



Agenda
Village of Glen Ellyn
Regular Workshop Meeting
Monday, May 15, 2017
7:00 PM
Glen Ellyn Civic Center, Room 301

Village Board Workshop 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. Incentive Request of Glen Ellyn Brewing, LLC to be located at 486 Pennsylvania Avenue: (Presented by Economic Development Coordinator Hannah) (Discussion Only) (7:00-7:30 p.m.)

1. Economic Development Coordinator Meredith Hannah will present information regarding the incentive request of Glen Ellyn Brewing, LLC to be located at 486 Pennsylvania Avenue.

F. Update on Current Development Projects: (Presented by Planning and Development Director Hulseberg) (Discussion Only) (7:30-8:00 p.m.)

1. Planning and Development Director Staci Hulseberg will provide an update on current development projects.

G. Electric Aggregation Program Bid Results: (Presented by Assistant Manager Stonitsch) (Discussion Only) (8:00-8:15 p.m.)

1. Assistant Village Manager Al Stonitsch will review and discuss the Electric Aggregation Program bid results.

H. Village Board Strategic Plan Update: (Presented by Village Manager Franz) (Discussion Only) (8:15-8:30 p.m.)

1. Village Manager Mark Franz will lead the discussion on the Village Board Strategic Plan.

I. Other Items

J. Adjournment



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

Meeting: 05/15/17 07:00 PM
Department: Administration
Department Head: Al Stonitsch
Category: Discussion Item
Prepared By: Meredith Hannah

SCHEDULED

AGENDA ITEM (ID # 2719)

DOC ID: 2719

Economic Development Coordinator Meredith Hannah will present information regarding the incentive request of Glen Ellyn Brewing, LLC to be located at 486 Pennsylvania Avenue.

Background

Glen Ellyn Brewing, LLC has recently purchased the former Schmid pharmacy located at 486 Pennsylvania Avenue. Representatives from Glen Ellyn Brewing, LLC presented to the Village Board on November 14, with an Interior and Façade Award request. The Village Board approved a \$15,000 Interior Award and a \$15,000 Façade Award.

Since November, the developer has taken ownership of the property and continued to work on the plans for redeveloping the site for the brewery and restaurant. The interior of the building has been demolished and they have received their building permits from the Village to proceed. Estimates have been coming in significantly higher than originally anticipated due to the age of the building, lack of building maintenance since the shop closed and the complete change in use of the building from retail to brewery/restaurant. The developer is asking the Village Board to consider an additional \$120,000 incentive in the form of a sales tax rebate.

Issues

Glen Ellyn Brewing, LLC has provided the following cost estimates:

Projected Development Costs

Building Purchase	\$760,000
Soft Costs	\$96,000
Construction	\$1,400,000
Equipment	\$650,000
Contingencies	\$150,000
Pre-Opening Expenses	\$55,000
Total Project Costs	\$3,111,000
Eligible for Village Incentives	\$1,400,000

Proposed Financing

Total Project	\$3,111,000
Private Investment	\$600,000
Bank Loan	\$2,357,000
Shortfall	(\$154,000)

Assistance Requested

Interior/Façade Award*\$30,000	
Water Service/Disconnect	\$48,000
Sewer Lining	\$20,000
Fire Suppression System	\$36,000
Electric Service Upgrade	\$20,000
Total Financial Assistance Requested Rounded to \$120K (minus \$30K previously approved)	\$154,000

*\$30,000 Awards approved by the Village Board at the November 14, 2016 Village Board meeting.

The developer is asking the Village Board to consider an additional \$120,000 in financial assistance in the form of a sales tax rebate over time. This is not something the Village has done for other restaurants in the community before, however, the developer feels this project warrants additional assistance due to the following reasons:

- Building has been vacant for more than six years, generating no sales tax for the community;
- A performance-based sales tax rebate would put the burden of performance on the business to drive sales; and
- Conversion of a retail space to a restaurant space is more costly than renovating a second generation restaurant space to a new restaurant space

Attached is a ten year sales tax projection that indicates the project would generate over \$35,000 in sales tax revenue to the Village in year one. Staff has been working with the developer to negotiate a sales tax rebate incentive to facilitate meeting the \$120,000 financial gap. The scenario being proposed includes the Village receiving a base amount of \$15,000 in sales tax revenue, with the remaining sales tax revenue being split between the Village and the Developer 25/75% respectively over the remaining 10 years or until the developer receives \$120,000; whichever occurs first. With the sales tax projections the developer has provided, the incentive could be closed out by year 6.

This sales tax rebate incentive structure is similar to other sales tax rebates the Village has approved in previous years with other businesses where the Village receives a base amount and then the developer and Village share the remaining revenue.

Business	Approved	Base Revenue to Village	Revenue Split - Village/Developer	Total Incentive	Term
Haggerty	Sept. 2012	\$224,400	20/80 25/75	\$850,000	1-10 yrs. 11-15 yrs.
The Fresh Market/ OPUS	Jan. 2013	First 10% of new sales tax revenue	60/40	\$1,000,000	10 yrs.
DeSitter Flooring	Sept. 2015	\$700,000	50/50	\$100,000	8 yrs.

The first two scenarios above were for significant redevelopment projects, with Haggerty's improvements being mandated from the corporate offices and The Fresh Market redeveloping a formerly underutilized key retail location, therefore the total incentives are significantly higher. DeSitter was converting a former specialty grocer to the flooring showroom and sales office.

Village Board Action

The Board is being asked to discuss and provide feedback to staff and the developer to if this incentive is acceptable to the Village Board and if not is there another scenario that would be acceptable. The developer will be in attendance to address any questions.

Attachments

Proposal from Glen Ellyn Brewing, LLC

Financial Statements from Glen Ellyn Brewing, LLC

ATTACHMENTS:

- Incentive Request from Two Hound Red (PDF)
- Two Hound Red Revenue Analysis-2017-05-10 (PDF)

Proposal for Redevelopment and Sales Tax Rebate**Background**

Glen Ellyn Brewing LLC is looking to open a restaurant brewpub at 486 Pennsylvania Avenue in Glen Ellyn. The 7,900 square foot building will allow for a first class restaurant and bar in the front of the building with the brewery located to the rear. By taking a space that has been vacant and underutilized for a 6+ years, we hope to salvage a building that is part of the history of downtown Glen Ellyn. Sales from food, beverage and packaged beer are anticipated to be ~\$2M in the first year from what has been \$0 for the past 6+ years. The renovation for the project will also increase the property value from \$750,000 to an anticipated \$1,500,000. Two Hound Red will be a destination for craft beer enthusiasts throughout Chicagoland that will bring additional visitors and money into the village along with increased foot traffic along Pennsylvania Ave. We want to help Glen Ellyn build a vibrant restaurant and retail scene in anticipation of the large apartment project down the street.

Issues

In purchasing a long time vacant building and making much needed improvements; we have a large financial investment in the project. The plans renovations are extensive and much more costly than originally planned. The current estimates are that it will take \$1.4M to make the building work for our business, when our original plans accounted for \$550k. The total project is projected to be ~\$3M. In order to make the project work for the bank funding the project, we need help from the Village. We are asking for financial assistance from the Village in the form of sales tax rebate money, as well as help with infrastructure improvements. We are asking for a 50% rebate on sales tax up to \$150,000. In addition, we are requesting reimbursement for a new 6" water line brought to the building, as well as the existing water line disconnected at the main. Another expense required to bring this building up to standards is to improve the electrical service, we are requesting reimbursement of \$20k towards updating the electrical service. Finally, we are asking for the village to reimburse the cost of adding a fire suppression system into the building.

Developer Estimate of Project Performance/Tax Revenue**Developer Estimate of Sales Potential**

4 Year Projected Sales				
	Year 1	Year 2	Year 3	Year 4
Sales (annual)	\$ 1,794,199	\$2,063,329	\$2,269,662	\$2,610,111

Developer Pro Forma Outline

A. Cost of Development Estimates

Projected Development Costs	
Building Purchase	\$760,000
Soft Costs	\$96,000
Construction	\$1,400,000
Equipment	\$650,000
Contingencies	\$150,000
Pre-Opening Exp	\$55,000
Total Project	\$3,111,000

B. Proposed Financing

Proposed Financing	
Total Project	\$3,111,000
Private Injection	\$600,000
Bank Loan	\$2,357,000
Shortfall	(\$154,000)
Village assistance	
Façade/interior Grant	\$30,000
Water Service/Disconnect	\$48,000
Sewer lining	\$20,000
Fire Suppression	\$36,000
Electric service upgrade	\$20,000

C. Annual Cash Flow Analysis

See attachment

D. Sales/Profit Analysis

	Year 1	Year 2	Year 3	Year 4
Sales (annual)	\$ 1,794,199	\$2,063,329	\$2,269,662	\$2,610,111
Profit	\$ 74,663	\$110,534	\$110,965	\$122,372

Glen Ellyn Brewery Monthly Cash Flow Projections

	Current Month	September	October	November	December	January	February	March	April	May	June	July	August	Total Year
1. Cash on Hand														
Beginning of Month		\$0	\$13,272	\$12,780	\$13,206	\$15,238	\$14,747	\$11,895	\$13,468	\$15,844	\$20,055	\$29,107	\$39,192	\$0
Plus														\$0
(a) Cash Sales		\$135,857	\$147,914	\$151,457	\$157,657	\$147,914	\$138,800	\$155,886	\$158,986	\$166,071	\$188,657	\$192,643	\$188,214	\$1,794,199
(b) Collections From Accounts Receivable														\$0
(c) Other Cash Income														\$0
2. Total Cash Available (Before Cash Paid Out)														
	\$0	\$135,857	\$161,186	\$164,237	\$170,863	\$163,152	\$153,547	\$167,781	\$172,454	\$181,915	\$208,712	\$221,750	\$227,406	\$1,794,199
3. Cash Paid Out														
(a) Purchased Inventory		\$40,907	\$44,537.40	\$45,604.21	\$47,471.05	\$44,537.40	\$41,793.15	\$46,937.80	\$47,871.22	\$50,004.54	\$56,805.26	\$58,005.46	\$56,671.87	\$524,474
(b) Gross Wages (Excludes Withdrawals)		\$45,512	\$49,551.19	\$50,738.10	\$52,815.10	\$49,551.19	\$46,498.00	\$52,221.81	\$53,260.31	\$55,633.79	\$63,200.10	\$64,535.41	\$63,051.69	\$583,517
(c) Officer's Salaries		\$0												\$0
(d) Payroll Expenses (Taxes, etc.)		\$14,253	\$15,517.92	\$15,889.62	\$16,540.08	\$15,517.92	\$14,561.76	\$16,354.28	\$16,679.50	\$17,422.80	\$19,792.34	\$20,210.52	\$19,745.87	\$182,740
(e) Outside Services		\$1,543	\$1,543	\$1,543	\$1,543	\$1,543	\$1,543	\$1,543	\$1,543	\$1,543	\$1,543	\$1,543	\$1,543	\$16,973
(f) Supplies (Offices and Operation)		\$686	\$686	\$686	\$686	\$686	\$686	\$686	\$686	\$686	\$686	\$686	\$686	\$7,546
(g) Repairs and Maintenance		\$2,357	\$2,357	\$2,357	\$2,357	\$2,357	\$2,357	\$2,357	\$2,357	\$2,357	\$2,357	\$2,357	\$2,357	\$25,927
(h) Advertising		\$2,143	\$2,143	\$2,143	\$2,143	\$2,143	\$2,143	\$2,143	\$2,143	\$2,143	\$2,143	\$2,143	\$2,143	\$23,573
(i) Car, Delivery and Travel		\$1,071	\$1,071	\$1,071	\$1,071	\$1,071	\$1,071	\$1,071	\$1,071	\$1,071	\$1,071	\$1,071	\$1,071	\$11,781
(j) Account and Legal		\$1,714	\$1,714	\$1,714	\$1,714	\$1,714	\$1,714	\$1,714	\$1,714	\$1,714	\$1,714	\$1,714	\$1,714	\$18,854
(k) Rent		\$536	\$536	\$536	\$536	\$536	\$536	\$536	\$536	\$536	\$536	\$536	\$536	\$5,896
(l) Telephone		\$536	\$536	\$536	\$536	\$536	\$536	\$536	\$536	\$536	\$536	\$536	\$536	\$5,896
(m) Utilities		\$5,807	\$5,807	\$5,807	\$5,807	\$5,807	\$5,807	\$5,807	\$5,807	\$5,807	\$6,815	\$6,815	\$5,807	\$65,893
(n) Insurance		\$3,270	\$3,270	\$3,270	\$3,270	\$3,270	\$3,270	\$3,270	\$3,270	\$3,270	\$3,270	\$3,270	\$3,270	\$35,970
(o) Taxes (Real Estate, etc.)		\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$2,250	\$24,750
(p) Interest Expense			\$11,785	\$11,759	\$11,733	\$11,708	\$11,682	\$11,630	\$11,603	\$11,557	\$11,550	\$11,524	\$11,497	\$128,028
(q) Owner's Withdrawal														\$0
(r) Loan Principal Payment(other)			\$5,101	\$5,127	\$5,153	\$5,178	\$5,204	\$5,256	\$5,283	\$5,329	\$5,336	\$5,362	\$5,389	\$57,718
(s) Miscellaneous (unspecified)														\$0
(t) Other Expenses (specify each)														\$0
(u) Other Expenses (specify each)														\$0
4. Total Cash Paid Out (total 3aThrough 3s)														
	\$0	\$122,585	\$148,406	\$151,031	\$155,625	\$148,406	\$141,652	\$154,313	\$156,610	\$161,860	\$179,605	\$182,558	\$178,268	\$1,719,536
5. Cash Surplus (Deficit) (2 minus 4)														
	\$0	\$13,272	\$12,780	\$13,206	\$15,238	\$14,747	\$11,895	\$13,468	\$15,844	\$20,055	\$29,107	\$39,192	\$49,137	\$74,663
6. Borrowings														
7. Loan Repayment														
8. Cash on Hand (End of Month)														
	\$0	\$13,272	\$12,780	\$13,206	\$15,238	\$14,747	\$11,895	\$13,468	\$15,844	\$20,055	\$29,107	\$39,192	\$49,137	\$74,663

Glen Ellyn Cash Flow Projections

	Sept 2017-August 2018	Sept 2018-August 2019	Sept 2019-August 2020
1. Cash on Hand			
Beginning of Month			
Plus			
(a) Cash Sales	\$2,063,329	\$2,269,662	\$2,496,628
(b) Collections From Accounts Receivable			
(c) Other Cash Income			
2. Total Cash Available (Before Cash Paid Out)	\$2,063,329	\$2,269,662	\$2,610,111
3. Cash Paid Out			
(a) Purchased Inventory	\$660,265	\$748,988	\$898,786
(b) Gross Wages (Excludes Withdrawals)	\$691,215	\$760,337	\$874,387
(c) Officer's Salaries	\$50,000	\$50,000	\$57,500
(d) Payroll Expenses (Taxes, etc.)	\$52,878	\$58,166	\$66,891
(e) Outside Services	\$21,471	\$25,765	\$29,630
(f) Supplies (Offices and Operation)	\$9,546	\$11,455	\$13,173
(g) Repairs and Maintenance	\$32,798	\$39,357	\$45,261
(h) Advertising	\$28,288	\$33,945	\$39,037
(i) Car, Delivery and Travel	\$13,548	\$14,903	\$18,629
(j) Account and Legal	\$20,739	\$22,813	\$26,235
(k) Rent	\$6,486	\$7,783	\$8,950
(l) Telephone	\$5,896	\$7,075	\$8,136
(m) Utilities	\$82,366	\$90,603	\$104,193
(n) Insurance	\$43,164	\$51,797	\$59,566
(o) Taxes (Real Estate, etc.)	\$31,500	\$33,075	\$34,729
(p) Interest Expense	\$135,827	\$131,706	\$127,332
(q) Owner's Withdrawal			\$0
(r) Loan Principal Payment(other)	\$66,808	\$70,929	\$75,304
(s) Miscellaneous (unspecified)			\$0
(t) Other Expenses (specify each)			\$0
(u) Other Expenses (specify each)			\$0
4. Total Cash Paid Out (total 3aThrough 3s)	\$1,952,795	\$2,158,697	\$2,487,739
5. Cash Surplus (Deficit) (2 minus 4)	\$110,534	\$110,965	\$122,372
6. Borrowings			
7. Loan Repayment			
8. Cash on Hand (End of Month)	\$110,534	\$110,965	\$122,372

Two Hound Red Brewery-Sales Tax Incentive Request											
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Projected annual sales	\$ 1,795,199.00	\$ 1,974,718.90	\$ 2,172,190.79	\$ 2,389,409.87	\$ 2,389,409.87	\$ 2,389,409.87	\$ 2,389,409.87	\$ 2,389,409.87	\$ 2,389,409.87	\$ 2,389,409.87	\$ 22,667,977.77
Increase from previous year		\$ 179,519.90	\$ 197,471.89	\$ 217,219.08	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
% increase		10%	10%	10%	0%	0%	0%	0%	0%	0%	
Total Sales Tax (2%)	\$ 35,903.98	\$ 39,494.38	\$ 43,443.82	\$ 47,788.20	\$ 47,788.20	\$ 47,788.20	\$ 47,788.20	\$ 47,788.20	\$ 47,788.20	\$ 47,788.20	\$ 357,783.16
Village gets Base (See Below); and splits rest 25/75	\$ 20,226.00	\$ 21,123.59	\$ 22,110.95	\$ 23,197.05	\$ 23,197.05	\$ 23,197.05	\$ 23,197.05	\$ 23,197.05	\$ 23,197.05	\$ 23,197.05	\$ 179,445.79
Developer shares 75/25 after Base	\$ 15,677.99	\$ 18,370.78	\$ 21,332.86	\$ 24,591.15	\$ 24,591.15	\$ 24,591.15	\$ 24,591.15	\$ 24,591.15	\$ 24,591.15	\$ 24,591.15	\$ 178,337.37
Cumulative Developer Incentive	\$ 15,677.99	\$ 34,048.77	\$ 55,381.63	\$ 79,972.78	\$ 104,563.93	\$ 129,155.07	\$ 153,746.22	\$ 178,337.37	\$ 202,928.52	\$ 227,519.67	
Cumulative Village Sales tax	\$ 20,226.00	\$ 41,349.59	\$ 63,460.54	\$ 86,657.59	\$ 109,854.64	\$ 133,051.69	\$ 156,248.74	\$ 179,445.79	\$ 202,642.84	\$ 225,839.89	
Village Base Sales Tax	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	\$ 15,000.00	
Notes:											
Property Owner indicates a \$120K financial gap, this is in addition to the \$30K award funds already approved by Village Board											
Village receives \$15K sales tax first as the new base, then split 25% Village/75% Developer											
Agreement would be \$120K max incentive or 10 years whatever occurs first											



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

Meeting: 05/15/17 07:00 PM
Department: Planning & Development
Department Head: Staci Hulseberg
Category: Presentation
Prepared By: John Sterrett

SCHEDULED

AGENDA ITEM (ID # 2722)

DOC ID: 2722

Planning and Development Director Staci Hulseberg will provide an update on current development projects.

Planning and Development Director Hulseberg will provide an update on various current development projects in different stages of approval and construction.



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

Meeting: 05/15/17 07:00 PM
Department: Administration
Department Head: Al Stonitsch
Category: Discussion Item
Prepared By: Al Stonitsch

SCHEDULED

AGENDA ITEM (ID # 2726)

DOC ID: 2726

Assistant Village Manager Al Stonitsch will review and discuss the Electric Aggregation Program bid results.

Background

In 2012, Glen Ellyn residents approved a referendum authorizing the Village to operate an opt-out electric aggregation program for resident and small business ratepayers. Municipal Aggregation is a program by which the municipality can aggregate the electrical load of its residents (who have not individually selected their own supplier) and negotiate for lower pricing and more protective terms for the ratepayer. When the program was last renewed in June 2016, 8862 households (78% of the population) were included in the Village's aggregation program. Since inception, the aggregation program has saved the average homeowner approximately \$125.00, which aggregates to total savings throughout the program of \$1,200,000.

Some key features of the Municipal Aggregation program:

- All residents are informed (via postal mail, paid for by Supplier) of new rate and terms prior to the rate change.
- Any resident can opt out (at any time), and will never incur a termination fee.
- Unlike many individual offerings, there are no additional monthly fees, nor a variable floating rate.
- The program offers price certainty versus the ComEd default rate (set by a State Agency), which adjusts monthly.

Since 2014, the Village Board has authorized continued participation in electric aggregation through a competitive bid process. In addition to obtaining lower fixed rates each year, the Village Board has also opted in each of those renewal periods to maintain the community's commitment to a 100% "Green" energy portfolio, through the purchase of Renewable Energy Credits (RECs). In recognition of the Village's commitment to renewable energy, the U.S. Environmental Protection Agency (EPA) has nationally recognized Glen Ellyn as a "Green Power Partner" community. As a "Green Power" community, the Village is collectively using more than 84 million kilowatt-hours (kWh) of green power annually, which is enough green power to meet approximately 40 percent of the community's total electricity use. According to the U.S. EPA, Glen Ellyn's green power use of more than 84 million kWh is equivalent to the electricity use of nearly 8,000 average American homes annually.

Issues

The Village's current agreement with FirstEnergy (at a fixed 6.37¢/kWh) expires in August. The current residential ComEd rate is 6.32¢/kWh. ComEd, however, resets its rate annually, for the June to May year, and the average price will be 7.1853¢/kWh. Given the nearly 14 percent increase in

ComEd's rate, staff directed the Village's broker/consultant, the Northern Illinois Municipal Electric Collaborative (NIMEC), to solicit competitive energy supply bids in order for the Village to evaluate whether or not the Village could continue to maintain competitive market rates.

On April 24, 2016, NIMEC officials issued an RFP to qualified suppliers for pricing. ***Attachment #1*** summarizes the pricing proposals that were received. Four (4) total suppliers responded to the RFP, with Dynegy Energy (Houston, TX) having submitted the lowest responsive/responsible proposal. Dynegy submitted a very attractive 14 mo. contract proposal at a fixed 6.954¢/kWh, which is slightly below ComEd's newly published rate. Dynegy's rate *includes* the price premium for maintaining 100% Green Energy in the portfolio. As shown in Table A., if the Village Board preferred to opt-out of purchasing Green Energy, the price would reduce to 6.763¢/kWh.

Table A: Electric Aggregation Pricing Comparison - Current /vs/ Proposed		
Supplier	Current (¢/kWh)	New Rate (¢/kWh)
*ComEd	*6.32	*7.1853
First Energy	6.37	n/a
Dynegy Energy (100% Green)	n/a	6.954
Dynegy Energy (0% Green)	n/a	6.763

*Note: The ComEd rate, unlike the Village's fixed aggregation rate, includes both a fixed rate **and a monthly variable rate** component called the PEA (Purchased Electricity Adjustment) charge. Each month the variable rate adjusts +/- \$0.005/kWh.

According to NIMEC, Dynegy is a reputable and qualified supplier who has a solid track record in the Illinois municipal aggregation market. In addition, Dynegy, has a significant downstate presence through its subsidiary supplier, Ameren.

Restrictions on Pass Through Charges

The other attractive feature of the electric aggregation contract from Dynegy is that it prohibits automatically passing on any unanticipated regulatory charges without first providing a 30 day notice to the Village in order to enter into discussion and negotiation. If, for example, the Village determined that the pass-through rates were exorbitant, the Village would have the option to terminate the contract and revert all customers back to ComEd.

Competitive Bidding for May 22 Board Meeting

This initial RFP was arranged only to test the current market. Electric pricing is a commodity, so pricing is only good for 24 hours. If the Village Board remains supportive of continuing in the electric aggregation program, NIMEC representatives will solicit a final bid from qualified suppliers. They will bring the results to the Village Board for review and consideration the evening of May 22. NIMEC will present the Board different term options, from 12 months to 36 months, and pricing that reflects 100% Green and an option without (or a blend). Renewals take 70-80 days to implement, once a bid process determines a new supplier.

As background, NIMEC has served as the Village's consultant for each of its previous bids and it is helpful for staff to have a consultant who is familiar with energy prices and markets trends. This knowledge helps both in timing and strategy for the bids. NIMEC is not directly compensated by the Village; instead NIMEC acts a broker and is compensated by the winning supplier.

Environmental Commission Support for the Aggregation Program & 100% Green Energy

The Village's Environmental Commission continues to support the aggregation program, and recommends that the Village Board continue participation in the program by continuing to purchase 100% green energy (i.e. Renewable Energy Credits) as part of any future contract.

Implementation Process

If the Village Board approves the execution of a new electric aggregation contract on May 22, residents will be mailed notices during the summer informing them of the change in suppliers, and providing them a three (3) week "Opt Out" period, if they no longer wish to continue in the program. For those that do not opt-out, ComEd will automatically enroll them into the Village's electric aggregation program under the new supplier in August.

Recommendation

Staff is seeking Village Board input and direction on whether it wishes to direct the Village Manager to solicit competitive bids for the Village's electric aggregation program. If the Board supports going out to bid, the Village's energy supply broker/consultant (NIMEC) will bring the results and a proposed contract award to the May 22 Board meeting for review and consideration.

Attachments

1. NIMEC's May 2017 Electric Aggregation Bid Tabulations
2. Cost Comparison and Estimated Monthly Cost Impact to Resident
3. NIMEC Membership

ATTACHMENTS:

- ATT 1_NIMEC Bid Matrix Glen Ellyn (PDF)
- ATT 2_Electric Aggregation Cost Comparison and Estimated Monthly Cost Impact to Resident (PDF)
- ATT 3_NIMEC Membership (PDF)



Village of Glen Ellyn

May 1, 2017

ComEd default rate to June 2018: 7.185¢

	Fixed Rate for 1, 2, 3 yrs	100% renewable	Escape Clause	Early Term Fee	Ownership	IL Aggregations (# A/Cs)	Pass-through charges
Constellation Energy Services	12: 7.05 24: 7.38 36: 7.43	12: 0.000 24: 0.000 36: 0.000	Ind'l	\$0	Wholly owned by Exelon (NYSE-EXC)	(104) 872,000	No
Dynegy Energy	12: 6.875 14: 6.763 24: 7.143 36: 7.162	12: 7.065 14: 6.954 24: 7.344 36: 7.374	Ind'l	\$0	(NYSE-DYN)	(371) 800,000	No
MC Squared	12: 6.95 24: 7.27 36: 7.38	12: 7.05 24: 7.37 36: 7.48	Ind'l	\$0	Wholly owned by Wolverine Holdings	30	NO: 1 yr YES: 2, 3 yr
MidAmerican Energy Company	12: 0.000 24: 0.000 36: n/a	12: 0.000 24: 0.000 36: n/a	Ind'l	\$0	Wholly owned by Berkshire Hathaway Energy	(31) 34,700	No

Current Price per kWh /vs/ New Dynegy Bid Price 14 mo. (100% Green)				
Current (FirstEnergy)	Low Bid (Dynegy)	Diff	Avg. Household Usage/Month (kWh)	Est. Cost Difference/Mo
\$ 0.0637	\$ 0.06954	\$ 0.0058	900	\$ 5.26

Current Price per kWh /vs/ New Dynegy Bid Price 14 mo. (No Green)				
Current (FirstEnergy)	Low Bid (Dynegy)	Diff	Avg. Household Usage/Month (kWh)	Est. Cost Difference/Mo
\$ 0.0637	\$ 0.06763	\$ 0.0039	900	\$ 3.54

ComEd Price per kWh /vs/ New Dynegy Bid Price 14 mo. (100% Green)				
*Current (ComEd)	Low Bid (Dynegy)	Diff	Avg. Household Usage/Month (kWh)	Est. Savings/Mo.
\$ 0.071853	\$ 0.06954	\$ (0.0023)	\$ 900.00	\$ (2.08)

ComEd Price per kWh /vs/ New Dynegy Bid Price 14 mo. (No Green)				
*Current (ComEd)	Low Bid (Dynegy)	Diff	Avg. Household Usage/Month (kWh)	Est. Savings/Mo.
\$ 0.071853	\$ 0.06763	\$ (0.0042)	\$ 900.00	\$ (3.80)

* Variable rate; adjusts monthly +/- \$0.005/kWh which will affect actual savings



Our Members

Village of Arlington Heights*	Village of Franklin Park	Village of Lombard*	Village of Plainfield
Village of Barrington*	Village of Gardner	Village of Long Grove*	City of Pontiac
Village of Beach Park	Village of Gilberts*	Village of Lindenhurst	Village of Prairie Grove*
Village of Beecher	Village of Glen Ellyn*	Village of Manhattan*	City of Richton Park
City of Belvidere*	Village of Glencoe	City of Marengo	Village of River Grove*
Township of Belvidere*	Village of Glendale Heights*	Village of Manteno*	Village of Riverside*
Village of Bourbonnais*	Village of Glenview	City of Mendota	Village of Round Lake
Village of Bradley*	Village of Glenwood*	City of Minonk	Village of Round Lake Bch*
City of Braidwood	Village of Grant Park*	City of Minooka	Village of Round Lake Park*
Village of Brookfield*	Village of Gurnee *	Village of Mokena*	Village of Romeoville
Village of Buffalo Grove*	Village of Hampshire*	City of Mokena*	Village of Schiller Park*
Village of Burr Ridge	Village of Harwood Heights*	Village of Montgomery*	Village of Shorewood
City of Calumet City	Hanover Township*	City of Morris*	Village of South Barrington*
Village of Carol Stream*	Village of Hanover Park*	Village of Morton Grove*	Village of South Chicago Hts*
City of Carpentersville	City of Harvard*	Village of Mount Prospect*	Village of South Elgin*
Village of Cary*	Village of Hawthorn Woods*	Village of Mundelein*	Village of South Holland*
Village of Channahon	Village of Herscher*	Village of New Lenox*	Village of Streamwood
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City of Coal City	Village of Hinsdale*	Village of North Riverside*	Village of Tinley Park*
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Village of Crete	Village of Island Lake*	City of Oak Forest*	Warren Township*
City of Crystal Lake*	Village of Inverness*	Village of Olympia Fields*	City of Warrenville*
City of Darien*	Village of Itasca*	Orland Township*	Village of Wauconda
Village of Deer Park*	Village of Justice*	Village of Orland Park*	City of West Chicago*
Village of Deerfield	City of Kankakee*	Village of Oswego*	Village of West Dundee*
DeKalb Sanitary District	Kankakee County*	Palatine Township*	Village of Westchester*
City of Dixon	Lake in Hills Sanitary	Village of Palatine*	City of Wheaton
City of Dwight*	Village of La Grange	City of Palos Hills*	Village of Wheeling*
Village of Elburn*	Village of La Grange Park*	City of Palos Heights*	Village of Wilmette
Elk Grove Village	Village of Lake Barrington*	Village of Palos Park*	City of Wilmington
City of Elmhurst*	Village of Lake Zurich*	Village of Park Forest*	City of Wood Dale*
Village of Elwood	Village of Lansing*	City of Park Ridge	Village of Woodridge
Village of Flossmoor*	Village of LaSalle	Village of Pecatonica	Village of Worth
Village of Forest Park*	Village of Libertyville*	Village of Peotone	United City of Yorkville*
Village of Fox Lake*	Village of Lincolnshire*	Village of Pingree Grove*	City of Zion*
Village of Fox River Grove*	Village of Lisle*		

* Municipal Aggregation

"NIMEC is a very professional company to work with. They walked the Village through the aggregation process and met personally with the Village along the way. Their promptness, organization and detail were exemplary."

—City Administrator, Elburn, IL



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

Meeting: 05/15/17 07:00 PM
Department: Administration
Department Head: Al Stonitsch
Category: Discussion Item
Prepared By: Mark Franz

SCHEDULED

AGENDA ITEM (ID # 2727)

DOC ID: 2727

Village Manager Mark Franz will lead the discussion on the Village Board Strategic Plan.

Background

Enclosed is the 2017 1st Quarter Report on Village Strategic Issues and Critical Goals that were approved last year as part of the overall Strategic Plan. Below are the Village Board strategic issues:

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.

Staff has been focused on these goals and all the related action items, as well as managing their respective departments day-to-day operations with the overall goal of providing high-quality services to the residents and businesses. This plan includes both short-term and long-term goals and this plan, like most plans, evolves over time as priorities shift and resources are assigned. For these reasons, we have adjusted some time frames and target dates which are indicated in red. Each strategic issue has multiple goals and action steps associated with each. These action steps have comments and indicates a status based on a classification of the following:

- On Schedule (Green)
- Delayed (Yellow)
- Off Track (Red)

In addition, we have highlighted the highest priority projects (blue) to indicate the level of importance to those particular goals. As you can see, of the 79 goals, the vast majority of them are on schedule and almost all are tracking on schedule or delayed indicating that we are making progress and could achieve the goal. One goal highlighted in red is off track, and that is vehicular over/underpass. Staff needs to update the Village Board and get some direction on how to proceed with this potential capital project.

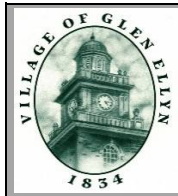
We appreciate any feedback as we continue to move forward with the execution of these goals and action steps. The Village Board and staff will be planning a strategic planning session later this year to review and revise the Strategic Plan. Details to follow....

Recommendation

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

ATTACHMENTS:

- 2016-17 Village Strategic Plan Goals-Quarterly Update-2017-05-01 (PDF)



2016-17 Village Strategic Issues and Action Plan

5/1/2017

TOTAL GOALS: 79

KEY:

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

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

Red: Critical - significant unresolved issues will impact project scope, schedule and/or budget. Successful project completion unlikely w/o changes or add. resources

Blue: Highest priority Initiatives

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 those sites and enhance all commercial corridors, including 2 proposed CBD projects. - Ongoing			Ongoing: Former Dominicks, Roosevelt Glen Office Park; CBD projects; and 825 Main are key sites that continue to progress. Panera approved and CVS is being reviewed. CBRE consultants hired to advise with Springbank.	P&D/ Admin
1	Promote housing diversity by monitoring affordable housing availability and needs. - Ongoing			Downtown projects may add significant rental units downtown, price points are unknown at this point. Higher density project is planned for Duane St. west of Library and Soukups was sold.	P&D
1	Encourage eldercare housing and senior facilities within the community including considering relocating Senior Services in the Civic Center. - January 1, 2018			Ongoing Maple Glen on Park Blvd is under construction, to be completed in 2017. When PD moves out of Civic Center, Senior Services could be relocated to 3rd Floor of Civic Center and use meeting rooms and Gym as necessary.	P&D/ Admin
2	Begin the process of updating the Comprehensive Plan as grant funds become available by October 2017 .			Seek grant in 2017 and fund in 2018 if necessary	P&D
2	Consider adopting new building codes including the 2012 Energy Codes by May 2017 .			P&D have begun a building code update process.	P&D
3	Embrace residential and commercial annexation opportunities * Finalize the annexation of the industrial properties on Hill Ave. by May 1, 2016.-- July 1, 2017 *Continue to pursue annexation in conjunction with the Enclaves of Glen Ellyn project and possible residential development on Hill Ave by December 1, 2017 * Continue to pursue annexation of areas near GWA by September, 2016.-- June 1, 2017			Enclaves of Glen Ellyn approved by VB. Other annexations have been delayed; next annexation is GWA property and Hill Ave. properties in Q2 2017.	P&D/ Admin
4	Encourage developers to consider public/private partnerships with respect to public parking by January, 2018			Focusing on CBD Projects	P&D/ Admin

4	Complete a Village wayfinding plan and consider implementing by July 1, 2017.			First purchases in 4Q 2016 and 1Q 2017	P&D/PW
4	Maintain an attractive pedestrian environment by encouraging sidewalk cafes, promoting downtown events and making pedestrian-friendly enhancements by May, 2017.			Ongoing: Jazz Up, Bike Race moving into yer 2. Piloted temp. sidewalk café and bump out conceptually approved, could lead to more throughout CBD.	P&D/ Admin
TOTAL COMPLETE/ON TARGET=TOTAL: 9/9					

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 - 2 CBD projects. - Ongoing			Ongoing. CBRE consultant hired to assist with Springbank	Admin
1	Utilize College of DuPage (COD) as a business retention and recruitment partner by May 2017.			Series of meetings set up with Senior Staff at COD; Looking at potentially leasing space at Civic Center	Admin
1	Pursue sales agreement for 825 Main Street by June 1, 2016. Close on Property by June 1, 2017.		X	Approval process to begin in Fall 2016; scheduled to begin construction in 2017.	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			Utilize all Award funds in 2016. Set to have a busy year in 2017 as well. Other incentive agreements being considered.	Admin
2	Promote the CBD and Roosevelt Rd. TIF Districts. -Ongoing			Roosevelt Glen Office Park is proposing a new Panera with drive thru as Phase I.	P&D/ Admin
2	Expand the core downtown CBD and expand and retail opportunities by carefully regulating special use applications-Ongoing.			Continue to encourage retail on first floor in CBD core.	P&D/ Admin
2	Continue to work towards finding a long-term tenant for the former Dominick's site - July 1, 2017			Working with other communities to find creative solutions to lease former Dominick's. Negotiations are ongoing.....	P&D/ Admin
3	Continue to implement a communication strategy with the Village Board to engage them on economic development decisions and outcomes.		X	Manager's Report, ED Newsletters, GIS Enhancements, and regular meetings with Trustees will continue	P&D/ Admin
4	Consider implementation of an online building permit system to provide customer flexibility and improved service by September 1, 2017.			Making progress to roll this out by Q3-2017	P&D
4	Review and modify zoning code and ARC guidelines to provide more flexibility through administrative approval by July 1, 2017.			New employees have delayed this to Q2-2017	P&D
4	Consider combining the Plan Commission and Architectural Review Commission by July 1, 2017.			Options offered to Village Board; awaiting further direction	P&D

TOTAL COMPLETE/ON TARGET=TOTAL: 11/11

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.		X		Admin
1	Continue to support the Alliance and Chamber in maintaining and enhancing current and new special events. - Ongoing		X	Jazz Up and Bike Race; continue to strengthen partnership with Chamber and Alliance	Admin
2	Work with the Historic Preservation Commission and Historical Society towards marketing Glen Ellyn's historic districts and historical tourism by December 1, 2016.		X	P&D is creating a layer on GIS that will show landmarked properties; checklists and applications created for the HPC	P&D/ Admin
3	Incorporate streetscape improvements in the downtown street project including opportunities for sidewalk cafes by March 1, 2017.		X	Pilot deck program underway at Enza Sicilian Osteria, 504 Crescent;	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.		X	Completed Rotary Project with Library and Park District to enhance Gazebo Park near train station.	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 December 1, 2017.			CBD Project and Improvements delay to 2018 due to project workload.	Admin/ PW
3&5	Update all street lights in the CBD by September 1, 2017.			Approved, installation scheduled for Q1 and Q2-2017. Main Street area is complete.	Admin/ PW
4	Develop a joint marketing plan with the Chamber and Alliance by February 1, 2017.		X	Finalizing plan in January 2017.	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 October 1, 2017 .			Continue to explore partnerships...	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.		X	Ongoing: Jazz Up, Bike Race were new events this year. Piloted sidewalk café and have seen an increase throughout CBD.	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		X	Ongoing	Admin

TOTAL COMPLETE/ON TARGET=TOTAL: 11/11

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.		X	Presented at a Village Board meeting.	PD/ Admin
1	Conduct a emergency plan drill annually by July 2017.				PD
2	Continue philosophy that all customers are responded to by the village within two business days with an acknowledgement of their request. -Ongoing		X	Ongoing	All
2	Increase customer convenience, interaction, and improve transparency by enhancing the functionality of the Village website and leveraging social media by Q3 2017.			Beginning the process to update Village Website; Village Links/Reserve 22 website being finalized.	Admin
3	Monitor the success of the PW service request system and evaluate alternatives for other departments to utilize by July 2017.			Expand to Switchboard and Facilities, looking at other options for the next phase.	Admin
3	Consider a process to complete a community survey biannually as part of the strategic planning process by July 1, 2017.			Included in the budget for CY17	Admin
3	Develop an online electronic Agenda Packet Program for all Boards and Commissions by May 2017.			Set to refocus on this goal in 2017.	Admin
3	Encourage voter turnout by promoting Town Hall Meetings and the election process by April 2017.		X		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.			Working on details for Q3.	Admin
4	Communicate the 2016-17 Strategic Plan and incorporate goals into the annual budget discussions. - Ongoing		X		Admin
5	Develop a policy on appointing and replacing Boards and Commission members by January 2017.		X	Administrative Order	Admin
5	Continue to educate potential commissioners and recruit volunteers for meaningful roles on Boards and Commissions. -ongoing			Consider a Volunteer of the Year Award for Boards and Commissions and for Special Event Volunteers.	Admin

TOTAL COMPLETE/ON TARGET=TOTAL: 12/12

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.			On budget and on time to date. Construction to be completed by mid-June	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, 2017.			Good progress on all these initiatives, Civic Center work group developing plans, Sat Storage with Forest Preserve facility on St. Charles Rd., and DuComm has broken ground. Fire Station space needs analysis set to get started in Q3.	All
1	Continue to evaluate Village Links/Reserve 22 capital needs to effectively maximize business operations.			Updated 10 year Capital plan; establish annual goals and continue to maximize profits and customer satisfaction.	Village Links/ Reserve 22
1	Improved GWA infrastructure projects including Combined Heat and Power (CHP) and Facilities Improvement Project (FIP) by March 2018.			CHP completed. Facility Project having some dewatering issues, project has been delayed.	PW
2	Complete a RFP and select a design team for the pedestrian bridge and improved or new train station by June 1, 2017.		X	Team selected, 18 month process to finalize design and identify funding sources. December 2018.	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 July 1, 2017.			Having trouble identifying funding source for Phase I engineering. Need direction from new VB on this initiative.	PW/ Admin
2	Construction of a pedestrian underpass on Taylor St. by March 2018.			Due to delays in submitting Phase I due to potential endangered plant, staff is now targeting November 2017 letting for this project	PW/ Admin
2	Promote the bike plan and partner with other agencies to create a north-south bike trail by March 1, 2018.			Scheduling meeting with Forest Preserve and Environmental Commission and discussing overall plan at VB Workshop in Q4-2017.	PW/ Admin
3	Successfully manage the 2016 roadway and sidewalk construction projects by December 1, 2016.		X	Staff rallied well to complete the majority of 2016 projects, a few water projects and the 2016 Streets Project was deferred to 2017	PW
3	Successfully manage the 2017 roadway and sidewalk construction projects by December 1, 2017.			On track..	
3	Complete leak detection study and implement recommendations as budget allows by November 1, 2016.		X	All issues were addressed from the most recent leak detection survey.	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		X	Investing \$500K annually in sanitary sewer lining projects.	PW

3	Develop and begin to implement the Roosevelt Road water main replacement project by November 2017.			Challenging project that is been deferred until Q4-2017.	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.		X	Completed two significant storm water improvement projects: Lake Ellyn and Elm/Geneva projects-Major Accomplishment!	PW
4	Work with the Environmental Commission to develop sustainability goals for the Village by August 2016.		X	Approved by VB, individual goals are being research and brought forward to VB as necessary.	P&D/Admin
5	Evaluate economic development partnerships that would increase parking in the downtown by May 2017.			Both major projects have been delayed, but some parking improvements planned for Civic Center lot. Plus, street light project is nearing completion.	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 May 1, 2017.			Looking at ways to maximize use of Civic Center Parking lot, once PD moves to new Police Station.	P&D/Admin

TOTAL COMPLETE/ON TARGET-TOTAL: 16/17

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.		X	2016 Goal Summary: o Golf Revenues \$2,845,969 – 95% of goal o Reserve 22 Revenues \$2,319,158 – 92% of goal o Banquet Revenues \$532,576 – 89% of goal o Cash Reserves \$2,500,000 – 143% of goal o Rounds of Golf 71,180 – 99% of goal	Village Links/ Reserve 22
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 CY17 Budget by January 1, 2018				Village Links/ Reserve 22
1	Identify new revenue sources and grant opportunities as part of budget process by January 1, 2017.		X	Discussing new revenues and fee analysis in Q1 2017. \$450K CBD grant earmarked by DMMC. Other recent accomplishments, Drug Forfeiture Fund is growing with use of canine; annexations have increased new growth in revenues; Glen Oak CC Agreement has created a new revenue stream; and staff continues to look for grant opportunities.	All
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 December 1, 2017.			Discussing new revenues and fee analysis in Q1 2017. \$450K CBD grant earmarked by DMMC.	All
1	Develop short and long term strategies to sustain the Volunteer Fire Company model by November 1, 2016.		X	Revised Fire Service Fee approved by Village Board in April to go into effect in October 2017. Budgeted for Space Needs Study for 3-Q-2017.	Admin/ FD
1	Prepare a plan and analysis to enhance Administrative Adjudication Program to include other code violations by May 2016.--- March 1, 2017		X	Went live in February 2017.	PD/P&D/ Admin
2	Automate the Accounts Payable process by Q4 2017 .			Budgeted for and installing necessary software, pilot program in Q2.	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.			Approved a letter of intent, IGA will be forthcoming by March 2017.	PD
2	Review and implement parking enhancements and payment options to improve convenience for commuters in downtown parking lots by July 2017 .				Finance/P W
3	Complete annual five year forecast by October 2017.				Finance
3	Complete the annual Capital Improvement Program projects including facility improvements, IT improvements, and equipment replacement by Jan. 1, 2017.		X		All

3	Complete the annual Capital Improvement Program projects including facility improvements, IT improvements, and equipment replacement by Jan. 1, 2018.			On Track	
3	Receive the budget and audit award from GFOA by October 1, 2017.			Received again in CY2016, shift towards 2017.	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			2015 surplus was dedicated to pension liability and facilities reserve funding, 2017 budget did not increase property taxes for third year, and a balanced budget. Witing on surplus from 20116 audit.	Finance/ Admin
3	Develop long term funding plan to meet future pension obligations by October 2016.		X	Approved additional contribution earlier this year, modified assumptions, hired a new broker, and will continue to monitor annually.	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		X	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.			Completed another zero-based budget process; still lowest per capita FT employees in DuPage County, and continue to look for ways to be more efficient such as paperless billing for water billing, automating the permit process, automate AP process, utilizing our website to be more transparent. Strengthening our partnerships with schools, park district, and COD.	All
5	Complete a comprehensive review of the Village's Personnel Manual by June 2016.-----August 2016		X	Completed	Admin
5	Foster training, continuing education, skill development, and cross-training for all employees as part of budget process (December 1, 2016).			Ethics training completed for all PT employees, scheduling EEOC training for Q2-2017.	All

TOTAL COMPLETE/ON TARGET=TOTAL: 19/19