

INTRODUCTION TO THE 2006 STRATEGIC PLAN

The Village of Lombard has adopted the following Mission and Vision statements setting forth the Village's purpose and reason for being (Mission Statement) and a description of what that purpose would look like over time (Vision Statement):

*“The **Mission** of the Village of Lombard is to provide superior and responsive governmental services to the people of Lombard.”*

*“Our shared **Vision** for Lombard is a community of excellence exemplified by its government working together with residents and businesses to create a distinctive sense of spirit and an outstanding quality of life.”*

Through its strategic planning process over the past 11 years, the Village of Lombard has identified a number of strategic directions that have formed the basis for policy and administrative decision-making. On November 5, 2005, Lombard's second Community Forum was held in order to provide an opportunity for greater community input into the strategic planning process. To develop the 2006 Strategic Plan, a strategic planning session was held on November 15, 2005. At that planning meeting, the Village President, Village Trustees, and department heads reviewed and discussed:

- ❖ Input provided at the Community Forum;
- ❖ The planning perspective needed to make the Village of Lombard an award winning community; and
- ❖ Strategic directions and key issues that should be addressed in the future in order to realize that award winning future.

In attendance at the November 15, 2005 strategic planning session were the following participants:

Bill Mueller, Village President
Brigitte O'Brien, Village Clerk
Greg Gron, Trustee, District 1
Dick Tross, Trustee, District 2
Jack O'Brien, Trustee, District 3
Ken Florey, Trustee, District 5
Rick Soderstrom, Trustee, District 6
Bill Lichter, Village Manager
Wes Anderson, Director of Public Works
Ray Byrne, Chief of Police
Len Flood, Director of Finance
Dave Hulseberg, Director of Community Development
Ed Seagraves, Fire Chief

THE STRATEGIC PLANNING PROCESS

In 1998, the strategic planning group prepared an article entitled “**Lombard – The Lilac Village Blooms in the New Millennium.**” That article, which was updated in 2002, has served as a basis for evaluating accomplishments of the strategic planning process. The section entitled **COMING HOME TO LOMBARD ~ THE LILAC VILLAGE LOOKS BACK FROM THE FUTURE** contains the article.

Last year, the planning group identified five guidelines that reflect issues that have reappeared many times over the years. The section entitled **GUIDING PRINCIPLES** delineates those guidelines.

The section entitled **THE 2005 STRATEGIC PLAN IN REVIEW** lists many of the accomplishments from the past year.

On November 5, 2005, the Village’s second Community Forum was held. The Community Forum brought together citizens and leaders from various community groups in a community-wide planning process. The Section entitled **LOMBARD COMMUNITY FORUM** reflects the outcome of this year’s Community Forum.

Based upon their review and prioritization of the issues evolving from the Community Forum and the strategic planning session, the strategic planning group identified seven strategic directions and a series of action plans related to implementing those strategic directions. The section entitled **STRATEGIC DIRECTIONS AND ISSUES FOR 2006** summarizes those concepts.

The sections that follow thereafter describe in detail the strategic directions and action plans. Progress in addressing those strategic directions, as well as strategic directions from previous strategic plans, is intended to ensure that the Village continues to move toward realizing its overall Vision and Mission.

***~COMING HOME TO LOMBARD ~
THE LILAC VILLAGE LOOKS BACK FROM THE FUTURE***

Believing that Lombard is a beautiful, progressive, and family friendly community that deserves recognition as such, in 2002 the strategic planning group prepared a description of Lombard as if it were looking back from the year 2008. Their purpose was to provide a planning vision for Lombard to follow in order to achieve recognition as one of the most livable cities in the United States with a population under 100,000. Lombardians can take pride in the recognition that their community has received since the planning group's vision for the future was conceived.

For example, last year Chicago Magazine rated Lombard 4th within its category of 39 municipalities in terms of health & safety, housing, transportation, leisure services, and schools. Overall, Lombard was ranked 27th from among 192 communities in the Chicago metropolitan area.

What follows is the planning group's view of Lombard looking back from the future.

***Lombard – The Lilac Village Blooms in the New Millenium
January 2008***

The Village of Lombard is pleased to be recognized as one of the most livable cities in the United States. Lombard's active and involved citizens and businesses deserve much of the credit for this distinction. Lombard is a community of well-maintained neighborhoods with style and character. People move to Lombard because it is the type of place where they want to stay and raise their families. Although expanding, vibrant, and sharing in the sustainable and varied growth of a major metropolitan area, the "Lilac Village" has managed to retain its hometown flavor and small town neighborliness.

If you walk or ride around Lombard it's easy to see the pride that residents and businesses share in their community. Lombard's tree lined streets have retained their long-standing charm even as new homes are built to meet the housing needs of its residents. The educational experience offered by Lombard's excellent schools is recognized throughout the region. Funding and support of the public and private high schools is equal to or better than any in the area. The student bodies reflect a level of diversity that enriches the community.

Recreational and leisure opportunities abound. The open spaces of Lombard's park system offer a wide variety of recreational opportunities. A new Helen Plum Library with state of the art internet and information services opened not long ago, as did the Park District's downtown health and fitness center. The Illinois Prairie Path and Great Western Trails form part of a regional recreational trail system enjoyed by thousands of walkers, joggers, and bicycle enthusiasts. Seasonal community activities, including at least one nationally recognized sporting or cultural event each year, along with a program of art and sculpture in public places, serve to enrich community life.

People are attracted to Lombard as a place to shop and visit due to its strong and dynamic economy. Business life is enhanced through the effort of an award winning Chamber of Commerce. The Lombard Conference Center and adjacent first class hotel attract business travelers and tourists alike. Anchored by several fine department stores, Yorktown Center is easily accessed from a network of highways. Yorktown ownership works closely with Village officials to maintain its 100% occupancy rate and excellent shopping experience for people of all ages. The St. Charles Road corridor has been revitalized to become an integral part of Lombard's commercial and industrial base.

Lombard Pride is a hallmark of the community. Intergovernmental cooperation is a long-standing tradition. So too is the cohesiveness and activism of Lombard's citizens. People are well informed and understand the community. Open communications and responsiveness to residents' needs are evident. A community visioning process structured around a series of town meetings has become a focal point for community input.

Historic downtown Lombard with its mix of high quality restaurants, retailers, and destination entertainment is a great place to live, work, and shop. Theater buffs can now enjoy the recently restored DuPage Theatre, a one of a kind atmospheric performing arts center that is becoming increasingly popular throughout the metropolitan area. An added plus for the downtown is the presence of a first class medical facility.

Lombard's well trained professional staff handles services for the town. Its nationally accredited police department and fire services provided from three fire stations guarantee the safety of residents and businesses. Plans for providing social services and help for the homeless are in place. Millions spent on upgrading the community's infrastructure has paid off in street, sidewalk, and flood control improvements. Lombard's location near state highways, its unique trolley system, and a variety of alternative transportation arrangements for seniors, residents with disabilities, commuters, and other residents makes it one of the most convenient transportation hubs in the state.

Lombard is every person's hometown. People who leave can't wait to come home. For them, coming home to Lombard is what they want to do. We suggest that everyone pay us a visit and see for themselves.

GUIDING PRINCIPLES

In planning for the future, the Village of Lombard will be guided by the following principles, as well as others that may be added over time.

The Village of Lombard will continue to proactively address issues related to public safety and to plan for future public safety needs that may arise. Public safety is considered to include police, fire, and public works services.

The Village of Lombard will continue to maintain a proactive stance in carefully monitoring the financial resources of the community.

The Village of Lombard should continue with proactive yet financially prudent planning for capital improvements as reflected in the ten year Capital Improvement Program.

The Village of Lombard and other governmental agencies should continue working in a spirit of strong intergovernmental cooperation as has been the practice up to the present time.

The Village of Lombard should continue to develop customer friendly policies.

THE 2005 STRATEGIC PLAN IN REVIEW

This section provides a review of Lombard's accomplishments in moving toward its award winning status based upon the eight strategic directions identified in the 2005 Strategic Plan. A strategic direction is defined as an area that should be focused upon in order for the Village to move successfully into the future.

2005 Strategic Direction: Continue to proactively address issues related to **PUBLIC SAFETY** (police, fire, and public works) in the community and to plan for future needs that may arise.

What follows are examples of the accomplishments associated with the strategic direction regarding **Public Safety**:

- The Police Department was re-accredited.
- Lombard has experienced a low crime rate.
- A new fire engine and paramedic ambulance were purchased.
- The K-9 unit was re-established in the Police Department.
- The Public Works Department expanded the in-house paving program.
- Support to victims of hurricane Katrina was given.
- New self-contained breathing apparatus (air packs) was purchased.
- The North Avenue improvement project was completed.
- The graffiti removal program continued to be an effective deterrent.

2005 Strategic Direction: Continue to maintain sound practices in the area of **FINANCIAL MANAGEMENT** by, in part, maintaining an on-going evaluation of revenue available to fund staffing needs, balancing capital improvement financing with revenue needed to address operating and maintenance needs, projecting service needs through comprehensive multi-year financial forecasting, developing alternatives to deal with revenue restrictions stemming from the property tax cap, and studying the issue of home rule.

What follows are examples of the accomplishments associated with the strategic direction regarding **Financial Management**:

- Grants were received for community development, public works, police, and fire projects.
- The special census was initiated.
- The Yorktown Business District was approved.
- 261 acres were annexed into Lombard.
- A cable TV surcharge to fund equipment replacement was implemented.
- Staff reductions were made as finances warranted.
- Position vacancies were frozen.
- An Amusement Tax was implemented.
- The Fiscal Year 2006 budget was balanced.
- Consideration is being given to moving forward with a referendum for a non-home rule sales tax.
- Lombard's aggressive capital improvement program to be successful.

- The Westin Hotel/Conference Center has been financed and is under construction.
- The budget and financial planning awards were once again received from the Government Finance Officers Association.

2005 Strategic Direction: Maintain strong **CAPITAL IMPROVEMENTS** through proactive yet financially prudent planning for capital improvements as reflected in the Village’s ten year Capital Improvement Program and by other means as identified in the Strategic Plan including the review of providing the Highland Hills service area with Lake Michigan water, continuing to review alternatives for improving municipal property, reviewing the scheduling of additional special assessment projects, burying overhead wires where financially feasible, implementing the new street lighting standard and street lighting plan, and using private funding to extend water mains along Meyers Road

What follows are examples of the accomplishments associated with the strategic direction regarding **Capital Improvements:**

- A large number of capital improvements were completed including the following projects:
 - South Main Street;
 - North Broadway;
 - Lombard Hills East Phase 5;
 - Olde Towne East Phase 2;
 - West Road;
 - Highland Avenue between 22nd St. and Butterfield Road;
 - Phase 1 of the Yorktown water main improvements;
 - Special Assessment 218 – Grace & Fairfield;
 - North Broadway storm water transmission pipe and Gatz Pond outfall.
- Property was acquired for the South Broadway improvement.
- The sewer stub and sidewalk replacement programs continue to be successfully implemented.
- The Board of Trustees approved an updated Village street light standard.
- The Public Works Committee decided on a recommendation regarding street light selection.
- Sewer separation projects continue to be completed.

2005 Strategic Direction: Emphasize **TRAFFIC and TRANSPORTATION** by initiating a circulator study to determine the need and demand for shuttle service between Yorktown and the Metra station, working to resolve congestion on Main Street, Roosevelt Road, Butterfield Road and the Main Street/Roosevelt Road intersection, and addressing accessibility of the community along State Route 53, including signalization.

What follows are examples of the accomplishments associated with the strategic direction regarding **Traffic and Transportation:**

- The East DuPage Circulator Study (DMMC) is underway.
- St. Charles Road multi-jurisdictional traffic signal coordination was completed.

- A contract was awarded for the downtown Lombard traffic signal/pedestrian enhancements.
- A new transit center at Yorktown is under discussion.
- Construction was completed on the North Avenue improvement project.
- Main Street paving was completed.
- A traffic study of the Main Street & Roosevelt Road intersection is underway. This is the first step in determining intersection improvements.
- Engineering improvements for the Main Street & Roosevelt Road intersection are under review.
- The Highland Avenue project was completed.
- A new traffic signal was installed at Highland & Eastgate.

2005 Strategic Direction: Promote **DOWNTOWN DEVELOPMENT** by continuing to work on development or redevelopment of properties in the downtown, making a final decision on the opportunity provided by the DuPage Theatre, and conducting an annual review of downtown development and redevelopment opportunities.

What follows are examples of the accomplishments associated with the strategic direction regarding **Downtown Development**:

- The Lombard Town Centre organization was established.
- Lincoln Place mixed use development was completed.
- Walgreens at the corner of Elizabeth and St. Charles is under construction.
- The Grove/Park Condo development is under review.
- The Tribute Plaza at Main & St. Charles was completed.
- Improvements were completed at Lilacia Park.
- The Splash Park project was approved by the Village.
- Elmhurst Lombard Memorial Health Care was completed and is in business.
- The Downtown Lombard Vision Guidebook was updated.
- Discussions are underway to lease the Metra train station and begin improvements.
- Billboard removal has continued.
- The Hammerschmidt commuter parking lot was completed and is in use.
- New Urban Communities will be starting a new mixed use development west of the Hammerschmidt parking lot.
- The Lords/Protine properties have been purchased for a new senior housing project (The Pointe at Lombard).
- Main Street Place is under construction on the former Blake/Lamb property.
- Prairie Path Villas is being planned for the former carwash site and adjacent property at Willow and Main
- A Restaurant Forgivable Loan program was initiated.
- Applications were approved for the business retail grant program
- The first grants were approved for the downtown public art program.

2005 Strategic Direction: Address **RESIDENTIAL CODES** by adjusting code enforcement activities based on the uniqueness of various neighborhoods and changes that may be taking place in different residential areas of the community, maintaining a balance

between residential development and physical appearance, and identifying sections of Village code that may need to be reviewed and updated.

What follows are examples of the accomplishments associated with the strategic direction regarding **Residential Codes**:

- Standards were developed for corner side yard setbacks and fences.
- Variation approvals were minimized.
- The voluntary code enforcement program was reinstated.
- Garage height limitations were revised.
- Counter plan approval for small projects has continued.
- The code enforcement compliance rate continues to meet benchmarks.
- Westmore porch enforcement was successful.

2005 Strategic Direction: Work toward further **ANNEXATION** by showing flexibility in street improvements that may be required in newly annexed areas, continuing with an aggressive annexation policy, completing annexations south of Roosevelt Road, and working toward completing annexations in the Glenbard Acres area over the next 1-3 years.

What follows are examples of the accomplishments associated with the strategic direction regarding **Annexation**:

- The School/Ahrens resident area was annexed into Lombard.
- 37 acres of property owned by the Illinois State Toll Highway Authority along I-355 was annexed.
- 5 Roosevelt Road businesses were annexed.
- The Annexation Strategies Plan was updated.
- Development plans are under reviewed for the unincorporated area at the northeast corner of North Avenue and Route 53.
- Properties were annexed along 17th Street, Main Street, and Highland Avenue south of Roosevelt Road.
- Overall, 261 acres of property were annexed in 2005.
- Future potential annexations under discussion include the York Center Coop, the residential area northeast of Roosevelt & Westmore/Meyers, the portion of Butterfield Subdivision adjacent east of I-355 and Montini High School.
- A number of neighborhood meetings with residents in unincorporated areas were held.
- Annexation of the Madison/Harding/Route 53 is under review.
- Western Acres Golf Course was annexed.

2005 Strategic Direction: Improve the **AESTHETICS** of Lombard through beautified commercial corridors, eradication of billboards, aesthetic improvements along Roosevelt Road, and replacement of entry signs on the Prairie Path and Great Western Trail.

What follows are examples of the accomplishments associated with the strategic direction regarding **Aesthetics**:

- The tree planting program has continued.
- All Public Works yards were cleaned up.

- Overhead wires were buried at Grace & St. Charles.
- Gateway improvements were made or will be made at Westmore & St. Charles and North & Grace.
- Village properties that were subject to fly dumping were cleaned up.
- Volunteer Tribute Park at Main & St. Charles was completed.
- Improvements were made to the Great Western Trail and Prairie Path.
- Signage changes have been implemented.

LOMBARD COMMUNITY FORUM

Lombard's second Community Forum attended by 50 participants was held on November 5, 2005. Lombard plans to convene future Community Forums every other year with the next Community Forum being held in 2007.

The following individuals participated in the Community Forum.

Tenny Ahn, Edlyn Andrlik, Darlene Bartt, Pam Bedard, Larry Breen, David Brown, Jay Brown, Bob Brunton, Marty Burke, Robert Corbino, Rita Daehnke, John DeFalco, Robert Difino, Mike Doyle, Sue Doyle, Kevin Fitzpatrick, Art Frerichs, Mike Fugiel, Sandra Hill, Jim Hogan, Steve Humphrey, Mark Johnson, Wayne Kankovsky, Gerri Kuehl, Mary Beth Lynch, Gerry Lyons, Winnie Lyons, Dan Mahal, Marguerite Micken, Ed Murphy, Jim Musinski, Warren Nelson, Molly O'Toole, Jill Payne, Robert Peinsipp, Richard Pitello, Char Roberts, Diane Rude, Bill Schewe, John Schroder, Nancy Sherretz, Frank Sibr, Donal Sullivan, Walter Szveda, Jay Tovian, Tami Urish, Sue Wiggins, Greg Young, Steven Zook, Sandra Zorn

What the Community Forum Participants Like About Lombard

Community Forum participants were asked to express what they like about living and working in the Village of Lombard. In response, participants gave more than 120 reasons. What follows is a reflection of participant sentiment.

Growth and Development: Excellent location, access to transportation options including the METRA commuter rail system, interstate highways, and the PACE bus system and proximity to the City of Chicago make Lombard an excellent choice for business. The Village of Lombard, with its forward thinking philosophy, has established a proactive economic development program that seeks to encourage new business in the community. As a result, commercial expansion has been notable.

Community Pride and Character: Lombard's character is exemplified by the involvement of its citizens and their support of village activities and participation in Lombard's many community events including the Lilac Festival, Cruise Nights, and Taste of Lombard. Lombard is known for its small town, clean, and safe atmosphere, and the diversity of its population. Lombardians are friendly, down to earth people. New, younger residents are investing in their businesses and the community. The Village of Lombard supports many events in terms of time, money, and staff. Lombard's many dining opportunities, clubs and organizations, and houses of worship add to the village's community identity. Historical preservation as reflected in the downtown historic district is an important part of Lombard's community character. Community pride is what Lombard is all about.

Housing and Neighborhoods: Lombard is a quiet but growing community of stable neighborhoods and wide, well maintained streets. The cost of living is reasonable. There is a variety of available and affordable housing. Land uses are varied and are reasonably separate from one another. Real estate is seen as a good investment due to the increase in property values experienced by Lombard residents. Neighborhoods reflect various styles

with an interesting feel. Annual block parties are not uncommon in many neighborhoods throughout the community.

Intergovernmental Cooperation and Community Leadership: All of the governmental bodies that serve the community are responsive, visible, and available to their constituents. The Village takes an active role in all aspects of the community. There is also a notable spirit of intergovernmental cooperation. Village management, especially the Village President's leadership, is also notable. A vision for tomorrow is a hallmark of leadership in Lombard.

Library, Parks, and Schools: Lombard has excellent schools, library and parks and recreation services. In many instances, there is a sharing of facilities and resources. The Lombard Park District provides a variety of youth programs and a large number of parks. There are a variety of school options, and good neighborhood schools that children can easily reach on foot. At the collegiate level, the National University of Health Sciences and the Northern Baptist Theological Seminary attract students from throughout the country and the world.

Quality of Life: A wide variety of amenities highlight Lombard's strong and attractive quality of life and reasonable, affordable, cost of living. A high percentage of what Lombardians need is readily accessible ranging from the interstate highway system, hospitals and excellent schools to responsive governmental services. Residents enjoy convenient access to high quality stores and restaurants. Several medical facilities abound as does a variety of shopping opportunities both locally and at regional malls. Local newspapers, the Village's cable access channel, TV-6, and other media keep residents informed.

Village Responsiveness and Services: Lombard provides very good and responsive police, fire, public works and other services that provide a safe environment for children. The Village provides a high level of on-going public and infrastructure improvements through the strong in-house maintenance and repair capability of the Public Works Department. The operation of Village government is seen as an open process and Village officials are perceived as being easy to contact.

Community Forum Issues

After stating what they like about Lombard, the Community Forum participants identified 60 issues for the community to consider in planning for the future. Those issues fall within 16 different categories. The categories and issues are as follows.

CODE ADHERENCE

- * Address code regulations regarding teardowns and control variances on existing homes.
- * Review code requirements regarding additions to existing homes.
- * Provide better enforcement of regulations regarding property appearance and allow for more extensive follow-up on code violations.

DIVERSITY

- * Recognize the uniqueness of other cultures as a way of promoting cross-cultural understanding.
- * Expand community involvement through greater ethnic representation.

DOWNTOWN

- * Analyze the results of downtown redevelopment efforts in terms of outcomes, time, and money spent.
- * Continue downtown redevelopment to make it a destination.
- * Downtown development should take into account the need to preserve Lombard's history.
- * Address parking and use issues in the downtown.
- * Make downtown relevant in terms of Lombard's culture and history.
- * Consider linking the conference center and Yorktown with the downtown.
- * Improve the train station.

DUPAGE THEATRE

- * Resolve and bring closure to the DuPage Theatre issue.
- * There needs to be a healing process after the DuPage Theatre issue is resolved.

INTERGOVERNMENTAL

- * Build partnerships with other communities for sharing services and facilities. Look at resident rates for non-residents in a facility sharing program.
- * Continue to take advantage of County and State initiatives and programs.
- * Maintain intergovernmental cooperation.

INVOLVEMENT

- * Establish ways to get younger residents and new residents and homeowners involved in the community.
- * Mentor future community leaders for succession a public role.

LIBRARY

- * Expand and relocate the Helen Plum Library.
- * Make the Helen Plum Library a part of downtown development.
- * Coordinate library expansion with development of a community center.

LOCAL TRANSPORTATION

- * Review the possibility of a local bus system linking the entire community.
- * Study further alternative transportation modes such as bike paths, and additional sidewalks.

LONG-TERM FUNDING OF VILLAGE SERVICES

- * Find long term funding solutions for continuation of Village services.
- * Evaluate the need for expanded services associated with growth (police, fire, waste collection).
- * Evaluate infrastructure needs including streets, lighting, and water/sewer service and sewer separation.
- * Study the need for a centrally located fire station or mini response center.
- * Emphasize fiscal conservatism as related to pensions. Keep up infrastructure and services.
- * Maintain the Great Western Trail and Prairie Path in terms of cleanliness, safety, and related issues.
- * Evaluate garbage and water rates.
- * Identify long-term funding solutions in order to continue existing services.
- * Maintain fully staffed Police and Fire Departments.

MARKETING

- * Promote Lombard and the conference center.

PUBLIC EDUCATION

- * Educate the public and residents on Village services and needs, future programs, taxes, and public safety requirements as part of the sales tax referendum.
- * Provide residents with choices in matters such as 64 gallon recycling totes and Channel 6 accessibility to satellite users.
- * Explain the Village's emergency management plan to residents and advise them of steps they should take in the event of an emergency.
- * Provide information on the benefits of home rule.

RECREATION

- * Build an indoor/year-round recreation center.
- * Expand youth services for 13 to 18 year olds.
- * Develop a youth/coffee house.
- * Emphasize arts and cultural activities.
- * More places for teens to go are needed.

REDEVELOPMENT

- * Protect against the further loss of green space when reviewing development and redevelopment
- * Encourage residential and commercial redevelopment including the DuPage Theatre and continued development at Yorktown.
- * Take into account density issues when reviewing development and redevelopment.
- * Consider the environmental impact of development.

- * Plan for future commercial development along Main Street south of Maple Street, particularly the re-use of the Walgreens property.
- * Work toward new shopping opportunities in north Lombard.

SCHOOL ISSUES

- * Study the issue of providing additional school funding while maintaining taxing body accountability. Officials should explain school funding options to the public while weighing taxes vis-à-vis property appreciation.
- * There is a need to address school funding, overcrowding, and before/after school programs.
- * Students from other communities need to have their own high school to attend.
- * Improve test scores in local schools.

SENIOR CITIZENS

- * Residential options for aging residents need to be expanded.
- * Address senior citizen needs.

TRAFFIC CONGESTION

- * Resolve the Route 53 access issue.
- * Address traffic movement and rush hour congestion at all major areas particularly St. Charles & Main, and Roosevelt Rd. at Westmore/Main/Finley.
- * Coordinate traffic signals where possible.

STRATEGIC DIRECTIONS AND ISSUES FOR 2006

This section reflects the identification of new or updated strategic directions and issues as prioritized by the Board of Trustees. These directions and issues are based on discussion at the November 15, 2005 strategic planning session and the outcome of the Community Forum.

The new and updated strategic directions and issues for the year 2006 that have been identified by the strategic planning group are as follows:

- I. Enhance **DEVELOPMENT AND CODE REVIEW** by controlling variances given for existing homes, establishing a timetable for review of the Comprehensive Land Use Plan, reviewing property maintenance code enforcement procedures, and addressing potential code changes as they relate to redevelopment issues, teardowns, and building additions.
- II. Continue planning for the future of Lombard's **DOWNTOWN** by establishing long and short term plans, analyzing the results of downtown development efforts to date, updating the Downtown Lombard Community Vision Plan, consolidating downtown plans that have been developed over the years, and moving forward with redevelopment of the Village owned property at Main Street and Parkside Avenue.
- III. Maintain a strong **INFRASTRUCTURE** improvement program by continuing to address flooding issues, moving forward with a street lighting program, updating the way in which infrastructure maintenance is handled, addressing aesthetic issues associated with infrastructure projects, maintaining the cleanliness of the Prairie Path and Great Western Trail, and beginning a space study of Village owned buildings.
- IV. Emphasize the **LONG-TERM FUNDING OF VILLAGE SERVICES** by educating the public and residents on future service requirements and the need for a sales tax increase, finding long term solutions for funding Village services, fully staffing the Police and Fire Departments, evaluating future service needs, lobbying for pension reform, and upgrading technology.
- V. Enhance **PUBLIC INFORMATION** by educating the public on the Village's emergency management plan, developing further improvements to the Village's web site, and informing the public on pension issues.
- VI. Address **REDEVELOPMENT** in the East St. Charles Road corridor between Main Street and Westmore Avenue and Yorktown Center, as well as future commercial redevelopment along Main Street south of Maple Street.
- VII. Alleviate **TRAFFIC CONGESTION** by addressing traffic congestion and movement at St. Charles Road & Main Street, Roosevelt Road at Westmore/Main/Finley, and Route 53 at Madison Street and Meadow Avenue, improving traffic signal coordination, and studying the feasibility of a local circulator route.

DEVELOPMENT AND CODE REVIEW

Issue Statement

Over the past several years, new development in Lombard has remained strong. New single family residential subdivisions including Meadow Cove and Regency Estates have been completed and the Churchill Court, Yorkshire Woods and Buckingham Orchard Subdivisions are under construction. Condominiums and town homes such as Oak View Estates, Main Street Place, Lincoln Place, Fairfield Place, and Fountain Square II are adding to Lombard's diverse housing stock. There has also been a steadily growing trend toward residential redevelopment through teardowns, with a total of 197 residential demolition permits issued since 2000. Lombard expects to issue 55 permits for teardowns in 2005, the highest number in any given year.

Annexations have been another source of growth in recent years. Since the beginning of 2000, Lombard has annexed 162 parcels totaling 246 acres in size. The annexation of sections of the Illinois State Toll Highway Authority totals an additional 137 acres with 132 residences incorporated since 2000. Hundreds more will be eligible for annexation in future years.

Other new developments include, among others, the Westin Lombard Yorktown Center, The Shops on Butterfield at Yorktown Center, Claim Jumper Restaurant, Capital Grill Restaurant, Elmhurst Lombard Memorial Health Care, and several other commercial and industrial projects.

The Community Forum identified the following issues related to Development and Code Review:

- Address code regulations regarding teardowns and control variances on existing homes.
- Review code requirements regarding additions to existing homes.
- Provide better enforcement of regulations regarding property appearance and allow for more extensive follow-up on code violations.

At its meeting of November 15, 2005, the strategic planning group reviewed the issues from the Community Forum and also discussed a number of other matters for inclusion in the 2006 Strategic Plan. Those included the possible update of the Village's Comprehensive Plan, a review of transitional zoning districts, property maintenance issues, engineering site design, and over development.

Action Plan

Based on its discussion of the multiple issues associated with **Development and Code Review**, the following implementation steps and designation of responsibilities have been developed in order to address that strategic direction. The issues are listed in priority order as determined by the Board of Trustees.

- ❖ **Address the following potential code changes as they relate to redevelopment issues, teardowns and building additions: setback requirements comparing averages with a specific limit; elevation restrictions as related to water run off; restrictions on attached garages in the front of a house; design review of residential height limits and lot coverage; transitional zoning districts; and other engineering and site design issues. This will be the responsibility of the Community Development Department.**
- ❖ **Control variances given for existing homes. This will be the responsibility of the Community Development Department working with Village committees and the Board of Trustees.**
- ❖ **Establish a timetable for review of the Comprehensive Land Use Plan. This will be the responsibility of the Community Development Department.**
- ❖ **Provide better enforcement and follow-up of rules regarding property appearance by reviewing property maintenance code enforcement procedures as well as related code requirements and the possibility of pre-sale inspection for code violations. Submit recommendations for change as warranted. This will be the responsibility of the Community Development Department.**

DOWNTOWN

Issue Statement

Lombard has established three tax increment financing (TIF) districts in its downtown and along the St. Charles Road corridor. In recent years, Park West, Lombard Station, and Parkview Pointe condominiums were completed in the downtown and the Texan Barbecue Restaurant and Praga Restaurant were opened. Elmhurst Memorial Lombard Health Care opened in the downtown in spring, 2005. Lincoln Place, a 39-unit condominium with new commercial space, was completed by Norwood Builders. Main Street Place located on the former Blake-Lamb property is under construction, as is a new Walgreens at the corner of St. Charles Road and Elizabeth Street. The Lombard Town Centre organization is completing the process for being recognized by the State of Illinois as a Main Street organization. A new commuter parking lot on the former Hammerschmidt property is open. A major investment of public funds over the past several years in the downtown's infrastructure has prepared the way for further private redevelopment in that area. Despite the progress thus far, work still remains to be done to encourage further development and redevelopment in downtown Lombard.

The Community Forum participants identified the following related issues regarding Lombard's **Downtown**:

- Continue downtown redevelopment to make the downtown a destination.
- Set downtown direction by establishing short and long term plans for the downtown area.
- Downtown development should take into account the need to preserve Lombard's history.
- Address parking and use issues in the downtown.
- Analyze the results of downtown redevelopment efforts in terms of outcomes, time, and money spent.
- Make downtown relevant in terms of Lombard's culture and history.
- Consider linking the conference center and Yorktown with the downtown.
- Improve the train station.

Action Plan

Based upon the input from the Community Forum as well as further discussion at the strategic planning session, the strategic planning group identified the following implementation steps and designation of responsibilities in order to address the Village's strategic direction regarding Lombard's **Downtown**. The issues are listed in priority order as determined by the Board of Trustees.

- ❖ **Set downtown direction by establishing short and long term plans for the future direction of Lombard's downtown. Meet with stakeholders, identify short and long term priorities, and develop a final build-out analysis of the downtown in terms of density. This will be the responsibility of the Village Manager and Community Development Department working with the Board of Trustees and other downtown groups that may be identified.**
- ❖ **Prepare a cost/benefit analysis of the results of downtown development efforts in terms of results, time, and money spent. This will be the responsibility of the Community Development Department.**
- ❖ **Update the Downtown Lombard Community Vision Plan. This will be the responsibility of the Community Development Department.**
- ❖ **Consolidate the downtown plans that have been developed over the years into one document without preparing a new downtown study. This will be the responsibility of the Community Development Department.**
- ❖ **Consider population density when reviewing new development and redevelopment in the downtown. This will be the responsibility of the Community Development Department and the Plan Commission.**
- ❖ **Move forward with redevelopment of the Village owned property at Main and Parkside. Determine the size and scope of the project including land use and density, whether a TIF extension is needed, prepare an RFP if needed, select a developer, and negotiate a development agreement. This will be the responsibility of the Village Manager, Community Development Department, and Board of Trustees.**

INFRASTRUCTURE

Issue Statement

The Village of Lombard has continued to move forward with annually updating and implementing its ten year Capital Improvement Program. The current Capital Improvement Program represents a ten year expenditure of \$97,290,550 of which \$81,384,160 is financed with Village funds and \$15,906,390 with outside resources. The first year of the Capital Improvement Program is incorporated in the Village's operating budget and includes projects in several funds based upon revenue source. The Capital improvement Program for Fiscal Year 2005-2006 totals \$9,068,250 and provides \$267,400 for facility improvements, \$5,108,200 for street maintenance, construction and related underground improvements, \$80,000 for sidewalk improvements, \$71,400 for street lighting improvements, \$553,030 for sewer system/storm water control improvements not already included with a street project, and \$2,988,220 for water system improvements not included with a street project.

The Community Forum identified the following related issues:

- Maintain the Prairie Path and Great Western Trail in terms of cleanliness and safety.
- Maintain the infrastructure including streets, lighting, and water/sewer services.

Action Plan

Based upon the input from the Community Forum as well as further discussion at the strategic planning session, the strategic planning group identified the following implementation steps and designation of responsibilities in order to address the Village's strategic direction regarding **Infrastructure**. The issues are listed in priority order as determined by the Board of Trustees.

- ❖ **Continue to address flooding issues in the community by reviewing retention/detention locations for problems areas and relief, reviewing implementation of a separated storm sewer system beyond the timing of street improvements, and actively marketing the Village's overhead sewer and backyard flooding prevention grant programs. This will be the responsibility of the Public Works Department and Community Development Department.**
- ❖ **Move forward with the street lighting program by establishing street lighting priorities by street classification and pursuing special service areas as a means of funding earlier implementation. This will be the responsibility of the Public Works Department.**
- ❖ **Evaluate and pursue grant options for Great Western Trail lighting. This will be the responsibility of the Public Works Department.**

- ❖ **Update the Village’s infrastructure maintenance program and expand “white topping.” This will be the responsibility of the Public Works Department.**
- ❖ **Address aesthetic issues associated with infrastructure projects and programs including burying power lines, installing new street lights, beautifying the downtown, and enhancing the appearance of Roosevelt Road and East St. Charles Road. Investigate a fee on CommEd bills to bury power lines and investigate a special service area for Roosevelt Road street lighting and new street lighting for St. Charles Road from Grace Street to Westmore-Meyers. This will be the responsibility of the Public Works Department and Community Development Department.**
- ❖ **Maintain the Prairie Path and Great Western Trail in terms of cleanliness and safety by increasing police patrols on the Prairie Path and Great Western Trail and pursuing an Adopt a Trail Program for volunteer cleanups throughout the year. This will be the responsibility of the Public Works Department, Community Development Department, and Police Department working with DuPage County.**
- ❖ **Begin a space study analysis of Village buildings by updating the Police Department, Fire Department, and Public Works Department space needs and recommending revisions to the current third fire station plan (including alternate plans). This will be the responsibility of the Village Manager and department heads.**

LONG-TERM FUNDING OF VILLAGE SERVICES

Issue Statement

Lombard operates on a budget of more than \$75 million in order to support the services that the Village provides to its residents and businesses. Revenues are generated from many sources including the Village's share of the state sales tax and income tax, water and sewer fees, licenses and permits, other intergovernmental revenues, charges for services, fines and forfeitures, grants, interest earnings, and other miscellaneous revenue. Approximately 8.0% of the Village's funding comes from property tax collections. As a non-home rule community the Village's access to additional revenue sources is limited. Over the past four years, Lombard has made substantial cuts and approved tax increases in order to maintain essential services in the face of economic conditions and the property tax cap. Included among those cuts and tax increases were a \$20.9 million reduction in capital project expenditures programmed for the next ten years, the freezing of 15 position vacancies, a reduction from 10 to 9 hours per day in operation of the Fire Department's 3rd paramedic ambulance, a 107% decline in expenditures for emergency preparedness, and the addition of a 1% Places of Eating Tax and a 5% Amusement Tax.

The Village of Lombard's Police, Fire, and Public Works Departments have primary responsibility for ensuring that Lombard remains a safe environment in which to live. Approximately 84% of Lombard's operating budget goes toward funding those public safety services. To fulfill its basic responsibilities for law enforcement, the Police Department has divided its operation into several program areas. These include patrol services, criminal investigations and juvenile services, and traffic services. Those functions are supported by programs in the areas of police administration, police records, and police buildings. The Lombard Fire Department provides fire and emergency medical services to the Village of Lombard, the Glenbard Fire Protection District, and certain unincorporated areas adjacent to the Village. The department also has responsibilities for fire prevention and building inspectional services. The Public Works Department has responsibilities in several vital areas including street maintenance, snow removal, forestry, street lighting, engineering and operation of the water and sewer collection systems.

The Community Forum identified the following issues related to the **Long-Term Funding of Village Services**:

- Find long-term funding solutions for continuation of Village services.
- Evaluate the need for expanded public services (i.e. police, fire, waste collection) to keep up with growth.
- Prepare for emergencies by constructing a new centrally located fire station or mini response center.
- Fully staff the Police and Fire Departments.
- Manage pensions on a fiscally conservative basis.
- The level of garbage and water rates should be a consideration in evaluating Village services.

Action Plan

At its meeting of November 15, 2005, the strategic planning group reviewed the issues evolving from the Community Forum as well as other related matters. Based on that review, the following implementation steps and designation of responsibilities have been developed in order to address the Village's strategic direction regarding the **Long-Term Funding of Village Services**. The issues are listed in priority order as determined by the Board of Trustees.

- ❖ **Inform the public and residents on future needs and on why the Village is holding a referendum for a sales tax increase. Talk about programs, taxes, public safety, and emergency management. Build cohesiveness and a unified presentation, develop a power point presentation, meet with focus groups to review and refine the power point, identify supporters, meet with community groups (boards/commissions, employees, homeowner groups, condo associations, clubs, and others), develop a press package, use the PRIDE, TV-6, the Village web site, establish a community support group, and discuss the consequences if the referendum were to fail. This will be the responsibility of the Board of Trustees, Village Manager, department heads, and citizens who support the referendum.**
- ❖ **Find long-term funding solutions for continuation of Village services and stabilize funding for operations. Proceed with a referendum, evaluate manpower studies, look into grants, and evaluate services and restructure where possible. This will be the responsibility of the Board of Trustees, Village Manager, and department heads.**
- ❖ **Fill vacant positions. This will be determined by the Board of Trustees through the budget process.**
- ❖ **Fully staff the Police and Fire Departments. This will be determined by the Board of Trustees through the budget process.**
- ❖ **Evaluate the need for expanded public services (i.e. police, fire, waste collection) to keep up with growth. This will be the responsibility of the Village Manager and department heads working with the Board of Trustees.**
- ❖ **Lobby for pension reform. This will be the responsibility of the Board of Trustees and Village Manager working with Lombard's state legislators and the DuPage Mayors and Managers Conference.**
- ❖ **Upgrade technology by funding the Technology Reserve Account, enhancing opportunities for e-government, and establishing a Village-wide wireless network. This will be determined by the Board of Trustees through the budget process based on recommendations from the Village Manager, Finance Department, and department heads.**

PUBLIC INFORMATION

Issue Statement

The Village of Lombard has developed many ways to reach out to businesses and residents in the community. These include a web page detailing an extensive amount of information regarding the Village, expanded cable television programming on TV-6, the PRIDE newsletter, community oriented policing with its emphasis on interaction with the community as the operating philosophy of the Police Department, establishment of benchmarks and a streamlined permitting process, and resident and business surveys to solicit customer feedback on the quality of services.

The Community Forum identified the following related issues:

- Promote Lombard and the conference center.
- Educate the public and residents on Village services and needs, future programs, taxes, and public safety requirements as part of the sales tax referendum.
- Provide residents with choices in matters such as 64 gallon recycling totes and Channel 6 accessibility to satellite users.
- Explain the Village's emergency management plan to residents and advise them of steps they should take in the event of an emergency.
- Provide information on the benefits of home rule.

Action Plan

At its meeting of November 15, 2005 the strategic planning group reviewed the issues from the Community Forum and also discussed a number of other matters for possible inclusion in the 2006 Strategic Plan. Based on that review the following implementation steps and designation of responsibilities have been developed in order to address the Village's strategic direction regarding **Public Information**. The issues are listed in priority order as determined by the Board of Trustees.

- ❖ **Educate the public on the Village's emergency management plan and on what residents should do in the event of an emergency. Determine the public's need to know, prioritize emergencies and inform on the 'most likely,' determine the best tools to educate the public and reach the most people (PRIDE, web site, TV-6, schools, library, Park District), consider drills and tabletop exercises, and evaluate feedback. This will be the responsibility of the Village Manager, Fire Chief, and Board of Trustees.**

- ❖ **Develop further enhancements to the Village's web site by reviewing the web site for visual improvements and additional information, determining if new technology is available, spreading responsibility for keeping information up to date, creating a more interactive site for residents and businesses, and identifying sources to fund improvements. This will be the responsibility of the Finance Department working with other Village departments.**
- ❖ **Inform the public on pension issues. This will be the responsibility of the Finance Department using the Village's various public information options.**

REDEVELOPMENT

Issue Statement

Although an established municipality, Lombard has continued to experience extensive redevelopment throughout the community. In recent years, both established unincorporated areas and newly developed properties have annexed into the Village. In 2005, the Village will also issue approximately 55 permits for residential redevelopment (teardowns) and continues to experience the re-use of previously developed commercial properties. Most recently, Lombard established its first Business Improvement District to help facilitate the construction of a new lifestyle center that will replace the former Montgomery Ward store at Yorktown Center. It is anticipated that Lombard will continue to evolve as a desirable community in which to live and work as new properties develop, older properties redevelop, and its corporate boundaries expand due to annexations.

The 2006 Community Forum identified the following related issues regarding **Redevelopment**:

- Protect against the further loss of green space when reviewing development and redevelopment
- Encourage residential and commercial redevelopment including the DuPage Theatre and continued development at Yorktown.
- Take into account density issues when reviewing development and redevelopment.
- Consider the environmental impact of development.
- Plan for future commercial development along Main Street south of Maple Street, particularly the re-use of the Walgreens property.
- Work toward new shopping opportunities in north Lombard.

Action Plan

At its meeting of November 15, 2005 the strategic planning group reviewed the issues from the Community Forum and also discussed a number of other matters for possible inclusion in the 2006 Strategic Plan. Based on that review the following implementation steps and designation of responsibilities have been developed in order to address the Village's strategic direction regarding **Redevelopment**. The issues are listed in priority order as determined by the Board of Trustees.

- ❖ **Redevelop the East St. Charles Road corridor from Main Street to Westmore Avenue. Evaluate property consolidation and use along the corridor, identify and prioritize redevelopment based on best use and need, and promote TIF with private development. This will be the responsibility of the Village Manager and Community Development Department working with the Board of Trustees.**
- ❖ **Continue Yorktown Redevelopment by maintaining the Village's working relationship with the Yorktown owners, stay the course of encouraging prime development and business, and supporting the sales tax for Business District #1. This will be the responsibility of the Village Manager and Community Development Department working with the Board of Trustees.**
- ❖ **Address the future commercial redevelopment along Main Street south of Maple Street, including the re-use of Walgreens. This will be the responsibility of the Village Manager and Community Development Department working with the Board of Trustees.**

TRAFFIC CONGESTION

Issue Statement

The Village of Lombard lies at the heart of an extensive transportation network. I-355, I-88, SR 64 and SR 53 stand at or near the Village's boundaries. The METRA commuter train network serves thousands of Lombard residents daily as they commute to and from work in the Chicago metropolitan area. The PACE bus system transports residents to transportation sites and businesses throughout the county. Traffic congestion throughout DuPage County and surrounding areas has increased as the County population has grown and the business community has expanded.

The 2006 Community Forum identified the following issues relating to Traffic Congestion:

- Resolve the Route 53 access issue.
- Address traffic movement and rush hour congestion at all major areas particularly St. Charles & Main, and Roosevelt Rd. at Westmore/Main/Finley.
- Coordinate traffic signals where possible.

Action Plan

The strategic planning group reviewed the issues from the Community Forum and also discussed a number of other matters for possible inclusion in the 2006 Strategic Plan. Based on that review the following implementation steps and designation of responsibilities have been developed in order to address the Village's strategic direction regarding **Traffic Congestion**. The issues are listed in priority order as determined by the Board of Trustees.

- ❖ **Address traffic congestion and movement at the Roosevelt Road intersections with Westmore/Main/Finley. Perform a traffic analysis, conduct a staff review, develop a list of changes to IDOT's analysis, and present changes to IODT. Seek support from state legislators if necessary. This will be the responsibility of the Public Works Department working with the Village Manager and Board of Trustees.**
- ❖ **Address traffic congestion and movement at St. Charles Road & Main Street, St. Charles & Park, and Parkside & Main. Study alternatives including police at intersections, an overhead pedestrian crossing, and extending the train platform over Main Street. This will be the responsibility of the Public Works Department working with the Village Manager and Board of Trustees.**
- ❖ **Address traffic congestion and movement at Rt. 53 and Madison. Review an intergovernmental agreement with York Township or annex adjacent property, prepare stand alone engineering, submit plans for IDOT review and approval, secure IDOT funding, and install traffic signal. This will be the responsibility of the Public Works Department and Community Development Department working with the Village Manager and Board of Trustees.**

- ❖ **Address traffic congestion and movement at Route 53 and Meadow. Determine warrants, secure IDOT funding, and install a traffic signal. Seek support from State legislators if necessary. This will be the responsibility of the Public Works Department working with the Village Manager and Board of Trustees.**
- ❖ **Improve traffic signal coordination by conducting a Village-wide traffic study to link Village streets and State routes, analyze the study results, determine available funding, and prioritize needs. This will be the responsibility of the Public Works Department and Community Development Department.**
- ❖ **Study the feasibility of a local circulator route and a Park N Ride. This will be the responsibility of the Community Development Department.**

What the Community Forum Participants Like About Lombard

Table 1

- Services – Public Works, Police, Fire
- Parks
- Schools
- Location
- Stable neighborhoods
- Shopping
- Land use locations-separation
- Access
- Ease of contacting Village officials
- Community involvement
- Dining
- Diversity of residents
- Community interest in being involved
- Historic District
- Good library
- Increased property values
- Small town atmosphere
- Various neighborhood styles
- Community events
- Churches, houses of worship
- Village support of events (money, time, staff)
- Many clubs & organizations
- Safe
- New younger people investing in business and the town
- Medical facilities
- National University of Health Sciences
- Northern Baptist Theological Seminary

Table 2

- Good schools
- Good parks
- Intergovernmental cooperation
- Public services

- Pro-active development program
- Good library
- Small town environment and feel
- Community involvement
- Central location/accessibility
- Access channel
- Responsive services
- Maintenance of Village infrastructure
- Growing community
- Wide open streets
- Transportation services
- Lilac Festival
- Block Party program
- Town has character
- Quiet community
- Pretty Village of Lombard Shopping

Table 3

- Services
- Safe community
- Excellent schools
- Commercial expansion
- Excellent citizens' participation
- Parks/Park District
- Very good real estate appreciation
- Open government
- Clean community
- Shopping opportunities
- Diversity
- Location
- Maturity/preservation of the community
- On-going public and infrastructure improvements

Table 4

- Accessibility
- Number of parks
- Variety of housing
- Feel of neighborhoods
- Variety of shopping

- Transportation options
- Public safety
- Community groups
- Excellent schools
- Varied land use
- Intergovernmental cooperation
- Youth programs
- Friendly town
- Variety of worship
- Safe
- Increased value of housing
- Library
- Community events – Parade, Taste, etc.
- Restaurants

Table 5

- Parks and recreation
- Civic & Village community groups - opportunity to voice opinions
- Open spaces
- Cleanliness
- Civic pride (events)
- In-house public works capacity
- Shopping
- Police & Fire services – safe for kids
- Schools
- Location & redevelopment – METRA, highway access, PACE
- Village management – especially Village President’s leadership
- Good size community
- Vision for tomorrow
- Communications – cable, newsletters, newspapers
- Library
- Affordable housing
- Diversity
- Good restaurants
- Health facilities

Table 6

- Economic development
- Community identity

- Looking at tax revenues
- Housing (grid system)
- Interesting feel of neighborhoods
- Appearance
- Affordability
- Generally good services – fire, police, schools
- Friendly & helpful people
- Encourage new businesses
- Village takes an active role in all aspects of the community
- Sense of history
- Parks & recreation
- Infrastructure (electric, streets)
- Location - close to Chicago
- Access to transportation
- Shared resources of public facilities
- High quality stores & restaurants
- Intergovernmental communication
- Resident participation (Cruise Nights)

Table 7

- Good neighborhood schools children can walk to
- Excellent infrastructure (interstate, hospitals, schools, shopping, stable community, responsive government, paramedics)
- Outstanding economic development – forward thinking philosophy
- Variety of commonly needed services available locally. High percentage of what we need
- Streets and landscaping kept up
- Good parks and recreation system
- Friendly, down to earth people
- Variety of school options (all levels)
- Variety of lifestyle options
- Channel6, local newspaper
- Visible and available Village officials
- Number & variety of churches
- Diverse population
- Shopping options (local vs. mall)
- Strong service organizations
- Geographical location
- All government officials responsive

- Community Pride
- Strong history (identity)
- Involved residents who care about the community
- Reasonable, affordable cost of living