



Agenda
Village of Glen Ellyn
Village Board Workshop
Monday, May 16, 2022
7:00 PM

Glen Ellyn Civic Center, Galligan Board Room

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. Meetings are taped and also televised on WideOpenWest Channel 6, AT&T Channel 99, and Comcast Cable Services Channel 10. 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. Pledge of Allegiance**
- C. Roll Call**
- 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 (3) 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, their topic and the group, if any, they are representing prior to addressing the Village Board. Individuals wishing to address the Board shall exercise proper decorum and respect for the proceedings and the business of the Village Board, and shall refrain from abusive demeanor and language. The practice of ceding time to other speakers shall be prohibited, except in the discretion of the presiding officer of the meeting. Public officials are not obligated to respond to questions.

In lieu of participating in the live meeting, the public may also complete a public comment form, which will be read into the record during the meeting. This form can be found at www.glenellyn.org/publiccomment.

- E. Draft Comprehensive Plan**
 - 1) Presentation on Plan Purpose & Process
 - 2) Review & Discussion of Village Board Feedback
- F. 2020-22 Strategic Plan - Action Plan Update**
 - 1) 2020-22 Strategic Plan Quarterly Report
- G. Reminders**
 - 1) Village Board Regular Meeting - May 23

- H. Other Business**

I. Adjourn



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

Meeting 5/16/2022 7:00 PM
Department: Administration
Department Head:
Category: Other
Prepared By:

**AGENDA ITEM (ID # 2022-
2238)**

DOC ID: 2022-2238

Review & Discussion of Village Board Feedback

Statement of the Issue:

The Village began the process of updating the 2001 Comprehensive Plan in July 2018. The Village conducted a robust public engagement process beginning in August 2018 and continuing through June 2021. Village staff is seeking direction from the Village Board on the next step in the process in order to finalize and adopt the Draft Comprehensive Plan.

Analysis:

The Village Board last discussed the draft Comprehensive Plan on June 7, 2021. At that meeting, several trustees indicated they would like additional time to review the Plan in detail and provide comments. Comments were received from four Trustees in April 2021, June 2021, and January 2022. The comments have been compiled into categories by topic and are organized by chapter.

Items noted in green reflect general agreement amongst the commentators and therefore, detailed discussion on these sections of the Plan may not be necessary. Items noted in yellow are primarily related to typographical errors and issues of clarification and can likely be forwarded to the consultant as-is for incorporation into the Plan. Items in gray relate to questions posed of staff or the consultant, are informative in nature, and do not necessitate changes to the Plan. Items noted in red are sections in which there does not appear to be a consensus and these areas should be discussed further by the Village Board in order to provide guidance on what, if any, changes should be made to the draft plan.

As the Comprehensive Plan is a guiding document, there are several steps that need to occur following adoption of the Plan in order to bring it to fruition. The Zoning Code is the primary means by which the Comprehensive Plan is implemented. The Code will need to be updated to ensure its regulations reflect the goals of the Comprehensive Plan. The Village may also want to conduct additional studies to further the objectives of the Plan, such as the Affordable Housing Study recently approved, traffic or space needs studies, etc. Other regulations within the Municipal Code may also require modification in order to align them with the goals of the Comprehensive Plan. Adoption of the Comprehensive Plan is a significant first step in helping the community achieve its vision for Glen Ellyn's future.

Budget Impact:

Less than \$2,500 remains on the change order previously approved for the Comprehensive Plan Update project. Depending on the direction the Village Board provides, another change order will

be required in order to finalize the Draft Comprehensive Plan. To date, the Village has spent nearly \$170,000 on the Plan update.

Action Requested:

Village staff is seeking direction from the Village Board on what changes they would like incorporated into the Draft Plan in order that the Village may move toward finalizing and adopting the Plan.

Attachments:

1. Trustee Feedback Chart - Legend
2. Trustee Feedback Chart - GREEN
3. Trustee Feedback Chart - YELLOW
4. Trustee Feedback Chart - RED
5. Trustee Feedback Chart - GRAY

Chapter, Page	CATEGORIES
LEGEND	
	Chapter & Section Title
	Consensus - no changes to section.
	Minor edits required - substantial consensus reached.
	Consensus not yet attained. These sections need to be revisited or show ideas that could be removed from this plan update and/or deferred to a later update.
	Neutral - For these items, staff and consultant to answers questions or provides planning perspectives - no changes recommended or suggested at
Bold Text	Proposed Edits to Plan Draft
<u>Underlined Text</u>	Addition to Plan Draft Text
Strikeout	Remove text from Plan Draft
Normal Text	Observations, notes, questions, concerns that lie outside the scope of the plan document, for further discussion.

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
CHAPTER 1	INTRODUCTION				
Page 1	PURPOSE OF THE COMPREHENSIVE PLAN				
	PLANNING AREA				
Page 2	PLANNING PROCESS				
Page 4	USING THE PLAN				
Page 4	REGIONAL SETTING				
CHAPTER 2	VISION, GOALS AND OBJECTIVES				
Page 5	OUR MISSION				
Page 5	OUR VALUES				
Page 22	"-Downtown Height Restrictions in Peer Communities				Agree with limitations on building heights (below the trees)!
page 24	PARKING	p. 20—this section doesn't address the issue of how many parking spaces are ideal for C5A and C5B. If, indeed, we are focused on building transit-oriented development, how will that	p. 24, table—"Lorraine" is spelled incorrectly. What is "Montel"? Why are the parking lots not included? Is this only on-street parking?		
	<i>Proposed Language/Staff Recommendation</i>		<i>Corrected</i>		

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
Page 25	"-North-South Parking Comparison				Regarding "The Village should pursue opportunities for PPP to increase the public parking supply, particularly on the north side of Downtown": Agree with this.
Page 27	WALKABILITY				
Page 30	"-Potential Redevelopment Sites				Regarding "Office uses and detached single-family homes": Dr. Head's office.
Page 34	MAXIMIZING DEVELOPMENT POTENTIAL				
Page 34	CORRIDOR IMAGE				
Page 35	"-IL Route 53 Underpass				Regarding ITEP, 3rd paragraph p. 35: Agree with this if it means there's a good chance of getting money from the State.
Page 36	MULTI-MODAL ACCESS AND MOBILITY	p. 36—what is the Move Glen Ellyn Active Transportation Plan?			
	<i>Staff Comments</i>	<i>Move-Glen-Ellyn-Active-Transportation-Plan-PDF (glenellyn.org)</i>			
Page 36	"-Transit Improvements				Regarding 1st sentence of 2nd paragraph: Good point.
Page 44	VISION FOR STACY'S CORNER				
Page 44	DESIGN GUIDELINES				
CHAPTER 5	TRANSPORTATION				
CHAPTER 6	COMMUNITY FACILITIES				
Page 55	CITY GOVERNMENT				
Page 57	PUBLIC WORKS DEPARTMENT				
Page 57	WATER AND SEWER IMPROVEMENTS				
Page 57	FACILITIES NEEDS				
Page 58	URBAN FLOODING				

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
Page 59	GLENBARD WASTEWATER AUTHORITY				
Page 60	PUBLIC AND PRIVATE SCHOOLS				
Page 61	""-Downtown Presence				Regarding last sentence of paragraph: Good point for supporting the two new flex workspace businesses in Glen Ellyn.
Page 61	""-Connecting Through Public Transit				Regarding last two sentences of paragraph: This may be a good reason for having a shuttle between downtown Glen Ellyn and COD.
CHAPTER 7	PARKS, RECREATION AND OPEN SPACE				
Page 65	GLEN ELLYN PARK DISTRICT				
Page 66	ADDRESSING PARK NEEDS				
Page 68	VILLAGE LINKS/RESERVE 22				
Page 68	NATURAL AREAS				
CHAPTER 8	IMPLEMENTATION				
Page 71	NEXT STEPS				
Page 71	USE PLAN REGULARLY				
page 71	AMENDING DEVELOPMENT REGULATIONS				
Page 72	CAPITAL IMPROVEMENT PROGRAM				
Page 72	JURISDICTIONAL COOPERATION				
Page 72	REGULAR UPDATES				
Page 72	POTENTIAL FUNDING SOURCES				

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
CHAPTER 1	INTRODUCTION				
Page 4	PLAN ORGANIZATION	p. 4 Typo: 22 miles west of Chicago not 25.			
CHAPTER 2	VISION, GOALS AND OBJECTIVES				
Page 5	VISION STATEMENT	p. 5 Encourage a variety of housing stock. Apex is identical to another Debb building; reduce teardowns (HPC to draft ordinance discouraging demolitions); quantify, specify and define "substantial public improvements"; Expand upon demographics, add to "young families and senior citizens" to include singles, couples without children, middle-aged residents, races, socioeconomic status, etc.	2 and 3. Model Vision Statement after Institute of Architecture GE Study - needs to be aspirational and specific to Glen Ellyn.	Page 6 – At the top of the 3rd column there is a reference to “Glen Ellyn is widely recognized as the “Village in the Park”. I have never heard this reference. What does it mean exactly?	
Page 5	Proposed Language/Staff Recommendation	<i>In the year 2030, Glen Ellyn is a safe, attractive and thriving community offering a living, working and leisure environment that distinguishes the Village from neighboring communities. Glen Ellyn is characterized by attractive and well-maintained residential neighborhoods <u>with a variety of housing stock types representative of all income levels and ownership types</u>, viable commercial and business districts, quality parks, schools and public facilities, and responsive public services. It is home to a diverse population, and is desirable to <u>people from all walks of life</u>.</i>	Staff Recommendation: Revisit the Vision Statement as needed.	Staff Recommendation: Remove moniker and revisit as needed.	
Page 5	VISION STATEMENT, CONT'D	Identify underpass mentioned on p. 6			

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
Page 6	Proposed Language/Staff Recommendation	<i>A new commuter rail station has been constructed within Downtown and compatible new “transit-oriented development” has been undertaken within walking distance of the new station. Roadway and traffic operational improvements have been implemented to address the lengthy delays caused by rail traffic within Downtown and a vehicle and two pedestrian underpasses <u>at these crossings</u> have improved pedestrian safety.</i>			
Page 6	VISION STATEMENT, CONT'D	Programs should include residents and visitors; "Village in the Park"?			
Page 6	Proposed Language/Staff Recommendation	<i>Glen Ellyn is widely recognized <u>for its parks</u> as the “Village in the Park”. It maintains a rich variety of parks, open spaces and recreational facilities, and is characterized by tree-lined streets and neighborhoods. During the past 10 years, existing parks have been upgraded, facilities and services for teens have been expanded, and new pocket parks and gathering spaces have been created in the downtown.</i>			
Page 7	"-Housing and Residential Areas, Cont'd			Objective 15 is an exact duplicate of Objective 2	
Page 7	Proposed Language/Staff Recommendation			Delete Objective 15 and renumber Objective 16 to be the new Objective 15.	

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
Page 7	"-Commercial, Retail and Office Development	Objective 10: which public sites and buildings?; Obj 14: ALL development and redevelopment should fit the historic Charm, Scale and Character of GE, AND abide by all codes and regulations; Obj 2: Rational behind increasing # of du's within "walking distance" of train (TOD); specify types of developments, define "walking distance"; Obj 6, 7, 8: consolidate; Obj 2 and 15 are the same (consolidate); Obj 9: Reuse and reduce construction materials - draft ordinance; Obj 13; What are "unnecessary burdens"; Insert goal: Encourage and incentivize minority businesses; Obj 7: add "in keeping with historic character, charm and scale of the surrounding area" (Staff note: What does this look like?); Obj 9: change "encourage" to "require" re computer generated graphics; Obj 10, 12: Add "residential, and mixed use" to the list of uses; Add objective: Require eco-friendly components for all developments and redevelopments, e.g., dark sky compliant lighting, repurposed and reclaimed building materials, green roofs, solar panels, etc.	10. "Encourage mix of uses downtown, including owner-occupied housing, public gathering spaces, space for PW - west end underpass in the future, when funding is available, outdoor dining and grocery store, to maintain character of Glen Ellyn's downtown	Page 7 – I don't really understand Objective 11; What is the alternative to strip shopping centers as referenced in Objective 16? It seems like Objective 19, should be earlier in the list of objectives for this section, based on priority.	
Page 7	Proposed Language/Staff Recommendation	<u>Obj 7: add "in keeping with historic character, charm and scale of the surrounding area"; Add a goal: "Encourage and incentivize minority businesses"; Obj 9: change "encourage" to "require" re computer generated graphics; Obj 10, 12: Add "residential, and mixed use" to the list of uses; Add objective: Require eco-friendly components for all developments and redevelopments, e.g., dark sky compliant lighting, repurposed and reclaimed building materials, green roofs, solar panels, etc.</u>	<u>Add Objective 22. "Encourage mix of uses downtown, including owner-occupied housing, public gathering spaces, space for PW - west end underpass in the future, when funding is available, outdoor dining and grocery store, to maintain character of Glen Ellyn's downtown."</u>	<u>Objective 16: Add "Encourage mixed-use and new urbanist commercial development types."</u>	

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
Page 8	"-Transportation	p. 8, Transportation Goals—add two objectives: <u>Monitor development-generated traffic flow and patterns to ensure that Village streets and intersections are safe and not overcrowded; Ensure adequate transportation and parking for residents, employees, and patrons with accessibility challenges</u> ; p. 8, Objective 1: add " <u>sidewalks</u> "; p. 8, Objective 10: <u>not only with new developments; the Village should add charging stations to all public parking lots.</u>		Page 8 – I don't understand Objective 12.	
	<i>Proposed Language/Staff Recommendation</i>	<i>p. 8, Transportation Goals—add two objectives: <u>Monitor development-generated traffic flow and patterns to ensure that Village streets and intersections are safe and not overcrowded; Ensure adequate transportation and parking for residents, employees, and patrons with accessibility challenges</u>; p. 8, Objective 1: add "<u>sidewalks</u>"; p. 8, Objective 10: <u>not only with new developments; the Village should add charging stations to all public parking lots.</u></i>			
Page 8	"-Community Facilities	p. 8, Community Facilities, Objective 11—"handicapped" seems rather a passé term. "disabled" or "other abled" instead?		Page 8 – Regarding Objective 8, how many facilities meet this profile?	
Page 8	<i>Proposed Language/Staff Recommendation</i>	Delete "the handicapped" and replace with "<u>people with disabilities</u>" per ADA Terminology guide.		Staff Recommendation: Add "<u>Conduct a public facilities plan to promote the re-use of surplus...</u>"	
Page 8	"-Parks and Open Space	p. 8, Parks & Open Space—add two objectives: Ensure that all parks, open spaces, and recreational facilities are accessible to all, regardless of ability, race, socioeconomic status, etc.; Support the adaptive reuse of the McKee House as a public space that promotes the history associated with the site and facilitates the recreational and leisure needs of residents and visitors.			

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
Page 8	Proposed Language/Staff Recommendation	<u>Add "Objective 16: Ensure that all parks, open spaces, and recreational facilities are accessible to all, regardless of ability, race, socioeconomic status ; Add Objective 17: Support the adaptive reuse of the McKee House as a public space that promotes the history associated with the site and facilitates the recreational and leisure needs of residents and visitors .</u>			
CHAPTER 3	LAND USE AND DEVELOPMENT	lead paragraph—is “extraterrestrial” the right word here? (Staff: Extraterritorial?)			
Page 9	LAND USE PLAN	Mixed Use—This assumes high-density mixed-use development to be inherently positive strictly by its definition, but why is this necessarily true? And why is it right for Glen Ellyn?		Page 11 – How does affordable housing fit into this plan? I do see the reference on the subsequent pages, but could not see where it was referenced on this page.	
Page 9	Proposed Language/Staff Recommendation	<u>Second paragraph: "The Plan strives to build on Glen Ellyn’s strong single-family residential base and historic nature while opening opportunities for higher-density low and mid-rise developments that conforms to the surrounding character of buildings and that do not exceed 55 feet in height, or 5 stories in height, whichever is lower ."</u>		Staff comment: Affordable housing can take many forms, including single-family, single-family attached (townhomes - row homes) and multi-family structures. The land use plan does not make a distinction regarding income levels or attainability related to particular populations, and therefore, it is not mentioned in this section.	
	Proposed Language/Staff Recommendation	<u>Add a definition for Low-Rise, Mid-Rise and High-Rise Buildings and stipulate the category mix to encourage downtown. E.g. percentage of buildigns that are low rise vs mid rise. Add "Prohibit high-rise buildings downtown (higher than 55 feet).</u>		<u>Add definitions of "affordable" and "accessible" and "naturally-existing" affordable housing.</u>	

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
Page 12	"-Context Sensitive Infill	Along St. Charles Road between what streets?		Page 12 – What is the goal of higher density residential development on highly trafficked roads? More real estate taxes? This is counter intuitive for me, as living near St. Charles Road, I would be concerned about more entrances and exits to the road. Also, I know that water management is an issue.	
	<i>Proposed Language/Staff Recommendation</i>	<i>Clarify (name the boundary streets)</i>		<i>Replace all instances in the plan that say "higher-density" with "<u>low- to mid-rise buildings</u>".</i>	
Page 12	"-Transition Areas	What data support the claim that transition areas are particularly important surrounding Glen Ellyn's main commercial areas? Why is this particularly important?			
	<i>Proposed Language/Staff Recommendation</i>	<i>Explain by adding a phrase, such as "Such transition areas are particularly important surrounding Glen Ellyn's main commercial areas, Downtown, Roosevelt Road, and Stacy's Corners <u>because these commercial corridors and nodes have high traffic volumes and noise that disrupts the residents' peaceable enjoyment of their homes. Larger residential buildings provide a natural buffer between these more intense uses and the low intensity of single-family residential uses.</u>"</i>			
Page 12	"-Quality Architecture	Quality Architecture"—this should pertain not only to single-family homes but to all surrounding structures.			

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
	Proposed Language/Staff Recommendation	<i>Add a "Quality Architecture" sub-section to the Commercial Areas Framework, on page 17 (after "Hill Avenue Light Industrial" section), such as "<u>As redevelopment of the long-standing commercial, office and industrial buildings occurs, the Village must ensure new developments complement the surrounding character, charm and scale single-family homes with high-quality architecture, while providing for affordable solutions and flexibility to construction-necessitated modifications.</u> Attention should be given to design elements such as building material, fenestration, detailing, and façade articulation to support the development of attractive housing <u>buildings</u> that enhances the Village's character. "</i>			

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
Page 13	"-Housing Diversity	Only 41.3 percent of survey respondents support multi-family mixed use, and apartments are in the top three least desired developments, so why are we focused on incorporating so much single-family attached and multi-family development in Glen Ellyn and especially in Downtown? "Young Professionals and Families," paragraph 2—the statistics provided on p. 3 of the Comp Plan do not at all support the notion that community input reflects a desire for additional single-family attached and multi-family housing; "Attainable Housing"—the types listed are too limiting and should include other types beyond housing that is affordable for first-time buyers (e.g., workforce housing, supportive housing, age-in-place housing); "to accommodate residents during every stage of life" ... insert: "and every income level." "missing middle housing choices"—mention also the need to save ranches and 1.5-story homes from being demolished to make way for McMansions. This is a way to help ability-challenged residents and downsizing seniors stay in single-family homes here			
	Proposed Language/Staff Recommendation	Insert " <u>Encourage a diversity of affordable housing options, including workforce housing, supportive housing, age-in-place housing to accommodate residents during every stage of life and every income level, especially missing middle housing choices. Work to protect and preserve existing ranch homes and 1.5-story residences from being demolished to make way for large homes on consolidated lots.</u> "			
Page 17	COMMERCIAL AREAS FRAMEWORK	p. 16, Note (second column)—why are the recently annexed parcels not included?			
	Staff Recommendation	Identify and describe the "four recently-annexed industrial parcels".			

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
		p. 16, last column—why should these so-called underutilized parcels necessarily be redeveloped for mixed use developments?			
	Staff Recommendation	<i>Expand on rationale of mixed-use development when the concept is first introduced in the comp plan document. Describe things such as enhancing walkability, night-time use (avoids ghost town effect to have residents living downtown, enhancing activity after business hours and enabling local base to patronize downtown businesses, such as late night restaurants, without need to add parking spaces for visitors, etc.)</i>			
		p. 17, “Office”—seems as though, in a post-Covid world, we would see less demand for office space; perhaps this section should be reconsidered.			
	Staff Recommendation	<i>Agreed. Also, addition of flex space and flexible zoning for office/residential. Staff recommends to revisit percentage of office space needs in the current comp plan document, and a further analysis of post-covid impacts on the land use distribution framework as needed.</i>			
	Proposed Language/Staff Recommendation	Consensus appears to be an absolute maximum of 3-5 stories, or 55 feet in height, whichever is less. However, ideally, the number of stories would not exceed 4 stories (1 commercial on the ground floor, and 3 residential floors above).			
CHAPTER 4	SUBAREA PLANS				

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
Page 23	"-Recommended Height			Page 23 – I think that the recommendation is a bit tone deaf to discussion from many community members.	Regarding "...generally consistent with the surrounding market area": Is this the case for the downtown areas of Naperville, Lisle, Hinsdale, Lombard? Do they allow for building heights of 60 feet?
	Staff Recommendation			4 stories or 45 feet in height, whichever is lesser.	Maximum height downtown: Naperville = 4 stories, not to exceed 50 feet; Lisle = 40 feet in certain downtown districts; Hinsdale = 30 feet; Lombard: 4 stories and 40-45 feet
Page 26	"-One-Way Streets			Page 26 – One Way Streets converted to Two Way Streets: I would be interested in the impact of such changes on pedestrian use.	
	Staff Recommendation			<u>Advise against this. Strike entire section, unless there is a compelling reason to make these changes.</u>	

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
Page 28	DOWNTOWN MARKET DEMAND	p. 28—earlier on p. 3, it indicates that residents do not want multi-family apartments in Downtown Glen Ellyn, so why do we keep seeing comments stating the need for multi-family apartments in Downtown Glen Ellyn? These are contradictory; p. 28—a ten-minute drivetime from where to where?; p. 28—I’m wary of too many restaurants and not enough retail in Downtown: Over-saturation risks dependency on one sector, which could lead to economic struggle in a market downturn. What plans do we have to create and maintain a robust diversity of retail, restaurant, office, medical, etc.? p. 29, the table—drivetime from Downtown Glen Ellyn to where?; p. 29, retail trends			
	Staff Comments	<i>There might be a demand for multi-family apartments in the region. However, Glen Ellyn supports an owner-occupied framework, and suggests that condominiums as a form of affordable housing, as is the trend in real estate today. Regarding diversity in commercial uses, including retail and restaurants, encourage the mixed-use concept and explore form based codes in future comp plan updates. <u>Flesh out section to indicate relevance of these tables.</u></i>			
		<i>p. 29, “Retail Rent & Occupancy Trends”—this section needs updating (e.g., regarding Giesche/Apex 400 and McChesney & Miller/Glenwood Station);</i>			
	Proposed Language/Staff Recommendation	<i>Calculate the new percentage of vacant space taking into consideration the Apex 400 and McChesney & Miller sites. Rephrase last sentence of this sub-section accordingly.</i>			

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
	<i>Proposed Language/Staff Recommendation</i>	<i>Add language indicating something to the effect that " <u>these potential redevelopment sites are included in the plan as conceptual frameworks, and not mandates. The underlying zoning code regulates land use, and the Comprehensive Plan does not intend that zoning changes be made until and unless there is a proposed development project up for consideration by the Village</u>".</i>		<i>Remove Locations #4, 9, 10, 11 and 13 from the 2022 Plan draft and revisit in 2023 as an amendment (if modifying) or addendum (if adding).</i>	
Page 34	"-Roosevelt Road Corridor	p. 34—there's no mention of "Roosevelt Road Corridor" in the table of contents. ALSO, this should note that we need to establish a cohesive look with signage, lighting, landscaping, etc.			
	<i>Proposed Language/Staff Recommendation</i>	<i>Add "Roosevelt Road Corridor" to the Table of Contents. Add "...a variety of improvements should be made to better reflect the character of Glen Ellyn, including establishing a cohesive look with signage, lighting, landscaping and related design elements." Make sure that Page 44 (Design Guidelines) includes these stipulations.</i>			
Page 36	"-Streetscaping				Regarding "...the Village must develop an alternative approach to streetscape": Does this imply alternative materials, approaches? Not sure what this means.
	<i>Proposed Language/Staff Recommendation</i>				<i>Please clarify what is meant specifically by this sentence.</i>

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
Page 42	"-Exmoor Ave & Roosevelt Road - Roosevelt Road Corridor Catalyst Site	p. 42—Is the property described owned by one entity? What are the chances that all parcels would come available at once? Also, this concept isn't in keeping with our ideas for an attainable housing site.			Should be a priority focus.
	<i>Proposed Language/Staff Recommendation</i>	<i>The schematic appears to encourage commercial development. If attainable housing is mentioned elsewhere for this site, please made changes to bring about consistency throughout the document, including the Land Use Distribution Map.</i>			<i>The document will guide development actions when the right developer comes along, unless this is a PPP.</i>
CHAPTER 5	TRANSPORTATION				
page 49	"-Carsharing	p. 49—regarding carsharing, have we actually gotten any requests for ZipCars? If we had ZipCars available, where would we put them? How many parking spaces are we willing to give up to cars that may only rarely go anywhere?			
	<i>Proposed Language/Staff Recommendation</i>	<i>Delete "(e.g. ZipCar) " There are many forms of ridesharing and carsharing, and this paragraph is conceptual in nature.</i>			
Page 50	PUBLIC TRANSIT	p. 50—regarding “rider amenity,” does this refer to bus shelters? I was envisioning cocktails on the bus, but maybe that’s not quite right ...			
	<i>Staff Comments</i>	<i>Define "rider amenity" in the document.</i>			
CHAPTER 6	COMMUNITY FACILITIES				
Page 55	CITY GOVERNMENT				
Page 61	COLLEGE OF DUPAGE	p. 61, “Town and Gown Relationship”—A) I have never heard this term before, and B) updates are needed regarding Frida Kahlo, the Business Development Center, and the Early Childhood Center.			
	<i>Proposed Language/Staff Recommendation</i>	<i>Remove " Town and Gown Relationship " from the text and reword remainder to add updates mentioned above.</i>			

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
	<i>Proposed Language/Staff Recommendation</i>	Add "<i>the café has been open since 2018</i>".			
Page 63	HEALTHCARE	p. 63—shouldn't this also mention AMITA Health Adventist Medical Center Glen Oaks, to which GEVFC takes many ER			
		Add " <u>AMITA Health Adventist Medical Center, Glen Oaks</u> " to this section in the appropriate sentence.			
CHAPTER 7	PARKS, RECREATION AND OPEN SPACE				
Page 65	BUTTERFIELD PARK DISTRICT	p. 65, "Butterfield Park District"—isn't there already a new park at Rts. 53 and 56?			
	<i>Staff Recommendation</i>	<i>HLA to verify and revise accordingly.</i>			
Page 66	"-Greenbriar Park Expansion	p. 66—The section about Glenbriar Park Expansion needs to be updated.			
	<i>Staff Recommendation</i>	<i>Update accordingly, with staff assistance (research needed updates).</i>			
CHAPTER 8	IMPLEMENTATION				
Page 75	"-Parks, Trails & Open Spaces	p. 75, "Open Space Land Acquisition and Development"—This section needs to be updated.			
	<i>Proposed Language/Staff Recommendation</i>	<i>Update accordingly, with staff assistance (research needed updates).</i>			

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
Page 75	IMPLEMENTATION ACTION MATRIX	pp. 76–79—who determined these priorities and how were they determined? If everything is either a #1 or a #2 priority, how do we know what is truly a priority? Perhaps these should be ranked, or perhaps #1 and #2 should be explained so we know what the two levels are meant to indicate.	Answers/prioritization to some 2009 issues (they are not addressed in the 68 recommended action steps at the end of the plan – especially areas where streetscape plan can improve – priority #1)– what are we doing to address these (seems like there should be some sense of urgency here)		
	<i>Proposed Language/Staff Recommendation</i>	<i>HLA to explain the methodology used in arriving at the rankings. Add Methodology section to the Comprehensive Plan document.</i>	<i>After the Comp Plan Update is adopted, the Board could ask staff to research the differences and changes between the 2009 and the 2022 Comp Plan Update, and backtrack the rationale for each of these changes, if desired, as directed by the board as a whole.</i>		

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
CHAPTER 1	INTRODUCTION				
General Comment	Proposed Language/Staff Recommendation	Revisit section on Attainable Housing to finetune this section in general and assure consensus.			
Page 15	RESIDENTIAL AREAS FRAMEWORK	p. 15: #14—who wants to live near two gas stations?			
	<i>Staff Comments</i>	<i>Remove from the Residential Areas Framework, or convert to Multi-Family, which provides greater degree of buffering from intense commercial uses in high traffic areas. Row homes are more suitable in quieter locations abutting single family residential uses. This site is very near to major arterials, Butterfield Rd. and the Hwy 53. Coupled with the existing adjacent uses (two gasoline stations), this site could be revisited or removed from the list.</i>			
CHAPTER 4	SUBAREA PLANS				
Page 29	REDEVELOPMENT OPPORTUNITIES	p. 30, potential redevelopment sites—We don't own these sites, so it strikes me as presumptuous to suggest redevelopment ideas. Also, RE #4, I'm not in favor of redeveloping historic residences. We should focus on preserving historic buildings, regardless of whether they are residences, businesses, or public sites; p. 30, illustration—This seems to indicate that almost all of Downtown should be		Page 30: I would want to have more discussion regarding the redevelopment recommendation for locations 4, 9, 10, 11, and 13. When I asked the question at the November or December public meeting, I was told that none of the owners or users of these properties have been contacted to provide input.	

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
	<i>Staff Recommendation</i>	<i>Cover this topic in future workshops: Balanced Growth - Preservation vs. Redevelopment; level of intensity, height, density, parking, etc.</i>		<i>Conduct further outreach to property owners, adjacent owners and the community in order to arrive at a consensus at a future point in time.</i>	
CHAPTER 5	TRANSPORTATION				
CHAPTER 6	COMMUNITY FACILITIES				
Page 55	EMERGENCY SERVICES	p. 56—There is no indication that AT&T is ever going to vacate their current site, so why are we even considering			
	<i>Staff Recommendation</i>	<i>Discuss this item.</i>			
Page 56	DOWNTOWN CATALYST SITE CONCEPT				Where would the firehouse move to?
	<i>Staff Recommendation</i>				<i>Explore potential sites for future relocation.</i>
Page 58	POTENTIAL FUTURE SERVICE AREAS	p. 58, “Potential Future Service Areas”—How much money are we willing to			
	<i>Staff Recommendation</i>	<i>Service areas are tied to Annexation conversation.</i>			
Page 62	LIBRARY	p. 62—updates are needed regarding the Library (e.g., the café has been open since 2018). ALSO: Where is this early learning campus supposed to be situated? Has this even been discussed with GEPL?			

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
	<i>Staff Recommendation</i>	<i>Identify site for Early Learning Campus and discuss with GEPL and add this information to 2023 Comp Plan Update via a Comprehensive Plan Amendment to be created (discussions are taking place within Admin/CDD to create an application for this type of amendment, in conjunction with Zoning Map Amendments).</i>			
CHAPTER 7	PARKS, RECREATION AND OPEN SPACE				
CHAPTER 8	IMPLEMENTATION				

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
CHAPTER 1	INTRODUCTION				
Page 3	COMMUNITY OUTREACH	p. 3 Used Online surveys, but not feedback received since July 2018. Feedback changed?			
Page 3	Staff Response	While it may be that feedback has changed, the current practice is to take a snapshot poll of the community during the writing phase. Because some time has elapsed between 2018 (pre-pandemic) and the online surveys, it is felt that the most current information should apply. If additional feedback and face-to-face communication is desired going forward, a Town Hall could be scheduled to answer questions regarding the Comp Plan, its purpose and process for updating it more frequently in the future. During these updates, additional feedback tools could be used to finetune the broadstroke			
General Comment	VISION STATEMENT	Area between Roosevelt and Downtown is left out, as Bryant and Ott and Greenfield and Roosevelt, and Duane and Hill west of Lorraine			
	Staff Recommendation	Investigate this suggestion during future plan reviews.			
Page 6	GOALS AND OBJECTIVES				
Page 7	"-Housing and Residential Areas			Page 7 – I am curious about ideas on how Objectives 7 and 8 will be met	
Page 7	Proposed Language/Staff Recommendation			Staff Recommendation: Drill down on Implementation Matrix after the Comprehensive Plan is Adopted. The Matrix does not provide this level of detail at this time.	

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
Page 7	"-Housing and Residential Areas, Cont'd			How does Objective 14 impact existing properties?	
Page 7	<i>Proposed Language/Staff Recommendation</i>			<i>Staff Comment: The Zoning Ordinance should reflect the policies and orientations in the Comprehensive Plan, including rezoning initiatives to implement the future land use plan, while being mindful of existing zoning, nonconforming uses and structures and creating policies that address how the latter are to be handled during day to day planning operations, with input from the Plan Commission and the BOT. The Land Use Plan is a guide and can also be amended as redevelopment projects are proposed</i>	
Page 11	FUTURE LAND USE PLAN DISTRIBUTION	This shows rather a lot of mixed-use development for Downtown. How much is too much? What evidence shows that this is the right approach for Glen Ellyn, especially when the majority of survey respondents are not in favor of this kind of			

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
	Staff Response	If desired, the board could revisit the ratio of mixed-use vs. other types of single-uses in the Downtown area following Plan adoption. The current zoning category of C5A is compatible with the proposed mixed-use land use designation for downtown, and consists of a much smaller footprint as compared to C5B, which prohibits it. The Comp Plan text uses the word "intensification". This does not mean that the footprints of mixed-use buildings will grow, but speaks more to an increase in height, or the addition of dwelling units above existing ground floor commercial spaces. This is already a potential and is allowed by right, without making any changes to the zoning code.			
Page 14	"-Downtown Housing	"Downtown Housing"—why should mixed-use development be prioritized? What data support this? Why is this right specifically for Glen Ellyn?			
	Staff Recommendation	<i>Continue to discuss the topic of mixed-use developments in general. The current zoning code is supportive of this orientation, and there is no particular need to modify the comprehensive plan to denote this. The proposed land use plan seems to reduce the amount of CBD Service relative to Mixed-Use</i>			

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
Page 14	"-Historic Neighborhoods	"The Village should encourage remodeling and renovation and discourage demolition of historic properties, including those that are not landmarked. This applies to residences, commercial buildings, office space, etc."; "Appearance Review Guidelines"—this paragraph is pretty wishy-washy and should be strengthened (i.e., avoid conditional tense); #1—what does "semi-rural" mean? Unincorporated?		Page 14 – I have some thoughts on how the Village could help promote knowledge of these options to homeowners. Having just gone through the Zoning Board of Appeals process, my perspective is that the Village ordinances and regulations favor teardowns to restoration. We can discuss further and I may be wrong, too!	
	Staff Comments	<i>Awaiting comments from the Historic Preservation Planner.</i>		<i>Awaiting comments from the Historic Preservation Planner.</i>	
Page 19	DOWNTOWN GLEN ELLYN	p. 20, "Vision for Downtown"—what data support the claim that three- to six-story development should be encouraged specifically for Glen Ellyn? Why would this be suitable for Glen Ellyn? The majority of survey respondents reject the idea of upzoning Glen Ellyn; p. 20—regarding density, multi-story buildings, and access to transit (the last two columns on the page), these findings seem debatable, e.g., "enclosure" does not necessarily equate to "comfort." To what "surrounding peer communities" is Glen Ellyn being compared, and by what measure has new development and investment lagged? This strikes me as somewhat unfounded assumptions.			

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
Page 18	"-Annexation Framework			Page 18 – I am a big supporter of the annexation focus!	
page 19	"-Subarea Framework - Downtown Glen Ellyn	p. 21, "Transition Areas"—what percentage of downtown areas does this represent?			Shuttle Bus to DuPage County may not work, as COD is mainly a commuter school; Mid-block crossing: I agree wholeheartedly with this mid-block crosswalk. It should be there now.
	Staff Comments	Transition areas are buffer areas between Commercial structures and single family residential buildings.			Shuttle bus is a way to add multi-modal transportation options and enhance walkability by allowing students that live nearby to board a shuttle with specific, relevant destinations. This item could be coupled with bicycle racks at key locations (transition points between modes).
CHAPTER 4	SUBAREA PLANS				
Page 20	VISION FOR DOWNTOWN	p. 20—this section doesn't address the issue of how many parking spaces are ideal for C5A and C5B. If, indeed, we are focused on building transit-oriented development, how will that affect the need for parking?;			
	Staff Recommendation	Add an Objective to the Transportation Section: <u>Conduct a Downtown Parking Needs Assessment.</u>			
Page 22	DEVELOPMENT REGULATIONS		p. 22, last column—and, so what? Why should we focus on what so-called peer communities are doing in terms of the height of new developments? The real question is "What is the right height and density for Glen		

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
	Staff Comments		Focus groups and referendum questions could help finetune the policy and help define the specifications for low- and mid-rise buildings in Glen Ellyn, with the understanding that "higher density" does not equate to "high density", but is a relative term (relative to what is there		
Page 27	SHUTTLE TO COD				Primarily a commuter school.
Page 29	"-Catalyst Sites				Regarding "Northwest corner of Pennsylvania Avenue and Main Street; North side of Duane Street": Have stated that parking density is low north of the tracks. This proposal seems to reduce the parking allotment on the north side.
	Staff Recommendation				An analysis of the parking needs in this area would be covered by the recommended Parking Plan for Downtown.
Page 37	POTENTIAL REDEVELOPMENT SITES	Most of the catalyst sites are not owned by the Village. Therefore, these are only guidelines. p. 37—We don't want to lose Haggerty. And we recently approved a consolidation on this property. So why is this considered a			Regarding #8: Agreed.
	Staff Comments	HLA will respond.			
Page 38	"-Subarea Framework - Roosevelt Road - West	p. 38—Lambert is shown twice on the map; the mention on the far left should be Lorraine.			

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
	Proposed Language/Staff Recommendation	Replace "Lambert" with <u>Lorraine</u> where applicable.			
Page 39	"-Subarea Framework - Roosevelt Road - Central	p. 39—I don't disagree with this, but how much control do we really have over Roosevelt Road when it's all private property?			
	<i>Staff Comments</i>	<i>The Comprehensive Plan guides desirable development in partnership with private land owners.</i>			
Page 43	"-Nicoll Way - Route 53 & Roosevelt Rd. - Roosevelt Road Corridor Catalyst Site	p. 43—where is the access point supposed to go for this housing development?			Second priority.
		There are various access points shown on the conceptual drawing, including two along Roosevelt Ave. and at least one on Nicoll Way.			
CHAPTER 5	TRANSPORTATION				
Page 47	ROADWAY NETWORK	p. 47—where on Main Street and Roosevelt Road does VGE not have control?	1.a.i-vi: Revisit idea of west-end underpass (too costly?). Complete streets trade off with reduced traffic flow and increased congestion.		
Page 48	"-IL Route 53	p. 48—when does the work on Rt. 53 begin?			
	<i>Staff Recommendation</i>	<i>Add a Transportation Objective: <u>Conduct a Downtown Parking Needs Assessment.</u></i>			
Page 51	FREIGHT RAIL				
Page 51	"-New Trail Opportunities	p. 51, "New Trail Opportunities"—do these side paths refer to pedestrian paths? Cyclists?			
	<i>Staff Comments</i>	<i>Question for HLA.</i>			
Page 53	BICYCLE FACILITIES & PEDESTRIAN SYSTEM				

Chapter, Page	CATEGORIES	Trustee Christiansen	Trustee Gould	Trustee Kalinich	Trustee Payne
CHAPTER 6	COMMUNITY FACILITIES				
Page 70	HYDROLOGY	p. 70, “DuPage Count Voluntary Buyout Program”—should these buyout areas be shown on the map on this page?			
	<i>Staff Recommendation</i>	<i>They might be too numerous to show on a policy document. Verify that the Village has access to this information for use in house.</i>			
CHAPTER 8	IMPLEMENTATION				
Page 72	Tax Increment Financing (TIF)	p. 72—could Stacy’s Corners be designated a TIF district, particularly if we were to annex some of the unincorporated areas between Main Street and Riford Road?			
	<i>Staff Recommendation</i>	<i>Discuss this item outside of this process. The Comprehensive Plan is a tool that can be amended with new information in the future once consensus is reached and TIF feasibility studies conducted, etc.</i>			



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

Meeting 5/16/2022 7:00 PM
Department: Administration
Department Head:
Category: Discussion Item
Prepared By:

AGENDA ITEM (ID # 2022-
2239)

DOC ID: 2022-2239

2020-22 Strategic Plan Quarterly Report

Statement of the Issue:

2020-22 Strategic Plan Quarterly Report (CY22 Q1)

Analysis:

Background

From October through December 2019, the Village Board, management staff, and our consultant Craig Rapp, engaged in a strategic planning process that utilized the community survey data, financial scorecard data and an in-process comprehensive plan to assess the overall environment and develop strategic objectives for the next several years. The process resulted in a strategic plan covering 2020-2022. See link to the plan and other quarterly reports:

<https://www.glenellyn.org/569/Strategic-Plan>

The approved plan consists of five strategic priorities, which are those issues of greatest importance to the Village at this time:

1. Financial Stability
2. Development
3. Effective Governance
4. Workforce and Operations
5. Infrastructure

Associated with each priority is a set of strategic initiatives, actions (desired outcomes), and measures of success (key outcome indicators), describing expected results and how the results will be measured.

This quarterly update, see attached, indicates that we are making good progress on many of the goals of the plan, but there are some goals/action steps that have been delayed. In addition, staff is still interested in getting direction from the Board on the most critical priorities, as we have embarked on many new initiatives over the last few years. Below is a list of top goals and action steps:

1. **Strategic Priority:** Financial Stability; **Initiative:** Conduct Mid-year budget assessment and planning session
 - a. Finalize priorities for APRA funding
 - b. Determine how to sustain personnel changes approved in 2022 budget
 - c. Determine if another revenue stream is necessary and appropriate
 - d. Utilize staff to seek more grants and track opportunities

2. **Strategic Priority:** Workforce and Operations; **Initiative:** Conduct department assessments to ensure high-quality workforce and adequate staffing to meet service demands.
 - a. Completed: Police, EMS, HR, PW-Engineering, Finance
 - b. In progress: CD, PW (GWA), IT, and Fire Company
3. **Strategic Priority:** Development; **Initiative:** Guide the community through the US Bank property
4. **Strategic Priority:** Development; **Initiative:** Guide the community through the process for developing the hotel property.
5. **Strategic Priority:** Effective Governance; **Initiative:** Quality of life topics/Village Board initiatives:
 - a. Create a Hotel/Roosevelt Rd Work Group (See Goal #4 above)
 - b. Establish a CRC and develop DEI Priorities
 - c. Establish an AAC and train and prepare the Commission to hold meetings
 - d. Complete Housing Study
 - e. Coordinate the McKee House Preservation Project
 - f. Complete Mental Health Assessment
 - g. Continue the Public Art Initiative (COD /JCS Arts Partnership)
 - h. Develop and enhance an MOU with Chamber and Alliance-Complete
 - i. Discuss ways to better align the Village and Park District
 - j. Complete the Community Grant program
 - k. Assist the County in designing and planning the East Branch River Trail Project
 - l. Continue to Develop the Glen Ellyn Fund through the DuPage Foundation
6. **Strategic Priority:** Development; **Initiative:** Complete the Comprehensive Plan through thoughtful exchange with the new Village Board and the community
7. **Strategic Priority:** Infrastructure; **Initiative:** Complete Phase I of the CBD Streetscape and Utility Project
8. **Strategic Priority:** Infrastructure; **Initiative:** Complete Phase I Design of the Metra Station and Pedestrian Tunnel Project
9. **Strategic Priority:** Workforce and Operations; **Initiative:** Employee Retention Initiatives including:
 - o Offer employees that are staff liaisons to Boards and Commissions an annual stipend of \$1,500
 - o Create a maternity/paternity leave policy
 - o Consider some part-time benefits and/or shared Paid Time Off policy
 - o Consider a formal work from home policy
 - o Offer employees resident rates at the Village Links
 - o Hiring a consultant to complete a compensation study and incorporate an assessment of the Village's benefit program in the scope of work. (Not budgeted at this time, but necessary to compete for top talent and a one-time expense.)
 - o Workload and Work/Life Balance

The staff intended to take some time discussing two of these broader goals:

1. Quality of Life/Village Board Initiatives
2. Employee Retention (New Initiative)

These two goals are linked in many ways, as we need to continue to be productive and efficient, but do not want to overload or burn out employees with additional projects. Understanding what the

Village Board believes is the most important of these priorities and that other goals may be delayed as we attempt to get fully staffed and focus on the day to day operations. Most importantly, we are not able to take on any additional initiatives at this time. The staff is interested in any feedback on this prioritized list and assistance in directing our focus.

The other goal that requires some attention is employee retention. The management team has added employee retention as a key priority given the great resignation and the need to compete in this challenging labor market. The above ideas were developed in dept head meetings and require more research and assessment, but we would like some initial feedback from the Village Board at this time. Some action steps are rather straightforward, but others have a cost impact and should be vetted and incorporated into the CY23 Budget. As we prepare for the mid-year budget discussion later this summer, we will incorporate those costs and build from these discussions.

Budget Impact:

Varies

Action Requested:

Discussion Only

Attachments:

1. CY20-22 Strategic Plan-Action Plan-CY-22-Q1 Final



2020-22 Strategic Plan Summary

Village of Glen Ellyn-CY22 Q1

Green: On-Track – no issues likely to affect project scope, schedule, and/or budget. Successful project completion is expected. (X indicates completion.)

Yellow: At-risk – known or potential issues are likely to affect project scope, schedule and/or budget. Successful project completion still achievable.

Red: Critical – significant unresolved issues impacts project scope, schedule &/or budget. Successful project completion unlikely w/o changes or resources

Blue: Priority Project in 2022

Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
Financial Sustainability	a) Maintain financial stability and create a financial decision making framework	Develop strategy for revenue diversity & growth and cost control measures to meet the challenges of the new economy and best utilize ARPA Funds.	Maintain AAA Bond Rating; complete mid-year budget discussion; monitor state revenues and pension consolidation impacts and identify ways to pay for staffing increases	Q3 2022	Finance
		Increase Board awareness of financial policies and procedures through regular communication; review financial policies with Finance Commission & Village Board	Completed Scorecard in 2020, Five Year Forecast and Update Financial Policies (Pension, Debt, Other)	Q3 2021-X	Finance
		Present recommended budget document annually with integrated strategic priorities	Develop recommendations for budget changes based on shifting needs and demands (Police Staffing and EMS)	Q4 2021-X	Finance
		Develop fee review schedule-EMS Fees/W&S Fees	EMS Fee Update complete in 2021, W&S Rates and Refuse Rates Discussion in 2022	Q3 2021-X Q3 2022	Finance
		Complete a Mid-Year budget review to review 2021 audit and project 2022 forecast and determine how to achieve other revenue growth (new or enhanced, rate increases, grant funding)	Complete Bridge Budget, midpoint budget review in CY22 to assess variables and needs	Q3 2022	Finance
	b) Maintain Village Links/R22 as self-sustaining	Review monthly and annual financial statement and goals with Recreation Commission and quarterly with Finance Commission and Village Board	In compliance with Fund Balance, did not need line of credit from Village, increased fees for 2022	Q1 2022	Finance/Rec.
		Present 5-Year Forecast to Recreation Commission and Village Board for Village Links/Reserve 22	Continue to monitor short term and long term trends and maximize profits; updating the master plan for facility	Q4 2022	Finance/Rec.
	c) Maintain capital funding viability	Continue to prioritize capital projects through annual CIP	Approved Annual CIP annually	Q4 2022	Finance
	d) Evaluate long-range financial outlook	Present 5-Year Forecast to Finance Commission and Village Board as part of Budget process	Completed mini-version of 5-year Forecast focusing on revenues and key expenditures; complete more comprehensive forecast in '22	Q3 2022	Finance
		Develop financial scorecard every 5 years with the Finance Commission to assess financial health with our peer communities	Complete Financial Scorecard	Q1 2025	Finance

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Village of Glen Ellyn-CY22 Q1

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Blue: Priority Project in 2022

Strategic Priority

Development

Initiative

a) Implement Economic Development strategy focused on overall commercial vitality, EAV growth and sales tax growth.

Actions

Update Comprehensive Plan to assist in guiding future development, revise codes and regulations as appropriate and identify catalyst sites in the downtown and Roosevelt Rd. corridor

Measure of Success

Utilize with Comprehensive Plan to spur economic growth and investment.

Target Date

Q2 2022

Department(s)

CD/ED

Promote and manage TIF Districts by evaluating major commercial projects and ROI assessments

EAV increase community-wide, downtown and TIF Districts by 5% by end of 2022. (Focus: McChesney Project and US Bank, and Hotel sites)

Ongoing

CD/ED

Purchase and redevelop the hotel sites on Roosevelt Rd.

Through use of a consultant, complete a development process to determine the most appropriate use for property

Q1 2023

CD/ED

Evaluate financial impact and compliance with downtown plan and TIF goals for all major CBD commercial developments

Alignment with 2009 Downtown Plan; added 240 Residential Units; new parking garage (200 new spaces); two key components of Plan.

Q1 2024

CD/ED

Evaluate Affordable/Workforce Housing needs and determine if new goals are necessary to meet needs of community.

Update metrics and determine goals through use of a Housing consultant.

Q1 2023

CD/ED

Complete Civic Center Parking Garage and oversee improvements to the Main St. Parking Lot

Increase # of parking spaces in downtown by 200 spaces- Complete CC Parkign Garage; Main St. coming online

Q2 2021-X
Q2 2022-X

CD/ED

Partner with the Chamber and the Alliance on opportunities to assist CBD businesses and all businesses to recover from COVID-19 and begin to focus on enhancing business climate in CBD by extending hours, increasing pedestrian traffic and customers through special events and activities and enhancing downtown assets

Increased # of events to 20-25 through partnerships with Alliance and Chamber. Increase downtown pocket parks, public art, etc.

Q4 2021-X

CD/ED

2020-22 Strategic Plan Summary

Village of Glen Ellyn-CY22 Q1

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Blue: Priority Project in 2022

Strategic Priority

Initiative

Actions

Measure of Success

Target Date

Department(s)

b) Successful growth, development, annexation & business retention

Consider annexation opportunities to increase the tax base, control future development, share costs of infrastructure, and provide and protect high quality of life for neighborhoods.

Add commercial sq./ft. and strategic residential sq./ft. through annexation:
 * Finalize the annexation of the industrial properties on the south side of Hill Ave by October 1, 2020 - Complete
 *Finalize annexation on Cumnor/Acorn by August 2020.- Complete
 * Finalize pre-annexation for SW corner of Butterfield and 53 by October 2021 and enforce pre-annexation agreements with Arboretum Estates that expire in 2023.- in process

Ongoing

CD/ED

In partnership with our local business-oriented agencies, continue proactive efforts to recruit new businesses and retain current business by creating favorable, welcoming climate for all businesses

Add and/or improve new commercial sq. ft. and/or new businesses with expanding Award programs, Covid Awards, and utilization of TIF Districts. Continue to search for grocery store opportunities.

Ongoing

CD/ED

Implement an online building permit system to provide customer flexibility and improved service to all customers

Upgrade ERP and create new online system in place by end of 2022

Q4 2022

CD/ED

Review and modify building codes, sustainability goals and architecture review guidelines to create more flexibility and protection for residents and businesses

Building Code update by Q2 2022; ACC scheduled for 2022

Q2 2022

CD/ED

Consider including additional green space and public art (COD Partnership) to enhance the CBD as part of the overall streetscape improvement project

Created a partnership with COD and DuPage Foundation: Plaza Murals-Complete; Taylor St. Underpass-Q4

Ongoing

CD/ED

c) Access and improve commercial district infrastructure to support business retention and growth by investing in streetscape improvements, wayfinding signage, and other beautification efforts.

Complete the Streetscape Improvement Project (See Infrastructure Section)

Complete all phases over a four year scheduled to be determined by the Village Board. Phase I scheduled for Spring 2022

Q4 2022

PW



2020-22 Strategic Plan Summary

Village of Glen Ellyn-CY22 Q1

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Blue: Priority Project in 2022

Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
		Identify other beautification projects to improve the quality of life for residents and visitors of the CBD and Roosevelt Rd corridor and drive new business investment.	Construct Phase II of the wayfinding plan; develop a plan for beautification efforts for east Roosevelt Rd. from 53 (State bike study) to Lombard border and improve Panfish Park.	Q4 2022	PW
		Develop an Public Arts initiative by finding partners and private investors.	Completed an IGA with COD; new murals in Main St. Plaza; working on Taylor St Tunnel.	Q3-2021-X	CD/ED
	d) Effective stewardship of incentives to support business recruitment and retention	Coordinate award programs and assessment of value to business community annually	Policy compliance that leverages ROI	Q4 2022	CD/ED
		Grow business relationships with economic development partners, including but not limited to, Alliance of Downtown Glen Ellyn, Glen Ellyn Chamber of Commerce, Choose DuPage, College of DuPage, Glen Ellyn Public Library, DuPage Convention and Visitors Bureau, Innovation DuPage, and Business Development Center, and Library	Monthly Meetings with ED partners (12/year)	Q4 2022	CD/ED
		Continue business retention visits with existing businesses	Conduct 24 visits annually (2/month)	Q4 2022	CD/ED
Effective Governance	a) Robust citizen participation and inclusivity	Develop recruitment strategy for future Village Commissioners through the newsletter and e-news and promote diversity, inclusiveness, and public engagement.	Modified Board and Commission process to promote more turnover and diversity. Updating AO by Q1 2022	Q1 2022	Admin

2020-22 Strategic Plan Summary

Village of Glen Ellyn-CY22 Q1

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Blue: Priority Project in 2022

Strategic Priority

Initiative

Actions

Measure of Success

Target Date

Department(s)

Continue to evaluate and increase opportunities for partnership with intergovernmental entities

Track involvement with various agencies. COVID: all agencies including County Health Dept/Library/Park District. Arts Initiative with COD, Lombard Hill ave water project, DEI Initiative with Intergovernmental Group, Panfish Park improvements, and Polar Plaza with Park District; continue to work with Forest Preserve on the McKee House, and collaborated with the County on Cares Act Funding and on East branch Trail Project and possibly Roosevelt Rd beautification efforts.

Ongoing

Admin

Improve organization's understanding of resident needs and expectations by completing the Citizen Survey and track progress from previous surveys

Complete survey and compare results by 2022

Q4 2022

Admin

Create board effectiveness index

Village board Governance discussion in early 2022. Create a work group of Elected Officials to further evaluate

Q4 2021

Admin

Village Board special initiatives: Create the CRC and AAC , Hotel Work Group and hired Housing consultant, continue to develop partnership with Native American Group to preserve the McKee House, complete 2nd Public Art initiative with COD, complete mental health assessment in partnership with GEYFS, finalize ARPA Funding, promote DuPage Foundation, hire grant writer, and track EBRT project with the County..

Village Board concurred with Strategic Plan goals and has identified these special projects to complete over the next few years. May not have bandwidth to complete all these projects in one year.

Q1 2023

All Depts

b) Effective Village Board and Board/Commission process and meetings

Procure legislative management system to integrate agenda development and web streaming of Village meetings

Implementation and launch of new system-Complete

Q3 2020-X

Admin

Re-establish the Community Relations Commission

Appointing Chair and board members and modify the Ordinance by Q3 2021

Q3 2021-X

Admin

Email weekly e-news and continue to publish quarterly newsletters

Increase distribution list and open rates

Ongoing

Admin

c) A well-informed and engaged community

Update New Resident information

Complete new web-based new resident packet

Q2 2022-X

Admin



2020-22 Strategic Plan Summary

Village of Glen Ellyn-CY22 Q1

Green: On-Track – no issues likely to affect project scope, schedule, and/or budget. Successful project completion is expected. (X indicates completion.)

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Red: Critical – significant unresolved issues impacts project scope, schedule &/or budget. Successful project completion unlikely w/o changes or resources

Blue: Priority Project in 2022

Strategic Priority	Initiative	Actions	Measure of Success	Target Date	Department(s)
		Implementation of service request system to expedite registering, processing and tracking of residential service requests	Launch of service request system: See/Click/Fix; rolling out to Community Development, Finance, and Admin.	Q3 2022	Admin
		Communicate updates to 2020-22 Strategic Plan quarterly, develop new Strategic Plan and incorporate goals into the annual budget process	Incorporate into annual budget	Q4 2021-X	Admin
		Identify and expand diversity, equity, and inclusion opportunities for our diverse population. Community Relations Commission to be established and lead those efforts.	Complete community conversations with a facilitator and incorporate action steps; establish CRC to guide process.	Q4 2021-X	Admin
Workforce & Operations	a) Competent, high-quality workforce and adequate staffing to meet service demands	Conduct periodic department assessment and staffing studies. Completing reviews of Police Department, EMS services, and IT. Also creating a more robust HR Division, reviewing Community Development and Finance Departments due to high turnover	Completed HR and Police Department Assessment and Staffing Study and EMS review by Q3 2021 Public Works, IT, Admin and CD will be evaluated in 2022.	Q3 2021-X Q1-2023	Admin
		Review pay & classifications for all positions and review overall compensation plan annually as part of the budget process. Consider a Comp Study for 2022/23	All positions' compensation reviewed every three years	Q3 2022	Admin
		Address employee retention issues by identifying ways to attract and retain talent including: maternity/paternity benefits, Work from Home options, Board Liaison stipends, employee sharing time policy, and moving forward with the compensation plan. In addition, review workloads and spread out major projects to avoid employee burnout.	Incorporate benefit policy in Comp Plan and develop goals to incorporate in 2023 Budget	Q2 2023	Admin
		Provide leadership/management training and opportunities for supervisors, including those outside of traditional job responsibilities	Created a Second in Command Internal Work Group to meet and train quarterly.	Q3 2021-X	Admin
		Review organization-wide training needs and formalize a list of certifications and/or specialized skills of all current positions; develop a plan to maintain all requirements for each	Hire HR team and develop a comprehensive training calendar	Q2 2023	Admin
		Create succession plans in all departments and continually review staffing allocation and needs	Track key positions and prepare plans to fill positions as necessary	Ongoing	Admin

2020-22 Strategic Plan Summary

Village of Glen Ellyn-CY22 Q1

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Blue: Priority Project in 2022

Strategic Priority

Initiative

Actions

Measure of Success

Target Date

Department(s)

b) Evaluate Technology Needs of the Organization; Redefine Organizational Philosophy Toward the use of Technology

Redefine the role of the IT to focus on identifying "best practices" and innovative methods of service delivery and operational effectiveness through the use of technology: Munis Pace program for Community Development.

Develop an 5-Year IT Plan and implementation schedule

Q2 2022

Admin

Develop a plan for additional e-services in all departments to streamline process and improve customer satisfaction.

Develop schedule and implement: Building permit and business registration; Payroll/HR processes; Accounts Payable; Police Services; Public Works Services; Special Events /Raffle/Liquor Licenses/Black Parties;

Various

Admin

Conduct annual IT employee satisfaction survey

Complete survey annually

Q2 2022-X

Admin

c) Examine Additional Shared Service Opportunities

Continue to evaluate and increase opportunities for partnership with intergovernmental entities and government consortiums and shared services.

In addition to DuComm, GIS, MICA, Health Insurance, Grants, HR Services with Library, Maintenance of Parks with Park District; COD (Public Art/Public Safety), Milton Township (Mental Health) opportunities

Ongoing

Admin

Infrastructure

a) Develop the Capital Improvement Plan (CIP)

Execute the Capital Improvement Plan (CIP) including IT improvements, facility improvements, and equipment replacement annually.

Quarterly review with internal committee and review by Finance commission

Ongoing

PWAdmin

Develop and continuously monitor and enhance funding options as necessary to execute plan.

Budget compliance

Q4 2021-X

PW/Admin

Prepare for construction of the new Train Station funding primarily by grants and TIF funds

Complete Phase I and prepare for Phase II and evaluate potential purchase of property through IGA with Metra.

Q3 2022

PW/Admin

Complete Civic Center Parking Garage

Project completion on budget and on time

Q4 2021-X

PW/Admin

Assess all Village facilities and develop a comprehensive facility plan and maintenance/ replacement schedule.

Complete Facility Study

Q4 2023

PW/Admin

2020-22 Strategic Plan Summary

Village of Glen Ellyn-CY22 Q1

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Blue: Priority Project in 2022

Strategic Priority

Initiative

Actions

Measure of Success

Target Date

Department(s)

b) Transit oriented downtown

Complete the downtown streetscape project including utilities, streets, sidewalks to improve pedestrian accessibility and parking and consider enhancing outdoor dining and special event space to spur future private investment.

VB approved Phase I of IV expected phases, which should be complete by Thanksgiving 2022

Q4 2022

PW/Admin

Evaluate parking opportunities as economic development partnerships that would increase parking in the downtown

Apex Project, lease arrangements with McChesney and Duly.

Ongoing

PW/Admin

c) Safe & reliable roads & utilities

Continue to improve streets on a 20-22 year cycle by conducting regular street assessments and executing on approved CIP priorities.

Complete projects on time and on budget

Q4 2022

PW/Admin

Complete a water/sewer rate assessment to ensure a sustainable financial structure

Complete W/S Study

Q4 2022

PW/Admin

Complete 5-Year CIP for GWA and execute the plan.

Quarterly review with GWA Tech Committee and EOC

Q4 2021-X

PW/Admin