s development regulations are the primary tool that can be used to implement Plan recommendations. Following adoption of the Glen Ellyn Comprehensive Plan, the Village should consider a process to update the current zoning ordinance and related ordinances, such as the Subdivision Regulations Code, to ensure that regulations reflect current Village policy and the desires of the Glen Ellyn community. Amendments to development regulations and design standards should consider complementary programs and incentives that can be used to achieve the community’s vision for economic development, neighborhood character, connectivity, and other aspects of the Plan.

Capital Improvement Program

It is important that the implementation of the Glen Ellyn Comprehensive Plan is coordinated with the Village’s financial resources and capital planning. This will help ensure future capital investments successfully address both short- and long-term objectives of the Plan and are strategically budgeted and prioritized. The Village’s Capital Improvement Program (CIP) is continually updated and includes a five-year implementation plan. CIP projects include improvements for roadways, sidewalks, sanitary sewers, watermains, storm sewers, and multi-use paths, as well as other improvements requiring capital expenditures relating to public infrastructure.

The Village should review and integrate the Glen Ellyn Comprehensive Plan into the capital improvement process, including the Village’s annual budgeting process and during updates to the CIP. This will help assess funding needs and plan for potential sources, ensuring completion of desired improvements in a prioritized manner over the life of the Plan.

Jurisdictional & Organization Cooperation

For the Glen Ellyn Comprehensive Plan to be successful, there must be strong leadership from the Village of Glen Ellyn and firm partnerships between other public agencies, community groups and organizations, the local business community, and the private sector. The Village should assume a leadership role to cooperate and coordinate with local school districts, the Glen Ellyn Public Library, College of DuPage, Metra, Pace, DuPage County, Illinois Department of Transportation (IDOT), the business community, and other key entities to undertake improvements that conform to the Glen Ellyn Comprehensive Plan and improve the quality and character of Glen Ellyn. Some of the recommendations in the Glen Ellyn Comprehensive Plan that will likely require coordination and cooperation include:

- Enhancing transit service in underserved areas of the community;
- Right-of-way and intersection improvements on corridors under the jurisdiction of IDOT or DuPage County;
- Extension of various roads, trails systems, and pedestrian amenities across public and private rights-of-way;
- Establishing regional trail connections to areas outside of Glen Ellyn;
- Coordination with local school districts and others to strengthen local public services;
- Continuing to strengthen Glen Ellyn’s brand to market and attract new residents, businesses, and tourists; and,
- Improvements and investment in Glen Ellyn’s parks and open space.

Regular Updates

It is important to emphasize that the Glen Ellyn Comprehensive Plan is not a static document. If community attitudes change or new issues arise which are beyond the scope of the current Plan, the Plan should be revised and updated accordingly. Although a proposal to amend the Plan can be brought forth by petition at any time, the Village should regularly undertake a systematic review of the Plan.

The Village should initiate review of the Plan at least every three to five years. Ideally, this review should coincide with the preparation of the Village’s budget and Capital Improvement Program and the preparation of an annual action agenda. In this manner, recommendations or changes relating to capital improvements or other programs can be considered as part of the commitments for the upcoming fiscal year. Routine examination of the Plan will help ensure that the planning program remains relevant to community needs and aspirations.

Potential Funding Sources

The following is a list of possible funding sources that the Village could pursue to fund the implementation of the Glen Ellyn Comprehensive Plan. These programs are organized by funding category, which include:

- General Economic Development
- Transportation and Infrastructure
- Parks, Trails, and Open Space

It should be noted that while the information regarding these funding sources was deemed accurate at the time this Plan was written, the long-term availability of funds for these resources cannot be guaranteed. The Village should revise, update, and expand this list of potential funding sources as a component of any future Glen Ellyn Comprehensive Plan updates.

General Economic Development Funding Sources

Special Service Area (SSA)

SSAs can be used to fund improvements and programs within a designated service area. An SSA is essentially added to the property tax of the properties within the identified service area and the revenue received is channeled back into projects and programs benefiting those properties. A SSA can be rejected if 51 percent of the property owners and electors within a designated area object. SSA funds can be used for such things as streetscape improvements, area marketing, and special events. This tool could also be helpful in supporting improvements to the subareas identified in the plan.

Tax Increment Finance (TIF)

The purpose of TIF funding is to incentivize and attract desired development within key commercial areas. TIF dollars can typically be used for infrastructure, streetscaping, public improvements, land assemblage, and offsetting the cost of development.

TIF utilizes future property tax revenues generated within a designated area or district, to pay for improvements and further incentivize continued reinvestment. As the Equalized Assessed Value (EAV) of properties within a TIF District increases, the incremental growth in property tax over the base year that the TIF was established, is reinvested in that area. Local officials may then issue bonds or undertake other financial obligation based on the growth in new revenue.

Over the life of a TIF district, existing taxing bodies receive the same level of tax revenue as in the base year. Provisions exist for schools to receive additional revenue. The maximum life of a TIF district in the State of Illinois is 23 years, although a district can be extended beyond that horizon through authorization from the State Legislature.

The Village presently has two TIF districts: the Central Business District TIF District that encompasses Downtown Glen Ellyn and the Roosevelt Road/Park Boulevard TIF District along Roosevelt Road from roughly east of Parkside Avenue to IL Route 53.

Business Development District (BDD)

As authorized by Division 74.3 of the Municipal Code of the State of Illinois, a municipality may designate, after public hearings, an area as a BDD. A BDD allows the Village to levy up to an additional one percent retailers occupation tax, one percent hotel tax, and one percent sales tax within a designated district. Similar to a TIF district, a BDD has a maximum life of 23 years. BDD legislation also permits municipalities to utilize tax revenue growth that has been generated by BDD properties to fund improvements in the district.

BDD designation empowers a municipality to carry out a business district development or redevelopment plan through the following actions:

- Acquire all development and redevelopment proposals.
- Acquire, manage, convey, or otherwise dispose of real and personal property acquired pursuant to the provisions of a development or redevelopment plan.
- Apply for and accept capital grants and loans from the federal government and the State of Illinois for business district development and redevelopment.

- Borrow funds as deemed necessary for the purpose of business district development and redevelopment, and in this connection, issue such obligation or revenue bonds as deemed necessary, subject to applicable statutory limitations.
- Enter into contracts with any public or private agency or person.
- Sell, lease, trade, or improve such real property as may be acquired in connection with business district development and redevelopment plans.
- Expend such public funds as may be necessary for the planning, execution, and implementation of the business district plans.
- Create a Business District Development and Redevelopment Commission to act as an agent for the municipality for the purposes of business district development and redevelopment.

BDD funds can be used for infrastructure improvements, public improvements, site acquisition, and land assemblage and could be applicable in the identified subareas. Given the limited amount of funds that a BDD is capable of generating, compared to a TIF district, BDD is best suited for funding small scale improvements and property maintenance programs.

Illinois Angel Investment Credit Program

The Illinois Angel Investment Credit Program encourages investment into early-stage, innovative businesses within the State of Illinois by offering tax credits to qualifying investors. The credits equal to 25 percent of the claimant’s investment made directly in a new business. The tax credit may not exceed the taxpayer’s Illinois income tax liability for the taxable year, but the credit may be carried forward for up to five years following the excess credit year. Tax credits are allocated on a quarterly basis throughout the year and are awarded on a first-come, first-served basis. The investments prompted by this program provide new businesses with critical funds to support their growth and success.

Tax Abatement

A property tax abatement is a versatile tool that can be applied to address a wide range of community issues. Property tax abatements are typically used as an incentive to attract business and revitalize the local economy. In the State of Illinois, municipalities and other taxing districts can abate any portion of the tax that they individually levy on a property. The period of tax abatement on a given property can be no longer than 10 years and the total combined sum of abated taxes for all taxing districts cannot exceed \$4 million over that period. A taxing district can administer the abatement by one of two methods: 1) lowering the tax rate; or 2) initiating a property tax freeze where the property is taxed based on a pre-development assessed value.

Historic Preservation Tax Credit

The U.S. government offers a 20 percent federal income tax credits for the rehabilitation of historic, income-producing buildings that are determined by the Secretary of the Interior, through the National Park Service, to be “certified historic structures.” The State Historic Preservation Offices and the National Park Service review the rehabilitation work to ensure that it complies with the Secretary’s Standards for Rehabilitation. The Internal Revenue Service defines qualified rehabilitation expenses on which the credit may be taken. Owner-occupied residential properties do not qualify for the federal rehabilitation tax credit.

Incentives

The Village can use funding mechanisms such as a TIF district, SSA, or BDD to provide a variety of incentive programs to help the community achieve its goals. These incentives can be used to help attract new development to the area, to help improve existing development, and to encourage business owners to stay in the community and continue to impact the community in a positive way.

While this list of possible incentive programs is not exhaustive, it is representative of the range of options that are available and will provide a good starting point for the creation of a comprehensive incentive program that will help the Village achieve its objectives.

Revolving Fund Program

A revolving loan fund is administered to provide financial support and assistance to new or expanding businesses, funded through the Illinois Department of Commerce and Economic Opportunity. The borrower may use the low-interest loan for construction, property rehabilitation/improvements, and land acquisition, among other things. As the Village seeks to redevelop key commercial and employment areas, such as along Roosevelt Road, this funding opportunity should be marketed to local entrepreneurs seeking to grow their businesses.

Awards & Incentives

Façade and site improvement programs can be used to beautify the Village and improve the appearance of existing businesses by offering low-interest loans or grants to improve the exterior appearance of designated properties. The Village currently administers the following three awards and incentives:

- **Downtown Retail Interior Improvement Award Program.** The goal of the Downtown Retail Interior Improvement Award Program is to strengthen the downtown shopping district by attracting new retail businesses and restaurants, and by assisting existing retailers with eligible expansion plans in the C5A & C5B downtown commercial districts. Approved projects are eligible to receive a Downtown Interior Improvement Award in an amount not to exceed \$30,000. Eligible improvements include those that are permanent tenant and building code improvements necessary to open a new or expand an existing retail or restaurant business.

- **Retail Façade Improvement Award Program.** The Retail Façade Improvement Awards were created to encourage businesses and property owners to make desired exterior improvements to their buildings. Approved projects are eligible to receive an award in an amount not to exceed \$30,000. The awards are specifically for existing commercial structures and qualifying improvements include permanent improvements to the exterior of a building which are visible from the public right-of-way.
- **Fire Prevention Award Program.** The Fire Prevention Award Program is designed to assist businesses and property owners with meeting required life safety code improvements. The program supports the installation of fire alarm and fire sprinkler systems in buildings located in the C5A and C5B business districts and the Roosevelt Road TIF District. Approved projects are eligible to receive Fire Prevention Awards in an amount not to exceed \$15,000.

Payment in Lieu of Taxes (PILOT)

PILOT is a tool similar to tax abatement. The Village can use PILOT to reduce the property tax burden of desired businesses for a predetermined period. In this instance, the Village and a property owner would agree to the annual payment of a set fee in place of the property taxes. Payments are generally made in the form of a fixed sum, but they may also be paid as a percentage of the income generated by a property.

PILOT can also be a means of reducing the fiscal impact on the Village of a nonprofit, institutional use, or other non-taxpaying entity locating to a key site. While such uses can be desirable as activity generators, they can also negatively impact municipal services because they do not pay taxes. Provisions can be made to offset that negative impact by allowing the Village to be compensated for at least a portion of the revenue that would otherwise be collected in the form of property tax.

Transportation & Infrastructure

Illinois Transportation Enhancement Program (ITEP)

The Illinois Department of Transportation (IDOT) administers ITEP and has funded projects including bicycle and pedestrian facilities; streetscaping; historic preservation and rehabilitation of historic transportation facilities; stormwater management and pollution prevention; and construction of turnouts, overlooks, and viewing areas. In the past, federal reimbursement has been available for up to 50 percent of the costs of right-of-way and easement acquisition, and 80 percent of the costs for preliminary engineering, utility relocations, construction engineering, and construction costs.

Safe Routes to Schools (SRTS)

The Safe Routes to School program has provided funding through the U.S. Department of Transportation for various infrastructure-related projects including the planning, design, and construction of infrastructure-related projects that will substantially improve the ability of students to walk and bike to school, including:

- Sidewalk improvements;
- Traffic calming and speed reduction improvements;
- Pedestrian and bicycle-crossing improvements;
- On-street bicycle facilities;
- Off-street bicycle and pedestrian facilities;
- Secure bicycle parking system; and,
- Traffic diversion improvements in the vicinity of schools.

Congestion Mitigation & Air Quality Improvement Program (CMAQ)

The Chicago Metropolitan Agency for Planning (CMAP) is the administrator of CMAQ program funds for the northeastern Illinois region. CMAP has supported a wide range of projects through the CMAQ program including improvements to bicycle facilities, transit facilities, inter-sections, sidewalk improvements, and signal timing. Funds have also been used to make transportation improvements to eliminate traffic bottlenecks, limit desired emissions, and to create promotional campaigns to enhance use of transit and bicycles. As a result of changes made to the program under the FAST Act adopted in 2015, vehicle-to-infrastructure technology projects are also eligible for CMAQ funding.

Surface Transportation Block Grant Program (STBGP)

STBGP funds are allocated to coordinating regional councils to be used for roadway and roadway related items. CMAP delegates funds to regional councils and selects projects based on a ranking scale that takes into account the regional benefits provided by the project among other factors. STBGP funds may be used for a variety of project types including road reconstructions, transit station rehabilitation or reconstructions, bridge rehabilitation or reconstructions, highway/rail grade crossing improvements, road expansions, bus speed improvements, corridor-level or small area safety improvements, and truck route improvements.

Surface Transportation Program (STP) Set-Aside

STP Set-Aside is a sub-program of the Surface Transportation Block Grant Program which provides funding for non-motorized transportation projects. Projects range from on-street bike facilities to multi-use paths and sidewalk infill programs to Safe Routes to School projects. STP Set-Aside funds are administered by CMAP through a formal application process.

Parks, Trails & Open Spaces

Illinois Department of Natural Resources (IDNR)

IDNR administers several grants-in-aid programs to help municipalities and other local agencies provide a number of public outdoor recreational areas and facilities. The programs operate on a cost reimbursement basis to a government or non-for-profit organization. Local governments can receive one grant per program per year, with no restrictions on the number of local governments that can be funded for a given location. IDNR grant-in-aid programs include the Park and Recreational Facilities Construction Grant, Illinois Trails Grant Programs, and Open Space Lands Acquisition and Development (OSLAD)/Land and Water Conservation Fund (LWCF).

Illinois Bicycle Path Program

The Illinois Bicycle Path Program is a grants program administered by IDNR that provides funding assistance up to 50 percent to acquire and develop land for public bicycle path purposes. Funded by a percentage of vehicle title fees, maximum grants awards are limited to \$200,000.

Park and Recreational Facility Construction Act (PARC)

PARC is a grant program that provides 75 percent funding assistance to eligible local governments for park and recreation unit construction projects and land acquisition. Projects include the acquisition and development of land for public indoor/outdoor park, recreation, or conservation and must be used for “bondable” or “brick and mortar” projects. Grants can range from \$25,000 to \$2,500,000 with a 25 percent match required for most applicants.

Illinois Trails Grants Programs

The Illinois Trail Grant Programs is composed of five grant programs that provide financial assistance for the acquisition, development, and occasional maintenance of trails for public recreation uses. These programs include the Bike Path Program, the Local Government Snowmobile Program, the Snowmobile Trail Establishment Fund, the Off-Highway Vehicle (OHV) Program, and the Federal Recreational Trails Program.

Open Space Land Acquisition & Development (OSLAD)

The OSLAD program awards up to 50 percent of projects costs up to a maximum of \$750,000 for acquisition and \$400,000 for development/renovation of recreational facilities such as playgrounds, outdoor nature interpretive areas, campgrounds and fishing piers, park roads and paths, and beaches. It should be noted the OSLAD program is not open for FY21 and should be monitored for reactivation at a later year.

Land & Water Conservation Fund (LWCF)

The Illinois Land & Water Conservation Fund program (LWCF), similar to OSLAD, provides grants to municipalities, counties, and school districts to be used for outdoor recreation projects. Projects require a 50 percent match and awards up to \$750,00 per acquisition project. All funded projects are taken under perpetuity by the National Park Service and must only be used for outdoor recreational purposes.

Implementation Action Matrix

The Implementation Action Matrix included at the end of this section provides Village staff and community stakeholders with an organized table containing a comprehensive list of all implementation strategies, policies, and recommendations contained within the Glen Ellyn Comprehensive Plan. In conjunction with the annual updates to the Capital Improvement Plan, the Village should utilize and regularly update the Implementation Action Matrix to reflect the most up-to-date implementation actions and priorities. The Action Matrix includes:

- Specific recommendations and projects to be undertaken;
- The priority of each project or activity; and
- An indication of the public and private sector responsibilities for initiating and participating in each activity.

Action Priorities

Each action item has been designated a priority level to aid with implementation of Plan recommendations. Action item priorities are broken into three levels including:

- **1** - actions that have the highest priority. Though not necessarily more important, items listed as priority 1 may have an immediate impact on the community, may be more easily completed, or may be necessary actions for long term projects to begin.
- **2** - actions that have secondary priority include longer term projects, actions that indirectly impact quality of life, and actions that require other projects be completed before they can be started.
- **On-Going** - actions that have begun, including projects that are currently under construction, or actions the Village currently does that should be continued. This also includes actions that represent changes in policy that are in place once adopted.

Partner Organizations

While the action matrix identifies potential partners for implementing the Glen Ellyn Comprehensive Plan, the Village of Glen Ellyn remains primarily responsible for all action items. The listed potential partners demonstrate opportunities for cooperation, but the action matrix does not represent a commitment or responsibility on their behalf.

Strategy	Recommended Action	Priority	Potential Partners
Residential Areas			
Support Context Sensitive Infill	Ensure new developments complement surrounding single-family homes with high-quality architecture as reinvestment in existing neighborhoods occurs.	On-going	Property Owners, Private Developers
Increase Housing Diversity	Encourage single-family attached and multi-family development close to Downtown and in transition areas along commercial corridors in accordance with the Land Use Plan and Residential Areas Framework map.	On-going	Property Owners, Private Developers
	Foster greater housing diversity that provides inclusive housing options at various income levels for all individuals.	1	Property Owners, Private Developers
	Encourage developers and property owners to promote the missing middle housing options.	1	Property Owners, Private Developers
	Review incentives to encourage developers to incorporate a percentage of below market rate, affordable units.	1	Property Owners, Private Developers
Prioritize Mixed Use Housing within Downtown	Encourage the development of multi-family units above ground floor retail.	1	Property Owners, Private Developers
	Use higher density single-family attached and multi-family housing as a transition between Downtown commercial uses and the surrounding single-family detached neighborhood.	On-going	Property Owners, Private Developers
	Consider public-private partnerships to share parking costs and increase Equalized Assessed Value.	1	Property Owners, Private Developers
Preserve Historic Neighborhoods	Work with the HPC to further encourage rehabilitation and re-use within the community through available state and federal incentives.	1	HPC
	Continue to support the HPC in its public outreach efforts to encourage historic preservation in the community.	On-going	HPC
	Promote homeowner consideration for local landmarking, placement on the National Registry, and application for property tax freeze available for restoration projects through the Village's website, newsletter, and the distribution of pamphlets at the Civic Center and Stacy's Corners History Center.	1	HPC
Increase Code Enforcement and Maintenance	Continue to enforce building codes and property maintenance regulations to ensure quality development and upkeep of the community's appearance.	On-going	Administrative Adjudication Hearing Officer
	Raise awareness of the Village's online resident complaint form and web application through promotion on water bills, property tax forms, and the social media platforms.	1	
	Evaluate the Village's Appearance Review Guidelines to ensure recommendations are still reflective of community appearance priorities.	2	
Commercial Areas Framework			
Improve the Character of Neighborhood Centers	Encourage enhanced landscaping, pedestrian infrastructure, buffering, and screening within and surrounding neighborhood centers.	On-going	Property Owners, Private Developers
Enhance Commercial Corridor Image and Connectivity	Enhance traffic flow and safety, provide additional opportunities for bicyclists and pedestrians, and provide better access to transit and transit-oriented accommodations along commercial corridors.	On-going	Illinois Department of Transportation, DuPage County, Public Works Department
	Consolidate access drives, create shared parking opportunities, bury overhead utilities, and enhance landscaping and pedestrian infrastructure as redevelopment and reinvestment occurs.	On-going	Property Owners, Private Developers
	Encourage private property owners to provide on-site improvements, such as landscaping, the addition of pedestrian street furniture, and screening of mechanical equipment and garbage enclosures.	On-going	Property Owners, Private Developers
Promote Economic Development within Downtown	Leverage Innovation DuPage and the Small Business Development Center to support small business and startup business development.	On-going	Innovation DuPage, College of DuPage
Support Office Development	Continue to support the maintenance and expansion of office development, when supported by market conditions.	On-going	Property Owners, Private Developers
Improve Hill Avenue Light Industrial Development	Consider coordinating with DuPage County and Hill Avenue business owners to evaluate solutions to address floodplain issues.	1	DuPage County, Hill Avenue Business Owners
	Improve existing development with green infrastructure treatments such as bioswales and pervious pavement systems.	2	Property Owners, Private Developers, Public Works Department
Evaluate Annexation Areas	Pursue annexation in the planning jurisdiction, including the commercial properties at the corner of Route 53 and Butterfield Road and the properties located in the area northeast of Stacy's Corners.	On-going	DuPage County
	Consider undertaking an annexation study to evaluate the most beneficial areas to incorporate.	2	DuPage County

Strategy	Recommended Action	Priority	Potential Partners
Subarea Plans			
Encourage Redevelopment of Catalyst Sites and Potential Redevelopment Sites	Pursue the redevelopment of the catalyst sties and potential redevelopments sites as outlined in the Subarea Plans section.	1	Property Owners, Private Developers
	Be mindful of preserving the community gathering space aspect of the existing Fire Station 61 when considering future site improvements or facility relocation.	1	Glen Ellyn Volunteer Fire Company
Transportation			
Improve Roadway Capacity and Conditions	Implement intersection capacity improvements to address spot locations of congestion where necessary.	2	IDOT, ISTHA, DuPage County
	Consolidate curb cuts along Roosevelt Road and encourage cross access as opportunities arise, particularly between Nicoll Way and Lambert Road.	2	Property Owners, Private Developers, IDOT
	Coordinate with IDOT to replace the decorative concrete median between Baker Hill Drive and the east branch of the DuPage River with a landscaped median.	2	IDOT
	Work with IDOT to increase the road capacity along IL Route 53 between Abbey Drive and Butterfield Road to provide a continuous three-lane cross-section.	2	IDOT
Reevaluate Parking Requirements	Reevaluate parking ratios for commercial areas in the zoning code.	1	
Explore Downtown One-Ways	Continue to work with Downtown business owners and explore the possibility of converting specific streets in the Downtown to two-way operation.	On-going	Business Owners
Enhance Metra Commuter Rail	Replace the Metra station with a historically sensitive new building that is 50 percent larger in size, paired with an ADA-accessible pedestrian tunnel beneath the rail line in the vicinity of Forest Avenue.	2	Union Pacific Railway, Metra
Improve Pace Suburban Bus Services	Coordinate with Pace to install shelters at Pace bus stops.	2	Pace, IDOT
	Monitor the progress of the PULSE network and work with Pace on advance planning for the Roosevelt Road route.	1	Pace
	Collaborate with College of DuPage (COD), and potentially Pace, to evaluate the feasibility of a shuttle bus between the campus and Downtown Metra station.	2	COD, Pace
Expand Off-Street Trails and Side Paths	Support future Glen Ellyn Park District (GEPD) trail projects, new biking routes, and walking baths.	1	GEPD
	Work cooperatively with DuPage County on the planning and engineering of the segments of the East Branch DuPage River Greenway Trail that extend through the Village and the development of trail connectors to the Village's bicycle network.	On-going	DuPage County
	Work with IDOT to develop side paths along Roosevelt Road and IL Route 53.	2	IDOT
	Partner with neighboring municipalities on bicycle facility projects that connect existing trails and paths.	2	Wheaton, Lombard, Glendale Heights
	Maximize bicycle safety at the major roadway crossings of the Great Western Trail and Illinois Prairie Path.	2	DuPage County, IDOT, Public Works Department
Build on On-Street Bicycle Facilities	Undertake an update to The Move Glen Ellyn Active Transportation Plan to actively pursue grants to implement bike and multiuse path projects.	1	Public Works Department, DuPage County, The Glen Ellyn Park District, League of Illinois Bicyclists, The West Suburban Bike Advocacy Council
	Coordinate with surrounding agencies and municipalities to evaluate the launch of a bike share or bike rental program.	2	Wheaton, Lombard, Glendale Heights, Milton Township
Increase Bike Parking	Continue to add bicycle parking infrastructure, including bike racks, to encourage bicycle travel for short-distance trips.	On-going	Public Works Department
	Consider revising the zoning code to require secure bicycle parking within new multi-family and mixed-use developments.	1	
Enhance the Pedestrian System	Improve crossing safety at identified problematic signalized intersections along arterial roadways through the Village's annual Capital Improvement Program or coordination with IDOT or DuPage County.	2	IDOT, DuPage County
	Work with Glen Ellyn School District 41, Community Consolidated School District 89, and the private primary schools in the Village (St. James The Apostle and St. Petronille) to establish Safe Walking Routes to School plans.	1	Glen Ellyn School District 41, Community Consolidated School District 89, St. James the Apostle Catholic School, St. Petronille School

Strategy	Recommended Action	Priority	Potential Partners
Community Facilities			
Ensure Public Safety through Enhanced Emergency Services	Conduct regular community outreach to identify safety concerns of residents that the Police Department may need to address.	1	Police Department, Glen Ellyn Volunteer Fire Company
	Work with the Fire Company to undertake a facility needs assessment that evaluates the condition of Station 61, Station 62, and anticipated improvements.	1	Glen Ellyn Volunteer Fire Company
Improve the Water and Sewer System	Examine the need for a third one-million-gallon reservoir on the northern end of Glen Ellyn for emergency backup purposes.	1	Public Works Department, DuPage Water Commission (DWC)
	Expand water and sewer system to underserved annexation areas.	2	Public Works Department, DWC
	Evaluate private water/sewer lines to improve overall systems north of Roosevelt Road and east of I-355 in the Braeside area.	2	Public Works Department
	Conduct a study of basins to prioritize I/I (Infiltration/Inflow) revolution and reduction, including the identification of sources of clearwater that enter the sanitary sewer system.	1	Public Works Department, DWC
Address the Public Works Department's Facility Needs	Evaluate the condition of the Reno Service Center and consider expansion/renovation options to better accommodate public works operations, off-street parking, storage space, and other necessities.	1	Public Works Department, Lambert Lake Nature Preserve, Village Green Park
Improve Stormwater Drainage	Continue to expand Village stormwater infrastructure to areas desired for annexation.	On-going	Public Works Department
	Identify sites that are susceptible to flooding and identify improvements for further flood mitigation.	1	Public Works Department
	Identify additional sites for stormwater storage, which could be used simultaneously as a public park, recreational facility, or open space.	1	Public Works Department, GEPD
	Work with property owners and developers to reduce impervious coverage and increase green space as a way to reduce stormwater runoff.	2	Public Works Department, Property Owners, Private Developers
Mitigate Urban Flooding	Coordinate with DuPage County, property owners, and adjacent communities to develop an appropriate flood resilience strategy to address urban flood hazards.	1	DuPage County, Property Owners, Wheaton, Lombard, Glendale Heights, Milton Township
	Consider purchasing strategically located properties to use as stormwater detention areas.	2	Public Works Department, Property Owners
	Utilize the 2015 Illinois Urban Flooding Awareness Act Report to identify resources and technology that could help mitigate the impact of urban flooding.	1	Illinois Department of Natural Resources (IDNR)
	Increase promotion of Village resiliency programs that help residents fund sanitary sewer service line improvements.	1	Public Works Department, Property Owners, Private Developers
Expand Infrastructure to Future Service Areas	Continue to expand the Village's utility lines outside the northern and southern municipal limits in preparation for potential annexations.	On-going	Public Works Department, Property Owners, Private Developers
Strengthen Connections with the College of DuPage	Use the Business Development Center as a resource to streamline graduates from COD directly into the Village's workforce.	1	COD, Business Development Center, Innovation DuPage
	Support COD in enhancing its facilities and amending the Planned Unit Development (PUD) to guide development of the COD campus.	1	COD
Parks, Recreation & Open Space			
Address Park Needs	Enhance Village Links and Reserve 22 with upgrades to the sport facilities as they begin to age in the long-term.	On-going	GEPD, Public Works Department
	Continue to monitor needs for infrastructure upgrades and cleaning at Village Links and Reserve 22.	On-going	GEPD, Public Works Department
Leverage and Protect Local Hydrology	Redevelop bought out properties from the DuPage County's Voluntary Buyout Program into preserved public open space in alignment with the Land Use Plan.	2	DuPage County, Illinois Emergency Management Agency (IEMA)

FIRST QUARTER FINANCIAL REPORT 2021

For the period January 1, 2021 to March 31, 2021



ABOUT THIS REPORT

- Covers the period January 1, 2021 to March 31, 2021, unless noted
- Unaudited
- Budget basis (cash basis)
- Report will be made available on the Village website



VILLAGE OF *Glen Ellyn* ILLINOIS

GENERAL FUND

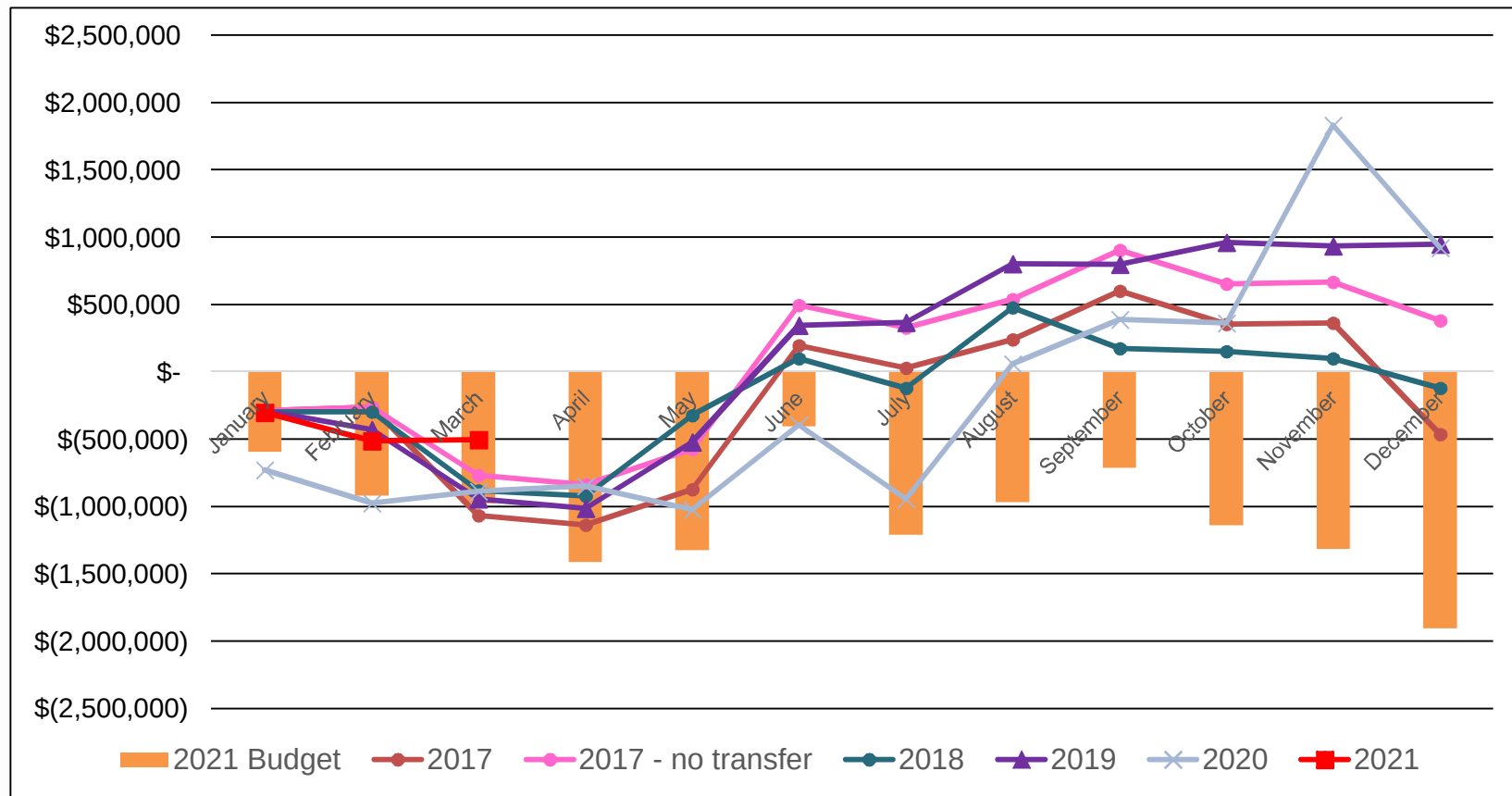
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VILLAGE OF *Glen Ellyn* ILLINOIS

General Fund – 5 year historical trend – Cumulative Change in Fund Balance

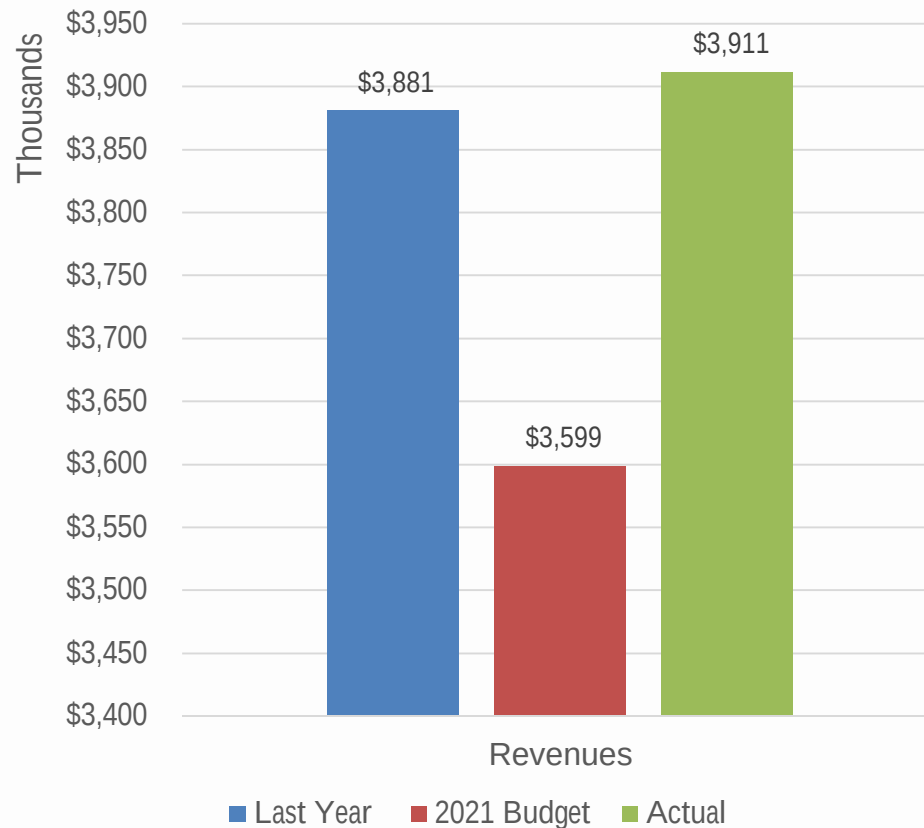


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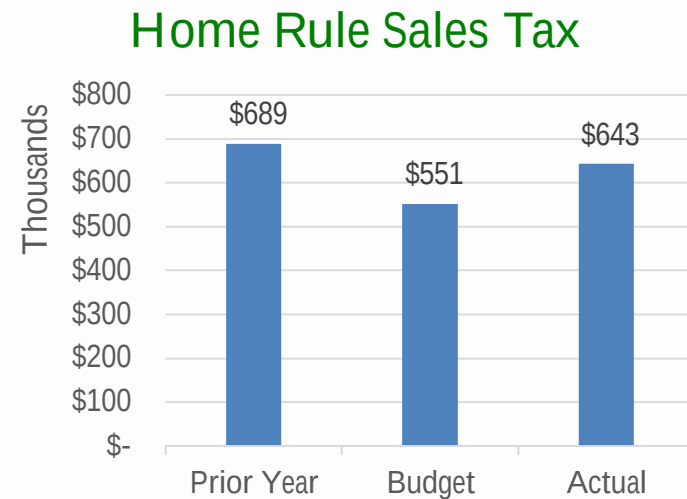
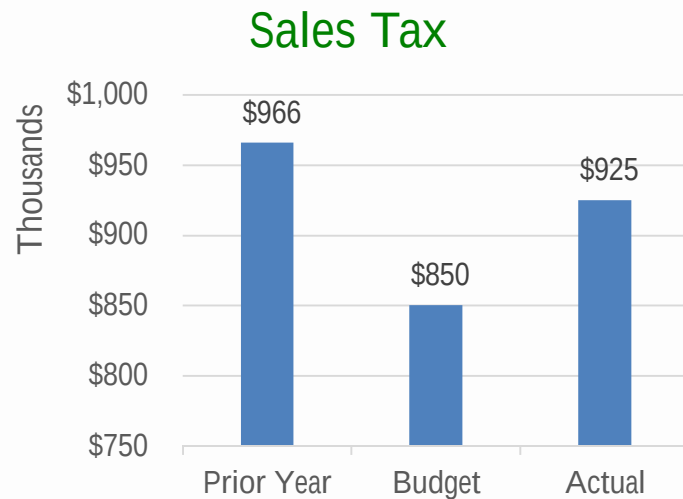
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General Fund Revenues



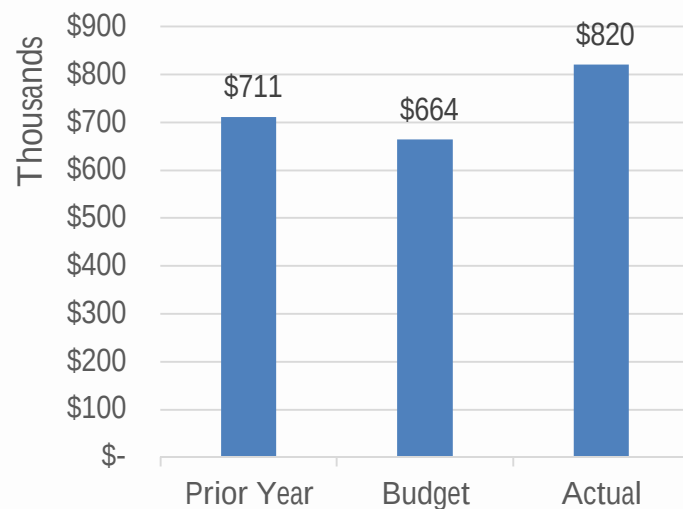
- Increases in income tax drive the positive variance from last year (increased by \$109K)
- Positive budget variances in revenues are due to positive performance in sales tax, home rule sales tax, income tax, and use taxes. All taxes combined in the General Fund are up \$125K over prior year and \$383K over budget.
- Future income tax performance is threatened by the State of Illinois 2022 budget which proposes a 10% cut to the Village's share of the income tax. This could become effective July 1, 2021.

Sales Taxes – General Fund



- Sales tax received in 1Q2021 is for October – December 2020.
- Actual performance is better than budget, but less than prior year.
 - Prior year amounts would be reflective of a pre-Covid economy.

Income Tax – General Fund



Several factors affect this performance:

- Job losses have impacted lower paying jobs, not impacting income tax as greatly
- Unemployment benefits provide new income taxes

Continued growth throughout 2021 could be hindered by State of Illinois budget which proposes a 10% cut to the municipal distribution of income tax starting July 1, 2021.

Other General Fund Revenue Trends

Positive

- Use tax - \$59,988 above budget. Use tax is collected on internet sales and is positively affected by the continued shift towards online retail.

Negative

- Police/Court Fines/Adjudication - \$26,007 below budget – reduced travel and parking as well as delays in the court processes have negatively affected this revenue.

General Fund Expenditure Trends – From Budget

Positive



Department	Amount below / above budget	Reason
PW – Admin & Engineering	\$23,062 / 11%	Fourth Engineer position budgeted that is currently under recruitment

Negative

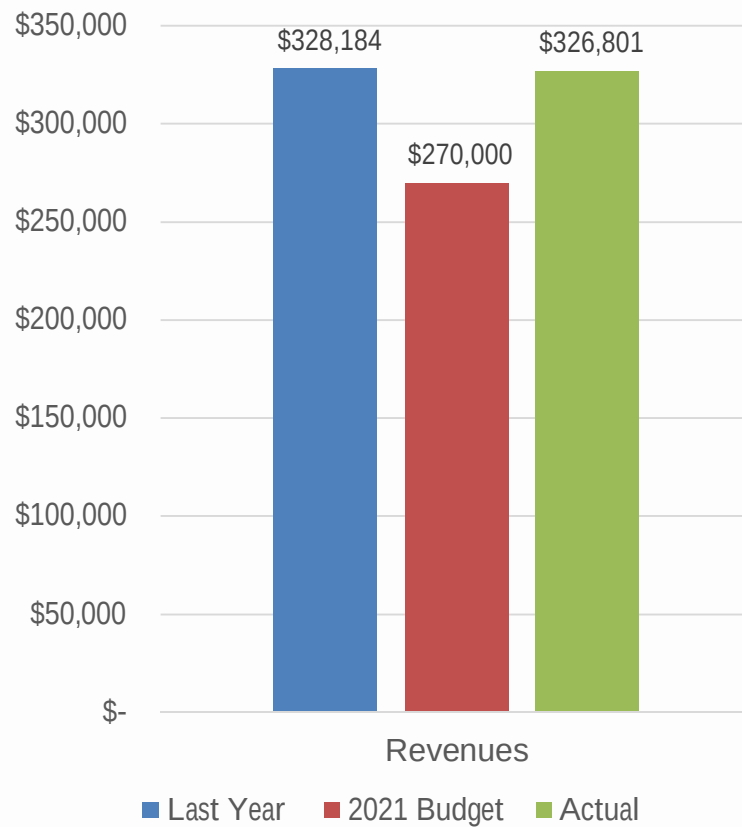


Law	\$29,138 / 38%	General Counsel increased (Haggerty, easements, etc)
EMS	\$71,914 / 56%	Contractual reconciliation payment made to ambulance provider of \$67K
PW - Streets	\$52,382 / 15%	Snow costs are above budget due to more frequent snow events. There were 3 more snow events and 17.5 more inches of snow than the prior year.

CAPITAL PROJECTS FUND



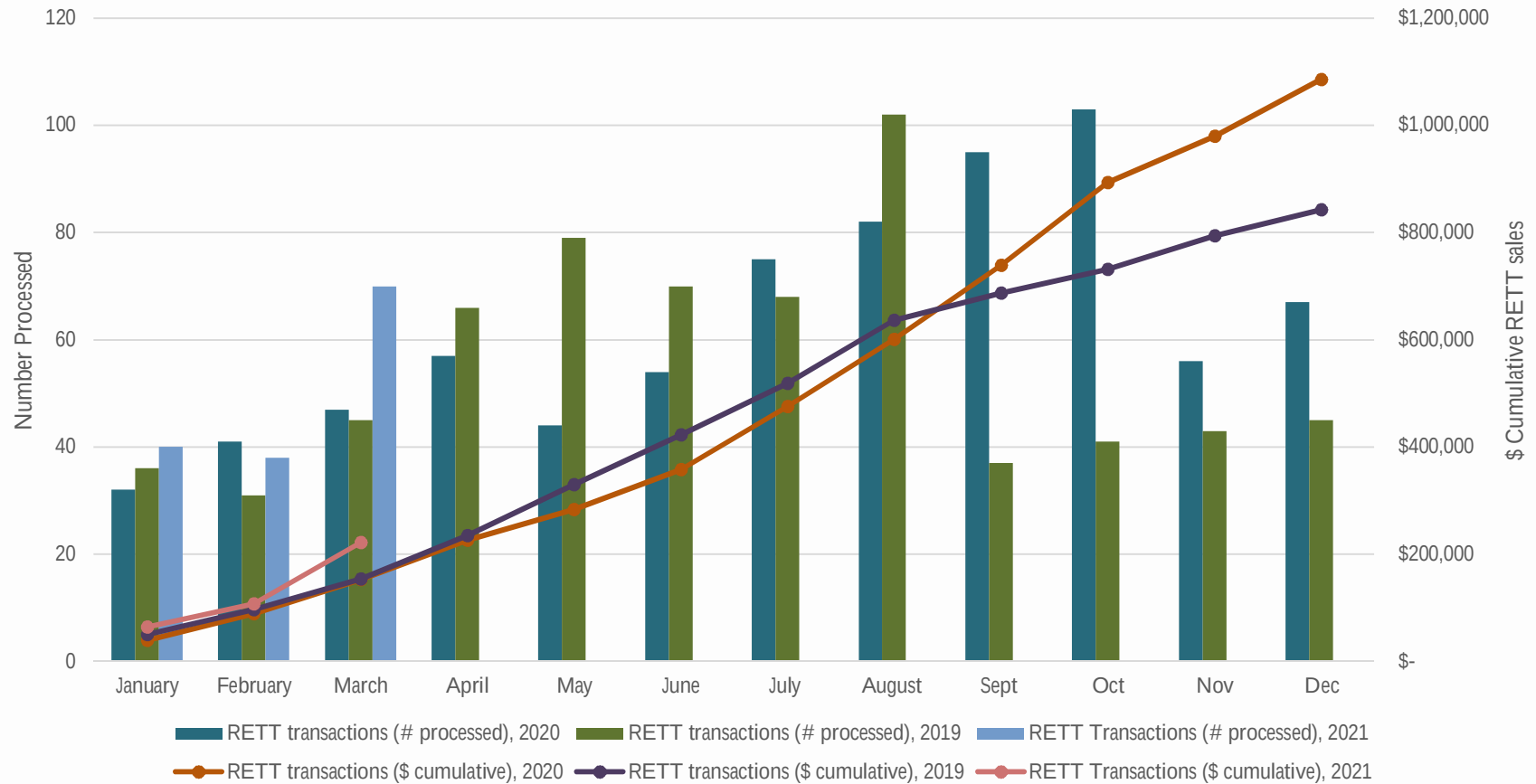
Food and Beverage Revenues



- Food and beverage collections in 2021 are nearing the pre-Covid 2020 amounts.

VILLAGE OF *Glen Ellyn* ILLINOIS

Real Estate



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OTHER ITEMS



Other Funds Progress Report

Parking Fund

- \$5.2 million spent in 2021 on Parking Garage, with a May opening date planned. To date, \$15.9 million has been spent on the project.

Village Links

- A separate report will be provided for the Village Links/Reserve 22



2020 BONDS

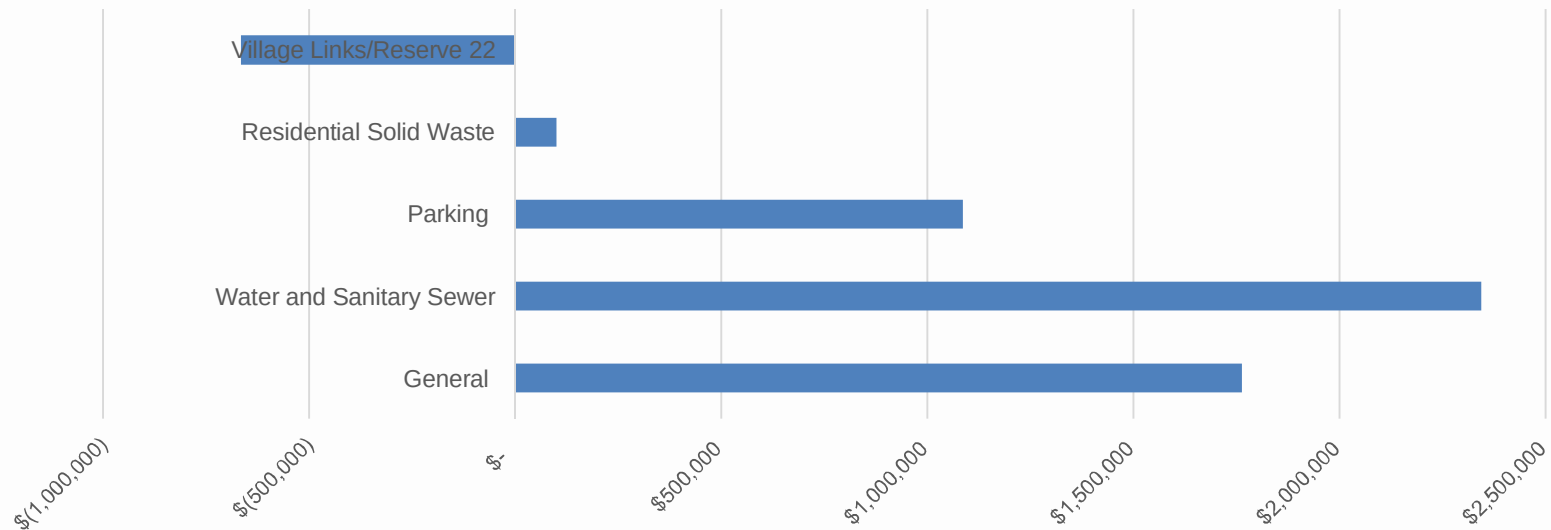
Use	Amount Drawn
Parking Garage	\$4,536,084.06

- Balance in bond account as of 3/31/21 was \$5,335,533.31



Cash Reserves

Cash Reserves Above Policy Level



- September is a cash high point for the cash reserves for the General Fund as the second property tax distribution is received around September 1; April/May is the low point.
- Water & Sewer reserves is above amount set aside for capital plan.
- Reserve 22 remains below policy limits, but has not needed to access the Line of Credit from the General Fund that was approved by the Board.

American Rescue Plan

Glen Ellyn is estimated to receive \$3.4 million from the American Rescue Plan.

- Amount is currently only an estimate
- Anticipate to receive funds over 2 years
- Must expend funds by the end of 2024



American Rescue Plan

Current Eligible Uses (Important to note that the Department of Treasury is currently working guidance/clarification on eligible uses that has not yet been published)

- To respond to the COVID public health emergency or its negative economic impacts including, but not limited to, assistance to households, small businesses, and nonprofits, or aid to impacted industries such as tourism, travel, and hospitality;
- To pay for government services to the extent needed to replace the revenue lost during COVID (compared to the revenue of the fiscal year prior to COVID);
- To provide premium pay for government essential workers or provide grants to eligible employers to pay their essential workers premium pay;
- To make necessary investments in water, sewer, or broadband infrastructure.
- State and locals can provide funding to special district governments and nonprofits.
- Prohibits states and localities from using this federal funding to pay for pensions or tax cuts.



American Rescue Plan

Next Steps

- Confirm final amount to be allocated
- Receive final guidelines from the Treasury on eligible uses
- Work with the Finance Commission and Village Board to develop a policy on how funds will be used
- Monitor and report on use of funds

Budget Amendments & Frozen Positions

Budget Amendments

- Encumbrance amendment done in March 2021 and approved by Village Board
- Amendment for Volunteer Fire Company at April 26 meeting
- Potential future amendment for purchase of property (Exec Session scheduled April 26)

Frozen Positions

- As part of the 2021 budget process, three positions were removed from the budget
 - Administrative Clerk II (Community Development / Part-time non-pensioned position)
 - Police Program Coordinator (Police Department / Full Time Position)
 - Payroll Specialist (Finance / Full Time Position)

Budget Amendments & Frozen Positions

Frozen Positions

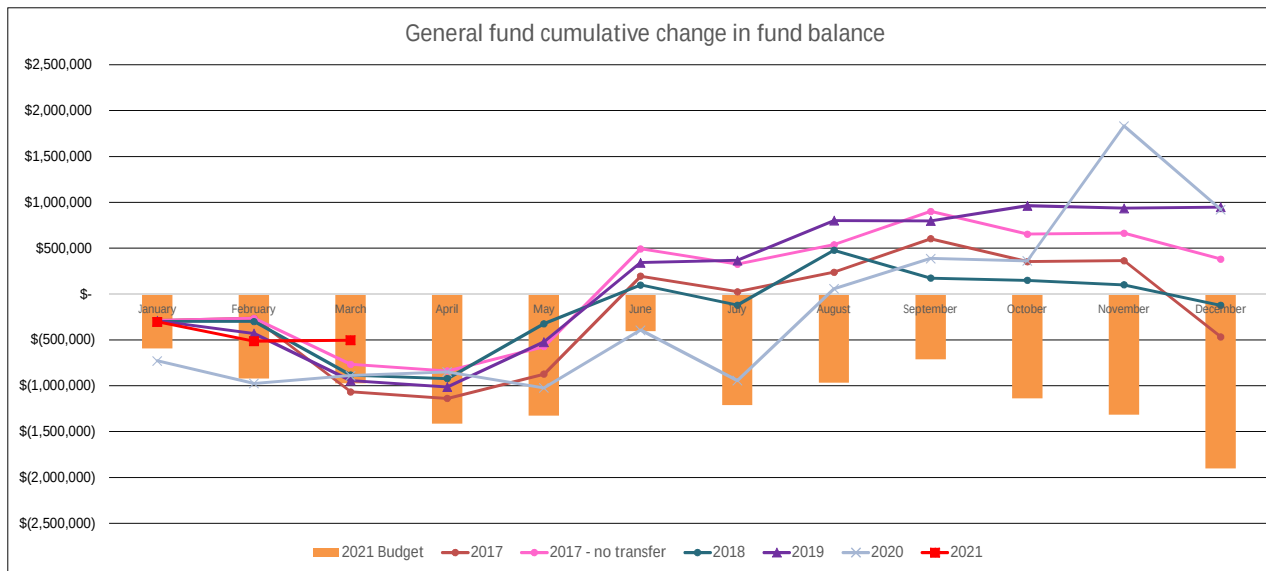
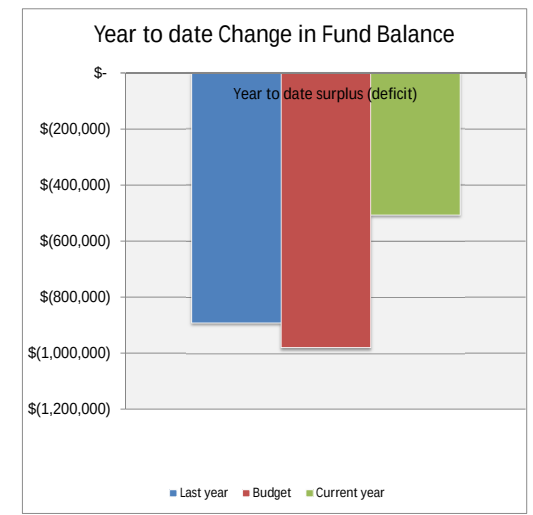
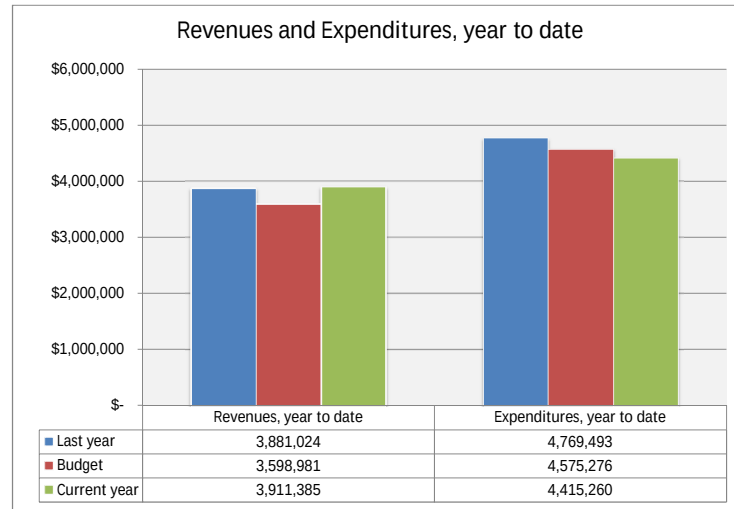
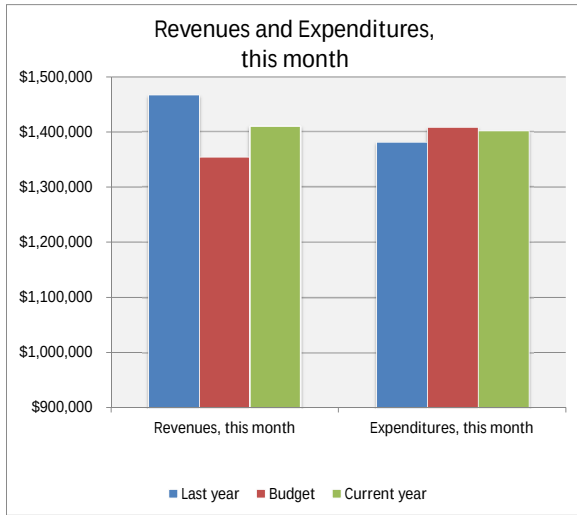
The status of these positions is as follows:

- Administrative Clerk II (Community Development / Part-time non-pensioned position) – Two vacancies in the department have created available funding to fill this position for the remainder of 2021 and staff has proceeded to fill this position. This position is under 20 hours per week and receives no benefits.
- Police Program Coordinator (Police Department / Full Time Position) – Action on this position is pending the recommendations of the Police Staffing Study. A draft report is anticipated by the end of this month and staff anticipates beginning discussions with the Village Board in the summer.
- Payroll Specialist (Finance / Full Time Position) – Staff has prepared a memo recommending to change this position from a Payroll Specialist in the Finance Department to a HR Manager in the Village Manager's Office. Due to high employee turnover in all departments and two new vacancies in the Finance Department, staff believes it is important to fill this position at this time. The Finance Department currently performs many HR duties and shifting those out of the department is ideal from an organizational standpoint. The two vacancies in the Finance Department will provide some savings for the 2021 budget, but would not completely fund the position. Current strong revenue performance and expenditures currently below budget would help fund this position.

ATTACHMENT A – GENERAL FUND UPDATE – DECEMBER 31, 2021



General Fund Budget Summary For the Period Ended March 31, 2021



General Fund Budget Summary
For the Period Ended March 31, 2021

	MONTH						
	Last Year	Current Budget	Current Year	Variance from LY		Variance from Budget	
				\$	%	\$	%
REVENUES							
TAXES							
Property Tax	-	173	-	-	0%	(173)	-100%
Econ Dev SSA Tax	-	1	-	-	0%	(1)	-100%
Sales Tax	348,226	316,465	340,269	(7,957)	-2%	23,804	8%
Home Rule Sales Tax	252,540	214,914	241,684	(10,856)	-4%	26,770	12%
State Income Tax	194,673	149,588	214,517	19,844	10%	64,929	43%
Other Taxes	126,209	149,910	179,287	53,078	42%	29,377	20%
Subtotal Taxes	921,648	831,051	975,757	54,109	6%	144,706	15%
LICENSES & PERMITS							
Vehicle Licenses	107,904	130,626	128,274	20,370	19%	(2,352)	-2%
Business Registration	1,680	1,475	-	(1,680)	-100%	(1,475)	-100%
Liquor Licenses	-	946	-	-	0%	(946)	-100%
Building Permits/Reg./Fees	242,628	86,153	91,627	(151,001)	-62%	5,474	6%
Subtotal Licenses & Permits	352,212	219,199	219,901	(132,311)	-38%	702	0%
CHARGES & FEES							
Cable Franchise Fees	-	-	-	-	0%	-	0%
Ambulance Service Fees	-	-	-	-	0%	-	0%
Police Service Reimbursements	1,327	3,651	650	(677)	-51%	(3,001)	-82%
Reimbursements - Other Agencies	11,286	19,965	11,543	257	2%	(8,422)	-42%
Subtotal Charges & Fees	12,613	23,615	12,193	(420)	-3%	(11,422)	-94%
OTHER							
Police/Court Fines/Adjudication	28,402	50,075	43,240	14,838	52%	(6,835)	-14%
Investment Income	13,601	2,210	496	(13,105)	-96%	(1,714)	-78%
Miscellaneous Income	1,745	12,409	11,996	10,251	587%	(413)	-3%
Transfers from Other Funds	136,918	215,483	147,532	10,614	8%	(67,951)	-32%
Subtotal Other	180,666	280,177	203,264	22,598	13%	(76,913)	-27%
Revenue Totals	1,467,139	1,354,043	1,411,115	(56,024)	-4%	57,072	4%

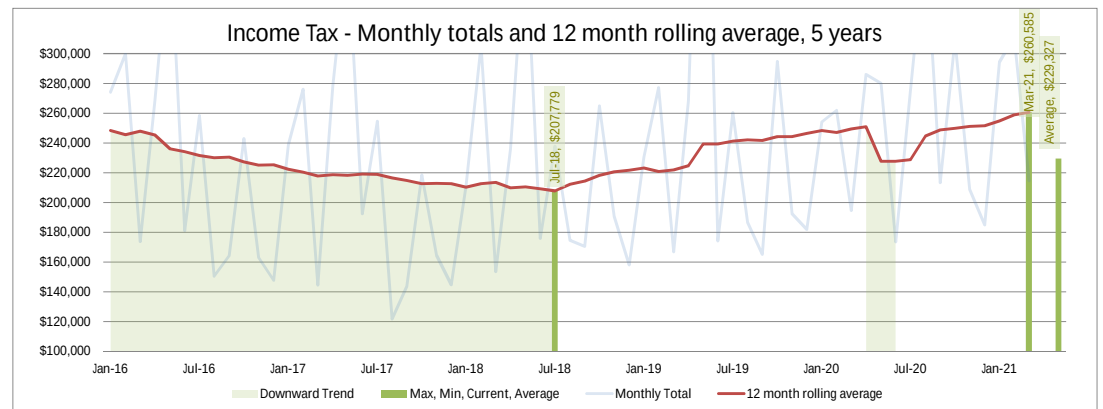
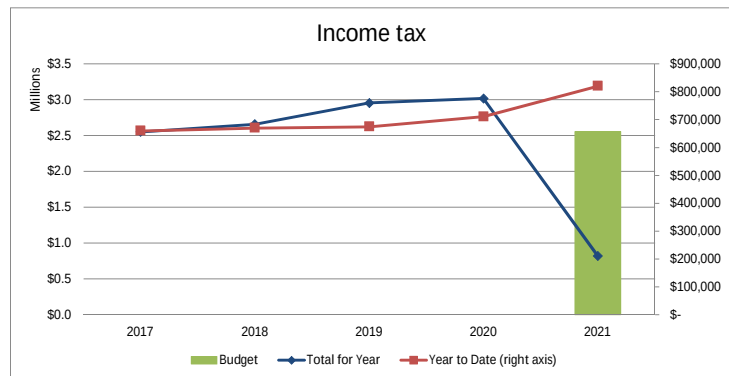
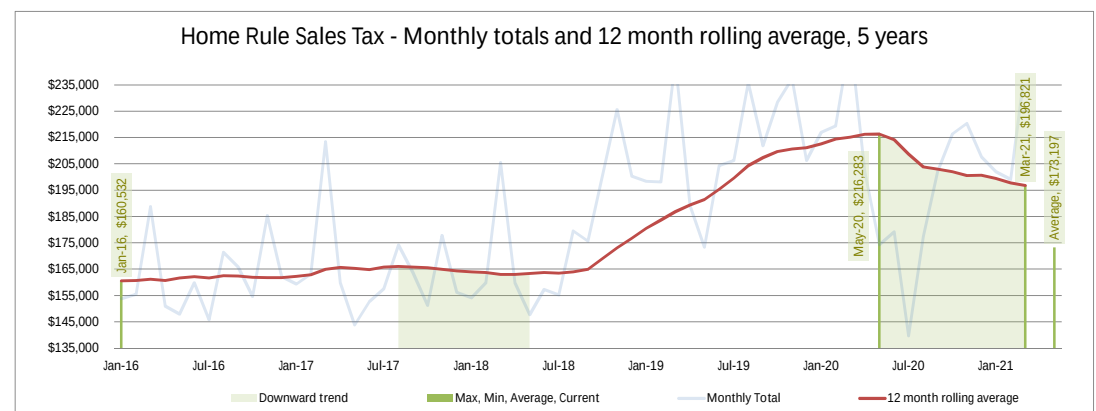
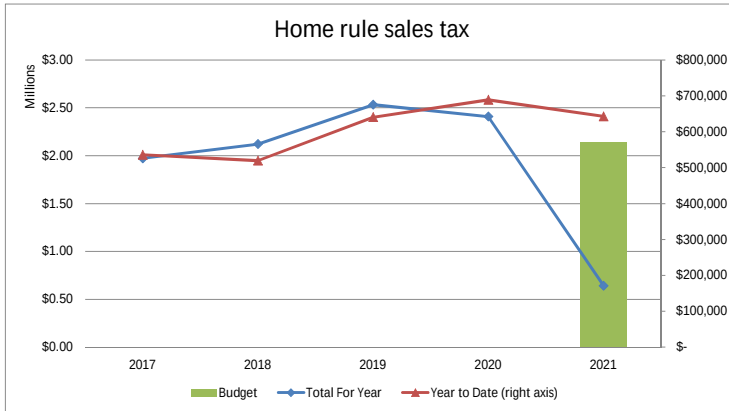
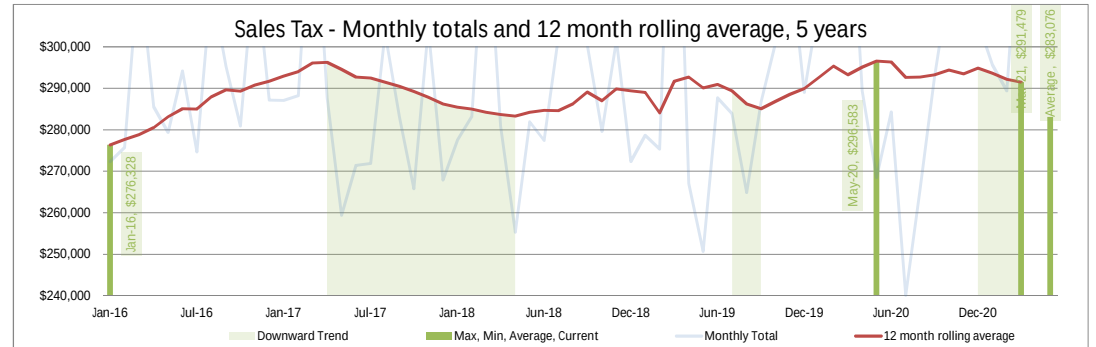
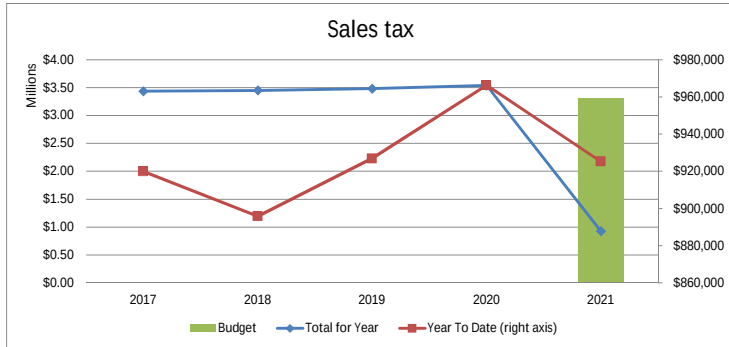
EXPENDITURES

Village Board & Clerk	6,739	8,495	11,527	4,788	71%	3,032	36%
Village Manager's Office	58,788	102,565	142,780	83,992	143%	40,215	39%
Facilities Maintenance	68,921	66,964	62,081	(6,840)	-10%	(4,883)	-7%
Information Technology*	40,251	67,224	62,198	21,947	55%	(5,026)	-7%
Senior Services	10,048	7,397	8,042	(2,006)	-20%	645	9%
History Park	2,221	2,552	5,540	3,319	149%	2,988	117%
Law	31,305	25,674	45,510	14,205	45%	19,836	77%
Finance - Administration	80,094	47,105	46,895	(33,199)	-41%	(210)	0%
Finance - Cashiers Office	23,134	26,401	40,891	17,757	77%	14,490	55%
Planning	43,451	45,935	44,779	1,328	3%	(1,156)	-3%
Building	122,839	111,815	85,032	(37,807)	-31%	(26,783)	-24%
Economic Development	16,387	13,805	8,291	(8,096)	-49%	(5,514)	-40%
Police - Administration	121,912	90,826	84,508	(37,404)	-31%	(6,318)	-7%
Police - Operations	340,188	390,777	341,782	1,594	0%	(48,995)	-13%
Police - Investigations	67,420	74,836	69,663	2,243	3%	(5,173)	-7%
Fire	23,752	24,030	25,478	1,726	7%	1,448	6%
EMS	67,284	35,767	102,310	35,026	52%	66,543	186%
Public Works - Admin & Eng.**	58,209	68,956	62,842	4,633	8%	(6,114)	-9%
Public Works - Streets	88,050	119,205	101,472	13,422	15%	(17,733)	-15%
Public Works - Forestry	111,116	77,842	50,005	(61,111)	-55%	(27,837)	-36%
Expenditure Totals	1,382,109	1,408,170	1,401,626	19,517	1%	(6,544)	0%
Net Surplus / (Deficit)	85,030	(54,127)	9,489	(75,541)		63,616	

YTD							
Last Year	Current Budget	Current Year	Variance from LY		Variance YTD Budget		
			\$	%	\$	%	
212	223	8,551	8,339	3933%	8,328	97%	
-	(49)	625	625	100%	674	108%	
966,263	850,332	925,305	(40,958)	-4%	74,973	8%	
688,957	551,145	642,705	(46,252)	-7%	91,560	14%	
710,578	664,426	820,183	109,605	15%	155,757	19%	
347,968	389,744	441,699	93,731	27%	51,955	12%	
2,713,978	2,455,821	2,839,068	125,090	5%	383,247	13%	
111,674	138,276	132,635	20,961	19%	(5,641)	-4%	
6,525	5,319	-	(6,525)	-100%	(5,319)	100%	
40	3,593	313	273	683%	(3,280)	-1048%	
365,650	191,904	199,031	(166,619)	-46%	7,127	4%	
483,889	339,092	331,979	(151,910)	-31%	(7,113)	-2%	
136,912	143,750	134,325	(2,587)	-2%	(9,425)	-7%	
25	-	-	(25)	-100%	-	0%	
5,215	11,238	18,430	13,215	253%	7,192	39%	
33,858	41,520	34,629	771	2%	(6,891)	-20%	
176,010	196,507	187,384	11,374	6%	(9,123)	-5%	
102,732	133,136	107,129	4,397	4%	(26,007)	-24%	
38,888	7,867	2,001	(36,887)	-95%	(5,866)	-293%	
45,275	67,658	80,609	35,334	78%	12,951	16%	
320,252	398,900	363,215	42,963	13%	(35,685)	-10%	
507,147	607,560	552,954	45,807	9%	(54,606)	-10%	
3,881,024	3,598,981	3,911,385	30,361	1%	312,404	8%	

	39,226	36,195	35,546	(3,680)	-9%	(649)	-2%
	208,741	307,696	292,118	83,377	40%	(15,578)	-5%
	224,278	200,893	184,240	(40,038)	-18%	(16,653)	-8%
	141,185	201,671	208,329	67,144	48%	6,658	3%
	23,995	22,191	19,695	(4,300)	-18%	(2,496)	-11%
	6,315	7,201	8,883	2,568	41%	1,682	23%
	89,803	77,021	106,159	16,356	18%	29,138	38%
	192,649	141,145	146,946	(45,703)	-24%	5,801	4%
	79,975	79,204	86,964	6,989	9%	7,760	10%
	154,813	137,804	130,513	(24,300)	-16%	(7,291)	-5%
	364,568	335,446	253,640	(110,928)	-30%	(81,806)	-24%
	152,797	177,666	182,920	30,123	20%	5,254	3%
	362,024	314,479	310,538	(51,486)	-14%	(3,941)	-1%
	1,417,311	1,299,457	1,189,723	(227,588)	-16%	(109,734)	-8%
	243,982	224,507	216,735	(27,247)	-11%	(7,772)	-3%
	78,460	85,995	84,277	5,817	7%	(1,718)	-2%
	164,305	128,700	200,614	36,309	22%	71,914	56%
	221,771	206,867	183,805	(37,966)	-17%	(23,062)	-11%
	360,475	357,614	409,996	49,521	14%	52,382	15%
	242,820	233,526	163,619	(79,201)	-33%	(69,907)	-30%
	4,769,493	4,575,276	4,415,260	(354,233)	-7%	(160,016)	-3%
	(888,469)	(976,295)	(503,875)	384,594		472,420	

Key General Fund Revenues For the Period Ended March 31, 2021



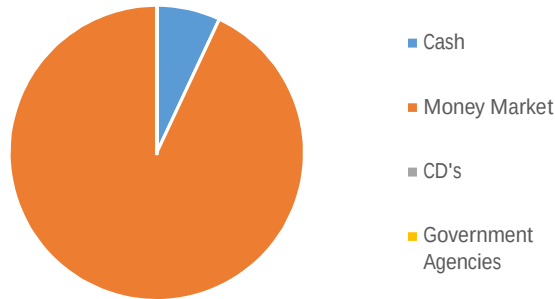
ATTACHMENT B – CASH AND INVESTMENTS REPORT – DECEMBER 31, 2021



Village of Glen Ellyn
Schedule of Cash and Investment Balances
For the Month Ended March 31, 2021

Summary of Investments by Type	Par Value	Market Value	Maturity < 1 year	1-3 years
Cash/Checking	\$ 5,183,143	\$ 5,183,143	\$ 5,183,143	\$ -
Cash/Checking - Federal Drug	2,999	2,999	2,999	-
Cash/Checking - State Drug	325	325	325	-
Cash/Checking - FLEX	33,421	33,421	33,421	-
Cash/Checking - Seized Property	34,623	34,623	34,623	-
Money Market - IL Funds	21,381,279	21,381,279	21,381,279	-
Money Market - IL Funds State Drug	28,535	28,535	28,535	-
Money Market - IL Funds Fed Drug	113,480	113,480	113,480	-
Money Market - IL Funds MFT	2,377,416	2,377,416	2,377,416	-
Money Market - IMET Convenience Fund	3,755	3,755	3,755	-
PFM Illinois Trust	15,247,169	15,247,169	15,247,169	-
PMA 2020 Bond Account - Money Market	5,335,533	5,335,533	5,335,533	-
PMA Portfolio - Money Market	25,798,518	25,798,518	25,798,518	-
PMA Portfolio - CD's	-	-	-	-
	<u>\$ 75,540,196</u>	<u>\$ 75,540,196</u>	<u>\$ 75,540,196</u>	<u>\$ -</u>
			100%	0%

Investments by Type



Portfolio Concentration	Percent of Portfolio	Policy Limit
Cash/Checking Total (Glen Ellyn Bank & Trust)	6.96%	25%
IL Funds Total	31.64%	75%
IMET Total	0.00%	25%
PFM Total	20.18%	25%
PMA Total	41.22%	N/A

Investment Income	FY2020	FY2021
Investment Income	\$ 338,584	\$ 11,457

Investment Performance	FY2020	FY2021
Average Yield YTD - IL Funds	1.462%	0.074%
Average Yield YTD - IMET Convenience Fund	1.207%	0.250%
Average Yield YTD - PFM	1.580%	0.060%
Average Yield YTD - PMA	2.311%	0.057%
Benchmark - Three Month T-Bill	0.110%	0.030%

Village of Glen Ellyn
Analysis of Available Cash Reserves
For the Month Ended March 31, 2021

	A	B	C	D	E	F	G	I	J	K	L	M	N	
Fund	Last Year Cash & Investment Balances	Current Year Cash & Investment Balances	Less Encumbrances	Transfer between Funds	Less Deposits/ Other	Restricted by Statute	Assigned for Capital Projects	Assigned for Liab/Health Ins.	Assigned for Property Tax Abatement	Assigned for FY 2021 Deficit	Balance Subject to Reserve Policy	Less Minimum Reserve Policy	Cash Above Minimum Policy	
1 General	\$ 10,202,306	\$ 12,990,077	\$ (347,360)	\$ -	\$ (2,578,764)	\$ -	\$ -	\$ -	\$ (222,948)	\$ (1,904,467)	\$ 7,936,538	\$ (6,174,000)	\$ 1,762,538	1
2 Corporate Reserve	30,223	595,214	(9,768)	-	-	-	-	-	-	-	585,446	-	585,446	
3 Motor Fuel Tax	1,184,068	2,377,416	(258,510)	-	-	(2,118,906)	-	-	-	-	-	-	-	
4 Fire Services	3,504,976	4,134,697	-	-	-	-	(4,134,697)	-	-	-	-	-	-	
5 CBD TIF	456,734	749,292	(105,415)	-	-	(643,877)	-	-	-	-	-	-	-	
6 Roosevelt Road TIF	109,885	249,833	(370)	-	-	(249,463)	-	-	-	-	-	-	-	
7 Forfeiture Fund	330,081	179,962	(102,200)	-	-	(77,762)	-	-	-	-	-	-	-	
8 Debt Service	40,765	76,857	-	-	-	(76,857)	-	-	-	-	-	-	-	
9 Capital Projects	21,357,895	22,897,218	(2,405,441)	(4,714,021)	-	-	(15,777,756)	-	-	-	-	-	-	
10 Facilities Maint Reserve	597,813	831,821	(498,217)	-	-	-	(333,604)	-	-	-	-	-	-	
11 Water and Sanitary Sewer	18,235,794	20,312,844	(1,052,457)	-	(205,397)	-	(14,303,134)	-	-	-	4,751,856	(2,408,000)	2,343,856	2
12 Parking	1,412,197	1,716,734	(4,739,835)	4,714,021	-	-	(525,000)	-	-	-	1,165,920	(79,600)	1,086,320	2
13 Residential Solid Waste	654,288	550,262	(21,500)	-	-	-	-	-	-	-	528,762	(428,325)	100,437	2
14 Village Links/Reserve 22	294,869	654,572	(84,059)	-	(2,396)	-	-	-	-	-	568,117	(1,234,000)	(665,883)	3
15 Insurance	1,843,035	1,728,919	-	-	-	-	-	(1,728,919)	-	-	-	-	-	
16 Equipment Services	5,212,888	5,494,478	(233,409)	-	-	-	(5,310,407)	-	-	-	(49,338)	-	(49,338)	
	<u>\$ 65,467,817</u>	<u>\$ 75,540,196</u>	<u>\$ (9,858,541)</u>	<u>\$ -</u>	<u>\$ (2,786,557)</u>	<u>\$ (3,166,865)</u>	<u>\$ (40,384,598)</u>	<u>\$ (1,728,919)</u>	<u>\$ (222,948)</u>	<u>\$ (1,904,467)</u>	<u>\$ 15,487,301</u>	<u>\$ (10,323,925)</u>	<u>\$ 5,163,376</u>	
17 Police Pension	\$ 28,007,786	\$ 36,166,084	\$ (375)	\$ -	\$ -	\$ (36,165,709)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

Footnotes:

- (a) Encumbrances represent the unexpended portion of approved contracts for goods and services as of the end of the quarter. While encumbrances are not expenditures, they do represent a reduction in the level of available spendable cash.
- (b) Transfer between funds represents Capital Projects Fund and bond proceeds to be transferred to the Parking Fund for the parking garage project.
- (c) Deposits/Other represents money that the Village is holding but either is due to others such as deposits or other payables.
- (d) Amounts restricted by statute are required by state or federal law to only be spent on specific expenditures.
- (e) Amounts that are assigned have been designated by the Village's ordinances or budget to be spent on specific purposes. Amounts per fund are as follows:
General Fund: \$222K assigned by Village Board for property tax abatement. \$1.9M assigned for 2021 budget deficit. \$250K has also been designated to Vlinks Line of Credit which has not been accessed
Fire Services: Designated by Village code for fire operations, equipment and facilities.
Capital Projects: Designated by the 5 year Capital Improvement Plan
Facilities Maintenance Reserve: Designated by the 5 year Plan to be used for Village facilities.
Water & Sewer: Designated by the 5 year Capital Improvement Plan
Equipment Services: Designated by the Equipment Replacement Plan
- (f) The Village has reserve policies as follows:
General Fund: Amount subject to reserve is 30% of operating expenditures.
Water and Sanitary Sewer Fund: Amount subject to reserve is \$2,408,000, which will be adjusted annually by CPI-U or 3%, whichever is less.
Parking Fund: Amount subject to reserve is 25% of operating expenses.
Residential Solid Waste Fund: Amount subject to reserve is 25% of operating expenses.
Village Links/Reserve 22 Fund: Amount subject to reserve is 25% of operating expenses.
- (g) The cash above minimum policy is the amount undesignated above the minimum required level. In some cases, these funds may be restricted to the purpose for which the fund exists.

Notes on cash above/below reserve policy:

- 1 The Village hits a cash peak in September and a low point in April/May.
- 2 These are enterprise funds and are meant to be treated as separate enterprises/businesses. Generally, these funds cannot be repurposed to other funds.
- 3 The Village Links/Reserve 22 has reduced its cash levels due to two years of poor weather. The Village Board approved a \$250K line of credit from the General Fund which may be used if needed. As of March 31, 2021, that line of credit had not been accessed.

ATTACHMENT C – ALL FUNDS SUMMARY – DECEMBER 31, 2021



VILLAGE OF GLEN ELLYN
ALL FUNDS SUMMARY
FOR THE QUARTER ENDED MARCH 31, 2021

Current Year Activity										Prior Year Activity				
Fund	Revised Budget			Year to date						Year to date				
	Revised Budget	Revised Budget	Net Income	Year to date	Expenditures	Net Income	Encumbrances	Net Income		Year to date	Expenditures	Net Income	Encumbrances	Net Income
	Revenues	(Expenses)	(Loss)	Revenues	(Expenses)	(Loss)		Less Encumbrances		Revenues	(Expenses)	(Loss)		Less Encumbrances
Governmental Funds														
General	\$ 18,891,819	\$ 20,882,103	\$ (1,990,284)	\$ 3,911,381	\$ 4,415,259	\$ (503,878)	\$ 347,360	\$ (851,238)		\$ 3,881,019	\$ 4,769,492	\$ (888,473)	\$ 176,174	\$ (1,064,647)
Debt Service	2,245,286	2,246,436	(1,150)	6	550	(544)	-	(544)		185	550	(365)	-	(365)
Capital Projects	9,536,128	17,242,373	(7,706,245)	1,002,876	5,584,155	(4,581,279)	2,405,441	(6,986,720)		1,114,863	357,394	757,469	3,209,653	(2,452,184)
Corporate Reserve	600	68,998	(68,398)	3	2,500	(2,497)	9,768	(12,265)		137	-	137	-	137
Motor Fuel Tax	1,708,400	1,470,016	238,384	555,251	179,937	375,314	258,510	116,804		301,012	135,271	165,741	271,876	(106,135)
Central Business District (CBD) TIF	463,200	403,990	59,210	1,346	117,063	(115,717)	105,415	(221,132)		1,088	44,189	(43,101)	15,370	(58,471)
Roosevelt Road TIF	145,100	25,370	119,730	-	-	-	370	(370)		-	12,000	(12,000)	370	(12,370)
Fire Services	1,851,762	1,072,716	779,046	412,197	199,963	212,234	-	212,234		423,996	202,624	221,372	77,000	144,372
Forfeiture Fund	4,000	168,475	(164,475)	1,788	39,690	(37,902)	102,200	(140,102)		51,715	45,614	6,101	-	6,101
Facilities Maint Reserve	378,750	1,020,000	(641,250)	93,828	5,212	88,616	498,217	(409,601)		98,606	20,757	77,849	139,242	(61,393)
TOTAL GOVERNMENTAL FUNDS	\$ 35,225,045	\$ 44,600,477	\$ (9,375,432)	\$ 5,978,676	\$ 10,544,329	\$ (4,565,653)	\$ 3,727,281	\$ (8,292,934)		\$ 5,872,621	\$ 5,587,891	\$ 284,730	\$ 3,889,685	\$ (3,604,955)
Enterprise Funds														
Water and Sanitary Sewer	\$ 13,694,575	\$ 18,277,845	\$ (4,583,270)	\$ 3,037,675	\$ 2,643,142	\$ 394,533	\$ 1,052,457	\$ (657,924)		\$ 3,304,006	\$ 2,637,809	\$ 666,197	\$ 1,337,238	\$ (671,041)
Village Links/Reserve 22	5,844,850	5,810,300	34,550	281,824	586,790	(304,966)	84,059	(389,025)		379,341	811,248	(431,907)	2,502	(434,409)
Parking	4,850,323	9,577,117	(4,726,794)	5,227,400	5,232,526	(5,126)	4,739,835	(4,744,961)		140,945	436,611	(295,666)	14,903,070	(15,198,736)
Residential Solid Waste	1,752,800	1,713,300	39,500	435,125	413,784	21,341	21,500	(159)		422,852	406,906	15,946	-	15,946
TOTAL ENTERPRISE FUNDS	\$ 26,142,548	\$ 35,378,562	\$ (9,236,014)	\$ 8,982,024	\$ 8,876,242	\$ 105,782	\$ 5,897,851	\$ (5,792,069)		\$ 4,247,144	\$ 4,292,574	\$ (45,430)	\$ 16,242,810	\$ (16,288,240)
VILLAGE OPERATIONS TOTAL	\$ 61,367,593	\$ 79,979,039	\$ (18,611,446)	\$ 14,960,700	\$ 19,420,571	\$ (4,459,871)	\$ 9,625,132	\$ (14,085,003)		\$ 10,119,765	\$ 9,880,465	\$ 239,300	\$ 20,132,495	\$ (19,893,195)
Internal Service Funds														
Insurance	\$ 3,464,436	\$ 3,758,070	\$ (293,634)	\$ 869,120	\$ 860,977	\$ 8,143	\$ -	\$ 8,143		\$ 894,381	\$ 720,654	\$ 173,727	\$ -	\$ 173,727
Equipment Services	1,543,100	2,633,660	(1,090,560)	373,038	255,885	117,153	233,409	(116,256)		415,068	231,542	183,526	403,549	(220,023)
ST Internal Service Funds	\$ 5,007,536	\$ 6,391,730	\$ (1,384,194)	\$ 1,242,158	\$ 1,116,862	\$ 125,296	\$ 233,409	\$ (108,113)		\$ 1,309,449	\$ 952,196	\$ 357,253	\$ 403,549	\$ (46,296)
Trust Fund														
Police Pension	\$ 4,587,000	\$ 2,761,725	\$ 1,825,275	\$ 1,206,867	\$ 651,764	\$ 555,103	\$ 375	\$ 554,728		\$ (4,100,956)	\$ 642,490	\$ (4,743,446)	\$ 675	\$ (4,744,121)
VILLAGE TOTAL	\$ 70,962,129	\$ 89,132,494	\$ (18,170,365)	\$ 17,409,725	\$ 21,189,197	\$ (3,779,472)	\$ 9,858,916	\$ (13,638,388)		\$ 7,328,258	\$ 11,475,151	\$ (4,146,893)	\$ 20,536,719	\$ (24,683,612)



MEMORANDUM

DATE: March 12, 2021

TO: President & Village Board of Trustees

FROM: Mark Franz, Village Manager
Emily Rodman, Assistant Village Manager

RE: Human Resources Staffing – New FT Position

PURPOSE

The purpose of the memorandum is to outline the justification for a full-time Human Resources Manager in the Administration Department.

BACKGROUND

The human resources functions for the Village are primarily housed within the Administration Department. A part-time (28 hour per week) Human Resources Generalist and the Assistant Village Manager carry out the primary responsibilities for human resources. Currently, the Assistant Village Manager devotes approximately 50-60% of their time on human resources, which varies throughout the year. Human resources functions are also carried out by other departments within the Village, including Finance, Legal, and the Police Department.

Currently, benefits tracking and administration is handled primarily by the Finance Department, risk management is handled by Legal and the Finance Departments and the police officer hiring and promotion process conducted through the Board of Fire and Police Commissioners is handled primarily by the Police Department. The Employee Wellness Committee is chaired and overseen by the Finance Department and employee safety and training is handled by each department individually as time allows. All of these functions are traditionally managed by human resources personnel in municipalities. However, with only one part-time Human Resources Generalist and a portion of the Assistant Village Manager's time, human resources does not have the capacity to take on these additional responsibilities. This results in human resources functions being performed in a disjointed and inefficient manner, while placing additional administrative burdens on departments not traditionally equipped to manage these responsibilities.

Additionally, the Village of Glen Ellyn is unique in its structure and the administration of employee benefits. The Village owns and operates the Village Links municipal golf course and the Reserve 22 restaurant. Both of these entities have a large number of seasonal employees and high turnover rates, which requires a significant amount of time on the part of human resources. During the spring and summer months, employment with these entities peaks, adding approximately 100 additional employees to the Village's roster. The Village also manages the human resources functions for the Glenbard Wastewater Authority (GWA) and manages insurance and IMRF benefits for the Glen Ellyn Public Library.

The addition of the Human Resources Manager position will allow human resources to recapture some key functions being performed by other departments and alleviate their workloads. The Human Resources Manager will assume the administration of employee benefits and oversight of the employee Wellness Committee relieving the Finance Director, Assistant Finance Director and Staff Accountant of these responsibilities. The position may assist with risk management and worker's compensation in the future, providing administrative relief to Legal. The Human Resources Manager will serve as the staff liaison to the Board of Fire and Police Commissioners, potentially relieving the Detective Sergeant of the related human resources responsibilities. Finally, the addition of the Human Resources Manager will relieve some duties from the Assistant Village Manager, allowing this position to focus its efforts on strategic planning, project management and implementation. In addition, the Assistant Village Manager could play a larger role in Economic Development, supervisor the Economic Development Coordinator and assist with executing strategies to enhance the economic vitality of the Village. Given that we have shifted the Economic Development Coordinator position back to part-time, there is a benefit of having the Assistant Village Manager involved in Economic Development efforts. The Assistant Village Manager can assist with the implementation and oversight of programs and initiatives established to attract new businesses, retain existing business, and strengthen our commercial corridors and the Central Business District. The position can also support growth and development of existing businesses to promote a stronger economic base.

Staff has completed a comparison of similar positions in other municipalities and also reviewed the position's job responsibilities as it relates to other supervisory roles within the Village. Staff recommends the salary range for the Human Resources Manager be set at "N": \$71,430 - \$108,526, which is consistent with the salary range for Public Works Superintendents. If approved, staff would begin recruiting for the position immediately.

BUDGET IMPACT

As part of the CY21 Village Budget, three positions were kept vacant to control costs and create more flexibility given the unknown impact of the pandemic on Village finances. Staff has learned that the impact has not been as severe, the DuPage County Cares Act funds and future stimulus funds, provide a backstop that allows consideration of filling key positions at this time. Therefore, staff intends to eliminate the Finance Department position that is vacant and last filled in CY20 and fund this HR Manager position instead. By filling this position for only a portion of the year, we continue to have some cost control for fiscal year 2021. The long-term impact is the difference between the costs of the Finance Department position and the HR Manager position is anticipated to be \$20,000.

ACTION REQUESTED

Approval to add a full-time Human Resources Manager to the FY21 budget at salary range "N".

ATTACHMENTS

- Human Resources Manager Job Description (proposed)
- Comparison of Municipal Human Resources Staffing

ⁱ According to the 2018 Bloomberg BNA's HR Department Benchmark & Analysis report

VILLAGE OF GLEN ELLYN JOB DESCRIPTION

Job Title: Human Resources Manager

Exempt: Yes

Salary Range: N

Reports To: Assistant Village Manager

Department: Administration

Date: March 2021

JOB SUMMARY

The Human Resources Manager is responsible for planning, directing, implementing and monitoring a variety of human resources programs including but not limited to: recruitment and selection, employee relations, benefit and compensation administration, performance evaluation and development, workers compensation, safety administration, employee wellness, training and collective bargaining. Work requires the exercise of considerable judgment, initiative, integrity and discretion.

DUTIES AND RESPONSIBILITIES

The duties described below are indicative of what the Human Resources Manager might be asked to perform. This job description is to incorporate any municipal ordinances created for the position of Human Resources Manager. This is not an exhaustive list of job responsibilities and therefore other duties may be assigned:

- Directs, supervises, motivates and develops the Human Resource Generalist position
- Serves as a resource to departments on policy interpretation and assists them with personnel practices, performance and disciplinary issues. Strives for consistent application of employee programs between and within departments.
- Oversees recruitment and selection activities.
- Ensures all employment practices and procedures are consistent with applicable Federal and State laws.
- Administers the Village's compensation systems. Monitors trends in the labor market to ensure compensation remains competitive. Conducts an annual salary analysis of comparable employers and recommends modifications as appropriate.
- Prepares annual human resources budget and overall personnel budget for the organization.
- Oversees the administration of provided Village benefits. Monitors the cost impact of the various health plans. Serves as the Villages delegate to IPBC.
- Communicates and educates employees on benefit programs, safety, wellness and other personnel policy information.
- Establishes and facilitates employee training programs across departments. Conducts

- Ability to comprehend, retain and apply Village, State, and Federal policies and legislation, i.e. Village ordinances, procedure manuals, etc.
- Ability to make recommendations to effectively resolve problems or issues, by using sound judgment.

EQUIPMENT KNOWLEDGE REQUIRED

- Ability to operate various types of equipment – standard office equipment, computer and related MS Office software.
- Other equipment could be required.

LANGUAGE SKILLS

- Ability to communicate effectively with other members of the team, supervisor, and the public.
- Ability to communicate in both written and verbal form.
- Ability to interpret and implement Village policies and procedures; written instructions, general correspondence; Federal, State, Village, and local regulations; MSDS sheets, safety manuals; and warning labels.

MATHEMATICAL SKILLS

- Ability to perform basic mathematical calculations.

REASONING ABILITY

- Ability to respond to complaints and grievances posed by the public and employees.
- Ability to define problems and deal with a variety of situations.
- Ability to use good judgement and effectively solve problems.
- Ability to think quickly, maintain self-control, and adapt to stressful situations.

PHYSICAL AND WORK ENVIRONMENT

The physical and work environments described are representative of those that must be met by an employee to successfully perform the functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform these functions.

Physical Environment:

- The duties of this job include physical activities such as stooping, kneeling, standing, reaching, walking, lifting and/or move (up to 20 pounds), grasping, talking, hearing/listening, seeing/observing, and repetitive motions.
- Specific vision abilities required by this job include close, distance and peripheral vision; depth perception; and the ability to adjust focus.

Work Environment:

- Works in an office setting.

Survey of Municipalities: Human Resources Full-Time Equivalents (FTE's) per 100 Employees

COMMUNITY	HR FTE'S	Full-Time Employees	Part-Time & Seasonal Employees	Employees of Other Entities Served by HR	Total Employees	HR FTE's per 100 Employees	HR Employee Ratio to Total Employees
Winnetka	3	153	16	0	169	1.78	56.33
St. Charles	5	275	25	0	300	1.67	60.00
Algonquin	2	121	9	0	130	1.54	65.00
Huntley	1.5	95	4	0	99	1.52	66.00
Hannover Park	3.5	199	38	0	237	1.48	67.71
Fox Lake	1.5	98	4	0	102	1.47	68.00
Carol Stream	2.5	161	12	0	173	1.45	69.20
Schaumburg	8	470	100	0	570	1.40	71.25
Warrenville	1.25	75	15	0	90	1.39	72.00
Carpentersville	2.5	160	25	0	185	1.35	74.00
Round Lake Beach	1	71	5	0	76	1.32	76.00
Elmhurst	4	239	71	0	310	1.29	77.50
Itasca	0.75	49	10	0	59	1.27	78.67
Montgomery	1	71	10	0	81	1.23	81.00
Hoffman Estates	4.63	325	73	0	398	1.16	85.96
Elk Grove	4	307	32	20	359	1.11	89.75
Batavia	2.5	164	63	0	227	1.10	90.80
Lemont	1	61	33	0	94	1.06	94.00
Highland Park	3	227	34	26	287	1.05	95.67
Lisle	1	89	8	0	97	1.03	97.00
Palatine	3	313	39	0	352	0.85	117.33
Deerfield	1	110	9	0	119	0.84	119.00
Wheaton	2.25	230	40	0	270	0.83	120.00
Mount Prospect	2.5	300	14	0	314	0.80	125.60
Arlington Heights	4	417	18	70	505	0.79	126.25
Buffalo Grove	2	197	23	42	262	0.76	131.00
Lombard	2	238	25	0	263	0.76	131.50
Glendale Heights	3	181	225	0	406	0.74	135.33
Wheeling	1.5	219	7	0	226	0.66	150.67
Lake Zurich	1.75	156	111	0	267	0.66	152.57
Waukegan	3	462	0	0	462	0.65	154.00
Sycamore	1	104	58	0	162	0.62	162.00
Woodstock	2	135	189	0	324	0.62	162.00
Bloomington	1	122	8	40	170	0.59	170.00
Bartlett	2	167	102	75	344	0.58	172.00
Lake Forest	2.75	210	300	0	510	0.54	185.45
Crystal Lake	2	250	28	100	378	0.53	189.00
Prospect Heights	0.25	41	11	0	52	0.48	208.00
Vernon Hills	1	99	12	100	211	0.47	211.00
Streamwood	1	197	37	0	234	0.43	234.00
Skokie	2	422	47	0	469	0.43	234.50
Libertyville	1.3	157	154	0	311	0.42	239.23
Niles	2	238	250	2	490	0.41	245.00
Bolingbrook	1	310	17	0	327	0.31	327.00
Glen Ellyn	1.2	116	268	48	432	0.28	360.00
Rosemont	1	218	463	0	681	0.15	681.00
AVERAGE	2.20	196.07	66.13	11.37	273.57	0.91	147.38