



## MEMORANDUM

**TO:** Village President, Clerk and Board of Trustees

**FROM:** Jon A. Sfondilis, Village Manager

**DATE:** June 18, 2015

**SUBJECT:** 2015–2016 Strategic Plan Progress and Status

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### 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 first 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, June 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.

### **RL – 1B: Pedestrian and Bikeway Signage Plan**

Project Manager: Jennings

Status: *ongoing*. Budget requests for Des Plaines River Trail directional signs and Prospect Heights Bike Path directional signs are 50% complete. Community Development is working with Public Works, the Cook County Forest Preserve, and the Illinois Department of Transportation (IDOT) to complete plans for installation of Des Plaines River Trail signage.

### **RL – 2A: Village Neighborhoods Map**

Project Manager: Jennings

Status: *ongoing*. A proposed map was presented to the Plan Commission (PC) on June 11, 2015, and the PC's consensus was to recommend to the Board that the map of neighborhoods be vetted publicly. Staff is preparing a memorandum encompassing the recommendation for Board review in the short term.

### **RL – 2B: Neighborhood Identification Signs Plan**

Project Manager: Janeck

Status: *ongoing*. Determination of names of Village neighborhoods for identification signs is 50% complete, as is a survey of neighborhoods for entry point locations. Designs and costs for signs have been researched. The Plan Commission has endorsed the concept of a pilot street sign topper for a limited number of neighborhoods that already have a recognized name.

### **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 have begun, and are scheduled to 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*. Action on this project is delayed until more is known about the State of Illinois plans for its budget. The state has been considering the reduction of the municipal share of income tax revenue as well as potentially freezing current property tax rates. Any multi-year tax levy plan will need to be in line with upcoming budget and policy decisions from the State.

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

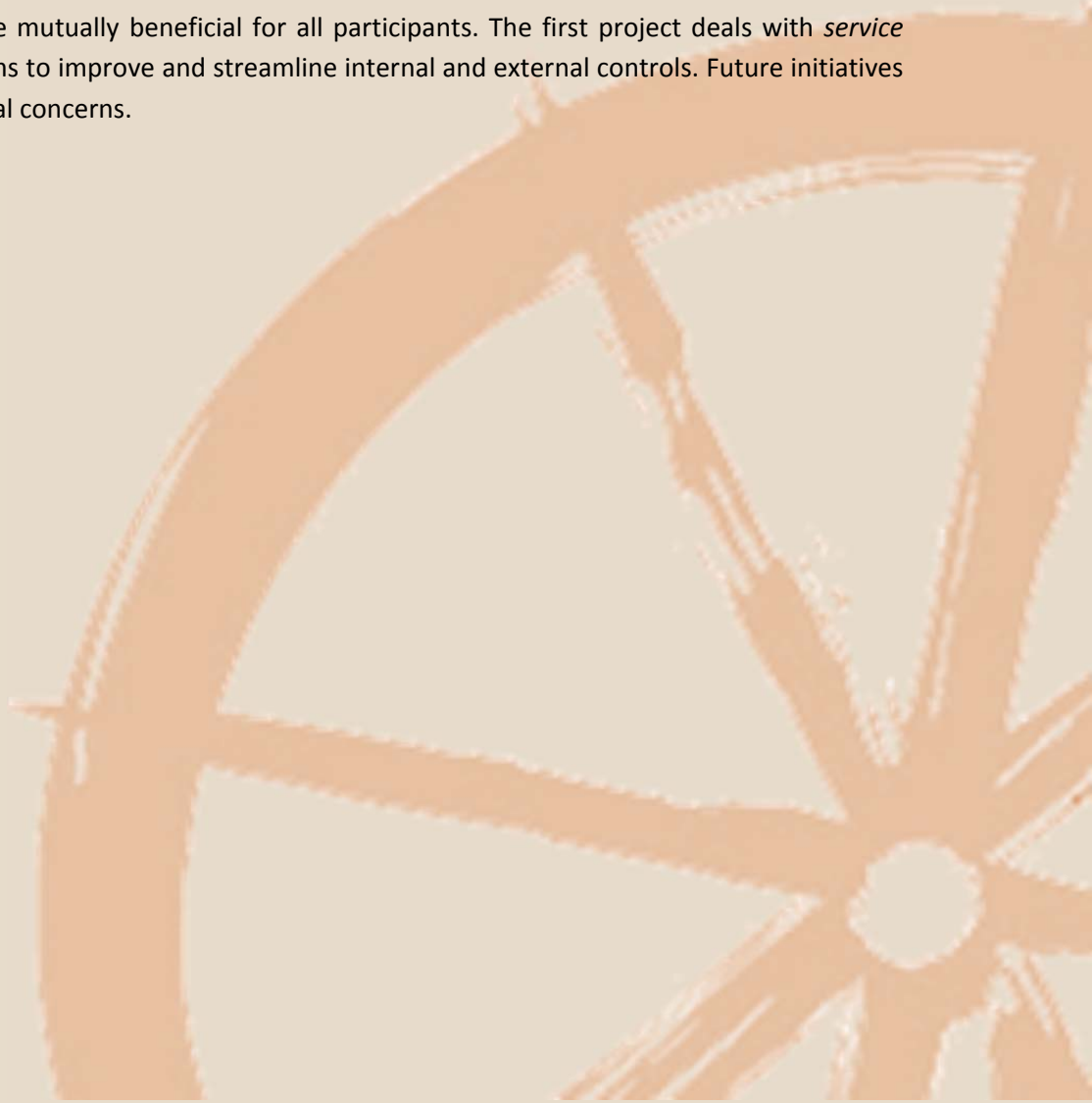
Project Manager: Crotty

Status: *on hold*. Proposals were received earlier this year from qualified consultants. Since that time, 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 is part of an inaugural program through the Village's GIS provider, Municipal GIS Partners. The program is a leadership conversation among member communities of the GIS Consortium designed to foster expansion of the current model to allow for the creation of other collaborative functionality that would be mutually beneficial for all participants. The first project deals with *service request innovation*, and aims to improve and streamline internal and external controls. Future initiatives will tackle larger operational concerns.



## ECONOMIC DEVELOPMENT

### **ED – 1A: Wheeling Town Center Review and Approval**

Project Manager: Jennings

Status: *ongoing*. Concept PUD review was completed in March of 2015. The submittal of the application for preliminary PUD review is approximately 80% complete. Park District authorization is required for the plan to proceed to a public hearing due to modifications proposed to the access drive west of Village Hall. The Village is awaiting receipt of an updated site plan in order for the Village consultant to complete the analysis of the traffic and parking study, as well as to address encroachments onto the Park District property near the Community Recreation Center.

### **ED – 1B: Community Blvd Traffic Signal Agreements**

Project Manager: Melaniphy

Status: *ongoing*. Following eight years of negotiation, the Fragassi Trust signed the Temporary Construction Easement documents in May. The paperwork has been forwarded to the Village by its attorney and subsequently to the US Postal Service for its signature.

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

Project Manager: Melaniphy

Status: *ongoing*. Economic Development staff has placed promotional content in national trade publications and held meetings with retailers, restaurants, and brokers at the International Council of Shopping Centers annual convention.

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

Project Manager: Melaniphy

Status: *complete*. New signage was designed and placed on the 434 and 635–769 South Milwaukee sites; the CoStar Retail Space Availability report was updated in the first quarter of 2015; advertorial space was procured for the 2015 *USA Today* Special Edition Chicago Bears Preview to promote sites in Wheeling. Marketing materials have been updated for all the available Village-owned sites, and Economic Development staff is updating CoStar reports on a quarterly basis.

### **ED – 2B: Development Corner on Village Website**

Project Manager: Melaniphy

Status: *complete*. The New Development Corner was added to the Village website in January 2015, and Economic Development staff is keeping the site fresh with current information.

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

Project Manager: Melaniphy

Status: *ongoing*. Advertorial space was secured in both the May and June issues of *Shopping Center Business*; 30 meetings were held with developers, retailers, restaurants, and brokers at the International Council of Shopping Centers annual convention; the Village has received a letter of intent for the 634–769 South Milwaukee site for restaurant/retail development.

## TRANSPORTATION AND INFRASTRUCTURE

### **TI – 1A: Village-wide Streetscape Plan**

Project Manager: Jennings

Status: *ongoing*. Staff is working with the Plan Commission, and has provided them with streetscape designs used in the City of Naperville. Staff is updating cost estimates and vetting appropriate locations.

### **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. Next steps are to summarize the results of the survey and finalize a PC recommendation to the Board of Trustees, anticipated this summer.

### **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 contends that the Village should relocate its station further south to avoid triggering the gates within their policy boundaries.

### **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. A new domain name was acquired for the Community Calendar portal, and the main calendar into which sub-calendars will be merged has been developed. Project is 50% complete. Next steps are to share the test site with the Village Board and obtain approval for rollout.

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

Project Manager: Ursan

Status: ongoing. Initial work has begun researching companies that offer mobile app services, but significant work on this project is not anticipated until 2016.

### **CI – 1D: Investigate Redesign of Website**

Project Manager: Ursan

Status: ongoing. Staff is authoring a Request for Proposals (RFP) and anticipates issuing said RFP during the summer of 2015. This is an involved project that will not be completed until early 2016.

### **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 fall of 2015. This project anticipates involvement with the schools and is targeted to begin in the fall of 2015.

### **CI – 3B: Update Economic Development Marketing Materials**

Project Manager: Melaniphy

Status: ongoing. A Community Map highlighting restaurants, retailers, banks, churches, schools, parks, and entertainment attractions is complete. The Wheeling Restaurant and Catering Guide has been updated, and Economic Development staff continues to update CoStar reports on a quarterly basis.

## 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. Additionally, the Finance Department has restructured its operations to capture the benefit of existing technology and eliminate one full-time position.

### **GV – 2: Strategic Plan Progress Reporting**

Project Manager: Sfondilis

Status: *ongoing*. An internal database was created to capture milestones, target dates, responsible project managers, and ongoing notes and progress. The database is in use, and the first six-month report is scheduled for June 22, 2015.

### **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. The next joint meeting is scheduled for July 20, 2015.

### **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.