

**VILLAGE OF LOMBARD**  
**REQUEST FOR BOARD OF TRUSTEES ACTION**  
**For Inclusion on Board Agenda**

\_\_\_\_\_ Resolution or Ordinance (Blue) DISTRICT # \_\_\_\_\_  
\_\_\_\_\_ Recommendations of Boards, Commissions & Committees (Green) Waiver of First Requested \_\_\_\_\_  
 X  Other Business (Pink)

**TO :** PRESIDENT AND BOARD OF TRUSTEES

**FROM:** William T. Lichter, Village Manager

**DATE :** December 17, 2004

**B of T** January 6, 2005

**SUBJECT:** 2005 Strategic Plan

**SUBMITTED BY:** William T. Lichter, Village Manager

**BACKGROUND/POLICY IMPLICATIONS:**

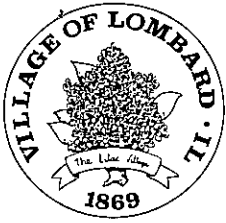
Motion to approve 2005 Strategic Plan. Please see attached memorandum.

**Fiscal Impact/Funding Source:**


Review (as necessary):

Finance Director \_\_\_\_\_ Date \_\_\_\_\_  
Village Manager W. Thomas Lichter Date 12/17/04

**NOTE:** All materials must be submitted to and approved by the Village Manager's Office by 12:00 noon, Wednesday, prior to the Agenda distribution.



**To:** Honorable President and Board of Trustees

**From:** William T. Lichter, Village Manager 

**Date:** December 17, 2004

**Subject:** **Approval of 2005 Strategic Plan**

The attached document is the proposed **2005 Strategic Plan** for the Village of Lombard. The Strategic Plan is based upon the strategic planning session attended by the Board of Trustees and department heads on October 27, 2004.

The Strategic Plan identifies several Guiding Principles that will give direction to how the Village of Lombard plans for the future. Those Guiding Principles are as follows:

- \* *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 its aggressive 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*

Based on their review and prioritization of the issues evolving from the 2003 Community Forum and the October 27, 2004 strategic planning session, the strategic planning group identified eight strategic directions and a series of action plans related to implementing those strategic directions. The section entitled **STRATEGIC DIRECTIONS AND ISSUES FOR 2005** summarizes those concepts.

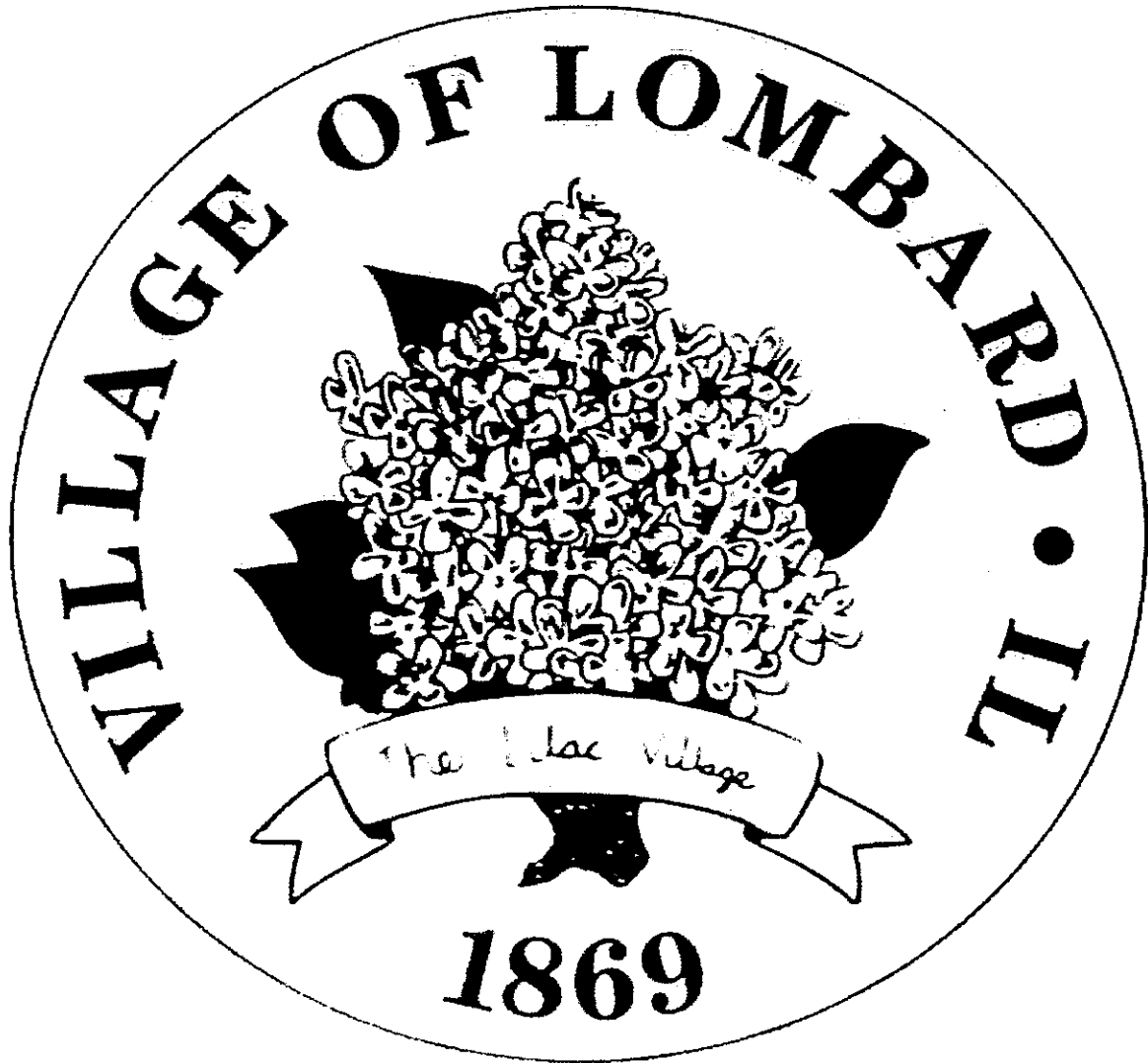
The new and updated strategic directions for 2005 that have been identified by the strategic planning group are as follows:

- I. 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.
- II. 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.
- III. Maintain strong **CAPITAL IMPROVEMENTS** through aggressive 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
- IV. 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.
- V. Promote **DOWNTOWN DEVELOPMENT** by continuing to work on development or redevelopment of properties in the downtown, bringing closure to the DuPage Theatre issue, and conducting an annual review of downtown development and redevelopment opportunities.
- VI. 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 the code that may need to be reviewed and updated.
- VII. 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.

- VIII. 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.

Consideration of the proposed **2005 Strategic Plan** has been scheduled for the Village Board meeting of January 6, 2005.



**2005**

# **Strategic Plan**

## INTRODUCTION TO THE 2005 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 ten years, the Village of Lombard has identified a number of strategic directions that have formed the basis for policy and administrative decision-making. In October of 2003, Lombard's first Community Forum was held in order to provide an opportunity for community input into the strategic planning process. In order to develop the 2005 Strategic Plan, a strategic planning session was held on October 27, 2004. At that planning meeting, the Village President, Village Trustees, and department heads reviewed and discussed:

- \* The planning perspective needed to make the Village of Lombard an award winning community.
- \* Strategic directions and key issues that should be addressed in the future in order to realize that award winning future.

In attendance at the October 27, 2004 strategic planning session were the following participants:

Bill Mueller, Village President  
Dick Tross, Trustee, District 2  
Karen Koenig, 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 Millenium.**” The article has been used as a basis for evaluating accomplishments of the strategic planning process since that time. The section entitled **COMING HOME TO LOMBARD ~ THE LILAC VILLAGE LOOKS BACK FROM THE FUTURE** contains the article.

In the planning session for the 2005 Strategic Plan, 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 2004 STRATEGIC PLAN IN REVIEW** lists many of the accomplishments from the past year.

In October 2003, the Village’s first 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 the 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 eight strategic directions and a series of action plans related to implementing those strategic directions. The section entitled **STRATEGIC DIRECTIONS AND ISSUES FOR 2005** 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, Chicago Magazine has rated Lombard 4<sup>th</sup> within its category of 39 municipalities in terms of health & safety, housing, transportation, leisure services, and schools. Overall, Lombard was ranked 27<sup>th</sup> from among 192 communities in the Chicago metropolitan area.

Additionally, Pat Summerall Productions announced that the Village of Lombard has been selected as a "champion of industry" for 2003. Each year, Pat Summerall Productions selects 50 communities with a population of 50,000 and under for this award. In receiving the award Lombard not only met the minimum criteria but also exceeded expectations in terms of leadership and community achievement.

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 its aggressive 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 2004 STRATEGIC PLAN IN REVIEW

This section provides a review of Lombard's accomplishments in moving toward its award winning status based upon the five strategic directions identified in the 2004 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.

**2004 Strategic Direction:** Continue to maintain a proactive stance regarding **FINANCES AND BUDGET** by carefully monitoring the community's financial resources. This includes the recognition that tax caps impact not only the Village, but other agencies as well.

What follows are examples of the accomplishments associated with the strategic direction regarding **Finances and Budget**:

- Lombard once again received the Government Finance Officers Association annual awards for budgeting and financial reporting.
- The FY 2005 budget was balanced despite a tight revenue picture.
- Continuation of funding for the Technology Reserve Fund.
- Increased revenue from the Places of Eating Tax.
- Consistent methodology in determining fees.
- Replacement of the AS 400 server.
- The Naviline software is now on-line.
- GIS is now on-line.
- Water billing was out-sourced to save costs.

**2004 Strategic Direction:** Continue to proactively address issues related to **PUBLIC SAFETY** 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 a new **Public Safety**:

- New replacement fire truck and ambulance were purchased.
- Prairie Path lighting installed.
- Residential speed limits evaluated and adjusted as appropriate.
- New street lighting standard approved.
- Public safety funding consistently maintained despite tight budgets.
- North Broadway/Gatz Pond outfall scheduled for construction.
- Mosquito spraying expanded.
- The detention/retention pond inspection program successful in correcting safety hazards.
- Police Department laptops replaced as needed.
- Police Department tasers introduced.
- The North Avenue construction project nearing completion.

**2004 Strategic Direction:** Emphasize **RESIDENT COMMUNICATION AND SERVICES** including, among other things, enhancement of the Village's web site and providing more information to residents and businesses on events, happenings, and projects in the Village.

What follows are examples of the accomplishments associated with the strategic direction regarding **Resident Communication and Services:**

- Improvements to Lombard's web site.
- Enhanced Public Works newsletters to residents.
- Improvements to press releases.
- New water bill format.
- Successful Recycling Extravaganza and its associated newsletter.
- The Police Department K-9 unit approved and staffed.
- A new plainclothes tactical unit established in the Police Department.
- The Hammerschmidt commuter lot completed and information disseminated to the public.

**2004 Strategic Direction:** Maintain strong **CAPITAL IMPROVEMENTS AND INFRASTRUCTURE MAINTENANCE** through aggressive planning for capital improvements as reflected in the Village's ten year Capital Improvement Program.

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

- Completion of several capital improvements including Lombard Hills East Phase 5, Charlotte Street, Special Assessment 218 (Fairfield/Grace), Highland Avenue, and the Yorktown watermain (Phase 1).
- Plans completed for the North Broadway project. Grant of \$750,000 received from DuPage County.
- Legal proceedings initiated for the Special Assessment 213B (West Road) project.
- Street lighting standards completed.
- Property purchases associated with capital improvements.
- In-house grind and overlay program.
- Updated sewer stub program
- Glenbard Wastewater Authority plant improvements.

**2004 Strategic Direction:** Emphasize **TRAFFIC MANAGEMENT** by addressing accessibility of the community south of St. Charles Road along SR 53, and working to resolve congestion on Main Street, Roosevelt Road, Butterfield Road, and at the intersection of Main Street and Roosevelt Road.

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

- North Avenue completed.
- Highland Avenue completed.

- Main Street completed.
- The Traffic & Safety Committee completed a speed enforcement analysis.
- Enhanced Traffic Enforcement Program.
- Main & St. Charles improvements underway.
- Downtown Traffic Improvement Study completed and improvements are underway.

**2004 Strategic Direction:** Encourage **BUSINESS DEVELOPMENT** in the downtown and the community as a whole by continuing to work on making the convention center a reality, continuing with an aggressive program of annexation in accordance with the Village's Annexation Strategies Study, moving forward with Roosevelt Road business improvements especially at the corner of Highland and Roosevelt, and improving the downtown parking situation through better parking enforcement and better utilization of existing parking.

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

- Construction of the Hotel/Convention Center project expected to begin soon.
- Walgreen's at St. Charles and Elizabeth approved
- Construction plans to build a CVS Pharmacy at North Avenue and Main Street were approved.
- The Norwood project is nearing completion.
- Elmhurst Medical Center is under construction.
- A new mixed-use development is planned for the former Blake-Lamb property.
- Culvers is under construction.
- Dunkin Donuts is expanding
- DuPage Medical Office completed.
- The Neri Development is under construction.
- A mixed-use development at Highland and Roosevelt approved.
- The Hammerschmidt commuter parking lot was completed using grant funds.
- Claim Jumper restaurant to soon start construction.
- Expansions at Westgate Lincoln Mercury, Heritage Cadillac, and Lombard Toyota have occurred.
- Ed Debevis opened at Yorktown.
- Roosevelt Road annexations
- DuPage Surgical Center under construction.
- Ethan Allen under construction.
- Bombay/Bombay Kids completed.
- TIF 1 & TIF 2 approved.

**2004 Strategic Direction:** Promote **RESIDENTIAL DEVELOPMENT** by focusing on property maintenance and appearance, the balance between new home development and the surrounding neighborhood, and the possible need for guidelines and architectural review when considering plans for teardowns.

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

- New annexations.
- Residential development at SR 53 and Meadow.
- Brown's Subdivision completed.
- Insignia Townhomes approved and under construction.
- Residential redevelopment throughout the community.
- Garage zoning changes.
- New street lighting and sidewalk policies.
- Summer code enforcement program successfully completed.

**2004 Strategic Direction**: Continue the long-standing practice of **INTERGOVERNMENTAL COOPERATION** through joint planning as well as shared services and resources among governmental agencies.

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

- TIF 1 & 2 established. And intergovernmental agreements approved to assist other governmental units.
- Permanent arrangements made for Library parking as part of Elmhurst Hospital project.
- Emergency preparedness drug release program developed in coordination with School District 87.
- Agreements with Lombard Park District relating to Sunset Knolls Park, Southland Park and Lombard Lagoon.
- Continuing success of the Character Counts program.
- Library and Park District news in the PRIDE newsletter.
- Use of cable Channel 6 by School Districts 44, 45, and 88.

## LOMBARD COMMUNITY FORUM

One of the implementation steps in the 2003 Strategic Plan was to develop and implement a process for bringing citizens and leaders from various community groups and agencies together in a community-wide planning process. In furtherance of that goal, Lombard's first Community Forum attended by 48 participants convened on October 4, 2003. Lombard plans to convene future Community Forums every other year. The next Community Forum will be held in 2005.

The following individuals participated in the 2003 Community Forum.

Clark Adams, Jack Basso, Bob Becvar, Ed Bedard, Jerry Bimber, Gary Bird, Robert Biddle, Ken Blakeslee, Monica Brown, Dave Brown, Pam Bruns, Bob Brunton, Jim Castaldo, Doug Christensen, Ron DeFalco, Linda Dickey, Joan Ferrara, Steve Flint, Bob Friend, Mike Fugiel, Sheldon Ganshaw, Tom Gibbons, Sandra Hill, Lois Hince, Steve Humphrey, John Kaforski, Kurt Lentsch, John Loebach, Georgianne Ludwig, Dennis McNicholas, Bob Mueller, Marge Neeley, Mary Newman, Ron Olbrysh, Carl Orr, Eugene Polley, Pat Poskocil, Jennifer Primas, Bill Schewe, John Schroeder, Ruth Sweetser, Tom Topolewski, Jay Tovian, Dan Tufano, Patti Vincent, Bill Ware, Jeff Wisniewski, Todd Wozniak

### 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.

***Community Identity:*** Lombard has a unique character and identity as the Lilac Village. Although growing and vibrant, Lombard has retained its hometown, middle class, suburban feel, and remains a safe and friendly place in which people cooperate with one another. The strong Character Counts program is one indication of the values held by many in the village. Lombard is demographically diverse and is populated by individuals reflecting a diversity of cultural and religious beliefs. Lombardians have a sense of the community's history but are also open to change. Planning in Lombard shows a focus and vision for the future. Lombard Pride is what Lombard is all about.

***Community Spirit:*** Lombard is a friendly place to live, boasts beautiful colors in the spring and fall as well as many parkway trees, and welcomes citizen participation. People are willing to get involved in Lombard's numerous community activities as reflected in the high level of volunteerism. The community is fortunate to have strong and active civic, service, and community outreach organizations. Lilac time pulls Lombardians together.

***Economic Development:*** Active growth and great new development mark the south part of Lombard. The improving St. Charles Road and downtown corridors are also worthy of note. Throughout the community there is a variety of shopping, restaurants, and great retail services. Lombard is an accessible transportation hub with a strong industrial base. Due to aggressive business recruiting and pro-business creative financing coupled with managed growth, property values are increasing. Overall, Lombard is a good place for businesses to locate.

***Housing and Neighborhoods:*** Lombard is a community of neighborhoods where people of different ages enjoy numerous housing opportunities, and varied housing styles with diverse architecture. Overall, real estate is an excellent value in Lombard.

***Intergovernmental Cooperation and Community Leadership:*** All of the governmental bodies that serve the community are characterized by strong leadership and staff. There is a spirit of intergovernmental cooperation reflective of an open political process and responsive, accessible government.

***Library, Parks, and Schools:*** Lombard has excellent public and private schools as well as wonderful parks, library, and historical museum. There is plentiful green space in a large park system that includes many park locations. The Lombard Park District provides well received programs and maintains a number of excellent athletic facilities. Lilacia Park is a special place to be.

***Public Services:*** Lombard has excellent police, fire, and emergency medical services. Overall, public services, including senior facilities, are good, and village-wide programs well run. There is a good return in terms of services received for tax dollars spent.

***Quality of Life:*** A wide variety of amenities mark Lombard's strong quality of life. Lombardians enjoy convenient access to daily needs with the community in close proximity to many services including churches, hospitals, and an excellent transportation system. There are many community events as well as a wide variety of shopping. Taxes are reasonable within a diversified tax base. Lombard is a commuter stop for METRA while two recreational trails, the Prairie Path and Great Western, are enjoyed by many on a daily basis.

### **Community Forum Issues**

After stating what they like about Lombard, the Community Forum participants identified 74 issues for the community to consider in planning for the future. Those issues fall within 13 different categories. The categories and issues are as follows.

#### **BUSINESS DEVELOPMENT**

- \* Increase the tax base through business development.
- \* Convene a Small Business Forum.
- \* Anticipate future shopping and community gathering needs.
- \* Move forward with further Roosevelt Road rehabilitation, especially at the corner of Roosevelt and Highland.



- \* Complete annexations along Roosevelt Road in order to increase the tax base and control aesthetics. Complete annexations of unincorporated areas south of Roosevelt along I-355.
- \* Effectively manage the quality and amount of growth.
- \* Emphasize redevelopment of S. Main Street.
- \* Relocate Allied Drywall.
- \* Make the Convention Center a reality.
- \* Emphasize new business growth and fill empty stores.
- \* Provide incentives to business to promote business growth.

### **CAPITAL IMPROVEMENT PROGRAM**

- \* Continue an aggressive Capital Improvement Program, especially in terms of flood control and sewer projects.
- \* Expand street lighting programs.
- \* Improve street maintenance.
- \* Continue improving unimproved streets.
- \* Continue annexations (including forcible annexations).

### **COMMUNITY CENTER**

- \* Develop a Park District community and recreational center in one central facility.

### **DEMOGRAPHICS**

- \* Appoint a Senior Council (Village Board committee) to look at, among other things, senior discounts and a senior net.
- \* Develop programs to serve the needs of the next generation in terms of health and well being.
- \* Promote and provide more facilities and activities for adolescents and teens (day care, after school care, kid facilities, teen facilities).
- \* Develop true cultural diversity and provide ways for greater involvement of our diverse population.
- \* Provide ways to improve greater ethnic and youth participation in government.

### **DOWNTOWN DEVELOPMENT**

- \* Better communicate to residents Lombard's downtown vision and plan.
- \* Develop an integrated plan for downtown redevelopment incorporating the library, restaurants, hospital, theatre, etc.
- \* Build a downtown parking garage.
- \* Complete the job of downtown development.
- \* Downtown Lombard revitalization and enhancements should include the Hammerschmidt property, increased foot traffic, and more things to attract people.
- \* Renovate the DuPage Theatre.
- \* Promote downtown redevelopment through new private development.
- \* Expand the downtown area beyond St. Charles Road.

- \* Educate downtown businesses and owners on the possibilities for downtown redevelopment.
- \* Complete a Comprehensive Plan for the redevelopment of downtown. Develop the Plan and begin execution in the next 1-3 years.
- \* Rebuild Main St. in the downtown. Place utilities underground.
- \* Bring services to and for the north end of Lombard (grocery, butcher shop, bakery, etc.).
- \* Beautify and develop the St. Charles Road corridor including a small business forum.
- \* In terms of downtown parking, provide better parking enforcement and increase the availability of commuter parking.
- \* Promote downtown business growth.

### **FINANCES**

- \* There needs to be relief from tax caps.
- \* Recognize and evaluate the revenue impact of tax increment financing on school districts.
- \* Study the benefits of home rule in terms of financial issues.

### **FIRST IMPRESSIONS**

- \* Improve Lombard's gateways.
- \* Bury overhead utility wires.
- \* Eradicate billboards.
- \* Create a Lombard identity through gateway signage so that it is clear that a person is in Lombard when an individual passes from another community into Lombard.
- \* Pay special attention to aesthetics along Roosevelt Road. Create an ambiance similar to that found in Wheaton.
- \* Make aesthetic improvements in Lombard's northwest corridor. This pertains to the recently annexed properties at North Ave. and SR 53 at the southwest and northeast corners.

### **HOUSING**

- \* Re-evaluate ordinances relative to recreational vehicles/old cars parked on home sites.
- \* Control teardowns by developing criteria for new homes.
- \* Maintain a balance between home development and physical appearance when reviewing new development, teardowns, and additions.
- \* Focus on property maintenance and appearance (maintenance codes).
- \* Identify the redevelopment impacts of teardowns.
- \* Promote pride in home ownership by addressing teardown issues, increased code enforcement, and code additions and enhancements.
- \* Provide architectural review for the new library and other new construction.

### **INTERGOVERNMENTAL SERVICES**

- \* Keep up with technology in terms of governmental services (technology is not just computers).
- \* In terms of improvement in governmental services, there should be better intergovernmental communication, increased property inspections, and maintenance of a high level of Village services.
- \* There should be improved accountability for school administrators.
- \* Form a legislative committee (animal control is a problem).
- \* School District 87 leadership comes primarily from Glen Ellyn. There needs to be more of a Lombard focus.
- \* There should be more joint planning between governments to identify areas of common interest. There should also be planning for shared services and resources between governmental bodies.

### **LIBRARY GROWTH AND EXPANSION**

- \* There should be expansion and enhancement of the Helen Plum Library to accommodate growth in library usage.

### **PUBLIC SAFETY**

- \* Increase police patrol on the Great Western Trail and Prairie Path.
- \* Improve Neighborhood Watch programs.
- \* Ensure adequate police and fire services relative to new development.

### **RESIDENT COMMUNICATION AND PARTICIPATION**

- \* Convene a focus group to work on enhancing the Village's web site.
- \* Provide more information on community development events and happenings.
- \* Expand community events.

### **TRAFFIC MANAGEMENT**

- \* North Main Street traffic going south-issues with lights.
- \* Work to resolve traffic flow and congestion issues including access to neighborhoods off of Route 53, North Avenue and Main Street congestion, congestion at Roosevelt and Main, the need for signalization at Meadow Ave., and overall Roosevelt Rd. and Butterfield Rd. congestion issues.
- \* There is an issue with access to neighborhoods off of North Avenue.
- \* Traffic control for the new convention center.
- \* Address accessibility of the community south of St. Charles Road along SR 53.
- \* Install a traffic light at Wilson and Route 53.
- \* There will be a need for a Survival Guide during upcoming major development including library services during construction, the new Elmhurst Memorial Hospital

## STRATEGIC DIRECTIONS AND ISSUES FOR 2005

This section reflects the identification and prioritization of new or updated strategic directions for the community and the Village governmental organization based upon the issues that were generated in the **Community Forum** and our vision for the future as expressed in the article entitled *Coming Home to Lombard ~ The Lilac Village Looks Back from the Future*.

The new and updated strategic directions for the year 2005 that have been identified by the strategic planning group are as follows:

- I. 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.
- II. 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.
- III. Maintain strong **CAPITAL IMPROVEMENTS** through aggressive 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
- IV. 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.
- V. Promote **DOWNTOWN DEVELOPMENT** by continuing to work on development or redevelopment of properties in the downtown, bringing closure to the DuPage Theatre issue, and conducting an annual review of downtown development and redevelopment opportunities.
- VI. 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 the code that may need to be reviewed and updated.

- VII. 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.
- VIII. 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.

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## FINANCIAL MANAGEMENT

### Issue Statement

Lombard operates on a budget of more than \$61 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 9.0% 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 three years, Lombard has made budget reductions of close to \$3 million due primarily to limited growth in sales tax revenue. Given the Village's limited access to additional sources of revenue, the planning group continues to focus on the need for the Village to continue its emphasis on maintaining a sound financial strategy due these times of continuing economic uncertainty.

### Action Plan

The following implementation steps and designation of responsibilities have been developed in order to address the Village's strategic direction regarding **Financial Management**.

- ❖ **Continue the on-going evaluation of staffing needs based upon services that need to be provided and the availability of revenue to fund those services. This will be the responsibility of the Village Manager in conjunction with policy direction from the Board of Trustees.**
- ❖ **Enhance the Village's web site to include the ability of the public to conduct additional financial transactions on-line. This will be the responsibility of the Finance Department.**
- ❖ **Balance capital improvement financing with funding needed to address operating and maintenance requirements. This will be the responsibility of the Village Manager working with the Board of Trustees.**
- ❖ **Project service needs through comprehensive multi-year forecasting taking into account new annexations, service levels, and infrastructure requirements. This will be the responsibility of the Village Manager working with the Finance Department.**
- ❖ **Develop alternatives to deal with revenue restrictions stemming from the property tax cap. This will be the responsibility of the Village Manager and department heads.**

❖ **Develop a cost/benefit analysis regarding the financial and non-financial impact of home rule. This will be the responsibility of the Village Manager and department heads.**

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## **PUBLIC SAFETY**

### **Issue Statement**

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. 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 Police Department currently has an authorized staffing level of 90 full-time sworn and civilian personnel and 15 part-time personnel.

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 Fire Department has 79 total employees with the largest number of employees (64) assigned to Fire/Rescue and Emergency Medical Services. In 2003, the Fire Department handled an estimated 6,660 calls, an increase of 4% over the previous year.

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 department employs 63 full-time and part-time employees.

### **Action Plan**

The following implementation steps and designation of responsibilities reflect the importance that has been placed on **Public Safety** up to the present time, and the need to continue that emphasis in the future.

- ❖ **Enhance public safety staffing to meet developing urban crime problems. This will be the responsibility of the Village Manager and Police Department in conjunction with policy direction from the Board of Trustees.**
- ❖ **Increase police patrol on the Great Western Trail and Prairie Path. This will be the responsibility of the Village Manager and Police Department based upon available staffing.**



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## CAPITAL IMPROVEMENTS

### Issue Statement

The Village of Lombard has developed an aggressive \$118 million Ten Year Capital Improvement Program which is funded from several sources. The Capital Improvement Program for Fiscal Year 2004-2005 totals \$17,908,190 and provides \$287,430 for facility improvements, \$12,779,860 for street construction, \$80,000 for sidewalk improvements, \$300,000 for street lighting improvements, \$50,000 for bikeway and pedestrian path improvements, \$370,000 for parking lot improvements, \$200,000 for right of way maintenance and beautification, \$575,900 for sewer system/storm water control improvements not already included with a street project, and \$3,265,000 for water system improvements not included with a street project.

### Action Plan

The following implementation step and designation of responsibilities has been developed to address the Village's strategic direction regarding **Capital Improvements**:

- ❖ **Review the costs and benefits of providing the Highland Hills service area with Lake Michigan water. This will be the responsibility of the Public Works Department and Community Development Department.**
- ❖ **Continue to review funding alternatives for improving municipal property including the police station, Garfield site, and the fleet maintenance facility. This will be the responsibility of the Village Manager and department heads working with the Board of Trustees and Public Works Committee through development of the annual Capital Improvement Program.**
- ❖ **Review the scheduling of additional special assessments with the objective of reducing the number of special assessment projects in the future. This will be the responsibility of the Village Manager and Public Works Department working with the Board of Trustees and Public Works Committee through development of the annual Capital Improvement Program.**
- ❖ **Bury overhead utility wires where financially feasible. This will be the responsibility Village Manager and Public Works Department working with the Board of Trustees.**
- ❖ **Implement the street lighting standard and fund the street lighting plan. Consider using special service areas as a funding option. The will be the responsibility of the Public Works Department.**
- ❖ **Extend watermains along Meyers Road with funding to come from outside parties. This will be the responsibility of the Community Development Department and Public Works Department.**

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## TRAFFIC AND TRANSPORTATION

### 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.

### Action Plan

The following implementation steps and designation of responsibilities have been developed in order to address the Village's strategic direction regarding **Traffic and Transportation**.

- ❖ **Initiate a circulator study to determine the need and demand for shuttle service between Yorktown Center and the Metra train station. This will be the responsibility of the Community Development Department.**
- ❖ **Work to resolve traffic congestion on Main Street, Roosevelt Road, Butterfield Road, and at the intersection of Main Street and Roosevelt Road. This will be the responsibility of the Community Development Department, Public Works Department, and Police Department working with the Transportation and Safety Committee.**
- ❖ **Address accessibility of the community along SR 53, including signalization. This will be the responsibility of the Public Works Department working with the Transportation and Safety Committee.**

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## **DOWNTOWN DEVELOPMENT**

### **Issue Statement**

The Village of Lombard has a population of 42,322. 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 Hospital will be opening a new medical center on Main Street in spring, 2005. Lincoln Place, a 39-unit condominium with new commercial space, is under construction by Norwood Builders. Main Street Place located on the former Blake-Lamb property was approved in 2004 by the Board of Trustees as was a new Walgreens at the corner of St. Charles Road and Elizabeth Street. Lombard's Main Street Program has been recognized by the State of Illinois. 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.

### **Action Plan**

The following implementation steps and designation of responsibilities have been developed in order to address the Village's strategic direction regarding **Downtown Development**.

- ❖ **Continue with work on development and redevelopment of properties in the downtown including the Metra train station, parcels in the St. Charles Road corridor included in the two new tax increment financing districts, the DuPage Theatre property, new restaurants, and the Helen Plum Library. This will be the responsibility of the Village Manager and Community Development Department based on direction from the Board of Trustees.**
- ❖ **Bring closure to the DuPage Theatre issue. This will be the responsibility of the Board of Trustees.**
- ❖ **Conduct an annual update and analysis of downtown development and redevelopment opportunities. This will be the responsibility of the Community Development Department.**

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## RESIDENTIAL CODES

### Issue Statement

Since 2000, residential development in Lombard has remained strong. New single family residential permits total 27 including Meadow Cove, Regency Estates, Providence Glen, and Brown's Subdivision. Townhomes such as Lancaster Square and Meadow Avenue Townhomes have added to Lombard's diverse housing stock. There has been a steadily growing trend toward residential redevelopment with a total of 140 single-family demolitions during this time period. Lombard experienced its largest ever number of teardowns in 2004 with 44 single-family demolitions.

There has also been a great demand for multi-family construction. A total of 1,039 units have been built, including the City View at the Highlands Apartments and the Fountain Square, Yorkbrook, and Liberty Square condominiums in south Lombard. Three mixed-use projects in the downtown (Parkview Pointe, Park West, and Lincoln Place) have created 72 new condominium units. Construction began in 2004 on Oak View Estates that will add 80 additional condominiums when completed.

Annexations have been another source of residential growth with 132 residences incorporated since 2000. Hundreds more will be eligible for annexation in future years.

### Action Plan

The following implementation steps and designation of responsibilities have been developed in order to address the Village's strategic direction regarding **Residential Codes**.

- ❖ **Recognize that some neighborhoods are changing and adjust code enforcement activities as needed based upon those changes as well as differences among neighborhoods. This will be the responsibility of the Community Development Department.**
- ❖ **Maintain control and balance between residential development and physical appearance when reviewing new development and additions. This will be the responsibility of the Community Development Department based upon guidelines established by the Board of Trustees.**
- ❖ **Identify code sections requiring review and updating. This will be the responsibility of the Community Development Department.**

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## ANNEXATION

### Issue Statement

Over the past several years, the Board of Trustees has considered a number of voluntary and involuntary annexation petitions and more annexations are likely to be considered in the future. In 2000, an annexation study was completed for the entire Village and in 2002 for the North Avenue/State Route 53 area. In June 2003, those annexation studies were updated. In recent years, the Village has annexed property at the northeast and southwest corners of SR 53 and North Avenue; numerous properties between SR 53 and I-355 north of St. Charles Road; two properties on Highridge Street; property north of Roosevelt Road along Ahrens Street, School Street, and Westmore Avenue; various unincorporated properties along Roosevelt Road, property at Eastgate Street and Highland Avenue; a subdivision north of 16<sup>th</sup> Street; several single family homes on Main Street south of 16<sup>th</sup> Street, and two properties in Congress Knolls subdivision along 22<sup>nd</sup> Street.

### Action Plan

The following implementation steps and designation of responsibilities have been developed in order to address the Village's strategic direction regarding **Annexation**.

- ❖ **As a policy direction, provide flexibility regarding required street improvements when considering the annexation of an area into the Village of Lombard. This will be a decision to be made by the Board of Trustees.**
- ❖ **Continue with aggressive annexation in accordance with the Village's Annexation Strategies Plan. This will be the responsibility of the Community Development Department.**
- ❖ **Complete annexations south of Roosevelt Road. This will be the responsibility of the Community Development Department.**
- ❖ **Work toward completing annexations in the Glenbard Acres area over the next 1-3 years. This will be the responsibility of the Community Development Department.**

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## AESTHETICS

### Issue Statement

Issues associated with enhancing the quality of life in Lombard have been identified as priorities in previous strategic plans. Accordingly, the Village has spent a considerable amount of money over the years in beautifying its right of ways and entry points and in ensuring that new development provides a visually pleasing appearance in keeping with the character of the community. The appearance of the downtown has been substantially upgraded, new sidewalks and pedestrian paths have been constructed in residential and business neighborhoods, the Village's parkway tree inventory now totals more than 20,000 trees, a proactive commercial and residential property maintenance code enforcement program was initiated, maintenance of the Prairie Path, Great Western Trail, and other recreational paths has increased with lighting added on the Prairie Path, shopping centers have been targeted for improvement, and a successful business recognition program award program to recognize enhancements to business properties was launched.

### Action Plan

The following implementation steps and designation of responsibilities have been developed in order to address the Village's strategic direction regarding Aesthetics.

- ❖ **Continue planning for aesthetic improvements along the Village's commercial corridors as part of the budget and capital improvement programming process. This will be the responsibility of the Community Development Department and Public Works Department.**
- ❖ **Maintain efforts to eradicate billboards in the community through annexation of property and the on-going amortization program. This will be the responsibility of the Community Development Department.**
- ❖ **Move forward with further aesthetic improvements along Roosevelt Road. This will be the responsibility of the Community Development Department and Public Works Department.**
- ❖ **Replace entry signs on the Prairie Path and Great Western Trail. This will be the responsibility of the Community Development Department and the Public Works Department.**