



Agenda
Village of Glen Ellyn
Special Meeting
Monday, January 18, 2016
6:30 PM
Glen Ellyn Civic Center, Room 301

Village Board Meeting Procedures Statement

Visitors are most welcome to attend all meetings of the Village Board and can find copies of the Agenda on their chairs or online at www.glenellyn.org prior to the meeting. Any individual with a disability requiring a reasonable accommodation in order to participate in a meeting should contact the Village of Glen Ellyn ADA Coordinator, 630-469-5000, at least five (5) business days in advance of the next scheduled meeting. All matters on the Agenda may be discussed, amended, and acted upon.

A. Call to Order

B. Roll Call

C. Pledge of Allegiance

D. Audience Participation

1. Open: Members of the public are welcome to speak to any item *not* specifically listed on tonight's agenda for up to three minutes. For those items which are on tonight's agenda, the public will have the opportunity to comment at the time the item is discussed. In either case, please complete the Audience Participation form and turn it in to the Village Clerk. It is requested that, if possible, one spokesman for a group be appointed to present the views of the entire group. Speakers who are recognized are requested to step to a microphone and state their name, address and the group they are representing prior to addressing the Village Board.

E. Consent Agenda - The following item is considered routine business by the Village Board.

Motion to approve the following item: (Trustee Senak)

1. Ordinance No. 6382, An Ordinance Granting Approval of Sign Variations and the Exterior Appearance for 530-534 Pennsylvania Avenue. (Planning and Development Director Hulseberg)

F. Proposed Relocation of the 2016 Taste of Glen Ellyn Special Event: (Assistant Village Manager Stonitsch) (Discussion Only)

1. Assistant Village Manager Al Stonitsch and Administrative Intern Brendon Mendoza will present information regarding the proposed relocation of the Taste of Glen Ellyn request from Glen Ellyn Chamber of Commerce for its annual special event to take place from May 19, 2016 until May 22, 2016.

G. Glen Ellyn Volunteer Fire Company Capital Needs and Funding Options: (Village Manager Franz and Chief Bodony) (Discussion Only)

1. Village Manager Mark Franz and Chief Jim Bodony will present information regarding the Glen Ellyn Volunteer Fire Company capital needs and funding options.

H. Draft Village Strategic Plan 2016-2019: (Village Manager Franz) (Discussion Only)

1. Village Manager Mark Franz will lead the discussion on the draft Village Strategic Plan for 2016-2019.

I. Reminders

1. A Village Board Meeting is scheduled for Monday, January 25, 2016 at 7:00PM in the Galligan Board Room of the Glen Ellyn Civic Center.
2. A Village Board Meeting is scheduled for Monday, February 8, 2016 at 7:00PM in the Galligan Board Room of the Glen Ellyn Civic Center.
3. A Village Board Workshop is scheduled for Tuesday, February 16, 2016 at 7:00PM in Room 301 of the Glen Ellyn Civic Center.

J. Other Business

K. Adjournment



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

Meeting: 01/18/16 06:30 PM
Department: Planning & Development
Department Head: Staci Hulseberg
Category: Ordinance
Prepared By: Caron Bricks

SCHEDULED

ORDINANCE 6382

DOC ID: 2070

Ordinance No. 6382, An Ordinance Granting Approval of Sign Variations and the Exterior Appearance for 530-534 Pennsylvania Avenue. (Planning and Development Director Hulseberg)

Background. Elizabeth Mager, owner of the commercial property located at 530-534 Pennsylvania Avenue, is requesting approval of the Exterior Appearance and two sign variations to accommodate two new businesses in the vacant western portion of the 4-tenant building on the property. Cheveux Salon and Coldwell Banker Realty will remain as tenants in the eastern half of the building and the vacant western portion of the building will be divided between Chocolaterie Stam and another potential tenant.

The primary proposed changes to the exterior include pushing the front façade of the Chocolaterie Stam space back to provide an outdoor seating area and repair or replacement of the current terra cotta façade and red granite base on the western, vacant portion of the building. The petitioner also proposes the use, if budget allows, of accordion style windows to be used in fair weather. Five exterior lights are also proposed, two to illuminate either side of the western two tenant spaces and three to illuminate the signs on the western half of the building. A bronze and copper address number would hang above the recessed entrance for the two new western tenants. A new dumpster enclosure is also proposed that would be constructed to match the brick on the exterior of the side building elevation, which would be used by all four tenants.

The petitioner is also requesting approval of the following Sign Variations:

1. A Variation from Section 4-5-11(B)4 of the Glen Ellyn Sign Code to allow a wall sign with an area of 190 square feet in lieu of the 13 square feet permitted.
2. A Variation from Section 4-5-11(B) of the Glen Ellyn Sign Code to allow two signs for the establishment in lieu of the one sign permitted.

The variations are being requested to accommodate a tree ornament that is considered a wall sign by the Sign Code. The tree has an area of 190 square feet. The base, or trunk, of the tree would cover up a column that cannot be removed from the façade. The branches of the tree would be made of copper. A branch from the tree will extend over the entrance and would have a metal and glass canopy attached that would provide cover to the entrance. The petitioner is also proposing a projecting sign that would be a maximum 6 square feet, which meets code. A Variation to allow two signs for the establishment is requested to accommodate the projecting sign and tree wall sign.

Architectural Review Commission (ARC) Recommendation. The petitioner appeared before the ARC for consideration of the proposed Exterior Appearance on December 9, 2015 and recommended approval of this request by a vote of 5-0. Due to public notice requirements, the Commission was unable to formally consider the requested Sign Variations at this same meeting. The requested Sign Variations were considered by the ARC at a public hearing on January 13, 2016. No members of the public spoke at this hearing either in favor of or in opposition to the requests. By a vote of 6-0, the ARC recommended approval of the requested Sign Variations with the following conditions.

- A. The signage shall be constructed in substantial conformance with the plans as submitted and the testimony presented at the January 13, 2016 public hearing of the Architectural Review Commission.
- B. That the portion of the tree sign that extends onto the store frontage of the Tenant B space shall not be counted against the signage permitted for Tenant B and Tenant B shall continue to be allowed a separate establishment sign with an area equal to the area permitted by Code which is currently .5 square feet per lineal foot of frontage for a wall sign.

Village Board Action. The Village Board may approve, approve with conditions or deny the requested Sign Variations and proposed Exterior Appearance. A draft Ordinance approving the requests is attached for consideration at the January 18, 2016 Village Board meeting.

Attachments.

- Ordinance
- Location Map
- Draft Minutes from December 9, 2015 ARC Meeting, Exhibit "A" to Ordinance
- Select Materials from Petitioner's Application Packet

CC: Elizabeth Mager, Owner
Chris Lauriat, Architect

Ordinance No. _____**An Ordinance Granting Approval of
Sign Variations and the Exterior Appearance
for 530-534 Pennsylvania Avenue
Glen Ellyn, IL 60137**

Whereas, Elizabeth Mager, President of Elizabeth Anne Tryner, Inc., owner of property located at 530-534 Pennsylvania Avenue which is currently developed with a four tenant commercial building, has petitioned the Village President and Board of Trustees for approval of the following:

1. A Variation from Section 4-5-11(B)4 of the Glen Ellyn Sign Code to allow a wall sign for the westernmost tenant space with an area of 190 square feet in lieu of the 13 square feet permitted; and
2. A Variation from Section 4-5-11(B) of the Glen Ellyn Sign Code to allow two signs for the establishment in the westernmost tenant space in lieu of the maximum number of one sign permitted; and
3. Exterior Appearance approval in accordance with the Glen Ellyn Appearance Review Guidelines, Ordinance 5508;

to accommodate Chocolaterie Stam and a new tenant to be located in the western two tenant spaces of the building; and

Whereas, the subject property is located on the north side of Pennsylvania Avenue between Main Street and Forest Avenue in the C5B Central Business District – Central Service Sub-district, and is legally described as follows:

PARCEL 1: THE EAST 50 FEET OF LOT 5 IN BLOCK 1 IN COUNTY CLERK'S SECOND ASSESSMENT DIVISION IN SECTION 11, TOWNSHIP 39 NORTH, RANGE 10 EAST OF THE THIRD PRINCIPAL MERIDIAN ACCORDING TO THE PLAT THEREOF RECORDED JULY 3, 1906 AS DOCUMENT 88052 IN DUPAGE COUNTY, ILLINOIS.
PARCEL 2: LOT 4 OF WAGNER'S SUBDIVISION OF LOT 6 IN BLOCK 1 IN DANBY, IN SECTION 11, TOWNSHIP 39 NORTH, RANGE 10 EAST OF THE THIRD PRINCIPAL

MERIDIAN, ACCORDING TO THE PLAT OF SAID WAGNER'S SUBDIVISION
RECORDED MARCH 4, 1904 AS DOCUMENT 81088, IN DUPAGE COUNTY, ILLINOIS.
P.I.N: 05-11-311-011 and 05-11-311-012; and

Whereas, the Architectural Review Commission considered the petitioner's request for Exterior Appearance approval at a public meeting on December 9, 2015 at which meeting, the petitioner presented evidence, testimony, and exhibits relative to the request and no persons spoke either in favor of or in opposition to the proposed Exterior Appearance; and

Whereas, based upon the evidence, testimony, and exhibits presented at the December 9, 2015 Architectural Review Commission meeting, by a vote of five (5) "yes" and zero (0) "no", the Architectural Review Commission recommended approval of the proposed Exterior Appearance as set forth in the December 9, 2015 minutes of the Architectural Review Commission, a copy of which is attached hereto as Exhibit "A"; and

Whereas, following due and proper publication of notice in The Daily Herald not less than fifteen (15) nor more than thirty (30) days prior thereto, the Architectural Review Commission of the Village of Glen Ellyn conducted a public hearing on January 13, 2016, at which hearing the Architectural Review Commission considered the petitioner's request for approval of the requested Sign Variations; and

Whereas, at the January 13, 2016 public hearing, the petitioner presented evidence and testimony in support of the requested Sign Variations and no persons spoke either in favor of or in opposition to the requests; and

Whereas, after having considered the evidence presented, including the exhibits and materials submitted, the Architectural Review Commission made its findings of fact and recommendations as set forth in the minutes from the January 13, 2016 Architectural Review Commission public hearing, a draft of which is attached hereto as Exhibit "B", and by a vote of

six (6) “yes” and zero (0) “no”, the Architectural Review Commission recommended approval of the requested Sign Variations; and

Whereas, the Village President and Board of Trustees have reviewed the evidence, exhibits, and materials presented at the December 9, 2015 Architectural Review Commission meeting and the January 13, 2016 Architectural Review Commission public hearing and have considered the findings of fact and recommendations of the Architectural Review Commission; and

Whereas, the President and Board of Trustees have determined that approving the proposed

Exterior Appearance is consistent with the recommendations in the Glen Ellyn Appearance Review Guidelines and that granting the requested Sign Variations is consistent with the goals of the Glen Ellyn Sign Code.

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

Section One: The minutes from the December 9, 2015 Architectural Review Commission meeting, a copy of which is attached hereto as Exhibit “A”, and the minutes from the January 13, 2016 Architectural Review Commission public hearing, a draft of which is attached hereto as Exhibit “B”, and the findings of fact therein and attached hereto as Exhibit “C” as well as in the preambles above are hereby adopted as the findings of fact of the Village President and Board of Trustees based upon their review of the evidence, exhibits, and materials presented at the December 9, 2015 public meeting and the January 13, 2016 public hearing before the Architectural Review Commission.

Section Two: Based upon the findings of fact and recommendations of the Architectural

Review Commission, as adopted herein, and the findings of fact and conclusions set forth in the preambles above and in Exhibit “C” attached hereto, the Village President and Board of Trustees hereby grant approval of the proposed Exterior Appearance and requested Sign Variations to accommodate Chocolaterie Stam and a new business to be located in the western two tenant spaces of 530-534 Pennsylvania Avenue.

Section Three: This grant of approval of proposed Exterior Appearance and requested Sign Variations is subject to the following conditions:

1. The project shall be constructed in substantial conformance with the plans submitted and the testimony presented at the December 9, 2015 public meeting of the Architectural Review Commission and the January 13, 2016 public hearing before the Architectural Review Commission and with the petitioner’s application packet including the following plans and documents referenced below, as though they were attached to this Ordinance:
 - a. Application for Sign Variation received December 30, 2015
 - b. Exterior Appearance application dated November 23, 2015
 - c. Exterior Appearance Narrative Statement dated November 30, 2015
 - d. Site Plan, sheet SD 01 dated November 27, 2015, a copy of which is attached hereto as Exhibit “D”
 - e. South Elevation, sheet SD-02 dated November 27, 2015, a copy of which is attached hereto as Exhibit “E”
 - f. Sign Elevation, sheet SD-02.5, dated December 7, 2015, a copy of which is attached hereto as Exhibit “F”
 - g. Sign West Elevation, Dumpster Enclosure Elevation, sheet SD-03 dated November 27, 2015, a copy of which is attached hereto as Exhibit “G”
 - h. Rendering of Storefront Renovation, sheet SD-04 dated November 27, 2015, a copy of which is attached hereto as Exhibit “H”
 - i. Exterior Existing Conditions, sheet SD-05 dated November 27, 2015
 - j. Exterior and Interior Existing Conditions, sheet SD-06 dated November 27, 2015
 - k. Art Nouveau Inspiration, sheet SD-07 dated November 27, 2015
 - l. Light Fixture Cut Sheet, 674 WP Series, stamped received November 30, 2015
 - m. Light Fixture Cut Sheet, 303-S1-LEDB1, stamped received November 30, 2015

and these plans and documents shall be filed with and made part of the permanent records of the Glen Ellyn Planning and Development Department.

2. That portion of the tree sign that extends onto the store frontage of the Tenant B space shall not be counted against the signage permitted for Tenant B and Tenant B shall continue to be allowed a separate establishment sign with an area equal to the area permitted by Code which is currently .5 square feet per lineal foot of frontage for a wall sign.

Section Four: The Building and Zoning Official is hereby authorized to issue all necessary building and occupancy permits pursuant to the Exterior Appearance and Sign Variations approved herein, provided that all the conditions set forth hereinabove have been met and that the applicant complies with all other applicable laws and ordinances of the Village of Glen Ellyn. This grant of approval of the aforementioned requests shall expire and become null and void within 24 months of the date of this Ordinance unless an occupancy permit is applied for within said time period, provided, however, that the Village Board, by motion, may extend the period during which an occupancy permit must be applied for.

Section Five: This Ordinance shall be in full force and effect from and after the passage, approval, and publication in pamphlet form.

Section Six: Failure of the owners or other party in interest or a subsequent owner or other party in interest to comply with the terms of this Ordinance, after execution of such Ordinance, shall subject the owners or party in interest to the penalties set forth in Section 10-10-18 (A) and (B) of the Village of Glen Ellyn Zoning Code.

Section Seven. The Village Clerk is hereby authorized to record this Ordinance with the DuPage County Recorder.

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

Ayes:

Ordinance 6382

Meeting of January 18, 2016

Nays:**Absent:**

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

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 _____.)

ATTACHMENTS:

- Location Map (PDF)
- Draft ARC December 9, 2015 Minutes - Exhibit "A" to Ordinance (PDF)
- Findings of Fact - Exhibit "C" to Ordinance (DOCX)
- Select Materials from Petitioner's Application (PDF)
- Project Narrative (PDF)



0 50 100 200 300 400 Feet

Prepared by: Planning and Development
January 2016



DRAFT
MINUTES

BOARD/COMMISSION:	Architectural Review	DATE:	12/9/15
MEETING:	Regular	CALLED TO ORDER:	7:02 p.m.
QUORUM:	Yes	ADJOURNED:	8:44 p.m.
MEMBER ATTENDANCE:	PRESENT: Chairman Burdett, Commissioners Dickie, Loftus, Thompson, Wussow		
	ABSENT: Commissioners Albrecht, Burket, Dieter, Klimala		
ALSO PRESENT:	Village Planner Stegall, Recording Secretary Solomon		

1. Call to Order

Chairman Burdett called the Glen Ellyn Architectural Review Commission (ARC) regular meeting to order at 7:02 p.m., in the Civic Center at 535 Duane Street, Glen Ellyn, Illinois.

2. Public Comment (non-agenda items)

None

3. Approval of November 9, 2015 Minutes

Commissioner Wussow pointed out a correction on page 2 of the minutes. Commissioner Wussow moved to approve the amended November 9, 2015 minutes. The motion was seconded by Commissioner Loftus and carried unanimously by a vote of 5-0.

4. 350 Duane Street, Proposed Apartment Building – Pre-application Meeting

Village Planner Stegall presented background on this project and stated petitioner WP Properties, LLC is here for a pre-application meeting regarding the proposed construction of a new 50-unit apartment building on the Spandikow roofing property located at 350 Duane Street. She stated the subject property is located on the north side of Duane Street between Evergreen Avenue and Lorraine Street in the C5B Central Business District – Central Service Sub-district.

Ms. Stegall stated the petitioner plans to demolish the existing building on the site and construct a new 3 ½ story apartment building with 50 units comprised of studios, one-bedrooms and two-bedrooms with indoor and outdoor parking. Ms. Stegall stated in order to facilitate the proposed development, the petitioner will need to receive approval of a Planned Unit Development and the proposed Exterior Appearance. She stated the petitioner is scheduled to appear before the Plan Commission for a pre-application meeting on Thursday, December 10th.

Ms. Stegall stated the proposed building will be done with masonry construction with two different colors of brick. She stated the one suggestion staff had concerned the landscape setback for the parking lot.

Chairman Burdett asked if there is a sidewalk on Duane Street in front of this property to which Ms. Stegall stated there is currently a sidewalk that will remain.

Jeremy Wetmore, Partner with WP Properties, LLC, located in Chicago, Illinois, stated WP Properties owns and operates many stand-alone buildings in and around Chicago. He stated they also have a real-estate business as well. He stated they would own and operate this apartment building. He stated they want to ensure this proposed apartment building will fit the needs of the community with easy access to the train and shopping. He stated the building will have unique character and be architecturally beautiful.

Chairman Burdett asked if the rendering or the elevation pictures were more accurate as he prefers the rendering. Mr. Wetmore stated they had done some updating, and the rendering is the end goal for the building.

Ron Creswell, with Ronald Creswell Architecture in Wheaton, Illinois, stated the building will be all brick with a dark-grey masonry banding separating the two colors of brick.

Commissioner Wussow asked if the indoor parking would be one-way. Mr. Creswell stated there would be two-way traffic for the indoor and outdoor parking. Commissioner Loftus asked if there would be enough parking spots per code to which Mr. Wetmore stated they are short six parking spaces with this current design.

Chairman Burdett stated they do need to keep the sidewalks. Mr. Wetmore stated they will keep the sidewalks; however, the sidewalks were accidentally not put on the rendering.

Commissioner Wussow asked how much one-bedroom apartments are in demand. Mr. Wetmore stated they have done extensive research on this, and one-bedroom apartments are more sought after at the moment.

Chairman Burdett asked if the balconies were just ornamental and not meant for use. Mr. Wetmore stated they will be ornamental only as the balconies are not deep enough. Mr. Creswell stated these will be French balconies.

Chairman Burdett asked if there will be attic space as there are dormers shown on the rendering to which Mr. Creswell stated the dormers are just added as decoration. Mr. Creswell stated they will use Hardie board on the sides of the dormers and the top of the ridge line.

Commissioner Loftus asked about HVAC units to which Mr. Wetmore stated the building will not have a flat roof so the heating and air conditioning will be in a single module on the side of the building. Mr. Wetmore stated there would be no mechanicals on the roof. Ms. Stegall stated they have spoken about possible solar panels on the roof.

Mr. Creswell stated they will treat the Duane Street elevation and the Prairie Path/railroad track elevations differently as they feel the Prairie Path side is more the front of the building.

Chairman Burdett asked about light fixtures to which Mr. Creswell stated the fixtures will be on the final renderings.

Commissioner Loftus asked about the windows to which Mr. Wetmore stated they will use vinyl-clad Andersen windows. Commissioner Loftus asked about the height of the building. Mr. Creswell stated their only concern may be around the two towers on each end of the building. Ms. Stegall stated the building is estimated at 51 ½ feet, and zoning allows up to 65 feet in height due to bonuses.

Commissioner Wussow asked about the landscaping to which Mr. Creswell stated they will have a full landscaping plan with the formal application.

Commissioner Thompson stated this design is a great start, and she likes the emphasis on quality. She stated she would like to see more landscaping in the front. She stated they may need to think about storage areas too. She stated for the site plan context, it would be good to see the sidewalks, Prairie Path as well as other features.

Commissioner Dickie stated he thinks this is a handsome building, and it will be a good addition to the Village. He stated he would want to see more detail and a landscape plan in the final application.

Commissioner Wussow stated she thinks this plan is an excellent start and likes the use of quality materials. She stated she wants to ensure that the building looks attractive for the residents who live across the street on Duane.

Commissioner Loftus stated the design is nice. He stated they are proposing a monochromatic color scheme, but it seems to work. He stated he would want the building to stay at a lower height.

Chairman Burdett stated the design is attractive, and he likes the use of masonry. He stated the Duane Street side will be important. He stated he would like to see more green space in the front as well as a slate-like roof. He stated he does want to see a landscape plan with plants from the Village's recommended list. He stated the petitioner should have sample materials at the next meeting.

5. 530 Pennsylvania Avenue, Stam's Chocolaterie – Exterior Appearance

Ms. Stegall presented background on the project and stated petitioner Elizabeth Mager, owner of the commercial property located on 530 Pennsylvania Avenue, is seeking exterior appearance approval associated with proposed modifications to the exterior of the existing building to bring Chocolaterie Stam to the Village. She stated the subject property is located on the north side of Pennsylvania Avenue, between Main Street and Forest Avenue, in the C5B Central Business District – Central Service Sub-district. She stated the building is not included in the North

Historic District; however, it is across the street from the North Historic District. She stated Ms. Mager has been looking for a suitable site in the Village for about two years.

Ms. Stegall stated the vacant portion of the building will be divided between Chocolaterie Stam, (which is referred to as Tenant A in the plans) and another potential tenant (Tenant B in the plans). She stated the current tenants on the east side of the building will remain tenants, and their portion of the building will not be altered at this time. She stated there is a tree element proposed for the front elevation which is defined as a sign in the Sign Code so the Commissioners will have a pre-application discussion regarding the sign; however, the sign will be talked about at an official public hearing in January.

Chris Lauriat, Director of Architecture with Intersect Studio in Wheaton, Illinois, stated they are trying to preserve the terra cotta glazed masonry on the façade and red granite at the base of the building. He stated they are proposing to pull the storefront back about five feet in order to add café-style outdoor seating. He stated the tree element will be made of copper, and the canopy will be metal and glass.

Commissioner Wussow asked if the branches of the tree would be touching the terra cotta. Mr. Lauriat stated the branches would be attached to the terra cotta intermittently. Commissioner Loftus asked if they would need to repair the terra cotta as the current awning is removed. Mr. Lauriat stated they would patch and repair the terra cotta as needed.

Chairman Burdett asked if the other Stam locations have tree elements to which Ms. Mager stated the other stores have awnings. Mr. Lauriat stated the tree was his design and part of the Art-Nouveau feel that they wanted for the building. Commissioner Wussow asked if there was Art Nouveau used anywhere else in the Village to which Mr. Lauriat stated he could not think of any. There was a discussion regarding the tree element and the use of Art-Nouveau architecture on this building.

Ms. Stegall stated the staff was curious about the design element of the tree and canopy as they seem very unique and fun. She stated the staff feels the tree element can be used as the store is not on Main Street.

Commissioner Wussow stated an element such as the tree design usually serves a single purpose. She stated she does not see the tree saying Stam's, but as a natural element instead. She stated the tree does not look like a sign or branding, but an architectural element so the tree should not be objectionable. She stated the glass canopy she is a bit unsure of due to the style of the canopy.

Commissioner Loftus stated he likes the style of the glass canopy; however, he is concerned about possible maintenance issues such as oxidation. He stated the canopy would then not look as attractive as it was originally and is concerned about the long-term perspective of how this canopy would look.

Commissioner Thompson stated she likes the tree and canopy.

Commissioner Dickie stated the canopy is terrific; however, he feels he does not see the logo in the tree element.

Commissioner Wussow stated she thinks the design is great.

Commissioner Loftus stated he like the outdoor seating. He stated he is still concerned about the canopy, but is willing to take a chance on the design.

Chairman Burdett stated he is in favor of approving this. He stated he thinks the tree works on this building.

Commissioner Wussow made a motion to recommend approval of the proposed plan for exterior appearance as presented. The motion was seconded by Commissioner Loftus and carried unanimously by a vote of 5-0.

6. Chairman's Report

Chairman Burdett thanked Recording Secretary Debbie Solomon for her service to the Commission. He stated she has resigned, and this is her last meeting.

7. Trustee's Report

None

8. Staff Report

Ms. Stegall stated the new Police Department building will come before the Commissioners soon.

9. Adjourn

As there was no other business to discuss, Chairman Burdett asked for a motion to adjourn. Commissioner Thompson moved, seconded by Commissioner Dickie to adjourn the meeting at 8:44 p.m. The motion carried unanimously by a vote of 5-0.

Submitted by: Debbie Solomon, Recording Secretary

Reviewed by: Michele Stegall, Village Planner

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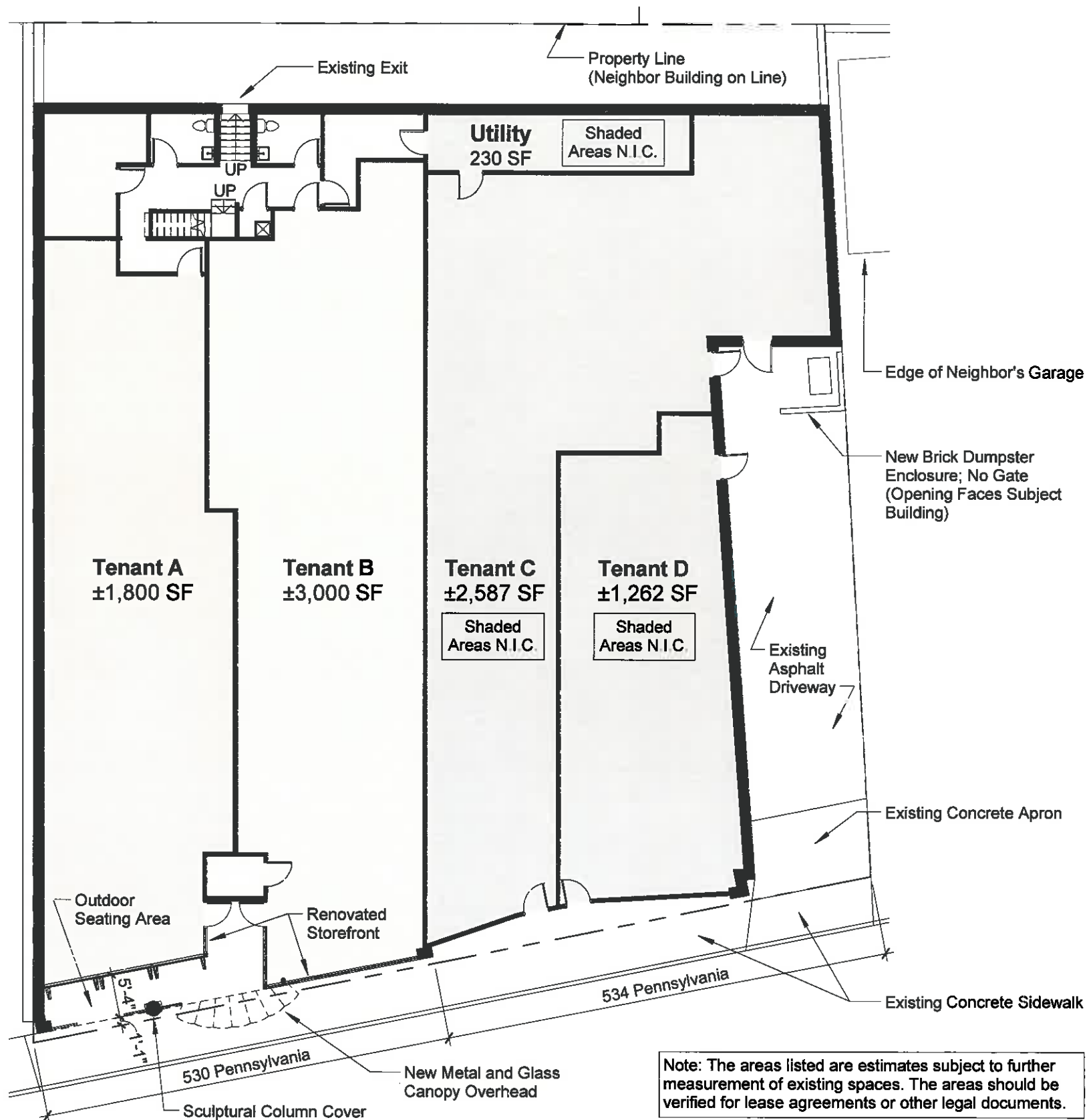
EXHIBIT "C"

FINDINGS OF FACT 530 PENNSYLVANIA AVENUE

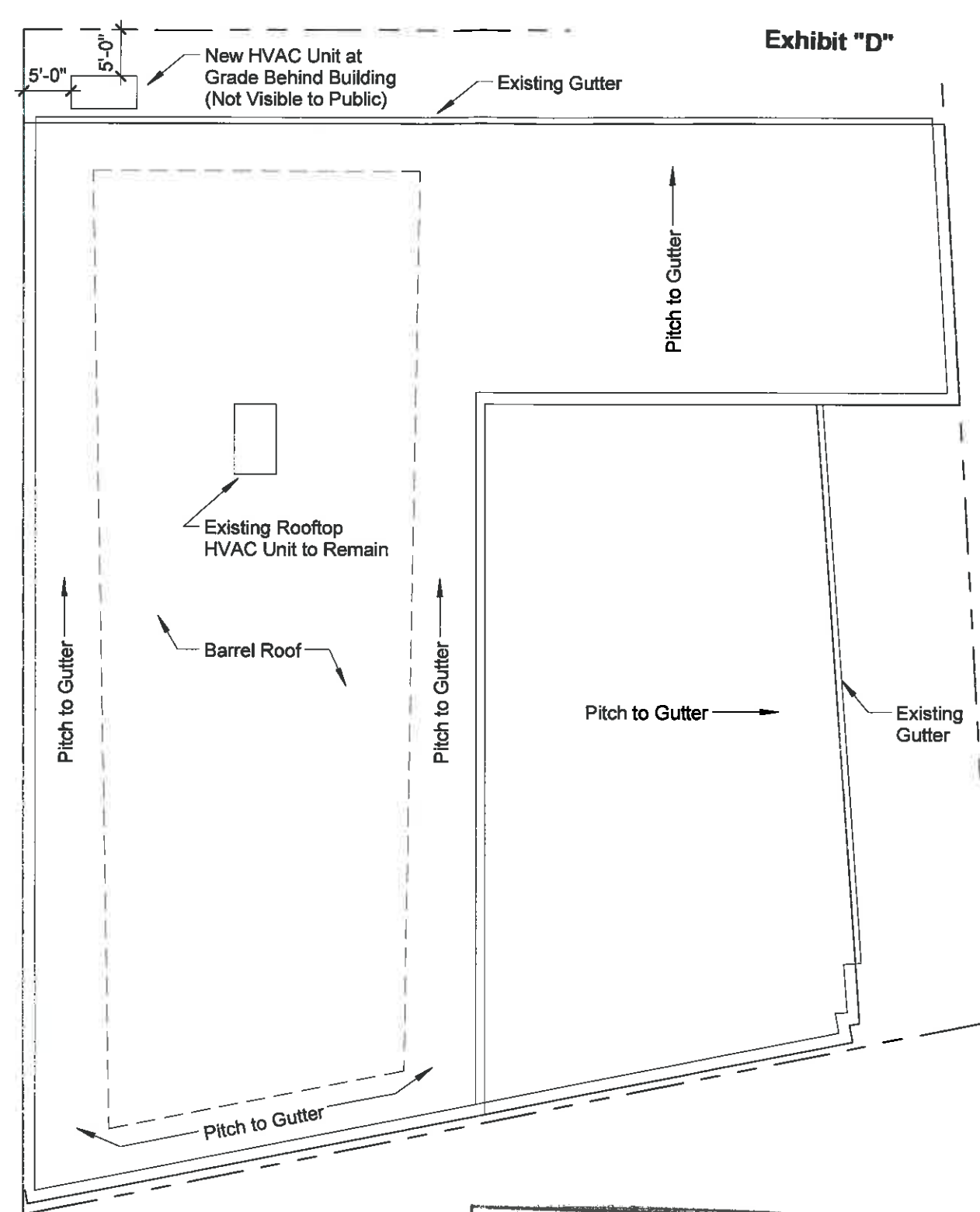
The Village Board hereby adopts the following findings of fact for the requested Sign Variations.

1. The request complies with the Statement of Purpose in the Glen Ellyn Sign Code because the wall sign encourages a sense of aesthetic appreciation for the Village's visual environment, ensures the integrity of the architectural elements and character of the building, and promotes economic development by encouraging a more attractive economic business climate within commercial areas of the Village.
2. The plight of the owner is based on unique circumstances due to an unusual physical limitation or other condition, that is peculiar to the subject property or establishment and the conditions upon which the request is based and are not generally applicable to other property within the same zoning district because the wall sign is also a piece of art that is a part of the façade and other property owners in the area do not have the same issue because they do not have features that are not part of the façades. The subject property is one of the few buildings in the Village with this style of architecture, Art Deco or Art Nouveau, and this type of feature is compatible with that style architecture. This feature may not work so well with another type of building in the Village.
3. The variation, if granted, would have no adverse impact on property values in the surrounding area or be injurious to other property or improvement in the neighborhood in which the property is located because the tree sculpture will be constructed of high quality materials and is a unique and creative work that should be attractive to visitors to the downtown.
4. The variation, if granted, would have no adverse impact on the existing or desired character of the surrounding area because the subject section of Pennsylvania Avenue has a collection of various architectural styles from many different time periods and the proposed tree follows after Art Nouveau, a highly decorative, early Modern style prevalent in Europe and the United States from 1890 to 1910 and therefore shouldn't conflict with the diversity in architectural style or character of surrounding buildings.
5. The variation, if granted, would not endanger, the public health, safety, or welfare because it helps delineate the outdoor eating area and provides a canopy over the sidewalk and retail entrances at 530 Pennsylvania Avenue.

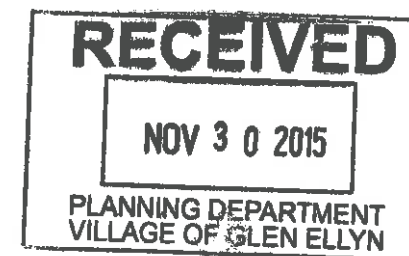
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Demising Plan with Site
SCALE: 1/16" = 1'-0"



Roof Plan
SCALE: 1/16" = 1'-0"



Chocolaterie Stam

534 Pennsylvania Avenue
Glen Ellyn, Illinois 60137

Elizabeth Anne Tryner, Inc.



1825 College Avenue, Suite 130 Wheaton, IL 60187
630.260.1177 t 630.690.9473 f intersectstudio.net

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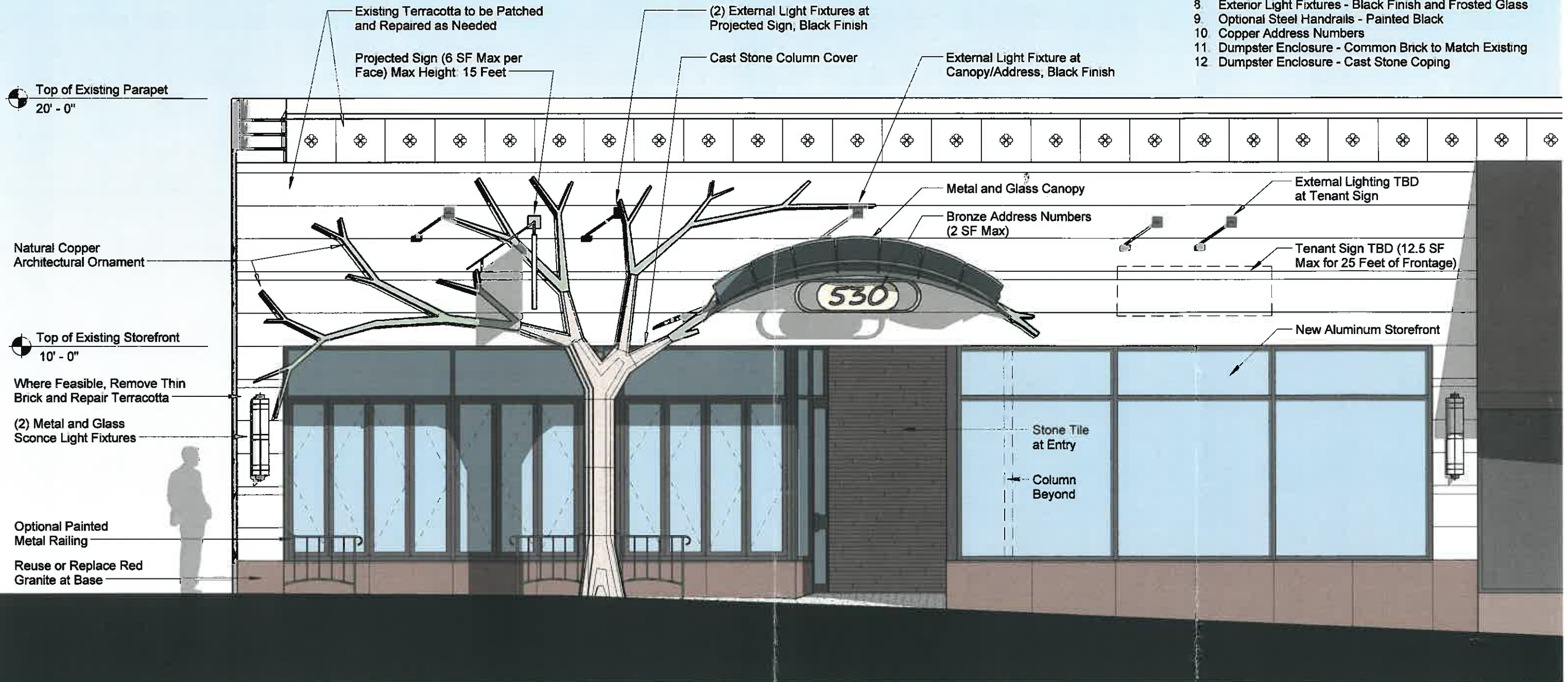
DATE: 27 November 2015
PROJECT NUMBER: 485

SHEET:

SD-01

Exterior Materials List

1. Existing White Glazed Terracotta
2. Red Granite Base (Existing and New)
3. New Black Anodized Aluminum Storefront
4. Stone Tile at Recessed Entry
5. Cast Stone Column Cover
6. Natural Copper Architectural Ornament
7. Black Painted Steel and Glass Canopy
8. Exterior Light Fixtures - Black Finish and Frosted Glass
9. Optional Steel Handrails - Painted Black
10. Copper Address Numbers
11. Dumpster Enclosure - Common Brick to Match Existing
12. Dumpster Enclosure - Cast Stone Coping



South Elevation

SCALE : 1/4" = 1'-0"

hocolaterie Stam

Pennsylvania Avenue
n Ellyn, Illinois 60137

zabeth Anne Tryner, Inc.



1825 College Avenue, Suite 130 Wheaton, IL 60187
630.260.1177 t 630.690.9473 f intersectstudio.net

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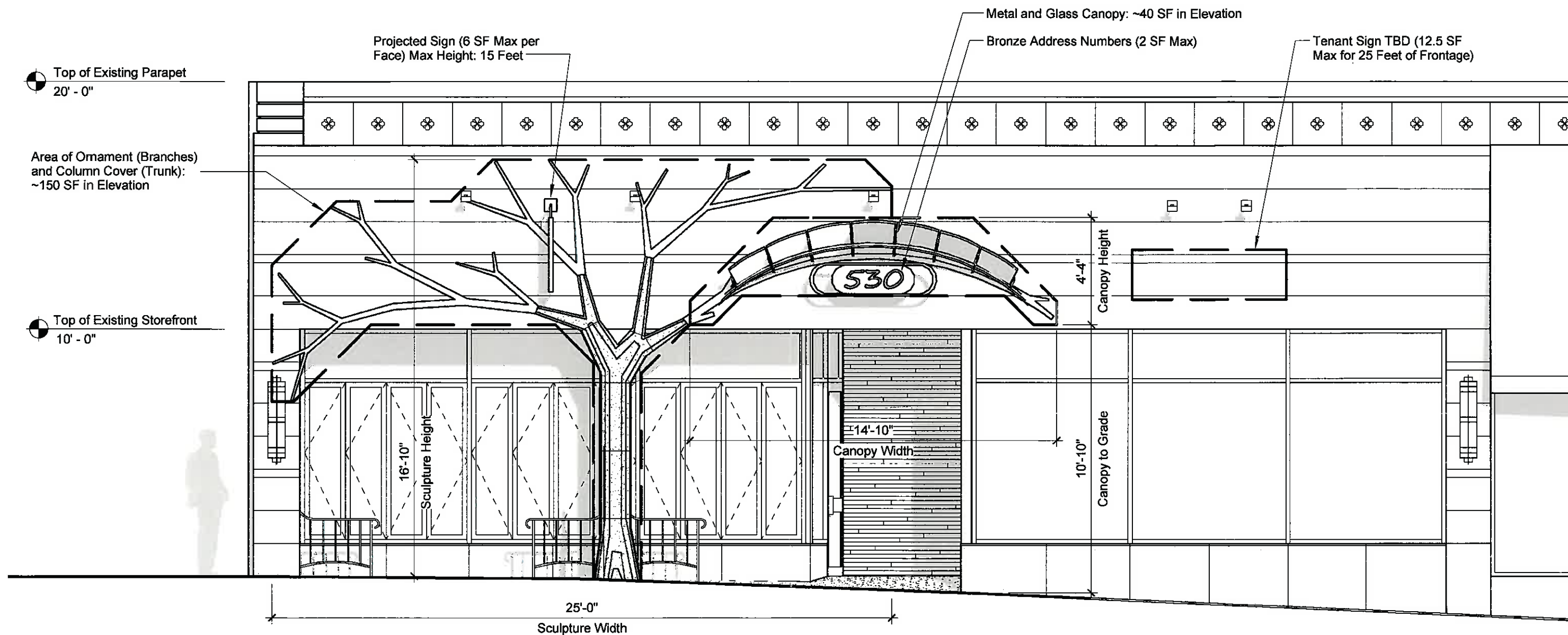
DATE: 27 November 2015
PROJECT NUMBER: 485

SHEET:

SD-02

RECEIVED

DEC 7 2015

PLANNING
VILLAGE OF

Elevation of Sign, Sculpture, Canopy Areas

SCALE : 1/4" = 1'-0"

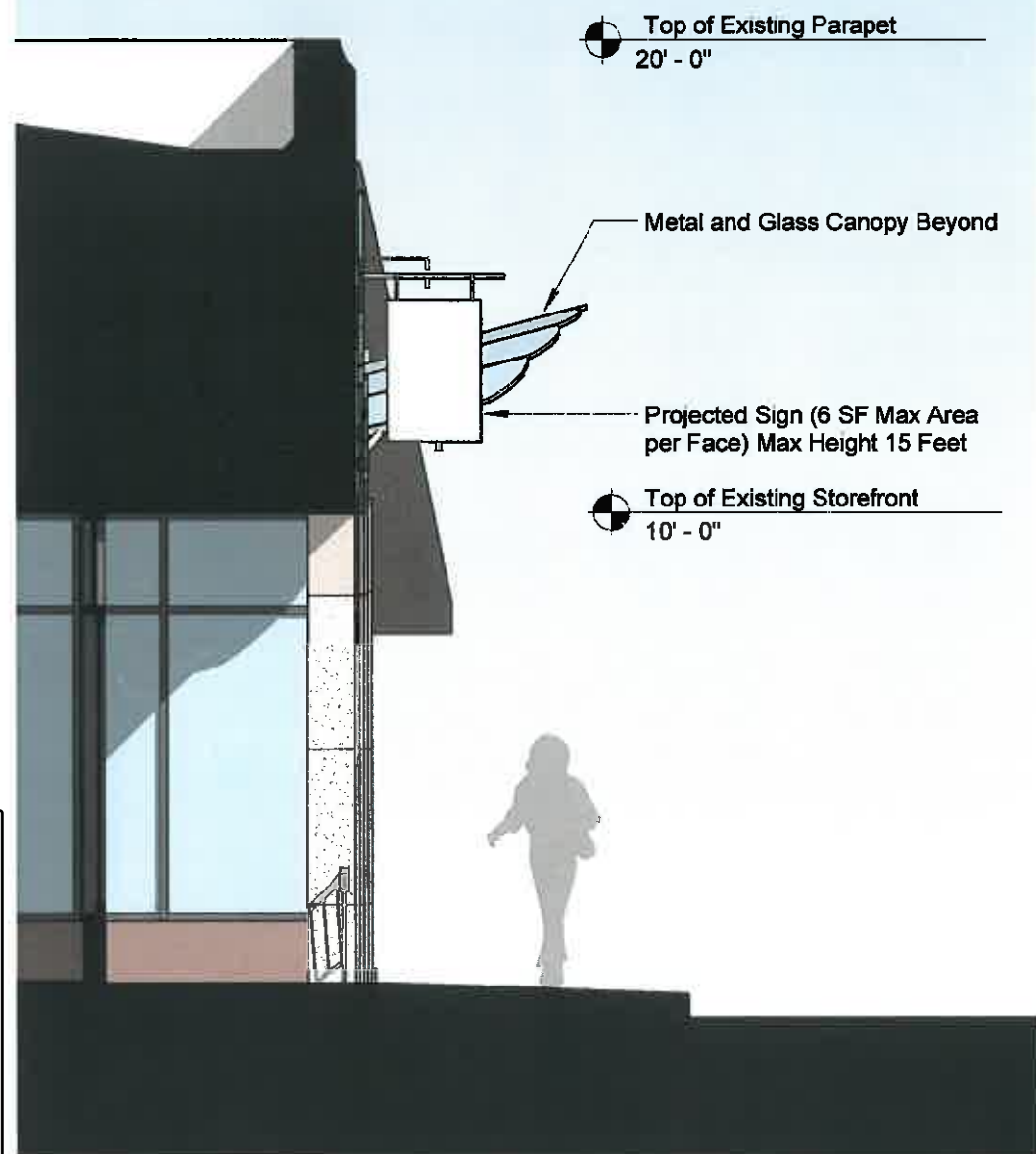
Chocolaterie Stam530 Pennsylvania Avenue
Glen Ellyn, Illinois 60137**Elizabeth Anne Tryner, Inc.****INTERSECTSTUDIO**
ARCHITECTURE INTERIORS DESIGN-BUILD1825 College Avenue, Suite 130 Wheaton, IL 60187
630.260.1177 t 630.690.9473 f intersectstudio.net

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DATE: 07 December 2015
PROJECT NUMBER: 485SHEET: **SD-02.5**

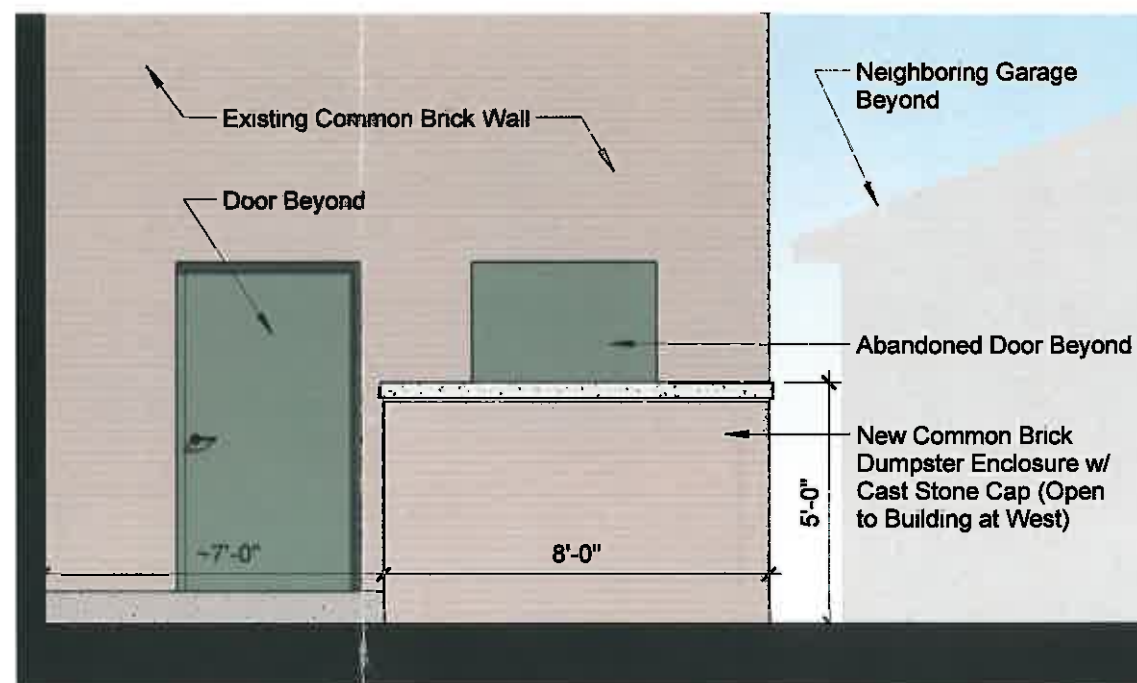
Exterior Materials List

1. Existing White Glazed Terracotta
2. Red Granite Base (Existing and New)
3. New Black Anodized Aluminum Storefront
4. Stone Tile at Recessed Entry
5. Cast Stone Column Cover
6. Natural Copper Architectural Ornament
7. Black Painted Steel and Glass Canopy
8. Exterior Light Fixtures - Black Finish and Frosted Glass
9. Optional Steel Handrails - Painted Black
10. Copper Address Numbers
11. Dumpster Enclosure - Common Brick to Match Existing
12. Dumpster Enclosure - Cast Stone Coping



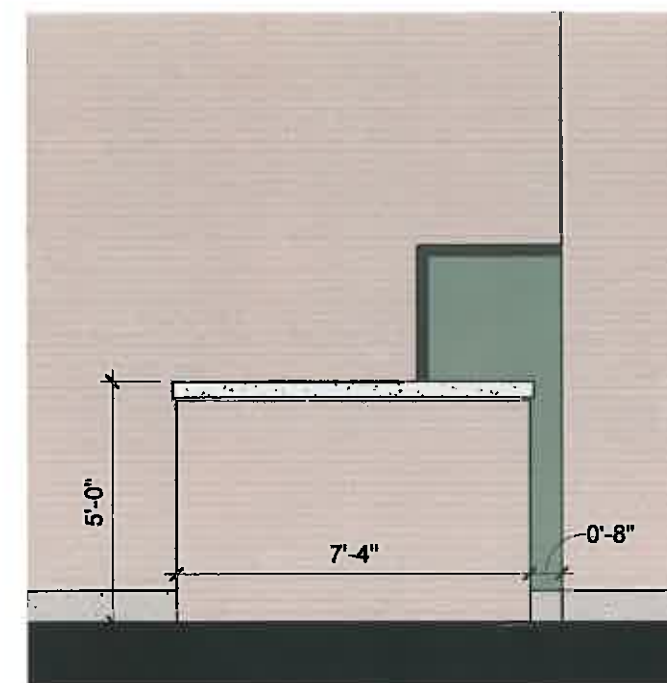
Sign West Elevation

SCALE : 1/4" = 1'-0"



Dumpster Enclosure South Elevation

SCALE : 1/4" = 1'-0"



Enclosure East Elevation

SCALE : 1/4" = 1'-0"



Conceptual Rendering of Storefront Renovation

Chocolaterie Stam

100 Pennsylvania Avenue
Wheaton, Illinois 60137

Elizabeth Anne Tryner, Inc.



1825 College Avenue, Suite 130 Wheaton, IL 60187
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DATE: 27 November 2015
PROJECT NUMBER: 485

SHEET:

SD-04



Exterior Photograph of 530-534 Pennsylvania



Exterior Photograph from Southwest



Exterior Photograph at Dumpsters

Chocolaterie Stam

Pennsylvania Avenue
Wheaton, Illinois 60137

Elizabeth Anne Tryner, Inc.



1825 College Avenue, Suite 130 Wheaton, IL 60187
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DATE: 27 November 2014
PROJECT NUMBER:



Exterior Photograph of 530-534 Pennsylvania



Interior Photograph of Existing Storefront

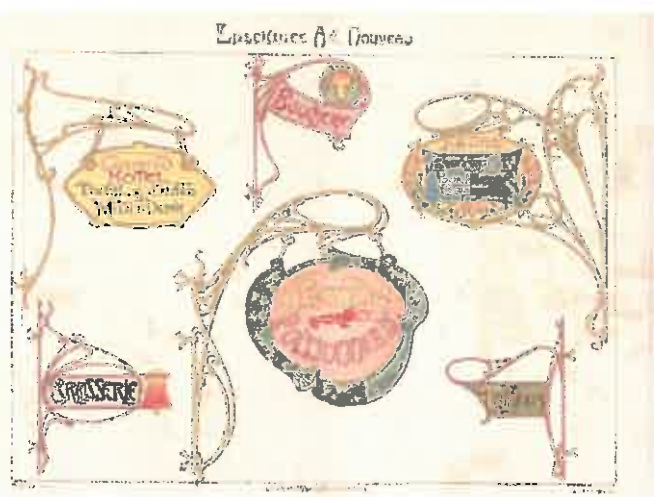


Interior Photograph of Space to be Divided

Chocolaterie Stam
 Pennsylvania Avenue
 Ellyn, Illinois 60137
 Elizabeth Anne Tryner, Inc.



1825 College Avenue, Suite 130 Wheaton, IL 60187
 630.260.1177 t 630.690.9473 f intersectstudio.net



Art Nouveau Inspiration

Chocolaterie Stam

100 Pennsylvania Avenue
Evanston, Illinois 60117

Elizabeth Anne Tryner, Inc.



1825 College Avenue, Suite 130 Wheaton, IL 60187
630.260.1177 t 630.690.9473 f intersectstudio.net

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DATE: 27 November 2015
PROJECT NUMBER: 485

SHEET:

SD-07

**Architectural Review Commissioner**

c/o Caron Bricks
Planning Intern
Village of Glen Ellyn
535 Duane Street
Glen Ellyn, Illinois 60137

30 November 2015

530 Pennsylvania: Cover Letter for ARC Submission

Dear Commissioner,

On behalf of my client, Elizabeth Mager (Elizabeth Anne Tryner, Inc.), I am pleased to submit a design for the renovation and restoration of 530 Pennsylvania Avenue. Our goal is create an inviting and compelling street presence for the joint benefit of the property owner, the building tenants, and the Village of Glen Ellyn. The Owner has provided the following description of Chocolaterie Stam, a chocolate shop she is planning to establish in the building:

A trip to Chocolaterie Stam of Glen Ellyn will be an experience like no other. It's not just the taste of our treats you'll love - it's the intoxicating scent of fresh truffles that fills the room, the inviting warmth of the cozy shop and the exciting experience of selecting your own favorite sweets to take home and slowly explore. Chocolaterie Stam is a modern chocolaterie steeped in old-world, Dutch traditions. The family has been proudly handcrafting exceptional white, milk and dark chocolate bonbons and other indulgent confections for Europe and the U.S. since 1913. Ton Stam is the president of Chocolaterie Stam in Des Moines and Erik Stam, his nephew, is the master chocolatier. Ton is the grandson of the founder, Jacobus Stam, who first turned his Amsterdam bakery into a chocolate shop in 1913.

Beginning with just a brick of Dutch chocolate made from the same recipe perfected over 100 years ago, each of our fanciful chocolate creations offered in our stores are made from a secret process that can take up to two days. From our hand painted chocolates that taste of merlot to our buttery caramels to our truffles filled with fresh cream, fruits and nuts - our cases are piled high with flavors, textures and shapes that demonstrate Stam's unparalleled attention to detail. It takes great skill, commitment and passion to produce the highest quality chocolates available and our team of third generation chocolatiers is dedicated to maintaining the reputation of quality our family-owned business has built. In each of our stores, the traditions that began over a century ago with Jacobus Stam are very much alive and well today.

In the spirit of the Old World chocolate, the architecture of the storefront renovation and the Stam interior is based in the craft and artistry of Art Nouveau. The style was prominent in Europe and the United States from 1900 until about 1910 and features intricate detail based on natural forms. Both coffee and cocoa trees serve as inspiration for the decoration on the storefront, connecting patrons to the source of the Stam delicacies and providing a unique atmosphere for outdoor dining. The tree has long stood as the symbol of Chocolaterie Stam, and we think Glen Ellyn is the ideal community to embrace the upscale fare and distinctive ambience planned for 530 Pennsylvania Avenue.

Sincerely Yours,

Christopher D. Lauriat, AIA, NCARB
Director of Architecture



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

Meeting: 01/18/16 06:30 PM
Department: Administration
Department Head: Al Stonitsch
Category: Special Event
Prepared By: Brendon Mendoza

SCHEDULED

AGENDA ITEM (ID # 2073)

DOC ID: 2073

Assistant Village Manager Al Stonitsch and Administrative Intern Brendon Mendoza will present information regarding the proposed relocation of the Taste of Glen Ellyn request from Glen Ellyn Chamber of Commerce for its annual special event to take place from May 19, 2016 until May 22, 2016.

Background

The Glen Ellyn Chamber of Commerce “the Chamber” is requesting approval to change the location for its annual Taste of Glen Ellyn special event. Historically, the event has been held on Main Street and in the Main Street parking lot (next to the old Giesche’s shoe store). However, due to the potential redevelopment of the Giesche parcel, which could include the public parking lot, the Chamber preferred to identify alternate locations so that the potential redevelopment would not adversely impact the planning of their event.

The Taste of Glen Ellyn is an annual event organized by the Chamber that features a four day festival that includes various food and beverages, live entertainment, business expo, and the like. The event is planned for **Thursday, May 19, 2016 through Sunday, May 22, 2016**. Chamber staff and Village staff evaluated a number of alternate locations and narrowed in on a site with the least negative impact on businesses and traffic flow, but maintained a strong downtown presence. The preferred site is the commuter parking lot located south of the railroad tracks, between Main Street and Park Boulevard, along with the parking lot located at 450 Forest Ave., as the best available option for this event. The Chamber is requesting to close the western half of the commuter parking lot and the 450 Forest Ave parking lot during the four days that the event will be taking place.

Dates & Hours of the Event

- ☐ Thursday, May 19: 5:00 p.m. - 10:00 p.m.
- ☐ Friday, May 20: 5:00 p.m. - 11:00 p.m.
- ☐ Saturday, May 21: 12:00 p.m. - 11:00 p.m.
- ☐ Sunday, May 22: 12:00 p.m. - 7:00 p.m.

Issues

Parking

Because the west side of the commuter parking lot between Main Street and Park Boulevard and the 450 Forest Ave parking lot will be closed, commuters and staff will be directed to park in other lots. Business owners will also have to adjust their operations as these lots are directly next to various businesses. The Chamber proposes to work with St. Petronille Church to use their parking lot and also to use the Duane & Lorraine parking lot for additional parking throughout the event.

Safety

Because the Taste of Glen Ellyn is proposed to take place next to the railroad tracks, the Chamber will be placing temporary 6’ metal fencing along the tracks. The Chamber will also be placing orange

fabric fencing from Main Street to Forest Avenue on the North side of the Prairie Path to create an enclosure of the event. A 15 foot fire lane will also be placed within the proposed site, per approval by the Village Fire Department. The Police Department did not raise any other safety issues and it certainly willing to collaborate with the Chamber to assist in this transition to a new location.

Notification

Village staff has worked with the Chamber to provide a letter of notification that was mailed to surrounding residents, business owners, and the Downtown Alliance to make interested parties aware of the Village Board Workshop on January 18, 2016, along with asking for input to be provided on the proposed location change. Notification was also posted in the Glen Ellyn Train Station, Village website, and via the Village's social media channels.

Action Requested

The Chamber of Commerce is requesting Board consideration to change the location of the Taste of Glen Ellyn special event, which includes a request to close both the west side of the commuter parking lot between Main Street and Park Boulevard, and the 450 Forest Avenue parking lot for the four days of the event.

ATTACHMENTS:

- GE Chamber of Commerce Taste of Glen Ellyn Request Letter(PDF)
- GE Chamber of Commerce Taste of Glen Ellyn Request Application (PDF)
- Proposed Location of Taste of Glen Ellyn 2016 Map (JPG)
- Village Notification Letter to Area Businesses and Residents (PDF)

Date: November 30, 2015
To: Mark Franz
From: Mike Formento
Subject: Relocation of "Taste of Glen Ellyn"

Mark:

In light of future developments that may occur on the Village's Main Street Parking lot, the Chamber believes it is wise, at this time, to establish a new location for the Taste of Glen Ellyn. This location would be for the 2016 Taste of Glen Ellyn.

The Chamber's Taste Committee examined 9 different locations in its search for a new site. We concluded, it is of greatest benefit to remain in the downtown area.

The Chamber will be attending the upcoming Board workshop to provide a schematic of the location and indicating all of the elements for the Taste.

Historically, the Taste has been the weekend before Memorial Day. The dates and times for the Taste of Glen Ellyn for 2016 are Thursday, Friday, Saturday and Sunday, May 19th thru the 22nd. On Thursday our hours are 5pm to 10 pm, Friday from 5 pm to 11 pm, Saturday from noon to 11 pm and Sunday from noon to 7 pm.

Subsequently, we met with the Fire Department, Police Department and Village staff to receive their input on potential locations.

Jointly, we agreed, the best location for the Taste of Glen Ellyn would be the commuter parking lot south of the railroad between Main Street and Park Blvd. This also included the parking lot on the West side of Forest Avenue between the tracks and Duane St. One of the major concerns expressed by all was safety, since the location is next to the railroad tracks. The Chamber will be installing 6' high temporary attached metal fencing along the railroad area from Main St to Forest Avenue, and on Forest Avenue to the parking lot. Additionally, the Chamber will provide orange fabric fencing from Main Street to Forest Avenue in the landscaped area on the North side of the prairie path. This would represent and entire enclosure of the area. Also, we will be proving a 15' Fire lane as agreed with Fire Chief Bodony.

The proposed location is a commuter parking lot. This will require the closing of this area for the 4 days of Taste. Thursday and Friday will require the dispersal of the commuter parking patrons to other areas. We have check the location on Saturday and Sunday and have found

it is almost always empty. We will open discussions with St. Petronille's church to utilize their parking area during the Taste. We also recommend the use of the Duane Street parking area in back of the Library where a large number of spaces are vacant. We will work with the Village to secure other areas that may be available.

The Chamber and the Village will notify the businesses from Forest Avenue West to Main Street on the North side of Duane Street, as well as all the business in the downtown of the upcoming meeting.

We look forward to the presentation.

**Mike Formento
Executive Director
Glen Ellyn Chamber of Commerce**



Village of Glen Ellyn Special Event Permit Application

The Special Event Permit Application must be submitted at least **sixty (60) days prior** to the event date in order to ensure sufficient time for processing. Please contact the Administration Department at 630-469-5000, or refer to the Special Event Permit Application Guidelines at www.glenellyn.org for more information.

EVENT INFORMATION			
Event Title	TASTE OF GLEN ELLYN		
Type of Event	☐ Carnival or Rides ☐ Business Special Event ☒ Festival ☐ Outdoor Concert ☐ Parade ☐ Tent Sale ☐ Walk/Run/Bike ☐ Zoo/Circus ☐ Other (please specify): _____		
Event Date(s)	MAY 14-17	Time	
Alternate Date(s)		Time	
First Time Applicant?	☐ Yes ☐ No	Is it an Annual Event?	☐ Yes ☒ No
Event Website (if any)	GlenEllynChamber.com	Anticipated Attendance	
Location of Event Please list all requested street or sidewalk closures noting time(s) each street will be closed.	MAIN ST PARKING lot		
Describe the Event Please describe your event in detail including any additional information that may be important to understanding its scope and purpose. Please attach any promotional materials regarding the event.	Festival with entertainment, CRAFTSHOW, BUSINESS Showcase food Vendors PAID APR 16 2015 VILLAGE OF GLEN ELLYN		
Please see Section 3 of the Special Event Application Guidelines for more information regarding Event Activities			
Event Activities Please check all items that will be included in your event. *Extraordinary activities may require additional licenses, fees or submittals (See Guidelines for additional information).	☒ Alcohol* ☐ Animals* ☐ Automobiles ☐ Balloons/Signs/Decorations ☒ Bands/Live Music ☐ Carnival Rides* ☐ Floats ☒ Food Booth(s) ☐ Parade/Race* ☒ Parking Lots* ☒ Portable Toilets ☒ Promotional Signage ☒ Sound Equipment ☒ Stage/Bandshell ☒ Streets/Sidewalks* ☒ Tents ☒ Vendors ☐ Other (please specify): _____		

EVENT ORGANIZER INFORMATION					
Name (First/Last)	Mike Formento				
Address	810 N. MAIN ST			Apt./Unit	
City	Glen Ellyn	State	IL	Zip Code	60137
Home Phone	630 546 1780	Cell Phone			
E-mail Address	director@glenellynchamber.com				
Name of Sponsoring Organization(s) (If applicable/different)	Glen Ellyn Chamber of Commerce				
Organization's Legal Status	☐ Governmental Entity ☒ Non-profit Entity ☐ Commercial Business				
Sponsoring Organization Main Contact (If applicable/different)					
Address				Apt./Unit	
City		State		Zip Code	
Daytime Phone		E-Mail			

All applications should be completed and submitted **not less** than sixty (60) days prior to the event date. Applications that are complete and submitted to the Village along with any necessary submittals will be processed by Village staff. Incomplete applications will be held for processing until it is complete. Please return your completed Special Event Permit Application to:

By Mail/Drop Off: Village of Glen Ellyn, Administration Department, 535 Duane Street Glen Ellyn, IL 60137
By Email: events@glenellyninfo.org

For Office Use Only	
Conditions of Approval:	
Police Chief/Designee (if applicable)	Date
Village Manager/Designee	Date





December 17, 2015

Village President
Alexander W. Demos

Trustees
Dean Clark
Timothy Elliott
John Kenwood
Pete Ladesic
Tim O'Shea
Mark Senak

Village Manager
Mark T. Franz

Village Attorney
Gregory S. Mathews

Civic Center
535 Duane Street
Glen Ellyn, IL 60137

Administration
630-469-5000

Finance
630-547-5235

Planning and Development
630-547-5250

Police
630-469-1187

Public Works
30 South Lambert Road
Glen Ellyn, IL 60137
630-469-6756

The Village Links
485 Winchell Way
Glen Ellyn, IL 60137
630-469-8180

RE: Proposed Change in Location for 2016 Taste of Glen Ellyn Event

Dear Resident/Business Owner:

The Glen Ellyn Chamber of Commerce ("the Chamber") will be hosting its annual Taste of Glen Ellyn Special Event on May 19 through May 22, 2016. For next year, the Chamber is proposing a new location for the event---the downtown commuter parking lot located south of the railroad tracks between Main Street and Park Blvd (i.e. 450 Forest Ave.). The western half of the parking lot is proposed to be closed during the event.

The Chamber of Commerce will be requesting official approval from the Village Board at the January 18, 2016 Village Board workshop meeting, which will take place at 6:30 p.m. at the Civic Center, 535 Duane Street, Room 301. Residents, business owners, and commuters are all encouraged to attend the workshop and provide input to the Village Board on this matter.

Sincerely,

Mark Franz
Village Manager

cc:

Mike Formento, Executive Director, Glen Ellyn Chamber of Commerce



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

Meeting: 01/18/16 06:30 PM
Department: Administration
Department Head: Al Stonitsch
Category: Discussion Item
Prepared By: Caroline Conlon

SCHEDULED

AGENDA ITEM (ID # 2075)

DOC ID: 2075

Village Manager Mark Franz and Chief Jim Bodony will present information regarding the Glen Ellyn Volunteer Fire Company capital needs and funding options.

At the Village Board Workshop on January 18, Fire Chief Jim Bodony and I will be discussing needs of the Glen Ellyn Volunteer Fire Company ("Fire Company") and Village as part of the ongoing efforts to sustain the Fire Company model for the future. As you recall, the Village approved a Fire Service Fee in December 2013. These funds were to be used to replace the donation program that was stagnant and only collecting funds from 20% of the residents and businesses. In addition, given the creation of the day shift 10 years ago, operations have changed and funding was not keeping up with the costs and future needs of the Fire Company.

At that time, the Village Board agreed to create a Fire Service Fee to include on the Village Services Bill (Water Bill and Refuse Collection) based on a flat rate for single family home and tiered rate for commercial. See attached memo dated December 6, 2013 for additional background information. At the time, we identified facility needs, but chose not to fund them at that time. Therefore, after two years, we have a better understanding of how the fee is helping meet these needs and are prepared to recommend adjustments to meet equipment and facility needs in the future.

One factor that is driving a review at this time is the future construction of the Police Station adjacent to Panfish Park. Chief Bodony and the Fire Company have expressed some concerns with Fire Station #2, in terms of a lack of parking and equipment storage. With those needs identified, and the Police Station project moving forward, we believe there could be some economies of scale. We are anticipating some significant savings in terms of mobilization and oversight of a project at Fire Station #2, if we align the two projects. Therefore, a decision on whether to proceed with evaluating facility improvement projects is time sensitive. Staff is looking to gauge the willingness of the Village Board to consider increasing the Fire Service Fee to address facility and equipment needs of the Fire Company and whether the Village Board supports entering into a contract with Leopardo/Dewberry to provide design-build services to understand the costs associated with possible facility improvements at Fire Station #2.

Background

In January 2011, the Village completed a statistical comparison of Glen Ellyn to nine other comparable communities in the area. This analysis resulted in the 2011 Financial Scorecard which provided some insight as to how the Fire Company benefits the entire Glen Ellyn community. According to the study, the Fire Company saves the Village over \$3M per year. In addition, Glen Ellyn has the lowest amount of unfunded pensions in the sample group on a per capita basis, which is a direct result of not having a career fire department. These benefits are substantial, but do not tell the entire story. The Fire Company is an ISO 3-rated department, which has provided emergency services for this community for over 100 years and oversees and supports EMS services that are provided on a contractual basis. Currently there are over 60 Volunteers that continue to provide this critical service to the community for \$1 per year.

Issue

The Fire Service Fee generates approximately \$790,000 a year, which is less than projected back in 2013. The difference is that an area of Glen Ellyn, east of I-355, is served by the Glenbard Fire District, which was amended out of the Fire Service Fee area, decreasing revenue by \$80,000 annually. The Fee has provided financial support to meet the operational and some of the equipment needs of the Company. However, the fee was not intended to support all the equipment needs and was not sufficient enough to meet any long term facility needs. As capital costs continue to escalate, this fee will not be sufficient to meet these critical capital and operating costs of the Fire Company.

Capital Needs

More specifically, the Fleet Replacement Schedule (see attached) and the Capital Facilities spreadsheet (see attached) identifies a financial plan to meet the capital needs of the Fire Company. The Village Board is more familiar with the Equipment Replacement Schedule as we reviewed this recently when the Village and Fire Company jointly purchased two replacement engines. Facility improvements are more tenuous. Fire Station #1 was constructed in 1956, remodeled in 1964 and again in 1997. Fire Station #2 was built in 1972 and remodeled in 1995. The stations are owned and maintained by the Village, but no long-term funding source is identified to meet facility needs.

Proposed Increasing of Fee

Increasing the Fire Service Fee and considering adding an escalator to the Fee would help to meet these future needs. The attached analysis provides a summary of the operating, equipment, and facility costs and the revenue needed to meet those demands. This particular analysis assumes that the Fire Service Fee would have to be doubled in order to meet these costs.

Below is a snapshot of what the impact would be to the residential and commercial customers:

	Quantity	Units	Annual rate	Monthly rate	Annual revenue	Double Monthly Rate	New Annual revenue
<u>Residential</u>							
<i>Single family homes *</i>	7432	7432	\$90.00	\$7.50	\$668,880	\$15.00	\$1,337,760
<i>Multi-family units</i>							
2 units**		55	\$36.00	\$3.00	\$1,980	\$6.00	\$3,960
3 or 4 units**		163	\$36.00	\$3.00	\$5,868	\$6.00	\$11,736
5 to 9 units**		693	\$36.00	\$3.00	\$24,948	\$6.00	\$49,896
10 to 19 units**		502	\$36.00	\$3.00	\$18,072	\$6.00	\$36,144
20 or more**		2092	\$36.00	\$3.00	\$75,312	\$6.00	\$150,624
Total residential		10937					
<u>Commercial***</u>							
Under 20,000 ft2	736		\$96.00	\$8.00	\$70,656	\$16.00	\$141,312
20,000-40,000 ft2	14		\$240.00	\$20.00	\$3,360	\$40.00	\$6,720
40,000 ft2 +	10		\$480.00	\$40.00	\$4,800	\$80.00	\$9,600
Total					\$873,876		\$1,747,752
Minus East 355 Revenue					\$80,000		\$160,000
New Total					\$793,876		\$1,587,752

Chief Bodony's memo, see attached, clearly states the equipment replacement is the Fire Company's main priority. The fire Company believes, that while not ideal, the Fire Stations are adequate to meet their operational needs. However, the Fire Company does agree that parking and storage, particularly at Fire Station #2, continue to be concerns. After meeting the Fire Company Board members, I have assured them that the equipment replacement program will continue to be the first priority, but that we have an opportunity to address some facility needs at a lower cost if we can advance a project at Fire Station #2 in alignment with the new Police Station.

Given the costs of the construction team that would already be mobilized for the Police Department, some significant savings may result if we align these projects together. In evaluating the proposal from Leopard, staff is estimating that approximately 2/3 of construction team costs could be saved. Depending on the scope and costs of the Fire Station improvement project being considered, staff estimates that it could range up to a \$300,000 savings to the overall construction budget.

Therefore, staff is proposing hiring Leopard/Dewberry to provide Phase I services to design and provide initial construction cost estimates for two alternative options:

1. Add parking and equipment bays to existing station #2.
2. Add parking and equipment bays, as well as, administrative offices to Station #2.

We received a proposal for Leopard/Dewberry with a cost of \$67,115 to provide these services.

Summary

The Fire Company continues to provide incredible service and value to the community. Expanding this dedicated revenue source will significantly improve our ability to sustain the volunteer model by addressing Fire Company equipment and facility needs appropriately. Staff looks forward to discussing this at the Village Board workshop and further elaborating on Fire Company needs and funding options.

ATTACHMENTS:

- 2013 Memo to VB Re GEVFC (PDF)
- GEVFC Financial Support Summary (PDF)
- Memo from Chief Bodony Re Fire Co Capital Needs 01-12-2016 (PDF)

MEMORANDUM

DATE: December 6, 2013

TO: Village President and Village Board

FROM: Mark Franz, Village Manager

RE: Glen Ellyn Volunteer Fire Company

CC: Jim Bodony, Fire Chief; Kevin Wachtel, Finance Director; Al Stonitsch, Assistant Village Manager



At the Village Board Workshop on September 16 and October 21 and at the Village Board meeting on November 11, Glen Ellyn Volunteer Fire Company (GEVFC) Fire Chief Jim Bodony discussed concerns with the current funding structure of the Volunteer Fire Company. He presented some background on the Department and how operations have changed over the years and explained how funding is not keeping up with the costs and future needs, particularly capital replacement needs, of the Fire Company. In addition, the donation program is no longer a fair and equitable approach to funding an essential service. The annual fund drive puts unnecessary pressure on a group of Volunteers to campaign for funds to meet critical needs of the community, and takes time away from simply providing that vital service on a volunteer basis.

The Village Board directed staff to review the Fire Company's needs and develop funding alternatives. Therefore, we examined revenue trends, audits, and budgets as well as reviewed and assisted in compiling the attached Fleet Replacement Schedule (Attachment 1), and 10-year Financial Forecast (Attachment 2) which were developed by the Fire Company and enhanced based on feedback from the Village Board. The attached 5-Year Financial Support Summary (Attachment 3) provides the critical analysis of needs and new revenue projections. Please note, some modifications were made based on feedback from the Village Board including a reduction of \$100,000 in capital funding, the elimination of the ambulances from this assessment, and a more thorough analysis of SSA revenue which includes a lag of one year before new SSA revenue is generated. The Village Board further directed staff to develop a fire department fee to include on the Village Services Bill (Water Bill, Refuse collection) based on a flat rate for single family home and tiered rate for commercial.

Background

In January 2011, the Village completed a statistical comparison of Glen Ellyn to nine other comparable communities in the area. This analysis resulted in the 2011 Financial Scorecard which provided some insight as to how the GEVFC benefits the entire Glen Ellyn community. According to the study, the Volunteer Fire Company saves the Village over \$3M per year. In addition, Glen Ellyn has the lowest amount of unfunded pensions in the sample group on a per capita basis, which is a direct result of not having a career fire department. These benefits are substantial, but do not tell the entire story. The GEVFC is an ISO 3-rated department, which has provided emergency services for this community for over 100 years and oversees and supports EMS services that are provided on a contractual basis. Currently there are over 60 Volunteers that continue to provide this critical service to the community for \$1 per year.

The Fire Company has developed a 10-year forecast which illustrates that costs are exceeding revenue, as the donation program and other miscellaneous revenues continue to be static. The fund drive is the Company's main source of revenue and those revenues have been stagnant for some time, even with the water billing payment option. In addition, there is a growing concern about the inequity of those donations, as these costs are not spread among the entire community or spread equally among residents and businesses.

Furthermore, operational changes are impacting the sustainability of the Fire Company including calls for service, training needs, and administrative needs. Out of necessity, the Fire Company had to staff a "day engine" to handle calls for service Monday through Friday, from 6am to 6pm, due to the fact that the Volunteers are predominately working outside of the community rather than working in Public Works or for the Glen Ellyn News as was the case in the past. All these issues continue to put additional pressure on a voluntary organization with a Fire Chief as the only full-time administrative employee of the Company. A new revenue source would allow the Fire Chief and Village to provide some administrative support that is long overdue.

Additionally, capital costs continue to escalate. Funding for vehicle replacement costs have been used to staff the "day engine," creating a gap in future funding. The Fleet Replacement Schedule identifies a plan to fund the needs of the Fire Company and sets a path towards sustainability. Lastly, both Fire Stations are over 40 years old, so there is growing need for major improvements. Most critical is an evaluation of Fire Station #1 to determine how to fund a new station at a new location within the next 10 years. Currently, there is no revenue stream to meet anticipated facility costs, so this revenue stream would begin to fund some of these facility needs. However, it should be noted, this funding would not allow us to fully fund our projected facility needs over the next 10 years.

Issue

The 5-Year Financial summary provides a framework for sustaining the Volunteer Fire Company as a volunteering fire company. As the financial summary indicates, the needs of the Fire Company are predominantly capital and facility, as more than 60% of new revenues would be dedicated to capital/facility needs. To generate the \$870,000 necessary to meet the needs of the Fire Company, the proposed Fire Department Service fee is necessary. In addition, an estimated \$115,000 is expected to be generated from the SSA's, beginning in 2015.

We are in the process of establishing an Agreement with the Fire Company that identifies mutual responsibilities and this is being reviewed by the Fire Company Board and Attorney. This agreement would have to be approved prior to the funds being distributed to the Company and will be considered by the Village Board over the next few months.

Each year, the Fire Company would be mandated to submit a budget and request funding similar to other Village departments, with a recommendation for funding to be included in the annual budget presented to the Village Board. The rate would be adjusted, plus or minus, based on a need assessment and funds would be dedicated to operations, capital, and facilities as necessary. The proposed rate structure would be established and maintained by the Finance Department and would generate close to the \$870,000 revenue requested, depending on non-payments, etc.

An increase to the Village services bill is proposed to go into effect on May 1, 2014 and replace the current volunteer contribution. The rate structure is proposed as follows:

	Quantity	Units	Annual rate	Monthly rate	Annual revenue
<u>Residential</u>					
<i>Single family homes *</i>	7432	7432	\$ 90.00	\$ 7.50	\$ 668,880
<i>Multi-family units</i>					
2 units**		55	\$ 36.00	\$ 3.00	\$ 1,980
3 or 4 units**		163	\$ 36.00	\$ 3.00	\$ 5,868
5 to 9 units**		693	\$ 36.00	\$ 3.00	\$ 24,948
10 to 19 units**		502	\$ 36.00	\$ 3.00	\$ 18,072
20 or more**		2092	\$ 36.00	\$ 3.00	\$ 75,312
Total residential units billed		10937			
<u>Commercial***</u>					
Under 20,000 ft2	736		\$ 96.00	\$ 8.00	\$ 70,656
20,000-40,000 ft2	14		\$ 240.00	\$ 20.00	\$ 3,360
40,000 ft2 +	10		\$ 480.00	\$ 40.00	\$ 4,800
<u>Government</u>	19			\$ -	\$ -
Total					\$ 873,876

* Data from Village billing records

** Data from 2010 census

*** Estimates from Village business registration database and includes churches.

Attached are ordinances that would authorize the Village to charge this fee to the Village Services billing process (Attachment 5).

Summary

The GEVFC continues to provide incredible service and value to the community. Providing a new dedicated revenue source will significantly improve our ability to sustain the volunteer model by addressing GEVFC capital and facility needs, creating more equity and fairness as to who is paying for these services, and allowing the Fire Administration to provide better support services to the Company and therefore the community.

Recommendation

It is requested that the Village Board approve the following two Ordinances:

1. Ordinance No. _____, An Ordinance Amending Chapter Six of Title Seven (Solid Waste Collection and Disposal); and
2. Ordinance No. _____, An Ordinance Adding Chapter Three of Title Five (Fire Regulations).

If you have any questions, please let me know.

Attachments:

- 1 – Fleet Replacement Schedule
- 2 – 10-Year Financial Forecast
- 3 – 5-Year Financial Support Summary of GEVFC
- 4 – Proposed Ordinances



Village of Glen Ellyn Volunteer Fire Company
Village Financial Support Summary



	CY15	CY16	CY17	CY18	CY19	CY20	CY21	CY22	CY23	CY24	Total
Village Revenues											
Fire SSA-1% increase annually	\$ 165,000	\$ 150,000	\$ 151,500	\$ 153,015	\$ 154,545	\$ 156,091	\$ 157,652	\$ 159,228	\$ 160,820	\$ 162,429	
Fire Service Fee-Currently a Flat Rate (1)	\$ 790,000	\$ 1,580,000	\$ 1,580,000	\$ 1,580,000	\$ 1,580,000	\$ 1,580,000	\$ 1,580,000	\$ 1,580,000	\$ 1,580,000	\$ 1,580,000	
Total	\$ 955,000	\$ 1,730,000	\$ 1,731,500	\$ 1,733,015	\$ 1,734,545	\$ 1,736,091	\$ 1,737,652	\$ 1,739,228	\$ 1,740,820	\$ 1,742,429	
Fire Company Expenditures											
Operations(2)	\$ 480,000	\$ 495,000	\$ 509,850	\$ 525,146	\$ 540,900	\$ 557,127	\$ 573,841	\$ 591,056	\$ 608,788	\$ 627,051	
Capital-Equipment	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	
Capital-Facilities (5)	\$ 75,000	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	
Total	\$ 955,000	\$ 1,661,332	\$ 1,676,182	\$ 1,691,478	\$ 1,707,232	\$ 1,723,459	\$ 1,740,173	\$ 1,757,388	\$ 1,775,120	\$ 1,793,384	
Overall Shortfall (Revenue/Expenditures)	\$ -	\$ 68,668	\$ 55,318	\$ 41,537	\$ 27,313	\$ 12,631	\$ (2,522)	\$ (18,160)	\$ (34,300)	\$ (50,955)	\$ 99,530
Breakdown of Fire Company Capital Costs											
Equipment Needs (3)	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	
Projected Revenue-See Above	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	
Difference	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Facility Needs(4)	\$ 75,000	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	
Projected Revenue-See Above	\$ 75,000	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	\$ 766,332	
Difference	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

- (1) Currently a flat rate, proposing doubling the costs in 2017, but keeping the rate flat
 (2) Assumes a 3% increase annually
 (3) Equipment Replacement would shift from \$400K to \$250K in 2025 once reserves are stabilized
 (4) Assumes Improvements to Station #2=\$2.5M in 2017 and Improvements to Station #1=\$12M in 2024
 (5) Assumes a \$1M debt payment for 20 years, based on Police Station debt service; which averages out to \$766,000 annual cost



Village of Glen Ellyn Volunteer Fire Company
Village Financial Support Summary



Capital-Facilities																						Average
	CY16	CY17	CY18	CY19	CY20	CY21	CY22	CY23	CY24	CY25	CY26	CY27	CY28	CY29	CY30	CY31	CY32	CY33	CY34	CY35	Total Cost	
Expenses																						
Ongoing Maintenance	\$25,000	\$ 26,250	\$27,563	\$28,941	\$30,388	\$31,907	\$33,502	\$35,178	\$ 36,936	\$ 38,783	\$ 40,722	\$ 42,758	\$ 44,896	\$ 47,141	\$ 49,498	\$ 51,973	\$ 54,572	\$ 57,300	\$ 60,165	\$ 63,174	\$ 826,649	
Fire Station #2: Costs for Renovation in 2017	\$ -	\$2,500,000																			\$ 2,500,000	
Fire Station#1-Debt Service								\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$12,000,000	
(\$12M Project-Debt Service of \$1M over 20 years)																					\$ -	
																					\$ -	
Total	\$25,000	\$2,526,250	\$27,563	\$28,941	\$30,388	\$31,907	\$33,502	\$35,178	\$1,036,936	\$1,038,783	\$1,040,722	\$1,042,758	\$1,044,896	\$1,047,141	\$1,049,498	\$1,051,973	\$1,054,572	\$1,057,300	\$1,060,165	\$1,063,174	\$15,326,649	\$ 766,649



Village of Glen Ellyn Fire Company Equipment Replacement Schedule



	Engine				Truck		Brush	Squad	Buggy			Utility		SCBA	Total	Capital	Balance
	E 60	E 63	E 61	E 62	T 62	SN 61	BR 62	SQ 61	C 61	A/C 61	A/C 62	U 61	U 62	A	Equip Purchase	Contribution	(See Notes)
Current day cost	\$500,000				\$1,300,000		\$70,000	\$400,000	\$45,000			\$45,000		\$220,000			
Estimated Life	20				20		20	25	12			20		15			
Last replaced	1994	1994	2002	2002	1989	2000	2003	1991	2010	2004	2007	1995	2000	2005			
Next replace	2015	2015	2022	2022	2016	2021	2024	2017	2023	2017	2020	2016	2021	2021			\$1,042,000
2013															\$0		\$1,042,000
2014															\$0	\$400,000	\$1,442,000
2015	\$515,000	\$515,000													\$1,030,000	\$400,000	\$812,000
2016										\$49,050	\$53,100	\$47,700			\$149,850	\$400,000	\$1,062,150
2017					\$1,378,000			\$436,000							\$1,814,000	\$400,000	-\$351,850
2018															\$0	\$400,000	\$48,150
2019															\$0	\$400,000	\$448,150
2020															\$0	\$400,000	\$848,150
2021													\$54,450	\$266,200	\$320,650	\$400,000	\$927,500
2022															\$0	\$400,000	\$1,327,500
2023									\$57,150						\$57,150	\$400,000	\$1,670,350
10 year total	\$515,000	\$515,000	\$0	\$0	\$1,378,000	\$0	\$0	\$436,000	\$57,150	\$49,050	\$53,100	\$47,700	\$54,450	\$266,200	\$3,371,650	\$4,000,000	
2024							\$91,000								\$91,000	\$250,000	\$1,829,350
2025															\$0	\$250,000	\$2,079,350
2026						\$1,573,000									\$1,573,000	\$250,000	\$756,350
2027															\$0	\$250,000	\$1,006,350
2028			\$620,000	\$620,000											\$1,240,000	\$250,000	\$16,350
2029															\$0	\$250,000	\$266,350
2030										\$66,600					\$66,600	\$250,000	\$449,750
2031															\$0	\$250,000	\$699,750
2032															\$0	\$250,000	\$949,750
2033												\$70,650			\$70,650	\$250,000	\$1,129,100
10 year total	\$0	\$0	\$620,000	\$620,000	\$0	\$1,573,000	\$91,000	\$0	\$0	\$66,600	\$70,650	\$0	\$0	\$0	\$3,041,250	\$2,500,000	
2034															\$0	\$400,000	\$1,529,100
2035															\$0	\$400,000	\$1,929,100
2036	\$830,000	\$830,000							\$74,700						\$1,734,700	\$400,000	\$594,400
2037					\$2,197,000							\$66,600		\$371,800	\$2,635,400	\$400,000	-\$1,641,000
2038															\$0	\$400,000	-\$1,241,000
2039															\$0	\$400,000	-\$841,000
2040													\$82,800		\$82,800	\$400,000	-\$523,800
2041															\$0	\$400,000	-\$123,800
2042						\$2,392,000									\$2,392,000	\$400,000	-\$2,115,800
2043			\$935,000	\$935,000				\$748,000		\$84,150					\$2,702,150	\$400,000	-\$4,417,950
10 year total	\$830,000	\$830,000	\$935,000	\$935,000	\$2,197,000	\$2,392,000	\$0	\$748,000	\$74,700	\$84,150	\$0	\$66,600	\$82,800	\$371,800	\$9,547,050	\$4,000,000	
2044															\$0	\$400,000	-\$4,017,950
2045							\$135,100								\$135,100	\$1,250,000	-\$2,903,050
2046											\$88,200				\$88,200	\$1,250,000	-\$1,741,250
2047															\$0	\$1,250,000	-\$491,250
2048															\$0	\$1,250,000	\$758,750
2049									\$92,250						\$92,250	\$1,250,000	\$1,916,500
2050														\$317,917	\$317,917	\$1,250,000	\$2,848,583
Notes:																	
This analysis assumes that all vehicles in the fleet remain.																	
Starting balance includes a \$500,000 contribution from the GEVFC plus \$542,000 in accumulated Fire SSA funds.																	
3% annual cost escalator is included.																	
Significant pent up need requires a higher contribution throughout the first 10 year, then moderates.																	
When available, grants and GEVFC cash reserves will be used towards the purchase of equipment.																	



524 Pennsylvania Avenue
P.O. Box 460
Glen Ellyn, Illinois 60138-0460

Jim Bodony, Fire Chief

(630) 469-5265

FAX (630) 469-1762

To: Mark Franz, Village Manager

From: Jim Bodony, Fire Chief

Date: January 12, 2016

Re: Fire Company Capital Needs

In response to your request for a capital needs analysis of the Fire Company, I solicited input from the officers of the Fire Company as well as the Board of Directors. The primary capital needs of the Fire Company are our apparatus. Our fire stations currently serve us well, and although not ideal, they are quite acceptable.

The primary capital need of the Fire Company remains the need to upgrade our aging fleet of fire apparatus. The ladder truck at the south station is 27 years old and has been difficult to keep in service due to its age. Its replacement cost is approximately \$1,200,000.00. We are in the process of replacing our two oldest pumpers which are 22 years old. This will require approximately \$500,000.00 from the Fire Company and \$500,000.00 from the Fire Fund. Our rescue truck is 25 years old and in need of replacement, at a projected cost of \$500,000.00. Our self-contained breathing apparatus is obsolete and in need of replacement at a cost of \$300,000. We applied for a grant last year for this project in 2015 but were not successful. We have reapplied this year to FEMA for this project.

The capital facilities needs would best be determined by a professional space needs analysis. Our two fire stations currently serve us well, and there is no immediate need for improvements in this area. The north fire station was constructed in 1956, remodeled in 1964 and again 1997. The south fire station was constructed in 1972 and remodeled in 1995. Both stations were designed around the needs of the Fire Company at the time of construction. The apparatus rooms were adequate for the vehicles at that time and the office and meeting room areas were designed for the volunteers to meet once a week for training and for use after fire calls. The station's functions have changed substantially since then and we have added dormitories, showers and other areas to accommodate the addition of full time contract paramedics at the stations. In doing so, a portion of each facility originally built for our volunteers was turned over to an outside contractor. When the Fire Company began part time staffing the stations during the day Monday through Friday, further modification had to be made to accommodate the extra personnel. The designs of the original stations made few provisions for growth, as is evident by the lack of storage space. The current storerooms in both stations are over-packed with equipment and supplies. Office space at both stations is adequate but less than ideal.

The other apparent space deficit is in the apparatus rooms. Since the stations were constructed we have added three ambulances, a grass fire truck, a boat and trailer and two utility vehicles. In addition, we store our antique pumper at the south station.

The overcrowded apparatus room at the south station is also the only place for us to store the numerous large training props we have acquired to conduct our firefighter basic training course.

Another consideration is the lack of parking. Parking has always been an issue at the north station. At the south station, we no longer have access to the motel parking lot on the north side of Taft Avenue.



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Glen Ellyn, Illinois 60138-0460

Jim Bodony, Fire Chief
(630) 469-5265
FAX (630) 469-1762

As a result, there is currently not enough available parking space at the south station to meet one of the primary uses of the building which is for training and for meetings.

I cannot emphasize enough that it is the opinion of the Board of Directors of the Glen Ellyn Volunteer Fire Company that while our facilities are not the best, they are adequate. Any expenditures on facilities should not be taken from the Fire Fund until the Fire Fund has adequate reserves to insure the timely replacement of our aging fleet of vehicles, adhering to the fleet replacement schedule. The Board also recognizes that adequate reserves need to be built up in the Fire Fund for future increases in our operating costs, particularly in the area of a potential increase in personnel costs.



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

Meeting: 01/18/16 06:30 PM
Department: Administration
Department Head: Al Stonitsch
Category: Discussion Item
Prepared By: Caroline Conlon

SCHEDULED

AGENDA ITEM (ID # 2074)

DOC ID: 2074

Village Manager Mark Franz will lead the discussion on the draft Village Strategic Plan for 2016-2019.

Background

Last year, the Village Board completed a strategic planning process that was facilitated by Lee Crumbaugh, Forrest Consulting, and consisted of three strategic planning sessions, two with the Village Board and one with the management team. At these sessions, Village leadership reviewed various surveys conducted by key stakeholders of the Village including Boards and Commission members, the elected Village Board, and Village employees. This process was the basis for the development of a 2016-19 Strategic Plan. The Plan identifies goals and action steps as well as a process that includes accountability and measurement of such goals.

Each year, this Plan will be realigned with the priorities of the Village Board and management and will be integrated with the budget process. Every two years, a realignment process will be completed with the Village Board including all new elected officials. Lastly, the Village might want to consider a community survey as a component of this process to ensure our most important stakeholders are involved in evaluating our performance and providing feedback and input in our strategic planning process. In lieu of a community survey, the Financial Scorecard does an effective job of comparing overall finances with comparable communities and was completed in 2013.

Strategic Plan: The 2016-2019 Strategic Plan Report, authored by Lee Crumbaugh is attached for your review (Attachment 1). In addition, the Action Plan which includes goals and action steps is also attached. As part of the planning process, Village leadership developed a Vision Statement which states the following:

GLEN ELLYN VISION 2019 - Draft

The Village of Glen Ellyn is a desirable community in which to live, work and play, with unique character and charm, a small-town feel, urban amenities and a high quality of life.

- o Glen Ellyn has a mix of businesses in its thriving downtown and commercial corridors. It is a destination with a vibrant mix of shopping, dining and special events.
- o Glen Ellyn offers diverse housing, historic and new, on tree-lined streets, close to excellent schools, parks and recreation.
- o Glen Ellyn is a safe community, easily reached by road, train and trail, with easy access to Chicago.
- o Glen Ellyn's success is built on a 21st Century infrastructure, a growing footprint, resident involvement and a Village government committed to continued financial sustainability.

This vision and the planning process were utilized to develop goals and action steps based on the strategic issues identified by the Village Board. These key 2016-2019 strategy goals are as follows:

1. **DEVELOPMENT.** Build consensus for 21st Century development and re-development of the Village, and take steps to attract and foster desirable development, increase the Village's footprint, add housing variety and increase downtown density.
2. **BUSINESS.** Engage in proactive economic development to attract and recruit key businesses downtown and in commercial corridors to achieve a thriving business community.
3. **ATTRACTIONS.** Encourage a variety of events and shopping and dining options, and provide amenities that attract visitors to the Village and produce resident and visitor presence downtown, day and evening, weekdays and weekends.
4. **COMMUNICATIONS AND INVOLVEMENT.** Communicate with, educate and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.
5. **INFRASTRUCTURE.** Invest in infrastructure to meet key needs, including downtown access, Village facilities, storm water issues and technology improvement.
6. **FINANCIAL SUSTAINABILITY.** Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain the Village's AAA bond rating.

Over the last four years, management has developed a tracking process to evaluate progress and update stakeholders on the goals of the organization. We are excited to complete this process and be able to focus on clearly defined goals and action steps. We look forward to your feedback and will incorporate any changes as necessary. If you have any comments or questions, please let me know.

Recommendation

For discussion purposes only, no action is requested at this time.

ATTACHMENTS:

- Strategic Vision and Strategies 2016-2019 (PDF)
- Village Strategic Plan Goals Summary (PDF)

NOVEMBER 5, 2015 | VERSION 2.2

STRATEGIC VISION AND STRATEGIES, 2016 - 2019



VILLAGE OF GLEN ELLYN

Facilitated by:



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INTRODUCTION

The Village of Glen Ellyn is a unique, strong and vibrant community. Much of the Village's success over the decades has flowed from thoughtful planning and focused implementation driven by elected leaders and management.

With this understanding, Village President Alex Demos and Village Manager Mark Franz initiated a strategic planning process for the Village. For the past two months, the President, Trustees, Clerk, Village Manager, legal counsel and senior staff have been engaged in strategic visioning and strategy development. This work has been conducted because the Village's previous plan needed to be updated. The Village needs an updated strategic plan for 2016-2019 that addresses its current situation and direction and includes the views of the new elected officials and senior staff.

Objectives

The objectives of the process, designed and facilitated by certified strategic planning consultant Lee Crumbaugh of Forrest Consulting, a former Glen Ellyn Village Trustee, have been to:

- Build understanding and alignment and foster communications among the President, Trustees, Clerk, Village Manager, legal counsel and senior management.
- Promote agreement on Board function and its relationship with Village staff.
- Develop consensus around an updated strategic vision for the Village and key strategies to pursue to achieve the vision.

Process

The process has involved:

1. Issuing an strategic planning e-survey to the Village's elected officials, members of Village commissions and all Village staff, seeking input on:
 - The Village's strengths, weaknesses, opportunities and threats.
 - What the Village should change and never change.
 - What the Village should do more of, less of and begin now for greater future success.
 - What respondents would most like to see the Village achieve in the next four years.
2. A facilitated Board workshop, in which the President, Trustees, Clerk, Village Manager, legal counsel and senior management, a total of 18 participants:
 - Reviewed the gap planning model and Forrest Consulting's planning process.
 - Looked at research findings on how to make good decisions.

- Participated in a teambuilding exercise
 - Reviewed the Village's 2014-2017 shared vision and strategies.
 - Discussed aspects of the current organization (Board, Commissions and staff).
 - Considered aspects of a shared vision and reviewed related survey results.
 - Brainstormed elements of a shared vision for the Village to pursue over the next four years and prioritized them through a multi-voting process.
 - From the vision elements, drafted individual proposed shared visions for the Village.
3. A second facilitated Board workshop, in which the President, Trustees, Clerk, Village Manager, legal counsel and senior management:
- Reviewed the proposed individual shared visions for the Village.
 - Considered an analysis of participants' shared vision drafts separating the "ends" - the desired future - from the "means" - ways to achieve the desired future.
 - Reviewed a proposed 2016-2019 shared vision for the Village, derived from the individual shared vision drafts.
 - Considered aspects of strategic gaps and reviewed related survey results.
 - Identified barriers to achieving the shared vision and brainstormed strategic gaps the Village will face in achieving its vision.
 - Revised the proposed 2016-2019 shared vision for the Village.
 - Considered aspects of strategies and reviewed survey results relating to development of strategies for the Village to pursue.
 - Brainstormed strategy ideas to pursue, prioritized the ideas through multi-voting, and, through a consensus process, grouped all of the strategy ideas into six strategy areas.

This Report

This draft report represent the next step in the Village's overall strategic planning process. It:

- Contains the products of the planning survey and planning workshops.
- Provides a revised shared strategic Vision for 2019.
- Maps how the strategic gaps will impede achievement of various points in the Vision.
- Provides a refined and edited strategy list for 2016-2019, derived from the strategy ideation, prioritization and selection work at the second Board workshop.
- Maps how the selected strategies will help achieve the Vision and address strategic gaps.
- Offers ideas gleaned in the planning process on strategic initiatives that may be pursued to achieve the various strategies.

The Village of Glen Ellyn 2015 Strategy Planning survey results and the facilitator's presentation used in the workshops can be accessed as follows:

Complete report:

<https://drive.google.com/file/d/0BwkIRq5BesDXZEZWcDBSVE5IazQ/view?usp=sharing>

Village Board member break-out:

<https://drive.google.com/file/d/0BwkIRq5BesDXaVNiVDNuRkxycjQ/view?usp=sharing>

Village Commissioners break-out:

<https://drive.google.com/file/d/0BwkIRq5BesDXaW8zZXNkWCJjOFU/view?usp=sharing>

Village staff break-out::

<https://drive.google.com/file/d/0BwkIRq5BesDXaFqanRyckx2azQ/view?usp=sharing>

Facilitator's presentation:

<https://drive.google.com/file/d/0BwkIRq5BesDXZHByVlJENjhsWlk/view?usp=sharing>

Next Steps

The next steps recommended to complete the strategic plan and to begin implementation are:

1. Development by management, with Board input and review (and potentially with strategy consultant guidance), of strategic initiatives and implementation action steps for each strategy (reviewed and updated annually) to drive implementation. For each action step, a timeline for achievement should be set, how to measure progress should be determined, and the person responsible for overseeing achievement should be identified.
2. Village Board review of the redrafted vision and strategy list and action steps, acceptance by the Board, and presentation of the vision and strategies to residents in a Board meeting.
3. Adoption of a process which helps assure plan implementation and follow-through. The generic process for successful implementation that Forrest Consulting recommends (but that should be tailored to best fit the circumstances of the Village) consists of:
 - Monthly planning updates – to keep on track and address problems.
 - Quarterly planning "check-ins" – to review progress and adjust action steps.
 - A final quarter assessment - to see what results have been achieved for the year.
 - An annual streamlined re-planning session or sessions to reset any strategies that have been achieved and/or to swap strategies in or out based on changing needs.
 - Annual updates of strategic initiatives and action steps for each strategy (or re-adoption of strategic initiatives and action steps not yet completed).

Forrest Consulting has been privileged to work with the Board and staff to develop the 2019 shared vision and strategies leading to the vision. We will be pleased to address questions or concerns about this report. We stand ready to offer implementation counsel and assistance, as well as future planning process and facilitation services, as they might be needed.

TOP STRENGTHS OF THE VILLAGE OF GLEN ELLYN

Respondents to the e-survey were asked to rate the importance of strengths of the Village identified in the 2013 survey. These strengths were rated very important or important by at least six out of every 10 survey respondents. This input was discussed at the first Board workshop.

Strength	% rating very important or important
Schools	94%
Overall reputation	91%
Safety	90%
Businesses	90%
Downtown	84%
Sense of community	80%
Train/transportation/location/access	80%
Charm/character/beauty/greenery/trees/history	79%
Residents	75%
Village staff	74%
Restaurants	73%
GE Volunteer Fire Company	73%
Police Department	71%
Park District	70%
Small-town feel, neighborhoods	65%
Architecture/housing diversity	62%
Lake Ellyn	61%

Survey respondents were also asked to identify strengths not cited in the 2013 survey. More than one respondent added:

Village finances

Water distribution and storm water management

Roads and streets

TOP WEAKNESSES OF THE VILLAGE OF GLEN ELLYN

Respondents to the e-survey were asked to rate the importance of weaknesses of the Village identified in the 2013 survey. These weaknesses were rated very important or important by at least five out of every 10 survey respondents. This input was discussed at the second Board workshop.

Weakness	% rating very important or important
Aging infrastructure	80%
Downtown – aging/retail not diverse	80%
Lack of commercial base and opportunities to grow	72%
Taxes	65%
Communication with stakeholders	64%
Staff management skills	63%
Residents resist change	56%
Perceived as unfriendly to business	55%
Slow, outdated processes	54%
Public pension liabilities	50%

Survey respondents were also asked to identify weaknesses not cited in the 2013 survey. More than one respondent added:

Train traffic, no downtown underpass or overpass

Village Board's lack of trust in staff

Lack of environmental consciousness

TOP OPPORTUNITIES FOR THE VILLAGE OF GLEN ELLYN

Respondents to the e-survey were asked to rate the importance of opportunities for the Village identified in the 2013 survey. These opportunities were rated very important or important by at least five out of every 10 survey respondents. This input was discussed at the first Board workshop.

Opportunity	% rating very important or important
Economic development - new/existing businesses, in TIFs	83%
Communications	75%
Infrastructure improvements	65%
Improving staff efficiency	63%
Streamlining development and construction approval processes	60%
Storm water improvements	57%
Enforcing maintenance codes on buildings	57%
Parking	54%
Technology advancements - online bill payment, etc.	50%

Survey respondents were also asked to identify opportunities not cited in the 2013 survey. More than one respondent added:

Promotion of Village Links and Reserve 22

Promotion of historic resources

TOP THREATS TO THE VILLAGE OF GLEN ELLYN

Respondents to the e-survey were asked to rate the importance of threats to the Village identified in the 2013 survey. These threats were rated very important or important by at least five out of every 10 survey respondents. This input was discussed at the first Board workshop.

Threat	% rating very important or important
Aging infrastructure	83%
Threats to revenue, from State of Illinois	83%
Lack of revenue	76%
Economy	74%
Staff quality – maintaining, improving	72%
Taxes	72%
Real / perceived unfriendliness to business	70%
Tendency to embrace status quo and nitpick new ideas	69%
Communication	58%
Customer service	57%
Interest groups / resistance to change	56%
Pension burden	56%

Survey respondents were also asked to identify threats not cited in the 2013 survey. More than one respondent added:

Increased train traffic

Employee turnover

TOP THINGS THE VILLAGE SHOULD CHANGE

Respondents to the e-survey were each asked to list the three most important things that the Village of Glen Ellyn should change. Each of these items were cited by at least two respondents. Similar answers were grouped and weighted by 3 points for choice #1, 2 points for choice #2 and 1 point for choice #3. This input was discussed at the second Board workshop.

Item	# of respondents citing (of 141)	Weighted response: 3 points for choice #1 2 points for choice #2 1 point for choice #3
Downtown infrastructure and resistance to development	14	34
Lack of downtown parking	12	30
Train crossings, no underpass or overpass	11	26
Not improving facilities	5	15
Unfriendliness to and lack of revenue from business	5	15
Attitude that change is bad	5	12
Traffic pattern in the CBD	5	11
COD relationship	4	9
Slowness to annex	4	9
Multiple school districts	4	9
Horse trough	3	8
Roosevelt Road appeal	5	8
Lack of aggressive tree protection	3	7
Reserve 22 management	3	7
Board member selection process	3	7
Postponing infrastructure improvements	2	6
Limited living options downtown	2	6
Under investing in beautification	2	6
Lack of investment in technology	2	4
Lack of communication	2	4
Silly laws	2	4
Zoning code	2	4
Facilities (incl. train station, Civic Center)	2	3
Insufficient store maintenance standards	2	3

TOP THINGS THE VILLAGE SHOULD NEVER CHANGE

Respondents to the e-survey were each asked to list the three most important things that the Village of Glen Ellyn should never change. Each of these items were cited by at least two respondents. Similar answers were grouped and weighted by 3 points for choice #1, 2 points for choice #2 and 1 point for choice #3. This input was discussed at the first Board workshop.

Item	# of respondents citing (of 141)	Weighted response: 3 points for choice #1 2 points for choice #2 1 point for choice #3
Small town feel	25	68
Downtown character	16	41
Nothing	13	36
Community events	14	29
Volunteerism, esp. in government	11	27
GE Volunteer Fire Company	8	22
Lake Ellyn	7	16
Customer service	7	15
Trees and green space	7	11
Historical appreciation	4	10
Village Links	6	10
Employee benefits	3	9
Housing diversity	4	9
Quality of schools	3	8
Economic development	4	7
Communication	2	6
Commitment to safety	3	6
Civic Center	2	5
Concern for environment, sustainability	2	4

TOP THINGS THE VILLAGE SHOULD DO MORE OF

Respondents to the e-survey were each asked to list the three most important things that the Village of Glen Ellyn should do more of. Each of these items were cited by at least two respondents. Similar answers were grouped and weighted by 3 points for choice #1, 2 points for choice #2 and 1 point for choice #3. This input was discussed at the second Board workshop.

Item	# of respondents citing (of 141)	Weighted response: 3 points for choice #1 2 points for choice #2 1 point for choice #3
Economic development	44	93
Downtown improvement	31	66
Communication (with residents and within government)	15	37
Added parking, traffic control (incl. over/under UP)	14	36
Improve infrastructure	15	36
Greater staff influence and involvement	10	27
Business-friendly government	14	24
Upgrade/add staff	12	23
New ideas, innovation	6	18
Promoting building and development	10	16
Support staff	9	15
Reduce taxes, seek efficiencies	8	12
Seek citizen involvement	6	11
Employee compensation	4	10
Intergovernmental cooperation	6	10
Streamline construction/building process	4	9
Staff retention and investment	4	8
Pedestrian/bike access	5	7
Survey residents	2	6
Annexation	4	6
Code enforcement	4	6
Training	3	6
Improve Village facilities	4	5
Online services	2	5
Core services focus	2	4
Historic preservation	2	4
Engage in long range planning	2	4
Addressing pension funding	2	3
Supporting Fire Department	2	3

TOP THINGS THE VILLAGE SHOULD DO LESS OF

Respondents to the e-survey were each asked to list the three most important things that the Village of Glen Ellyn should do less of. Each of these items were cited by at least two respondents. Similar answers were grouped and weighted by 3 points for choice #1, 2 points for choice #2 and 1 point for choice #3. This input was discussed at the second Board workshop.

Item	# of respondents citing (of 141)	Weighted response: 3 points for choice #1 2 points for choice #2 1 point for choice #3
Resisting change	9	23
Bureaucracy, too much government	7	21
Favoritism	8	20
Giving in to special interests	9	19
Reckless development	7	17
Creating obstacles to development	6	16
Special events	5	14
Not supporting staff	7	13
Restricting business	4	11
Wasteful spending (e.g. appearance improvements)	4	9
Operating with insufficient staff	3	8
Allowing destruction of old homes	3	7
Taxes and fees	4	7
Roadwork	2	6
Parking tickets	3	6
Sister City relationships	2	5
Not getting public input	2	4
Focusing on parking	2	3

WHAT THE VILLAGE SHOULD BEGIN DOING NOW

Respondents to the e-survey were each asked to list the three most important things that the Village of Glen Ellyn should begin doing now for greater success in the future. Each of these initiatives were cited by at least two respondents. Similar answers were grouped and weighted by 3 points for choice #1, 2 points for choice #2 and 1 point for choice #3. This input was discussed at the second Board workshop.

Initiative	# of respondents citing (of 141)	Weighted response: 3 points for choice #1 2 points for choice #2 1 point for choice #3
Downtown development	22	57
Emphasize economic development	18	38
Infrastructure improvement	18	36
Build a railroad underpass/overpass	9	19
Be more friendly to business	7	16
Add downtown parking	7	12
Address pension liabilities	6	12
Update and use more technology	5	11
Build a parking garage	4	10
Improve Roosevelt Road corridor	4	8
Communicate	3	7
Hire staff, fill vacancies	3	7
Address downtown traffic	2	6
Reduce spending	3	5
Promote biking, walking	2	4
Annex property	2	3
Reduce taxes	2	3

WHAT RESPONDENTS WOULD MOST LIKE THE VILLAGE TO ACHIEVE

Respondents to the e-survey were asked to rate the importance of possible Village achievements over the next four years, as identified in the 2013 survey. These possible achievements were rated very important or important by at least four out of every 10 survey respondents. This input was discussed at the first Board workshop.

Achievement	% rating very important or important
More development, broader tax base	78%
Strong cash reserves with spending and costs well in line	75%
Positive, welcoming business environment/updated codes	72%
Improved appearance of commercial property in the CBD	71%
Embraced opportunity to grow while respecting history and traditions	67%
Rail crossings, UP underpass	50%
More parking in CBD	50%
Lower property taxes	46%
All electrical wires underground	39%

Survey respondents were also asked to identify desired achievements for the Village that were not cited in the 2013 survey. More than one respondent added:

Roosevelt Road business development

VILLAGE OF GLEN ELLYN VISION 2019

Brainstormed and Prioritized Shared Vision Elements

Elements of a revised shared vision for the Village were developed through brainstorming and prioritized using multi-voting. Each person voting cast up to six votes, with up to three votes for any one idea. Following are the vision elements and the voting results.

Shared vision element	Votes for each
• Increased downtown density	13
• Increased economic development	11
• 21st Century infrastructure	10
• Financial sustainability	
• Events downtown, entertainment, a draw	9
• Roosevelt Road development	8
• Choice of dining, culture, arts and food	6
• Annexation	
• Diverse commercial properties	5
• Take advantage of trails, health, wellness, biking, parks	4
• Active downtown in the evening and day	3
• Outdoor cafes	
• Improved facilities (fire station, etc.)	
• Town square	
• Band shell/great space in downtown	
• Diverse downtown business community with ample parking	
• Business park	2
• Destination of choice	1
• Safety	
• 21st Century technology	
• Connectivity	
• Grow downtown	
• More bodies downtown	
• Housing choices	0
• Underpass or overpass	
• Influence schools and parks	

Participants' Proposed Shared Vision Statement for the Village

Using the prioritized shared vision elements, each planning workshop participant drafted a proposed 2019 shared vision for the Village of Glen Ellyn, as follows.

Participant vision statements

Glen Ellyn is a community that has safe and up-to-date buildings and the latest technology, in which to foster development and economic growth (and population) in the CBD. In addition, the overall Village is seeing growth and an increase in the tax base due to the spurt of annexation

Glen Ellyn is your choice cultural destination for shopping, dining, the arts, and wellness with a diverse stock of commercial and residential properties for any small business, supported by 21st Century infrastructure and technology.

Radically change approach to economic development to re-create Glen Ellyn as a destination for work, play, and entertainment, by boldly adding venues, events, and occasions that attract new and returning guests.

To be a community of choice and an award-winning destination, a place where families grow, businesses thrive, and a proud local culture thrives.

Where people gather with their family and friends to socialize, dine and be part of a community.

Use economic development to advance the overall feel and experience of the downtown and Roosevelt Road commercial areas. The economic development should reset past the traditional approach of bringing in business, and should also include events to bring people to Glen Ellyn.

Glen Ellyn is a destination of choice with enhanced public facilities that is growing through annexation, desirable to businesses, with an active and vibrant downtown both day and night that is managed in a fiscally responsible manner.

Welcome to Glen Ellyn. Embracing our history, creating the future. Small-town feel with big city amenities. Find housing, shopping, restaurants, business opportunities. 20-30 minutes to downtown Chicago. Accessibility by train or highway.

Commit to develop Glen Ellyn through focus on economic development, financial stability and a sound infrastructure, while fostering a sense of community involvement and offering a diverse sense of variety in offerings.

Provide first-rate quality-of-life options and services by creating strong, vital commercial corridors to support diverse housing options and strong neighborhoods, supported by 21st Century infrastructure in a financially sustainable fashion.

Make Glen Ellyn a destination for shoppers, residents, business, arts. 21st Century infrastructure. Roosevelt Road development/redevelopment.

To achieve a vibrant Village which focuses on economic development, cultural amenities, 21st Century infrastructure in a fiscally responsible and sustainable manner.

With financial sustainability as the bottom line, we seek to achieve 21st Century infrastructure, Central Business District development and sales tax revenue enhancement while providing excellent citizen services in an environment of respect.

Focus on infrastructure. Financial stability. Downtown: Density. Activities. Entertainment.

Attain financial sustainability through thoughtful economic development to maximize appropriate commercial use of available areas.

A financially stable town which attracts diverse business ventures and has a vibrant, bustling downtown business district and provides plenty of recreational opportunities for its residents.

The Village's vision is to create a modern infrastructure and to foster new, innovative and high density residential and commercial development, particularly in the downtown area and along the Union Pacific right-of-way.

Continue Glen Ellyn's unique character and charm while embracing and facilitating an exemplary competitive business environment.

Revised Draft Shared Vision for the Village

In the second Board workshop, the participants reviewed a draft shared vision statement for the Village derived from the results of the previous workshop. The group edited the draft and agree to the result by consensus. Following is the revised draft shared vision statement for the Village, based on the review at the second Board planning workshop.



VISION 2019

(Draft 2 9/25/2015)

The Village of Glen Ellyn is a desirable community in which to live, work and play, with unique character and charm, a small-town feel, urban amenities and a high quality of life.

- Glen Ellyn has a mix of businesses in its thriving downtown and commercial corridors. It is a destination with a vibrant mix of shopping, dining and special events.
- Glen Ellyn offers diverse housing, historic and new, on tree-lined streets, close to excellent schools, parks and recreation.
- Glen Ellyn is a safe community, easily reached by road, train and trail, with easy access to Chicago.
- Glen Ellyn's success is built on a 21st Century infrastructure, a growing footprint, resident involvement and a Village government committed to continued financial sustainability.

STRATEGIC GAPS AND ASSOCIATED BARRIERS

In the second Board workshop, the participants divided into three teams. Each team identified three to four important barriers to the future success of Glen Ellyn.

Then the group brainstormed a list of strategic gaps, major impediments to achieving the shared vision, based on the results of the survey and the first workshop.

Following are the strategic gaps from brainstorming and the associated barriers identified by the teams:

Strategic gap	Associated barriers to success
Need for diverse housing.	Space, boundary restrictions.
Need higher density downtown.	Landlocked, space.
Limited multifamily, empty nester and commuter housing.	Space.
Commuter parking.	Space.
Village does not control real estate.	Landlocked, space, boundary restrictions.
Not expanding into the Village's planning district.	Landlocked.
Need for eldercare facilities.	Landlocked, boundary restrictions.
Lacking diverse business mix.	Finances and budget. Financial means (lack of revenue).
Retail struggling, in part because of Internet shopping.	Finances and budget. Financial means (lack of revenue).
Landlocked, e.g. shallow Roosevelt Road lots.	Landlocked, space, boundary restrictions.
Need for greater volunteer opportunities and involvement.	Adverse to change. Vocal minority within the community. Conservative think / fear of change.
No Union Pacific underpass or overpass downtown.	Train traffic.
Traffic.	Train traffic.
Financial risks.	Finances and budget. Financial means (lack of revenue). Uncontrolled revenue.
No north-south trail.	
Insufficient shopping and dining options and special events.	
Lack of historical tourism.	
Lack of Village Wi-Fi service	
Storm water issues.	
Village facilities needs.	

Strategic Gaps Mapped to Vision Points They Block

The following table maps the identified gaps for the Village to the vision points that they are most likely to block or impede achievement of if strategies do not sufficiently address them.

Strategic gap	Vision points which gap blocks
Need for diverse housing.	1. Desirable community 2. Unique character and charm 3. A small-town feel 4. Diverse housing, historic and new
Need higher density downtown.	5. Urban amenities 9. Thriving downtown 6. Continued financial sustainability
Limited multifamily, empty nester and commuter housing.	1. Desirable community 4. Diverse housing
Commuter parking.	7. Easy access to Chicago 8. 21st Century infrastructure
Village does not control real estate.	9. Mix of businesses in thriving downtown and commercial corridors
Not expanding into planning district.	10. A growing footprint
Need for eldercare facilities.	4. Diverse housing, historic and new 11. High quality of life
Lacking diverse business mix.	1. Desirable community 9. Mix of businesses in its thriving downtown and commercial corridors 12. Destination with a vibrant mix of shopping, dining and special events
Retail struggling, in part because of Internet shopping.	9. Thriving downtown and commercial corridors 6. Continued financial sustainability
Landlocked, e.g. shallow Roosevelt Road lots.	9. Mix of businesses in its thriving downtown and commercial corridors 10. A growing footprint
No north-south trail.	13. Easily reached by road, train and trail 8. 21st Century infrastructure
Insufficient shopping and dining options and special events.	1. Desirable community in which to live, work and play 5. Urban amenities 12. Destination with a vibrant mix of shopping, dining and special events
Lack of historical tourism.	12. Destination with a vibrant mix of shopping, dining and special events
Need for greater volunteer opportunities and involvement.	15. Resident involvement
No Union Pacific underpass or overpass downtown.	1. Desirable community 9. Thriving downtown 14. Safe community 13. Easily reached by road, train and trail 8. 21st Century infrastructure
Traffic.	10. High quality of life 1. Desirable community 9. Thriving downtown 13. Easily reached by road, train and trail 8. 21st Century infrastructure
Lack of Village Wi-Fi service.	1. Desirable community 8. 21st Century infrastructure
Storm water issues.	8. 21st Century infrastructure
Village facilities needs.	8. 21st Century infrastructure
Financial risks.	6. Continued financial sustainability

STRATEGIES

In the second Board workshop, the group aligned on a focused set of strategies to pursue.

Strategy Ideation

Through brainstorming, participants came up with 17 strategy ideas, as follows:

Strategy ideas
1. Build consensus for 21st Century development.
2. Identify key businesses and recruit businesses.
3. 18 hour downtown, 6-7 days a week.
4. Effective communication and education to residents.
5. Continued infrastructure investments.
6. Maintain AAA bond rating.
7. Attract housing variety (e.g. multifamily).
8. How to attract business to achieve mix.
9. Special events.
10. Connectivity (travel etc.), train traffic.
11. Increase revenues.
12. Identify key development parcels and recruit developers.
13. Proactive economic development.
14. Cultural amenities.
15. Address train issues.
16. Modify zoning to pave the path to achieve goals and make the necessary financial commitment.
17. Incubator for business development.

Strategy Prioritization

Strategy ideas were prioritized using multi-voting. Each person voting cast up to six votes, with up to three votes for any one idea. Following are the voting results.

Strategy ideas	Votes
12. Identify key development parcels and recruit developers. 9. Special events.	11
3. 18 hour downtown, 6-7 days a week. 13. Proactive economic development.	10
5. Continued infrastructure investments. 11. Increase revenues.	9
16. Modify zoning to pave the path to achieve goals and make the necessary financial commitment.	6
1. Build consensus for 21st Century development. 6. Maintain AAA bond rating.	5
7. Attract housing variety (e.g. multifamily).	4
4. Effective communication and education to residents. 10. Connectivity (travel etc.), train traffic. 17. Incubator for business development.	3
2. Identify key businesses and recruit businesses.	2
14. Cultural amenities.	1
8. How to attract business to achieve mix. 15. Address train issues	0

Strategy Ideas By Strategy Area

Before the strategy ideas were prioritized in the multi-voting process, workshop participants discussed them. After the voting, participants reviewed the list and the priorities, and then combined related ideas. The strong alignment of the group was demonstrated by its quick grouping of all 17 strategy ideas into six strategy areas, as follows:

DEVELOPMENT
Build consensus for 21st Century development. (1)
Attract housing variety (e.g. multifamily).
Identify key development parcels and recruit developers.
Modify zoning to pave the path to achieve goals and make the necessary financial commitment.
BUSINESS
Identify key businesses and recruit businesses.
How to attract business to achieve mix.
Proactive economic development.
Incubator for business development.
ATTRACTIONS
18 hour downtown, 6-7 days a week.
Special events.
Cultural amenities.
COMMUNICATIONS AND INVOLVEMENT
Effective communication and education to residents.
Build consensus for 21st Century development. (2)
INFRASTRUCTURE
Continued infrastructure investments.
Connectivity (travel etc.), train traffic.
Address train issues.
FINANCIAL SUSTAINABILITY
Maintain AAA bond rating.
Increase revenues.

Through this consensus process, participants developed a list of strategies for the Village to pursue in the 2016-2019 strategic plan. After the workshop, Forrest Consulting developed descriptive wording for each strategy.

Village of Glen Ellyn Strategies 2016-2019

These six strategies were developed for implementation by the Village in 2016-2019:



STRATEGIES 2016-2019

(Draft | 9/30/2015)

1. DEVELOPMENT.

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

2. BUSINESS.

Engage in proactive economic development to attract and recruit key businesses downtown and in commercial corridors to achieve a diverse mix.

3. ATTRACTIONS.

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

4. COMMUNICATIONS AND INVOLVEMENT.

Communicate with, educate and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.

5. INFRASTRUCTURE.

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

6. FINANCIAL SUSTAINABILITY.

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

Strategies Mapped To Vision Points

Effective strategies should directly flow from and support achievement of the strategic vision.

The following table maps the six strategies to the vision points that they address:

Vision Points	Strategies					
	1. DESIRABLE COMMUNITY. Build consensus for 21st Century development and re-development of the Village, and take steps to attract and foster desirable development, increase the Village's footprint, add housing variety and increase downtown density.	2. BUSINESS. Engage in proactive economic development to attract and recruit key businesses downtown and in commercial corridors to achieve a diverse mix.	3. ATTRACTIONS. Encourage a variety of events and shopping and dining options, and provide amenities that attract visitors to the Village and produce resident and visitor presence downtown, day and evening, weekdays and weekends.	4. COMMUNICATIONS AND INVOLVEMENT. Communicate with, educate and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.	5. INFRASTRUCTURE. Invest in infrastructure to meet key needs, including downtown access, Village facilities, storm water issues and technology improvement.	6. FINANCIAL SUSTAINABILITY. Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain the Village's AAA bond rating.
1. Desirable community	✓	✓	✓		✓	✓
2. Unique character and charm	✓		✓			
3. A small-town feel			✓	✓		
4. Diverse housing, historic and new	✓					✓
5. Urban amenities	✓	✓	✓		✓	
6. Continued financial sustainability	✓	✓			✓	✓
7. Desirable community in which to live, work and play	✓	✓	✓		✓	
8. Easy access to Chicago					✓	
9. 21st Century infrastructure	✓				✓	
10. Mix of businesses in thriving downtown and commercial corridors		✓	✓			
11. A growing footprint	✓					✓
12. High quality of life	✓	✓	✓	✓	✓	
13. Destination with a vibrant mix of shopping, dining and special events		✓	✓			✓
14. Easily reached by road, train and trail					✓	
15. Safe community					✓	
16. Resident involvement				✓		

Strategies Mapped to Strategic Gaps

Effective strategies address strategic gaps. The following table maps the six strategies to the 20 strategic gaps that they potentially will address, to varying degrees:

Strategic Gaps

Financial risks.
Village facilities needs.
Storm water issues.
Lack of Village Wi-Fi service.
Traffic.
No underpass /overpass downtown.
Need for greater volunteer opportunities and involvement.
Lack of historical tourism.
Insufficient shopping and dining options and special events.
No north-south trail.
Landlocked (shallow Roosevelt lots).
Retail struggling.
Lacking diverse business mix.
Need for eldercare facilities.
Not expanding into planning district.
Village does not control real estate.
Commuter parking.
Limited multifamily, empty nester and commuter housing.
Need higher density downtown.
Need for diverse housing.

Strategies

1. DEVELOPMENT. Build consensus for 21st Century development and re-development of the Village, and take steps to attract and foster desirable development, increase the Village's footprint, add housing variety and increase downtown density.	✓	✓	✓	✓	✓	✓	✓												✓
2. BUSINESS. Engage in proactive economic development to attract and recruit key businesses downtown and in commercial corridors to achieve a diverse mix.								✓	✓	✓		✓					✓	✓	✓
3. ATTRACTIONS. Encourage a variety of events and shopping and dining options, and provide amenities that attract visitors to the Village and produce resident and visitor presence downtown, day and evening, weekdays and weekends.		✓							✓		✓	✓	✓						✓
4. COMMUNICATIONS AND INVOLVEMENT. Educate and involve the community and volunteers to act on Village's high priority needs and opportunities.													✓						✓
5. INFRASTRUCTURE. Invest in infrastructure to meet key needs, including downtown access, Village facilities, storm water issues and technology improvement.		✓		✓					✓		✓						✓	✓	✓
6. FINANCIAL SUSTAINABILITY. Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain Village's AAA bond rating.						✓													✓

STRATEGIC INITIATIVES AND ACTION STEPS

The next step in the Village's planning process, leading to plan implementation, is to develop for each strategy: 1) a set of strategic initiatives and 2) related 12-month action steps to implement each initiative.

About Strategic Initiatives

Strategic initiatives are finite-duration discretionary projects and programs designed to move the organization toward its strategic vision. They translate the plan's multi-year, high-level strategic goals into specific initiatives that the organization will undertake or continue in the coming year. They are outside of the organization's day-to-day operational activities,

About Action Steps

Action steps are specific tactics to create focused, coordinated effort to achieve the strategic initiatives and thereby implement the strategies.

The characteristics of action steps include:

- **Movement.** Action steps result in demonstrable progress.
- **Direction.** They lay out what's needed to get to the goal.
- **Time.** Action steps have timelines. They are to be achieved in a specific timeframe to move as rapidly as possible to the vision and allow follow-on action steps to be initiated.
- **Specificity.** Action steps address specific areas related to the strategy being implemented –finance, public works, planning and development, public safety, etc.
- **Accountability.** Action steps are assigned to individuals and through individuals to groups (departments or teams, for example).
- **Phasing.** Action steps should be chronological and sequential in nature.
- **Process.** Action steps taken together should result in an integrated process over time.
- **Engagement.** Action steps as a program should enlist the organization in a balanced effort – while the organization continues effective day-to-day functioning.
- **Support.** Action steps should reflect the resources of the organization and/or in their implementation should generate the resources required for achievement.
- **Focus.** Action steps require focus and discipline to execute.
- **Metrics.** Action steps need to be stated so progress and results can be measured.

Considerations in Developing Strategic Initiatives and Action Steps

Forrest Consulting suggests that for each of the six strategies the Village brainstorm, develop and prioritize strategic initiatives and 12-month action steps to initiate or achieve them, based on the following considerations:

- The extent to which achieving the strategic initiative and its implementation action steps will help achieve the strategy.
- How the proposed strategic initiative and its implementation action steps will engage departments and individuals.
- The resources available and required for successful implementation.
- What can be achieved within the annual timeframe.
- The degree to which achieving the strategic initiative and its implementation action steps hinge on achieving other strategic initiatives and their implementation action steps.
- The degree to which achieving the strategic initiative and its implementation action steps will enable future strategic initiatives and action steps.
- Who will be responsible for achievement of the strategic initiative, and who will be responsible for achievement of each of its implementation action steps.
- How progress and success will be measured.

In the end, each strategic initiative as well as the set of annual actions to advance or achieve the initiative need to:

- Be assigned to an individual to assure successful implementation.
- Have a specific timeline for implementation.
- Have specific metrics attached so progress can be monitored, measured and assessed.

Ideas for Village Strategic Initiatives

The discussions and brainstorming in the planning workshops as well as the planning survey results generated many ideas for possible strategic initiatives. Thirty-five possible strategic initiatives are listed by strategy in the following table, which is presented to kick-start the Village's strategic initiative development process.

Strategy	Possible strategic initiatives
Development Build consensus for 21st Century development and re-development of the Village, and take steps to attract and foster desirable development, increase the Village's footprint, add housing variety and increase downtown density.	1. Educate the community on development and re-development needs and opportunities. 2. Identify key development parcels and recruit developers. 3. Modify the zoning code. 4. Update the comprehensive plan. 5. Enable greater downtown density. 6. Focus on attracting more multifamily housing downtown. 7. Take actions to promote housing diversity. 8. Pursue beneficial annexation in the planning district. 9. Seek eldercare facilities.
Business Engage in proactive economic development to attract and recruit key businesses downtown and in commercial corridors to achieve a diverse mix.	10. Set up and commit resources to a proactive economic development program. 11. Identify and recruit needed businesses. 12. Work with COD to develop a business incubator. 13. Eliminate unneeded codes and regulations that inhibit commercial development and business retention.
Attractions Encourage a variety of events and shopping and dining options, and provide amenities that attract visitors to the Village and produce resident and visitor presence downtown, day and evening, weekdays and weekends.	14. Create more Village led special events. 15. Work with other entities to provide special events. 16. Set up historic tours. 17. Develop a downtown event space. 18. Target selected retailers to increase shopping options. 19. Target selected restaurants to increase dining options. 20. Market downtown events, shopping and dining.
Communications and Involvement. Communicate with, educate and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.	21. Develop and execute a communications and education program to build consensus for 21st Century development. 22. Develop more mechanisms, including social media, to communicate with and educate the community. 23. Identify meaningful roles for volunteers. 24. Recruit volunteers.
Infrastructure. Invest in infrastructure to meet key needs, including downtown access, Village facilities, storm water issues and technology improvement.	25. Expand Taylor Street underpass. 26. Continue to work on feasibility and funding for a downtown underpass or overpass. 27. Add commuter parking. 28. Create a north-south trail. 29. Provide Village Wi-Fi service. 30. Address storm water issues. 31. Plan for improved Village facilities.
Financial sustainability. Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain the Village's AAA bond rating.	32. Update fee structure and property tax levy as needed in light of revenue needs. 33. Find alternative funding sources for infrastructure projects. 34. Find efficiencies that reduce or control costs. 35. Prioritize infrastructure needs for funding.

IMPLEMENTATION

Strategic plan implementation is beyond the scope of Forrest Consulting's current work with the Village. But successful planning demands effective implementation.

Effective Strategy Implementation

Effective strategy implementation requires:

- An organized, prioritized, focused effort over time;
- Consisting of interrelated activities undertaken by various individuals and groups;
- Supported by the necessary resources and management attention;
- Measured, assessed and steered based on progress and obstacles encountered.

Process for Successful Implementation

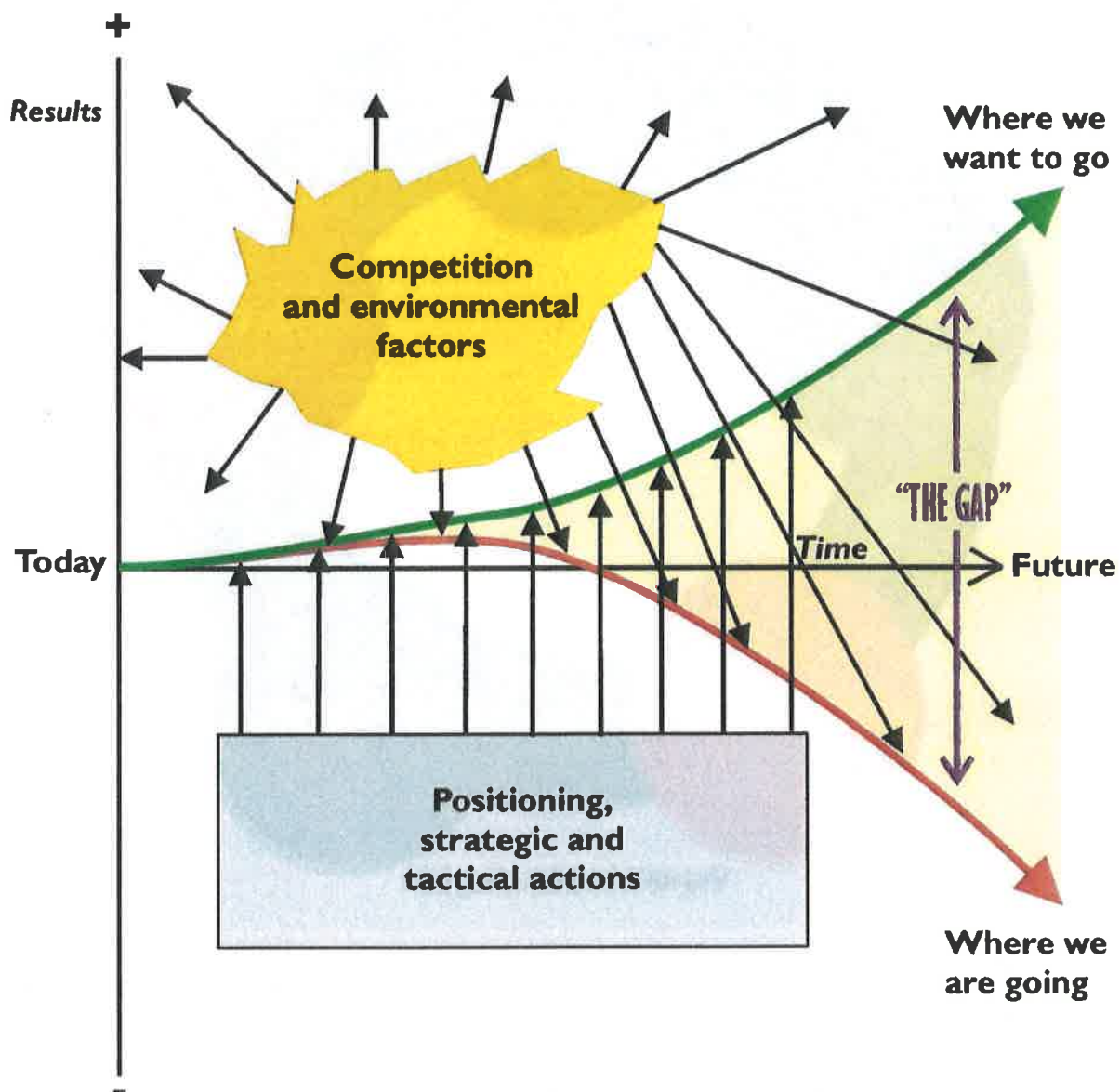
As stated in the Introduction, Forrest Consulting recommends adoption of a process tailored to the Village's specific needs and requirements that will help assure plan implementation and follow-through.

The generic process for successful implementation that Forrest Consulting recommends consists of:

1. Monthly planning updates – to keep on track and address problems.
2. Quarterly planning "check-ins" – to review progress and adjust action steps.
3. A final quarter assessment - to see what results have been achieved for the year.
4. An annual streamlined re-planning session or sessions to reset any strategies that have been achieved and/or to swap strategies in or out based on changing needs.
5. Annual development of a new set of strategic initiatives and action steps for each strategy (or re-adoption of strategic initiatives and action steps not yet completed).

APPENDIX

Gap Strategic Planning Model



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Forrest Consulting Fast Track Strategic Planning Process



The Fast Track Strategic Planning System is an agile process focused on what's most important for success:

- Creating a shared vision of future success built on mission and values.
- Identifying strategic gaps between the present and the vision.
- Developing strategies with strategic initiatives and action steps to close the gaps and move the organization to the vision.
- Implementation using accountability, measurement, time lines and adjustment.
- Assessment and re-planning to continue progress toward the vision.

About Forrest Consulting



Forrest Consulting is a high-level strategy and implementation consulting firm based in Glen Ellyn, Illinois, USA. We deliver planning and implementation leadership and processes, and expert facilitation of Boards, teams and groups. We serve corporate, small and medium sized business, association, government and non-profit leaders and Boards. We have been building success since 1988. We source our team of expert independent consultants per assignment.

Our mission is to help organizations succeed. We take the strategic view when we counsel you and offer solutions. We assure your strategies move you toward your vision. Our deep consulting, strategy and business expertise and experience enable us to tailor high-value, cost-effective solutions. Learn more at www.ForrestConsult.com.

Why our strategy creation and implementation counsel and processes bring success.

- **Participative.** We practice Participative Process Consulting, learned through long involvement with the Institute of Management Consulting U.S.A. In PPC, the consultant provides processes and process skills to facilitate problem solving and is a catalyst/coach/facilitator/teacher to assist the client team in developing solutions. Participants' knowledge and insights determine what's best for the organization.
- **Built on best practices.** Our planning and implementation processes align with the Association for Strategic Planning's Body of Knowledge, the foremost reference that defines strategic leadership, thinking, planning and action best practices.
- **Tested and Efficient.** Our processes, developed over decades, recognize that organizations and leaders only have limited hours to devote to planning and implementation beyond on-going responsibilities. We aim to make strategy creation and implementation efficient...and affordable.
- **At the core.** For us, strategic planning and strategic management are a fundamental core process. We know 70% of organizations with a strategic plan don't execute it. Our premise is that every organization should be implementing a current plan. Our approach produces action steps with accountabilities, timelines and measurements, and a program for driving, monitoring and assessing implementation progress, making adjustments, and re-planning to continue progress to the vision.
- **Professional.** We have led and facilitated hundreds of meetings and planning and implementation sessions with leaders and professionals. We are committed to professional strategy development and implementation, and are deeply involved in leading the Association of Strategic Planning. We are committed to professional facilitation and are involved in the International Association of Facilitators.
- **Business Insight and Knowledge.** You gain insight and knowledge from our management and consulting roles, and business, strategy, marketing and communications education and expertise.
- **Subject Matter Expertise.** We can tap expert independent consultants from our team of Forrest Consulting associates - when their expertise will help assure planning and implementation success.



Lee Crumbaugh, SMP is President and Founder of Forrest Consulting, www.forrestconsult.com. He is President of the Association for Strategic Planning (2014-2016), www.strategyassociation.org. He is author of *AHEAD: Strategy is the way to a better future*.

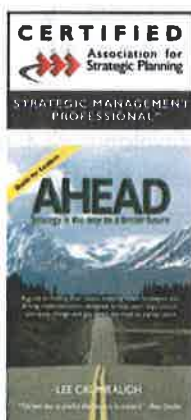
Lee has delivered management counsel, effective planning, and winning marketing, communications and business strategies and development programs to companies, associations and non-profit organizations in 50 industries and business segments. He founded Forrest Consulting in 1988 and led it for eight years. After 15 years in senior roles, he re-opened the firm in 2011.

Highlights of Lee's work as consultant include:

- Facilitating strategic planning for the College of DuPage Business and Professional Institute.
- Leading planning for American Academy of Pediatrics and American Lung Association ventures.
- Working with The DuPage Foundation Board and staff to set a new strategic direction.
- Strategic plan facilitation for the Board of an international public affairs and lobbying group.
- Helping the Board of a private college understand and adopt best practices in governance.
- Facilitating planning for an international recreation organization, counseling the Chair on implementation and communications, and developing the process to assess Executive Director performance.

Among the ways Lee has added value in senior management roles:

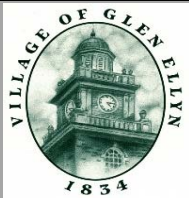
- As Executive Director, American Fence Association, he led planning and budgeting and facilitated Board meetings. Pre-recession revenue doubled and member retention hit 80% even in the recession.
- As Vice President, Public Affairs, Continental Bank, then the 7th largest U.S. bank, he rebuilt corporate communications after the bank's federal rescue and led initiatives to change bank communications.
- As COO and Vice President, Marketing and Research, United Way of Suburban Chicago, he managed operations, developed marketing programs tripling fund raising to \$26 million, and provided strategic and business planning leadership to non-profit stakeholder organizations.
- As LFC Publishing, Inc. founder and President, he launched the firm; raised \$750,000 from 27 investors; led creation of 15 issues of *DuPage Magazine*; and drove sales of 365 ad pages.
- As DuPage Area Association of Business and Industry co-founder/Executive Director, he recruited the Board and 100 corporate members, led planning and implementation, and developed publications, meetings and an awards program.
- As Vice President, U.S. League of Savings Institutions, he edited a nationally recognized award winning trade magazine and created marketing and research programs that helped triple ad revenue.



Lee earned his MBA, marketing management, finance emphasis, at the University of Chicago Booth School of Business, and his BS, journalism, at the University of Illinois, Urbana-Champaign. He is the 62nd professional to earn the Association for Strategic Planning's Strategic Management Professional certification. He leads ASP's Board as President and conceived ASP's World Strategy Week program. He is a member of the International Association of Facilitators and the Social Media Club.

Lee is a speaker on strategy topics. He is author of *AHEAD: Strategy is the road to a better future* (Amazon paperback, Kindle e-book), writes the *Strategic Thinking & Strategic Action* blog (www.leepublish.typepad.com/strategicthinking); publishes on LinkedIn Pulse (www.linkedin.com/pub/lee-crumbaugh/0/266/506/); and is writing his next book, *Big Decisions: Why we make them badly, How we can make them better*. He has finished 44 marathons and 10 Ironman triathlons.

Connect with Lee at leec@strategicbusinessleader.com or on Twitter @leepublish.



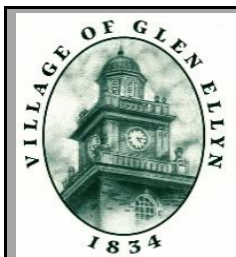
Village Strategic Issues and Critical Goals

DRAFT

1/12/2016

GOALS	Strategic Issue I: DEVELOPMENT . Build consensus for 21st Century development and re-development of the Village, and take steps to attract and foster desirable development, increase the Village's footprint, add housing variety and increase downtown density.	Target Date	Status
I-1	Educate the community on development and re-development needs and opportunities.		
I-2	Update Comprehensive Plan to assist in guiding future development of the community.		
I-3	Review and consider annexation opportunities to increase the tax base and control future development.		
I-4	Improve downtown infrastructure including pedestrian accessibility and parking opportunities in conjunction with potential development projects in the CBD.		
GOALS	Strategic Issue II: BUSINESS . Engage in proactive economic development to attract and retain key businesses downtown and other commercial corridors to achieve a thriving business community.	Target Date	Status
II-1	Continue to implement strategic plan for Economic Development that focuses on overall commercial vitality, EAV and sales tax growth.		
II-2	Target selected retailers and restaurants to increase shopping and dining options and improve the variety of businesses downtown.		
II-3	Improve communication with the Village Board on economic development progress.		
II-4	Eliminate unneeded codes and regulations that inhibit commercial development and business retention and make the approval process more user friendly.		
GOALS	Strategic Issue III: ATTRACTIONS . Encourage a variety of events and shopping and dining options, and provide amenities that attract visitors to the Village and produce resident and visitor presence downtown, day and evening, weekdays and weekends.	Target Date	Status
III-1	Encourage more special events in and around the Central Business District by partnering with the Chamber, the Alliance, Library, Park District, Schools, and COD.		
III-2	Embrace historic tourism.		
III-3	Make infrastructure improvements to encourage outdoor activities and special events in the CBD.		
III-4	Develop and implement marketing plan for CBD and other commercial corridors.		
III-5	Work with businesses to develop opportunities to become an 18 hour downtown.		

GOALS	Strategic Issue IV: COMMUNICATIONS AND INVOLVEMENT. Communicate with, educate and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.	Target Date	Status
IV-1	Maintain an up to date communication plan for emergencies.		
IV-2	Evaluate efficiencies that continue to deliver high quality services to residents and businesses.		
IV-3	Develop and utilize a comprehensive communications plan to educate and inform the community and continue to implement a resident (customer) management strategy that mandates responsiveness and convenience.		
IV-4	Communicate the Strategic plan and priorities and ensure the Village Board and Boards and Commissions are aligned.		
IV-5	Recruit and identify meaningful roles for volunteers.		
GOALS	Strategic Issue V: INFRASTRUCTURE. Invest in infrastructure to meet key needs, including downtown access, Village facilities, storm water issues and technology improvement.	Target Date	Status
V-1	Develop an implementation strategy to invest in Village facilities.		
V-2	Continue to evaluate pedestrian and vehicular traffic improvements in and around the community.		
V-3	Develop and continuously review the 5-year Capital Improvement Plan (CIP) and monitor and enhance funding options as necessary to implement plan.		
V-4	Consider developing a sustainability plan for the Village.		
V-5	Expand downtown parking in conjunction with downtown development projects.		
GOALS	Strategic Issue VI: FINANCIAL SUSTAINABILITY. Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain the Village's AAA bond rating.	Target Date	Status
VI-1	Evaluate new revenue concepts and cost controls that continue to deliver high quality services and necessary capital investment.		
VI-2	Continue to utilize technology to consolidate functions, streamline work processes, and deliver services more efficiently		
VI-3	Complete financial monitoring including annual audits, five-year forecast, CIP, and Scorecard as appropriate.		
VI-4	Review staffing allocation and create succession plans for all departments focused on talent management and development.		
VI-5	Evaluate internal human resources improvements to assist in protecting the greatest organizational asset: employees.		



1/13/2016

2016-17 Village Strategic Issues and Action Plan -- DRAFT--

TOTAL GOALS: 76

KEY

On Schedule

Delayed (Schedule Adjusted) / On Target

Off Track / Concerned About Progress

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

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

3	Embrace residential and commercial annexation opportunities * Finalize the annexation of the industrial properties on Hill Ave. by May 1, 2016. *Continue to pursue annexation in conjunction with the Enclaves of Glen Ellyn project and possible residential development on Hill Ave by May 1, 2016. * Continue to pursue annexation of areas near GWA by April 1, 2016.				P&D/ Admin
4	Review and negotiate parking agreements with potential developers in the downtown by January 1, 2017.				P&D/ Admin
4	Complete a Village wayfinding plan and begin implementing by May 1, 2015.				P&D/PW
4	Maintain an attractive pedestrian environment by encouraging sidewalk cafes, promoting downtown events and making pedestrian-friendly enhancements.				P&D/ Admin

TOTAL COMPLETE/ON TARGET=TOTAL: 9

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

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

TOTAL COMPLETE/ON TARGET=TOTAL: 11

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

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

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

TOTAL COMPLETE/ON TARGET=TOTAL: 11

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

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

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

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

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

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

TOTAL COMPLETE/ON TARGET=TOTAL: 16

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

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

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

TOTAL COMPLETE/ON TARGET=TOTAL: 17