



MEMORANDUM

TO: Village President, Clerk and Board of Trustees

FROM: Jon A. Sfondilis, Village Manager

DATE: February 18, 2016

SUBJECT: 2015–2016 Strategic Plan Progress and Status

EXECUTIVE SUMMARY

On December 15, 2014, the Village Board adopted the Village of Wheeling’s first true strategic planning document. Included in the objectives was a scheduled progress update every six months of the two-year plan cycle. This memo serves as the second update to the 2015–2016 plan.

During the summer and fall of 2014, staff and the Village Board publicly discussed the process and objectives of what would become the 2015–2016 Strategic Plan for the Village of Wheeling. The plan is divided into six themes, each focusing on a particular aspect of the Board’s collective vision. Themes are further parsed into specific projects that support the theme’s overall objective.

Following the Board’s adoption of the document, staff analyzed, strategized, and created an action plan to meet the expectations of the approved timeline. Each task was assigned to a particular staff member in order to ensure project advancement, and a work breakdown structure was created that balances strategic plan efforts against day-to-day operations.

It is important to note that some “projects” do not have finite completion dates, but are—by design—intended to be ongoing initiatives. The attached document identifies all projects and provides a summary of the current status of each. A macro-level progress overview will be presented during the public meeting of Monday, February 22. The Board will also have an opportunity to ask questions.

RESIDENTIAL LIFE

RL – 1A: Install New Sidewalks

Project Manager: Janeck

Status: *ongoing*. Approximately 1,600 linear feet of sidewalk, traffic signal modifications, and other associated intersection improvements at the corner of Milwaukee Avenue and Wolf Road (as well as a stretch of walk on Northgate Parkway) have been installed. The Northgate Crossings developer has designed and will be constructing sidewalks from the northern edge of the development to the Dundee Road intersection. Staff is pursuing Surface Transportation Program (STP) funding for Milwaukee Avenue sidewalks near Hintz Road. A sidewalk priority list has been compiled, and Engineering staff is reviewing the list to determine the segments to be constructed in 2016. Locations on the priority list include a small segment on the west side of Milwaukee at the Lake Cook underpass; the west side of Wheeling Road along the ComEd easement; Vera, Russell, and Edwards (including connections west to Briarwood); the east side of Wheeling from Palatine north to the bike path; the south side of Palatine road from Woodland Creek to Avalon Sienna; the west side of Wolf from Marquardt to Fed Ex drive and from Fed Ex south to Old Willow Road; and the north side of Old Willow from Willow Place east to Wolf Road.

RL – 1B: Pedestrian and Bikeway Signage Plan

Project Manager: Jennings

Status: *ongoing*. The effort to improve bikeway signage focused on identification of the Des Plaines River Trail. The Forest Preserve District declined the Village's request related to the project, and indicated that it was pursuing a signage program of its own; Staff is researching alternative options.

RL – 2A: Village Neighborhoods Map

Project Manager: Jennings

Status: *ongoing*. In conjunction with item RL-2B below, staff, with the assistance of the Plan Commission, has made progress on creating a neighborhood map, and a progress report was provided to the Village President and Board of Trustees at its January 4, 2016 regular meeting. Key to this project is identifying residential areas with an existing distinct identity. The next step is requesting public comment; this will be managed and facilitated through the Village website and onsite marketing.

RL – 2B: Neighborhood Identification Signs Plan

Project Manager: Janeck

Status: *ongoing*. Options for neighborhood identification signs were preliminarily presented to the Village President and Board of Trustees at its January 4, 2016 regular meeting. These options included street sign toppers to be located at key intersections in the selected neighborhoods versus more stand-alone signage. This project runs in conjunction with RL-2A above, and as the neighborhood map is finalized, the identification signage plan will be developed with all appropriate input and approvals.

RL – 3A: Foster Working Partnership with School Officials

Project Manager: Sfondilis

Status: *ongoing*. The Village President and Village Manager have met with their school district counterparts to discuss current and future projects, as well as overall cooperation for community improvement. Additional meetings are scheduled on an ongoing basis.

RL – 3B: Regular Mtgs between Village and School Administrators

Project Manager: Sfondilis

Status: *ongoing*. Quarterly meetings continue between the head administrators of each taxing body. The ongoing purpose remains building and sustaining productive relationships.

FINANCIAL STRENGTH

FS – 1: Multi-year Property Tax Plan

Project Manager: Mondschain

Status: on hold. The 2015 tax levy was presented to the Village President and Board of Trustees and approved in December. The approved levy reflected the Village's concerns about the need to balance the budget after several years of approving deficit budgets. As of now, the state has not approved a budget, so we do not know whether or not a property tax freeze will occur. Any long-term tax levy planning is on hold until it is known whether or not a freeze is likely to be approved.

FS – 2: Service/Needs-Based Staffing Model for Departments

Project Manager: Crotty

Status: on hold. Proposals were received in early 2015 from qualified consultants. Since that time, and based on uncertainty with respect to the State of Illinois budget deliberations, the project is on-hold in the event that its scope needs to change or resources need to be directed elsewhere.

FS – 3: Alternate Revenue Source / Cost-Sharing Opportunities

Project Manager: Sfondilis

Status: ongoing. Staff has been part of a Citizen Service Request (CSR) System Study Group through the Village's GIS provider, Municipal GIS Partners, which is developing a system through which residents can request non-emergency services by means of websites or mobile applications. Participating in the group provides an opportunity for the Village to integrate a citizen service request and management system with its current enterprise resource planning system at a lower cost than if the Village pursued such a system independently. The group is in the process of finalizing a standardized request list; once a CSR system is implemented in each municipality, this list can be expanded or customized for each specific community.



ECONOMIC DEVELOPMENT

ED – 1A: Wheeling Town Center Review and Approval

Project Manager: Jennings

Status: ongoing. A comprehensive update was provided to the Village President and Board of Trustees in December of 2015. The update identified items that must be addressed during the preliminary PUD review process, as well as items that must be addressed in subsequent stages. The Plan Commission hearing, originally opened in November, was re-opened on January 14, 2016 to review updates to the preliminary PUD plan submittal that have been made in response to the concerns raised at the hearings in November and December. A request for an extension to the zoning entitlement deadline in the RDA (currently February 22) is anticipated in conjunction with the preliminary PUD review by the Village Board.

ED – 1B: Community Blvd Traffic Signal Agreements

Project Manager: Melaniphy

Status: ongoing. The temporary construction easement was finalized with the US Postal Service last summer, and IDOT plans to approve the Community Boulevard signalization improvements as part of their spring of 2016 project letting. Construction is scheduled to begin in summer of 2016.

ED – 1C: Market Wheeling Town Center to Promote Leasing

Project Manager: Melaniphy

Status: ongoing. Marketing materials were updated for all the available Village-owned sites and ED staff is updating Costar reports on a quarterly basis. The Village Economic Development Director is on the ICSC Planning Committee for the ICSC Midwest Ideas Exchange and Alliance Program to be held on March 16, 2016, and the Village is promoted in all of the marketing materials for that event.

ED – 2A: Marketing Plan for Vacant Village-Owned Sites

Project Manager: Melaniphy

Status: complete. Work has included advertisement in Bisnow on-line publications marketing development opportunities in Wheeling generally, as well as specifically at 635-769 S. Milwaukee; serving as a featured speaker at the Shopping Center Business round table meeting regarding retail development trends in the Chicago Metropolitan area; speaking at the Realty Club of Chicago regarding retail market trends and promoting Wheeling Town Center; and preparing an RDA for the sale of the Village-owned parcel at 300 S. Milwaukee.

ED – 2B: Development Corner on Village Website

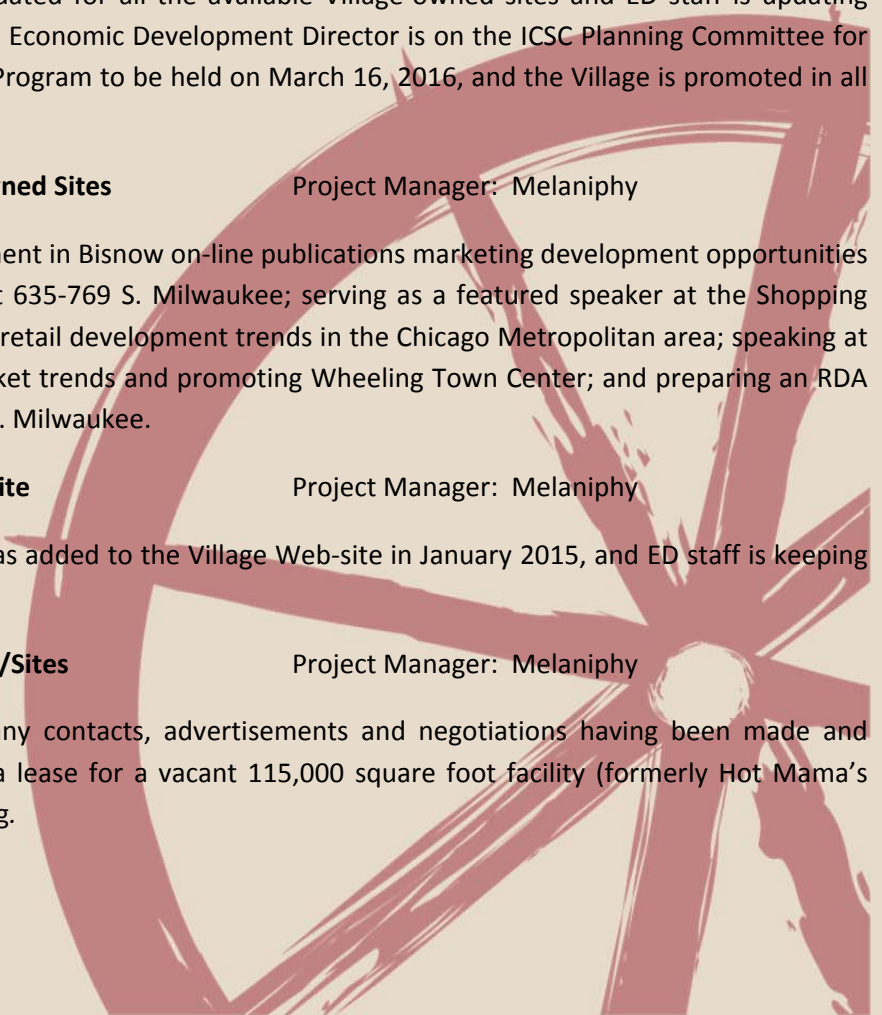
Project Manager: Melaniphy

Status: complete. New Development Corner was added to the Village Web-site in January 2015, and ED staff is keeping the site fresh and current.

ED – 3: Secure Tenants for Vacant Retail Space/Sites

Project Manager: Melaniphy

Status: ongoing. Activity is ongoing, with many contacts, advertisements and negotiations having been made and conducted. Recently, Richelieu Foods signed a lease for a vacant 115,000 square foot facility (formerly Hot Mama's Foods). This will bring 125 new jobs to Wheeling.



TRANSPORTATION AND INFRASTRUCTURE

TI – 1A: Village-wide Streetscape Plan

Project Manager: Jennings

Status: *ongoing*. While a comprehensive streetscape plan has not been completed, the Plan Commission and staff have made significant progress towards implementing projects that would be included in such a plan. Staff has completed extensive research on small neighborhood open spaces and presented concept to the Plan Commission for discussion (Neighborhood Open Space Initiative). Staff is developing a budget for two sizes of plazas to be submitted for discussion as part of the 2017 budget.

TI – 1B: Evaluation of Façade Improvement Grant Program

Project Manager: Jennings

Status: *ongoing*. Past projects were compiled and evaluated, and a summary of the program was presented to the Plan Commission. Staff facilitated discussion at the June 11 Plan Commission meeting where a survey was completed to aid in the evaluation of the effectiveness of the program. The Plan Commission determined that the program is generally effective in improving the aesthetic character of the commercial corridors of the Village, and a memorandum summarizing the Plan Commission review and recommendation was forwarded to the Board.

TI – 2: Lobby for Regional Transportation Initiatives

Project Manager: Sfondilis

Status: *ongoing*. Village President Dean Argiris remains the Chairman of the Northwest Municipal Conference's Transportation Committee. Success for any regional transportation initiative is increased through multi-agency cooperation.

TI – 3A: Reduce Traffic Impact from Rail Service

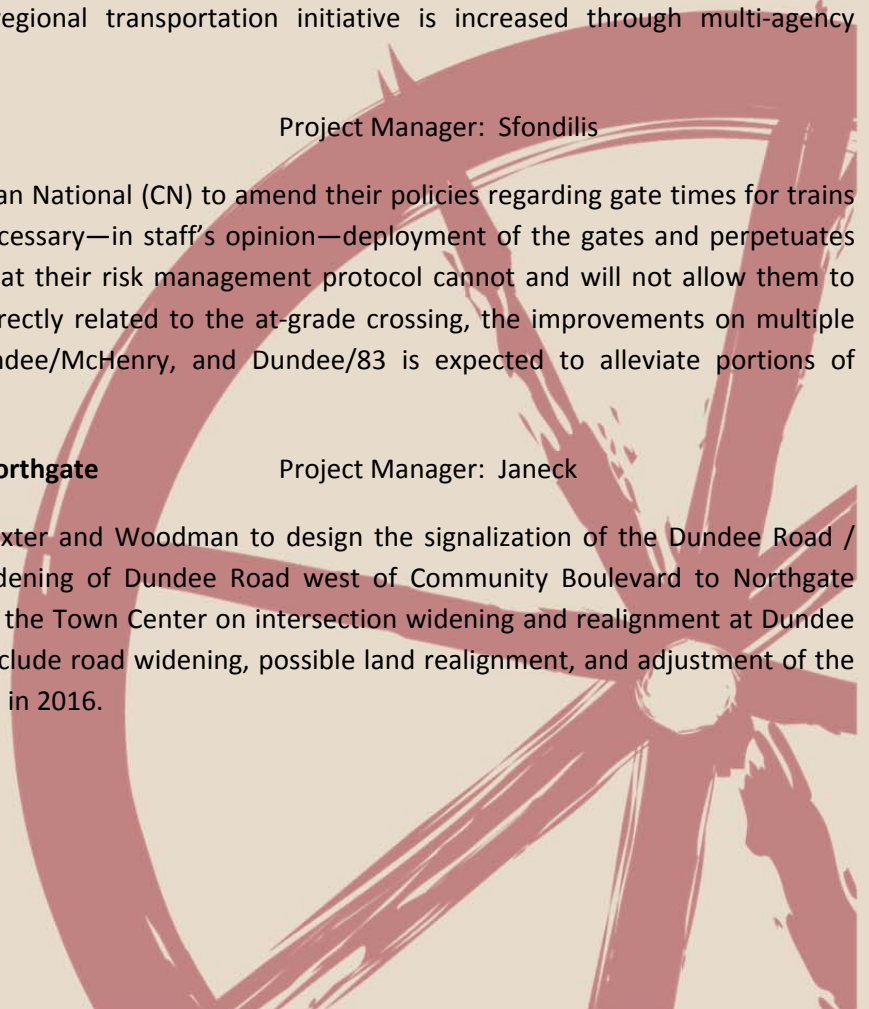
Project Manager: Sfondilis

Status: *ongoing*. Staff continues to lobby Canadian National (CN) to amend their policies regarding gate times for trains holding at the station. This action creates unnecessary—in staff's opinion—deployment of the gates and perpetuates congestion within the corridor. CN maintains that their risk management protocol cannot and will not allow them to amend their policies. However, although not directly related to the at-grade crossing, the improvements on multiple intersections at Dundee/Community Blvd, Dundee/McHenry, and Dundee/83 is expected to alleviate portions of congestion on Dundee Road.

TI – 3B: Investigate Modifications to Dundee/Northgate

Project Manager: Janeck

Status: *ongoing*. The Village contracted with Baxter and Woodman to design the signalization of the Dundee Road / Community Boulevard intersection and the widening of Dundee Road west of Community Boulevard to Northgate Parkway. Staff is working with the developer of the Town Center on intersection widening and realignment at Dundee Road and Northgate Parkway. Improvements include road widening, possible land realignment, and adjustment of the turning radius. Construction is expected to begin in 2016.



COMMUNITY IMAGE

CI – 1A: Improve Cable TV Channel Appearance/Organization

Project Manager: Ursan

Status: complete. A new and improved visual layout for the bulletin board slideshow was developed, and the system is live.

CI – 1B: Create Online Community Events Calendar Portal

Project Manager: Ursan

Status: ongoing. To date, only the two libraries expressed interest in participating in the Community Events Calendar, but they do not want to have to perform dual data entry. IT staff is investigating the possibility of exporting data from their existing calendars and importing it into the Wheeling Community Calendar, however this option may not be possible.

CI – 1C: Research Mobile App for Smartphones/Tablets

Project Manager: Ursan

Status: ongoing. Some work has begun researching companies that offer mobile app services, but it should be noted that proprietary mobile apps are becoming out of fashion in favor of other notification opportunities; i.e., social media and website portals. Project FS-3 works to accomplish that goal.

CI – 1D: Investigate Redesign of Website

Project Manager: Ursan

Status: ongoing. An RFP was issued, and the Village selected CivicPlus as the vendor to redesign the website. A project timeline is now in place, and CivicPlus began meeting with the various departments in late January 2016 to begin the re-design process.

CI – 2A: Develop/Implement Social Media Policy

Project Manager: Sfondilis

Status: complete. Policy was implemented in late 2014.

CI – 2B: Create Social Media Accounts for the Village of Wheeling

Project Manager: Ursan

Status: complete. Facebook and Twitter accounts were initiated and launched in late 2014.

CI – 3A: Update Village Slogan

Project Manager: Crotty

Status: set to begin in 2016. This will be evaluated within the context of the new website roll-out.

CI – 3B: Update Economic Development Marketing Materials

Project Manager: Melaniphy

Status: ongoing. Significant progress continues to be made. Community Map highlighting restaurants, retailers, banks, churches, schools, parks and entertainment attractions is complete. The Wheeling Restaurant and Catering Guide has been updated, and ED staff continues to update Costar reports on a quarterly basis. The Economic Development brochure and the Convention and Visitors Bureau Specialty Tourism Brochure were both posted to the Village website, and both were translated into Korean for the 2015 trip to South Korea.

GOVERNANCE

GV – 1A: Study/Evaluate Current Conditions of Major Funds

Project Manager: Mondschain

Status: *ongoing*. Staff is continuing to monitor actions at the State level regarding its budget. Once those issues have been settled, staff will work with the Village's financial advisor to study the condition of major funds, while also creating a multi-year tax levy plan.

GV – 1B: Short/Long Term Financial Plan/Policy Recommendations

Project Manager: Sfondilis

Status: *on hold*. State-level politics have interfered with planned discussions for long-term tax levy policy planning. Staff is prepared to present options and recommendations once the State passes its fiscal budget and determines what, if anything, will change.

GV – 1C: Foster Culture of Innovation at Department Level

Project Manager: Sfondilis

Status: *ongoing*. In May of 2015, three employees were promoted to higher-level responsibilities due to the vacancy of a Director position. This occasion provided positive succession, but also the opportunity to redesign workflow and reporting structure to allow for the elimination of one full-time position in the Community Development Department.

GV – 2: Strategic Plan Progress Reporting

Project Manager: Sfondilis

Status: *ongoing*. Internal database is in use to capture milestones, target dates, responsible project managers and ongoing notes and progress. First 6-month report was provided to the Board on June 22, 2015, and the second 6-month report is scheduled for the February 22, 2016 workshop meeting.

GV – 3A: Engagement and Leadership at NWMC

Project Manager: Sfondilis

Status: *ongoing*. The Village is unique in that it has representatives on every committee of the Northwest Municipal Conference, including: Attorneys, Fire Core Cost Containment, Upper Des Plaines River & Tributaries, Utilities Regulation, Bicycle and Pedestrian Planning, Finance, Legislative, and Transportation.

GV – 3B: Annual Planning/Discussion Session with Park District

Project Manager: Sfondilis

Status: *ongoing*. The focus of current discussions is the integration of the Senior Center into the Community Recreation Center. There has been positive momentum moving this project forward. The subcommittee continues to meet on a semi-regular basis, and the next joint meeting is expected to occur in early summer of 2016.

GV – 3C: Foster Working Partnership with School Officials

Project Manager: Sfondilis

Status: *ongoing*. Quarterly meetings have begun and are scheduled to continue between the head administrators of each taxing body. The ongoing purpose remains building and sustaining productive relationships.

