



**2018-2020 Village of Glen Ellyn Strategic Plan  
CY 18 - Q4**

1/1/2019

KEY:					
Green: On-Track - no issues likely to affect project scope, schedule, and or budget. Successful project completion is expected. X indicates completion.					
Yellow: At-risk - known or potential issues are likely to affect project scope, schedule and/or budget. Successful projection completion still achievable.					
Red: Critical - significant unresolved issues impacts project scope, schedule &/or budget. Successful project completion unlikely w/o changes or resources				TOTAL STRATEGIC ISSUES COMPLETE/ON TRACK:	14/15
Blue: Highest priority Initiatives of Village Board				TOTAL GOALS COMPLETE/ON TRACK	54/60
2018-2020 Village Strategic Issues and Critical Goals					
ISSUES		On Track	Complete	Notes	
I-1	Evaluate and implement pedestrian and vehicular traffic improvements in and around the community.			Taylor Ave. Ped underpass, Park Blvd, Lake Ellyn improvements, Taft and Lambert, etc. proceeding ahead. Assist in communicating Roosevelt Rd. project. Train Station Ped Tunnel is still on horizon.	
I-2	Develop an implementation strategy to invest in Village facilities by December 31, 2019.			Police Station Complete, Civic Center planned, Forest Preserve building coming on line by January 1; budgeted for updated facility plan for CY19. Working on Fire Company on assessing their short term needs; minor improvements on PW Building. GWA facility projects continue through November 2019.	
I-3	Develop and continuously review the 5-year Capital Improvement Plan (CIP) and monitor and enhance funding options as necessary to execute plan.		X	Complete and incorporated into CY19 Budget.	
I-4	Improve downtown infrastructure including pedestrian accessibility and parking improvements to encourage more pedestrian activity, outdoor dining, and enhance special event space in the CBD to spur future private investment.			Streetscape and parking garage plans proceeding ahead with approval of Design Teams. Tentative timing: Garage to be started in July 2019, completed by May 2020; Streetscape designed in 2019, construction in 2020 and 2021.	
ISSUES		On Track	Complete	Notes	
II-1	Implement strategic plan for Economic Development that focuses on overall commercial vitality, EAV growth and sales tax growth.			Pete's Fresh Market, Giesche moving forward to Plan Commission; McChesney and Fresh Market waiting for market forces to converge.	
II-2	Update Comprehensive Plan to assist in guiding future development, revise codes and regulations that inhibit commercial development and business retention, and continue to make the approval process more user friendly.			Planning continues at CBD density discussion is scheduled for March/April; full plan to be discussed in June/July.	
II-3	Review and consider annexation opportunities to increase the tax base, control future development, share costs of infrastructure, and provide and protect high quality of life for neighborhoods.			Various annexation projects are proceeding along: Swift Rd.; Hill Ave.; Cumnor/Alcorn Arden; Highland on the horizon.	



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II-4	In partnership with our local business-oriented agencies, continue to provide progressive and proactive efforts to recruit new businesses and retain current business by creating a favorable, welcoming climate for all businesses.			New restaurants adding to restaurant niche; 18 hour downtown becoming a reality. Alliance and Chamber events help create the right climate; recruitment efforts continue promoting GE charm, TIFs, and award program.	
<b>ISSUES</b>	<b>Strategic Issue III: COMMUNICATIONS AND ENGAGEMENT: Communicate, inform, engage, and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.</b>	<b>On Track</b>	<b>Complete</b>	<b>Notes</b>	
III-1	Develop and utilize a comprehensive communications plan to educate and inform the community and continue to implement a management strategy that mandates responsiveness and convenience.			Plan is in place including social media and other tools, community survey being utilized regularly; new website will be key component of plan.	
III-2	Utilize multiple communication tools to ensure the Village is engaged with residents, businesses, and intergovernmental partners.			Continue to find new ways to engage stakeholders.	
III-3	Communicate the strategic plan and priorities and ensure the Village Board and Boards and Commissions are aligned.			Quarterly updates on website.	
III-4	Recruit and identify meaningful roles for volunteers.			Completed a more formal communication plan to volunteers, Village President meets with chairs a few times a year.	
<b>ISSUES</b>	<b>Strategic Issue IV: FINANCIAL SUSTAINABILITY. Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain the Village's AAA bond rating.</b>	<b>On Track</b>	<b>Complete</b>	<b>Notes</b>	
VI-1	Evaluate new revenue concepts and cost controls that continue to deliver high quality services and necessary capital investment.		X	Renegotiated contracts in 2018: EMS, Refuse and water rates. Evaluating revenue options: Food and Beverage Tax, storm water fee, and building permit fees. Food and Beverage Tax approved; Water/Sewer Fee set at 0 in CY19.	
VI-2	Complete financial monitoring including annual audits, five-year forecast, CIP, and Scorecard as appropriate to maintain long-term financial stability.		X	Budget and audit awards received.	
VI-3	Ensure maximum productivity and efficiency by reviewing staffing allocations, creating succession plans, motivating employees by focusing on talent development and training to empower the greatest asset in the organization: employees.			Focused on retention and results. Succession planning is ongoing within all departments. Performance reviews and talent management meetings completed determining 100% merit system.	
<b>ISSUES</b>	<b>Strategic Issue V: Village Links/Reserve 22 mission is to enhance the quality of life in Glen Ellyn by offering outstanding recreational and dining opportunities, while providing storm water protection, at no costs to the taxpayer.</b>	<b>On Track</b>	<b>Complete</b>	<b>Notes</b>	
V-1	Develop and implement business goals and growth options to maximize profits without sacrificing overall quality or resident/community benefits.			Challenging weather year, profits are down, need strong fall, but likely not meeting goals this year. Restaurant renovation will hopeful see a 15% increase, early returns are positive.	
V-2	Reposition Reserve 22 with renewed focus on quality and consistent food and service.		X	New Management team on board and driving results. Met quality goals for the year. Need to continue to be consistent.	
V-3	Sustain the financial stability of the business through capital planning and cash reserve policies.		X	Cash reserve policy modified, 10-year capital plan finalized, and budget plan for CY19 drafted.	
V-4	Develop a comprehensive marketing plan and ensure communication and alignment between Recreation Commission and Village Board.		X	New Marketing Strategist currently executing new plan.	



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### 2018-2020 Village Strategic Issues and Action Plan

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

Goal #	Action Steps	On track	Complete	Comments	Dept.
I-1a	Construct the pedestrian underpass on Taylor Ave. by December 2018.		X	Project scheduled this fall, completion by December 31.	PW/ Admin
I-1b	Complete Phase I engineering design and submit grants for the pedestrian tunnel and renovated or new train station by March 1, 2019.			Team selected 18 month process to finalize design and identify funding sources. Grant applications are due Q1	P&D/ PW/ Admin
I-1c	Design and construct Roosevelt Rd. access improvements for the Baker Hill shopping center as well as improved access south of Roosevelt Rd by <b>December 2019</b> .			Finalizing IDOT submittal, design in fall, spring construction ideally.	PW/ Admin
I-2a	Complete the renovations of the Civic Center including overseeing the Innovation DuPage build-out on time and on budget by <b>April 2019</b> .			Expected the GMP by end of July. Construction began in November including HVAC improvements.	All
I-2b	Build out the salt dome space at the Forest Preserve Building by April 2019 and facilitate the McKee House Preservation group on plans to save this historic structure by October 2019.			Expecting Forest Preserve to move out by January 1, complete renovations for winter 2019/20; McKee House committee is struggling raising funds, update schedule for VB in Q1.	PW/ Admin
I-2c	Complete and monitor GWA infrastructure projects including Combined Heat and Power (CHP) and Facilities Improvement Project (FIP) by November 2019.			CHP completed, but monitoring is ongoing. Phase I of Facility Project substantially completed by April 2018; Phase II deadline is November 2019, concerns with timing. New Facility Study to be completed Q1.	PW
I-2d	Update the annual facilities plan that ensures annual investment in Village facilities including Fire Stations, Police Station, Public Works, Village Links, and History Center by December 2018.		X	Plan included in budget with recommendation to update long term facilities plan for all buildings by December 2019.	Admin
I-3a	Execute the Capital Improvement Plan (CIP) including IT improvements, facility improvements, and equipment replacement by Jan. 1, 2020.			Reoccurring annually.	All
I-3b	Develop and begin to implement the Roosevelt Road water main replacement project by November 2019.			Phase I (Nicoll Way to IL-53) Engineering Underway, Phase I Construction in 2018.	PW
I-4a	Design and update utility and streetscape improvements in CBD to enhance critical commercial area to allow further private investment and improve quality of life by December 2019.			CBD Utility Study completed, revised budget set at \$12-14M; design team (Civil Tech) hired to start the project.	PW/Admin
I-4b	Evaluate parking garage alternatives as well as economic development partnerships that would increase parking in the downtown by October 2019. Village Board provided further direction to proceed with plans to construct a parking garage behind the Civic Center by June 2020.			Hired design team in November, kick start project this fall.	P&D/ Admin
I-4c	Execute implementation of Phase I of Village way finding plan by <b>December 2019</b> .			CY19 Q2	P&D/PW
				<b>TOTAL COMPLETE/ON TARGET=TOTAL: 11/12</b>	



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

Goal #	Action Steps	On track	Complete	Comments	Dept.
II-1a	Focus on key development sites in the CBD and move forward with Giesche and McChesney sites and other underutilized parcels by December 31, 2018.			Preliminary plans for Giesche have been received, developer has purchased property and working on final plans. No update on McChesney.	P&D/ Admin
II-1b	Review plans and work with Pete's Fresh Market to ensure their project is completed by <b>July 2019</b> .			Plans approved by Village, permit issued and project preceding.	P&D/ Admin
II-1c	Execute the Economic Development plan including TIF promotion, Awards program, business retention, as well as market village events, business education opportunities and available sites and monitor annually by December 31, 2018.			Efforts continue on all fronts; business recruitment and retention efforts focused on award program, TIF Districts promotion and development review.	P&D/ Admin
II-2a	Engage the community in a process and update the Village's Comprehensive Plan by <b>June 2019</b> .			Project has begun, downtown density question to be presented to VB by end of year. Final plan to be completed by May.	P&D
II-2b	Implement an online building permit system to provide customer flexibility and improved service by <b>May 2019</b> .			Staffing issues have delayed this project.	P&D
II-2c	Review and modify building codes, and ARC guidelines to create more flexibility for businesses by <b>December 2019</b>			Zoning Code modifications approved by VB; Sign Codes finalized in fall 2018, building and ARC codes scheduled for Q4 2019.	P&D
II-3a	Embrace residential and commercial annexation opportunities: * Finalize the annexation of the industrial properties on the north side of Hill Ave. Complete *Finalize the annexation of DuPage Forest Preserve between Crescent and St. Charles by March 1, 2018.- Complete * Finalize the annexation of the industrial properties on the south side of Hill Ave by March 1, 2019 *Finalize the annexation of the development on Swift Rd. through the existing pre-annexation agreement by August 1, 2019. *Continue to pursue annexation on Cumnor, Acorn and Fairway by October, 2019. * Continue to pursue annexation of areas near GWA by <b>May, 2019</b> .			Hill Ave. should be finalized in August on north side of street, south side may take longer; St. Charles Forest Preserve approved by VB; Swift Rd. is moving forward; Cumnor/Acorn is proceeding ahead; GWA on hold temporarily.	P&D/ Admin
II-4a	Grow business relationships with economic development partners, including but not limited to, Alliance of Downtown Glen Ellyn, Glen Ellyn Chamber of Commerce, Choose DuPage, College of DuPage, Glen Ellyn Public Library, DuPage Convention, and Visitors Bureau. Ongoing.			Assist with events, Innovation DuPage, marketing and communications, support COD initiatives; strengthen role with CVB.	P&D/ Admin
II-4b	Develop a plan to include the new Innovation DuPage in our business recruitment and retention efforts by <b>January 2019 and implement plan by April 2019</b>			Delay due to building issues.	Admin
II-4c	Consider including additional green space (plaza/pocket parks/fire pits), sidewalk cafes, a sound system, improved alleys and parking lots, and enhanced lighting in the CBD as part of the streetscape improvements being considered by October 2018.			CBD Utility Study In Progress, will be included in Streetscape Plan.	Admin/ PW
II-4d	Partner with the Chamber and the Alliance on opportunities to encourage CBD businesses to extend hours by increasing pedestrian traffic and customers through special events and activities. Ongoing.			Events and new restaurants and retail shops are achieving that goal, slowly.	P&D/ Admin
II-4e	Monitor and promote a balanced approach to meeting the parking needs of the community and work with the business community to educate and collaborate on solutions by March 2019.			Short term parking ideas such as signage, private use, valet parking, and enforcement modifications being implemented. Expanded enforcement of customer-only parking on streets. Rolling out communication plan and additional modifications over next year as ED and capital projects impact downtown parking.	Admin/Police/Fin
				<b>TOTAL COMPLETE/ON TARGET=TOTAL: 10/12</b>	



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

Goal #	Action Steps	On track	Complete	Comments	Dept.
III-1a	Educate and promote the community survey as part of the strategic planning process by March 2018.		X	Survey completed in October 2017.	Admin
III-1b	Conduct emergency preparedness drill annually in the new EOC and continue to promote Reverse 911 system, radio station, cable station for emergency communication. August Drill		X	Drill complete in October 2018. Follow up work and communicate legislative and County changes over next year.	PD/ Admin
III-1c	Continue philosophy that all customers are responded to by the village within two business days with an acknowledgement of their request. -Ongoing			Ongoing. Periodic review in place.	All
III-1d	Develop an annual joint marketing plan with the Chamber and Alliance focused on special event promotion annually by end of February.			Reoccurs annually.	Admin
III-2a	Increase customer convenience, interaction, and improve transparency by enhancing the functionality of the Village website by May 2019.			VB approved; timeline being developed.	Admin
III-2b	Monitor the success of the PW service request system and evaluate alternatives for other departments to utilize by December 2019.			Admin to lead this effort with Finance, Property Maintenance and Police Records.	Admin/PW
III-2c	Continue to evaluate and increase opportunities for partnership with intergovernmental entities. Ongoing			COD: ID, Police training and range utilization, Culinary Partnership Village Links; Park District: reviewing property ownership, capital projects; Library: capital projects, payroll support; Schools: Space needs assistance, HS capital and parking collaboration; IGA with SD 41 for water main; Lombard IGA with Hill Ave. water main project; Forest Preserve: Salt Storage, stormwater projects.	Admin
III-2d	Enhance social media presence and cable channel utilization as communication tools by July 2019.			Next Door/Twitter. Village is using various social media platforms effectively ; budgeted improvements to cable equipment for CY19.	Admin
III-3a	Communicate any updates to 2018-20 Strategic Plan after New Board takes over in May and incorporate goals into the annual budget process -Ongoing.				Admin
III-4a	Encourage voter turnout by promoting Town Hall Meetings and the election process by October 2018.		X	Working with Civic Betterment Party to promote activities as appropriate.	Admin
III-4b	Continue to educate potential commissioners and recruit volunteers for meaningful roles on Boards and Commissions and work with the Alliance and Chamber to foster volunteerism for special events. Ongoing.			Reoccurring annually. Annual meeting with Village President and the Board/Commission Chairs is schedule for February 2019.	Admin
III-4c	Continue to be responsive and adapt to elected officials requests for information and involvement. Ongoing			Continue producing Manager's Reports and conducting biweekly meetings with Elected Officials; provide updates on ED, Capital projects, and other important topics.	Admin
				<b>TOTAL COMPLETE/ON TARGET-TOTAL: 11/12</b>	



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**Strategic Issue IV: FINANCIAL SUSTAINABILITY. Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain the Village's AAA bond rating. Evaluate the feasibility of consolidating operations, services, procedures, and common tasks within and across departments and explore cost sharing partnerships with intergovernmental groups and**

Goal IV	Action Steps	On track	Complete	Comments	Dept.
IV-1a	Monitor state budget impacts and identify new revenue sources and grant opportunities to address budget shortfalls including HRST increase and potential new revenues to address capital projects by November 2018: *HRST Increase in June 2018 *No increase to W/S for 2019. *New building permit fees to go into effect by January 1, 2019. *Food and Beverage Tax to go into effect by March 1, 2019. *EMS Contact		X	Home Rule increase agreed to in 2018 budget, Food and Beverage Tax approved for capital projects beginning March 2019. Plan to issue bonds by end of year to pay for streetscape, parking garage, and Civic Center renovations. Fees/Fines completed and being implemented. Rate Study W&S.	All
IV-1b	Evaluate opportunities to utilize technology to consolidate functions, streamline work processes, and deliver services more efficiently and transition the IT department by December 2019		X	Reoccurring annually.	All
IV-1c	Periodically adjust Village fees and fines to be commensurate with the cost of providing services by establishing gradual and appropriate increases in line with other communities by October 2018.		X	Building Permit, Parking, Business registration, parking fines, and other fees/fines being considered and implemented.	All
IV-1d	Evaluate opportunities to utilize technology to consolidate functions, streamline work processes, and deliver services more efficiently and transition the IT department by December 2019			Updating a Five-Year Plan; preparing to hire IT Director and prepare for retirement, complete 2019 goals including AP, building permit, camera and parking kiosk projects.	All
IV-1e	Automate the Accounts Payable process by March 2019.			Budgeted for and installing necessary software, pilot program in 2018 Q2.	Finance/ Admin
IV-2a	Develop a five-year Capital Improvement Plan (CIP) to guide future capital investment and present to Village Board as part of annual budget process annually by August 2018.		X	Reoccurring annually.	Finance/ Admin
IV-2b	Complete annual five year forecast by October 2018.		X	Reoccurring annually.	Finance
IV-2c	Complete the Financial Scorecard by August 2019.			Scheduled for next year.	Finance
IV-2d	Receive the budget and audit awards from GFOA by October 1, 2018.		X	Reoccurring annually.	Finance
IV-2e	Review reserve policy for all funds by May 2018.		X	Completed General Fund, W&S and Links/Reserve 22 are being evaluated. Scheduled for approval in July.	Finance
IV-3a	Create succession plans in all departments and continually review staffing allocation and needs. - Ongoing		Ongoing	Discussing internally.	All
IV-3b	Foster training, continuing education, skill development, and cross-training for personnel by October 1, 2018.		Ongoing		All
				<b>TOTAL COMPLETE/ON TARGET=TOTAL: 12/12</b>	



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

Goal V	Action Steps	On Track	Complete	Comments	Dept.
V-1a	Generate profit to cover annual debt, execute CIP targets, build cash reserves, and meet financial goals at the Village Links/Reserve 22 by January 1, 2018:  <ul style="list-style-type: none"> <li>Operating Revenues at \$3M in Golf; and \$2.5M in Food &amp; Beverage including \$700K in banquet sales</li> <li>Overall Operating Profits at 18% of Revenues, to cover debt, capital projects, and maintain adequate cash reserves.</li> <li>Guest Satisfaction Rating at 4 or above, measured by online reviews, customer satisfaction rating cards, and Secret Shopper program</li> </ul>			Challenging year with weather issues throughout, construction impacting things as well; Finalizing year-end closeout.	Village Links-Reserve 22
V-1b	Review reserve policy, future capital projects and determine a timeframe for possible short-term investments in the facility by May, 2018.		X	Dinning Room Renovation moving forward.	Admin/Village Links-Reserve 22
V-1c	Evaluate catering and take-out programs as way to grow business by December 2019.				Village Links-Reserve 22
V-1d	Develop a sales & marketing team to maximize capacity of banquet business, with a goal of reaching \$1M in banquet sales by December 2020.		X	Hired new Marketing Strategist who is implementing new marketing plan developed by our consultant.	Admin/Village Links-Reserve 22
V-2a	Review and modify staffing structure and hire Executive Chef and Restaurant Manager to improve upon employee retention, employee training, and build a quality staff to implement business plan starting in March 1, 2018.		X	Exec Chef hired on January 5, 2018. Restaurant Manager hired on April 18, 2018.	Admin/Village Links-Reserve 22
V-2b	Provide consistent service and a creative culinary experience by May 1, 2018.			Prelaunch the restaurant in mid-October with dining room renovation, new Chef and staff via a new marketing strategy.	Village Links-Reserve 22
V-3a	Develop a 10-year Capital Improvement Plan that prioritizes potential renovations including clubhouse, patio and/or pavilion enhancements by October 2018.			Reviewed with Rec Commission in April.	Village Links-Reserve 22
V-3b	Evaluate kitchen needs and options to consider potential to renovate/expand business options by December 2018.			Dinning room construction was priority. Funds not available to take on more projects. On hold.	Village Links-Reserve 22
V-3c	Execute a renovation of the Reserve 22 Dining Room by August, 2018.		X	Scheduled for discussion with VB in May.	Village Links-Reserve 22
V-4a	Develop a communication process to keep Recreation Commission informed and engaged on project progress and provide quarterly reports to the Village Board starting in April 1, 2018		X	Ongoing.	Admin/Village Links-Reserve 22
V-4b	Execute a Marketing Plan which accomplishes maximum exposure/branding of the Village Links and Reserve 22 while generating new avenues of growth by May 2018.		X	Hiring Marketing Manager by June 1.	Admin/Village Links-Reserve 22
V-4c	Monitor and coordinate customer feedback system including Secret Shopper and Comment Cards and achieve goal of over 4 to be reviewed monthly with Recreation Commission. Monthly		X		Admin/Village Links-Reserve 22
				<b>TOTAL COMPLETE/ON TARGET=TOTAL: 10/12</b>	