

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

DISTRICT

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

TO : PRESIDENT AND BOARD OF TRUSTEES

FROM: William T. Lichter, Village Manager

DATE : December 19, 2006

B of T January 4, 2007

SUBJECT: 2007 Strategic Plan

SUBMITTED BY: William T. Lichter, Village Manager

BACKGROUND/POLICY IMPLICATIONS:

Please see attached memorandum

Fiscal Impact/Funding Source:

Review (as necessary):

Finance Director _____
Village Manager _____
Date 12/19/06

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 *WTL*

Date: December 18, 2006

Subject: Approval of 2007 Strategic Plan

Attached is the proposed 2007 Strategic Plan for the Village of Lombard. The 2007 Strategic Plan is based upon direction from the strategic planning session attended by the Board of Trustees and department heads on October 30, 2006. The 2007 Strategic Plan identifies several Guiding Principles that will give direction on 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 upon their review and prioritization of the issues evolving from the strategic planning session, the 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 2007** summarizes those concepts.

The new and updated strategic directions for 2007 that have been identified by the strategic planning group are as follows:

- I. Continue to promote **Development** in Lombard by addressing issues regarding residential redevelopment and preparing related guidelines, and developing a vision and plan for the Roosevelt Road corridor and the Westmore Avenue/Eastgate Shopping Center area that addresses aesthetics, land use, right of way improvements, traffic, development, and related issues.
- II. Enhance **Open Space and Beautification** by developing a beautification program for Village entry ways and critical areas throughout the community, and emphasizing the need to protect open space in the community by developing an Open Space Master Plan.
- III. Address and fund **Right Of Way Improvements** by committing to increased funding for street lighting, sidewalks, and road improvements, conducting a Village-wide traffic study, implementing traffic congestion mitigation recommendations along Roosevelt Road, continuing to seek outside funding for traffic signalization at the SR 53/Madison and SR 53/Meadow intersections, and reviewing additional police enforcement at key congested intersections.
- IV. Continue to plan for **Residential Storm Water Control** by developing a comprehensive storm water plan for public and private facilities, continuing to address flooding issues, and implementing procedures to minimize sanitary sewer and combined sewer overflows.
- V. Further develop **Resident Information Systems** by reviewing opportunities for technology upgrades, enhancing the Village's web site, and educating the public through various means about the Village's emergency preparedness planning and legislative issues that may impact Lombard.
- VI. Upgrade **Residential Service Facilities** by developing a facility master plan that encompasses the long and short term maintenance and renovation needs of current public works, police, fire, and Village Hall buildings.
- VII. Continue to promote **Intergovernmental Relations** and find common ground on community priorities by initiating a Village President's Roundtable and re-instituting semi-annual meetings of governmental agencies that serve Lombard.

Consideration of the proposed 2007 Strategic Plan has been scheduled for the Village Board meeting of January 4, 2007.

INTRODUCTION TO THE 2007 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 12 years, the Village of Lombard has identified a number of strategic directions that have formed the basis for policy and administrative decision-making. In order to develop the 2007 Strategic Plan, a strategic planning session was held on October 30, 2006. At that planning meeting, the Village President, Village Trustees, and department heads reviewed and discussed strategic directions and key issues that should be addressed in order to continue the progress that has been realized through past strategic planning efforts.

In attendance at the October 30, 2006 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, Assistant Village Manager/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** contains the article.

In 2004, 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 2006 STRATEGIC PLAN IN REVIEW** lists many of the accomplishments from the past year.

In November 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 **2005 LOMBARD COMMUNITY FORUM** reflects the outcome of the second Community Forum.

Based upon their review and prioritization of the issues evolving from previous strategic planning sessions and the last Community Forum held in 2005, the strategic planning group identified seven new strategic directions and a series of action plans related to implementing those strategic directions. The section entitled **STRATEGIC DIRECTIONS AND ISSUES FOR 2007** 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 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 Millennium
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 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 2006 STRATEGIC PLAN IN REVIEW

This section provides a review of Lombard's accomplishments based upon the seven strategic directions identified in the 2006 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.

2006 Strategic Direction: 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, tear-downs, and building additions.

What follows are examples of the accomplishments associated with the strategic direction regarding **Development and Code Review**:

- Hiring of a field technician was authorized.
- Several code changes are in process.
- The issue of trailer parking as well as other issues faced by code enforcement staff was addressed.
- A process for reviewing issues associated with residential redevelopment was approved.
- Full staffing was restored in the Community Development Department.
- The windshield inspection program has continued.
- There is on-going inspection of private retention/detention ponds.

2006 Strategic Direction: 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.

What follows are examples of the accomplishments associated with the strategic direction regarding Lombard's **Downtown**:

- Progress has been made on a redevelopment proposal for the DuPage Theatre.
- Additional residential development is on-going in the downtown.
- Lombard Town Center has been active with new programs.
- The downtown public art program has expanded.
- Volunteer Plaza was completed.
- The sprinkler park was completed.

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

- Upgrades to Channel 6 were completed.
- The Village's web site is in the process of being updated.

2006 Strategic Direction: 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.

What follows are examples of the accomplishments associated with the strategic direction regarding **Long-Term Funding of Village Services**:

- Voters approved the 1% non-home rule sales tax referendum.
- An Amusement Tax has been approved.
- Vacant positions in the police and fire departments have been filled.
- \$300,000 was added to the Technology Reserve.
- Lombard and other municipalities were successful in convincing state legislators to defeat the DROP pension benefit.

2006 Strategic Direction: 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.

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

- The following infrastructure improvements were completed:
 - South Broadway
 - Main Street streetscape
 - Special Assessment 219
 - Yorktown water main
- The Westmore Avenue sewer separation and street improvement project has started.
- A modified sewer stub program (vac-a-tee) has been implemented.
- Downtown paver maintenance has increased.
- The start date for the street lighting program has been advanced to FYE 2008.
- Median trees have been planted on arterial streets south of Roosevelt Road.
- Railroad fencing has been approved between Chase and Westmore.

2006 Strategic Direction: 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.

- A mock press conference associated with the Village's emergency plan was conducted.
- The downtown traffic signal coordination project was completed.
- IDOT is conducting a Roosevelt Road traffic analysis at Lombard's request. Managers Conference.
- Local circulator planning is progressing in conjunction with the DuPage Mayors and improvement.
- An engineering study is progressing for the SR 53/Madison Street intersection

regarding **Traffic Congestion**:

What follows are examples of the accomplishments associated with the strategic direction

2006 Strategic Direction: 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.

- New single family development was strong throughout Lombard.
- A portion of I-355 located in Lombard was annexed into the Village.
- Improvements were completed at Lombard Pines Shopping Center.
- Avenue.
- Property has been prepared for redevelopment at Roosevelt Road and Highland Center have opened.
- Claim Jumper, Rock Bottom Brewery, and Capital Grille restaurants at Yorktown Charles Road.
- Environmental enforcement action has been taken on the property at 144 E. St. approved.
- The Hammerschmidt property was sold and a mixed-use redevelopment proposal approved.
- A new condominium project on Main Street (Prairie Path Villas) was approved.
- A new Walgreens in the downtown at St. Charles and Elizabeth opened for business.
- downtown (The Pointe at Lombard) was approved.
- A new senior apartment complex with restaurant to be located in Lombard's
- Construction of hotel/conference center is on schedule.
- Business District No. 1 was approved for the Yorktown Center expansion.

regarding **Redevelopment**:

What follows are examples of the accomplishments associated with the strategic direction

2006 Strategic Direction: 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.

2005 LOMBARD COMMUNITY FORUM

One of the implementation steps in a previous 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 was held on October 4, 2003. Lombard's second Community Forum attended by 50 participants was convened on November 5, 2005. Lombard plans to convene future Community Forums every other year with the next Community Forum scheduled for 2007.

What follows reflects the outcome of the second Community Forum of one year ago.

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 common in many neighborhoods throughout the community.

- * Address code regulations regarding tear-downs 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.

CODE ADHERENCE

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.

Community Forum Issues

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.

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.

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.

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.

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

LOCAL TRANSPORTATION

- * 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.

LIBRARY

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

INVOLVEMENT

- * 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.

INTERGOVERNMENTAL

- * Resolve and bring closure to the DuPage Theatre issue.

DUPAGE THEATRE

- * 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.

DOWNTOWN

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

DIVERSITY

- * 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.

REDEVELOPMENT

- * 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.

RECREATION

- * 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.

PUBLIC EDUCATION

- * Promote Lombard and the conference center.

MARKETING

- * 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.

LONG-TERM FUNDING OF VILLAGE SERVICES

- * 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.

TRAFFIC CONGESTION

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

SENIOR CITIZENS

- * 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-a-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.

SCHOOL ISSUES

- * 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.

STRATEGIC DIRECTIONS AND ISSUES FOR 2007

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 October 30, 2006 strategic planning session.

The new and updated strategic directions and issues for the year 2007 that have been identified by the strategic planning group are as follows:

- I. Continue to promote **Development** in Lombard by addressing issues regarding residential redevelopment and preparing related guidelines, and developing a vision and plan for the Roosevelt Road corridor and Westmore Avenue/Eastgate Shopping Center area that addresses aesthetics, land use, right of way improvements, traffic, development, and related issues.

- II. Enhance **Open Space and Beautification** by developing a beautification program for Village entry ways and critical areas throughout the community, and emphasizing the need to protect open space in the community by developing an Open Space Master Plan.

- III. Address and fund **Right Of Way Improvements** by committing to increased funding for street lighting, sidewalks, and road improvements, conducting a Village-wide traffic study, implementing traffic congestion mitigation recommendations along Roosevelt Road, continuing to seek outside funding for traffic signalization at the SR 53/Madison and SR 53/Meadow intersections, and reviewing additional police enforcement at key congested intersections.

- IV. Continue to plan for **Residential Storm Water Control** by developing a comprehensive storm water plan for public and private facilities, continuing to address flooding issues, and implementing procedures to minimize sanitary sewer and combined sewer overflows.

- V. Further develop **Resident Information Systems** by reviewing opportunities for technology upgrades, enhancing the Village's web site, and educating the public through various means about the Village's emergency preparedness planning and legislative issues that may impact Lombard.

- VI. Upgrade **Residential Service Facilities** by developing a facility master plan that encompasses the long and short term maintenance and renovation needs of current public works, police, fire, and Village Hall buildings.

- VII. Continue to promote **Intergovernmental Relations** and find common ground on community priorities by initiating a Village President's Roundtable and re-instituting semi-annual meetings of governmental agencies that serve Lombard.

DEVELOPMENT

Issue Statement

Over the past several years, new development in Lombard has remained strong. New single family residential subdivisions such as Yorkshire Woods (25 lots) have been completed or are under construction. Condominiums and town homes including Oak View Estates, Main Street Place, Prairie Path Villas, Buckingham Orchard, Lyonhart Manor, Lincoln Place, Fairfield Place, and Fountain Square II have been added to Lombard's diverse housing stock. There has also been a steadily growing trend toward residential redevelopment with a total of 241 residential demolition permits issued since 2000. Lombard expects to issue 55 residential redevelopment permits in 2006, the highest number in any given year.

Annexations have been another source of growth. Since the beginning of 2000, Lombard has annexed 129 parcels totaling 277.5 acres in size. The annexation of sections of the Illinois State Toll Highway Authority totaled an additional 137 acres with 132 residences incorporated since 2000. Hundreds more will be eligible for annexation in future years. Other new developments include the Westin Lombard Yorktown Center, The Shops on Butterfield at Yorktown Center, Claim Jumper Restaurant, Capital Grill Restaurant, Rock Bottom Brewery, DuPage Medical Group Surgical Center, Highlands of Lombard strip center, Overlook on North, Walgreens, CVS Pharmacy and several other commercial and industrial projects.

At its meeting of October 30, 2006, the strategic planning group identified multiple development related issues for consideration:

- Address aesthetic issues associated with infrastructure projects and programs-burying power lines, installing new street lights, beautification of East St. Charles and Roosevelt Roads.
- Continue working toward long-term financial stability through economic development.
- Provide greater focus to development along the North Avenue corridor.
- Continue with annexations pursuant to the Annexation Plan and proceed with updating the Comprehensive Plan.
- Address commercial redevelopment priorities including the Roosevelt Road corridor, E. St. Charles Road corridor, Westmore Avenue/Eastgate Shopping Center area, and Allied Drywall.
- Set downtown direction by establishing short and long term plans-meet with stakeholders, set priorities, and provide a build-out analysis in terms of density.
- Replace commuter parking spaces.

Action Plan

While all issues regarding Development were considered to be important, three issues were identified by the Board of Trustees as constituting priorities for 2007. The issues are listed in priority order as determined by the Board of Trustees. Those issues with implementation steps and designation of responsibilities are indicated in the balance of this section.

- ❖ Pursuant to the focus group process approved by the Board of Trustees in the fall of 2006, address issues regarding residential redevelopment and develop related guidelines. This should include potential code changes as they relate to redevelopment, tear-downs, 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 working with focus groups composed of interested and affected parties. Recommendations will be submitted to the Board of Trustees for consideration.

- ❖ Develop a vision and plan for the Roosevelt Road corridor that addresses aesthetics, land use, right of way improvements, traffic, development, and other related issues. This should include, in part, ideas to soften the appearance and improve the community feel, reduce curb cuts, eliminate billboards, and enhance street lighting. The focus should be on the right type of development and redevelopment for the corridor. Identify zoning and economic development tools to realize the proposed vision. While the plan is being developed, a moratorium on development along the corridor should be considered. Annexation issues that remain should also be addressed. This will be the responsibility of the Community Development Department with input from a stakeholder focus group. Good communication with the stakeholders should be a priority. Recommendations will be submitted to the Board of Trustees for consideration.

- ❖ Develop a vision and plan for the Westmore Avenue and Eastgate Shopping Center area that addresses aesthetics, land use, right of way improvements, and other related issues. The focus should be on the right type of development and redevelopment for the area. Identify zoning and economic development tools to realize the proposed vision. This will be the responsibility of the Community Development Department with input from a stakeholder focus group. Good communication with the stakeholders should be a priority. Recommendations will be submitted to the Board of Trustees for consideration.

OPEN SPACE AND BEAUTIFICATION

Issue Statement

Issues associated with enhancing the quality of life in Lombard have been identified as priorities in previous strategic plans. As a result, the Village has spent a considerable amount of money over the years to beautify its rights of way and entry points and to ensure 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 several years ago, 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 award program to recognize enhancements to business properties was launched.

Action Plan

Based on the discussion at the strategic planning session of October 30, 2006, 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 **Open Space and Beautification**. The issues are listed in priority order as determined by the Board of Trustees.

- ❖ **Develop a beautification program for Village entry ways and critical areas throughout the community. Develop beautification standards and evaluate entry way signage. Re-evaluate the tree planting program for additional planting areas and monitor the potential spread of the Emerald Ash Borer. Increase maintenance as part of the beautification program. This will be the responsibility of the Public Works Department and Community Development Department.**
- ❖ **Emphasize the need to protect open space in the community by developing an Open Space Master Plan. Initiate a process for obtaining public input on protecting open space. Incorporate new and existing storm water management projects into the planning process. Study the concept of establishing and funding conservation easements and revising development requirements as needed in order to protect existing open space. This will be the responsibility of the Community Development Department working in coordination and cooperation with the Lombard Park District.**

RIGHT OF WAY IMPROVEMENTS

Issue Statement

The Village of Lombard lies at the heart of an extensive transportation network. I-55, 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 in DuPage County and surrounding areas has increased as the County population has grown and the business community has expanded.

To address transportation and right-of-way issues, the Village of Lombard has continued to move forward with annually updating and implementing its Capital Improvement Program. The current Capital Improvement Program represents a ten year expenditure of \$121,622,760 of which \$101,109,020 is financed with Village funds and \$20,513,740 with outside resources. Incorporated into the Capital Improvement Program is funding for a substantial number of right-of-way improvements including \$74,814,220 for street construction and improvements, \$6,990,880 for traffic signal and street lighting improvements, \$800,000 for sidewalk improvements, and \$3,032,680 for bikeway and pedestrian path improvements.

Action Plan

Based on 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 **Right of Way Improvements**. The issues are listed in priority order as determined by the Board of Trustees.

- ❖ Commit to increased funding for street lighting, sidewalks, and road improvements. This will be addressed through the Capital Improvement Program as approved by the Board of Trustees.
- ❖ Plan for a Village-wide traffic study to address vehicle, pedestrian, and bicyclist concerns. Commuter parking issues should be included as part of the study. This will be the responsibility of the Public Works Department and Community Development Department.
- ❖ Implement IDOT traffic congestion and movement recommendations at the Roosevelt Road intersections with Westmore-Meyers Avenue, Main Street, and Finley Road. This will be the responsibility of the Public Works Department.
- ❖ Continue to seek outside funding for traffic signalization at SR 53/Madison and SR 53/Meadow. This will be the responsibility of the Public Works Department.

❖ Review the possibility of placing a Community Service Officer or Police Officer to provide traffic control at key congested intersections (i.e. Finley & Willson intersection) that may be identified in the traffic study. This will be the responsibility of the Police Department.

RESIDENTIAL STORM WATER CONTROL

Issue Statement

The issue of storm water management has been of great importance to the Village of Lombard for many years. To address that issue there has been a substantial financial commitment toward separating the combined sewer system in Lombard, constructing new detention and retention storm water facilities, improving the capacity and performance of the sanitary and storm lift stations, and upgrading the Glenbard Wastewater Treatment Plant. In addition to capital projects, the Village also provides grants to assist individual property owners in alleviating basement and back yard flooding problems.

Action Plan

Based on discussion at the strategic planning session of October 30, 2006, the strategic planning group identified the following implementation steps and designation of responsibilities in order to address the Village's strategic direction regarding Residential Stormwater Control. The issues are listed in priority order as determined by the Board of Trustees.

- ❖ Develop a comprehensive storm water plan for public and private facilities to include standards for the quality of maintenance. Elements of the plan should also include a storm water policy; identification of sewer separation needs based on operation of the combined sewer overflow plant; and consideration of financial options to include establishing a storm water utility or special service areas. This will be the responsibility of the Public Works Department.
- ❖ 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.
- ❖ Implement procedures to minimize sanitary sewer and combined sewer overflows. This will be the responsibility of the Public Works Department.

RESIDENT INFORMATION SYSTEMS

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 Village has also made significant strides in addressing its technological needs for the future. Hardware and software to support a networked management information system and geographic information system is in place. A Technology Reserve Fund was established to provide an adequate revenue stream to fund future technological advances. The HTTP enterprise software provides financial management, development tracking, land management, payroll/personnel, utility billing, inspections, and service request applications.

Action Plan

Based on discussion at the strategic planning session of October 30, 2006, the strategic planning group identified the following implementation steps and designation of responsibilities in order to address the Village's strategic direction regarding Resident Information Systems. The issues are listed in priority order as determined by the Board of Trustees.

- ❖ Review opportunities of technology upgrades such as a Village-wide wireless network (Wi-Fi), an improved Geographic Information System (GIS), on-line payments of Village fees (e-government), and fully funding the Technology Reserve Fund. This will be determined by the Board of Trustees through the budget process with input from the Village Manager, Finance Department, and department heads.
- ❖ Enhance the Village's web site to make it more user friendly by making visual improvements, providing 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.

❖ Educate the public through the PRIDE and web site on the Village's emergency preparedness planning and legislative issues at the federal and state level that may impact the Village of Lombard including pension changes such as DROP and increases in health care costs. Promote the web site and add a link to the web site for public education on emergency preparedness and legislative issues. This will be the responsibility of the Village Manager working with the Finance Department and Community Development Department.

RESIDENTIAL SERVICE FACILITIES

Issue Statement

The strategic direction on residential service facilities reflects the Village's continuing emphasis on upgrading Village facilities as finances permit. While the Village has an aggressive Capital Improvement Program, financial constraints over the past five years have resulted in only a minimal amount being budgeted in the Capital Improvement Program for maintenance and improvements associated with Village facilities that includes the Village Hall, two fire stations, police station, several public works buildings, and the fleet maintenance garage. Due to improvement in the Village's financial condition, the planning group has identified the need to move forward with deferred maintenance for those facilities and to begin planning and reserving funds for facility needs that may arise in the future.

Action Plan

Based on the discussion at the strategic planning session of October 30, 2006, 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 Residential Service Facilities.

- ❖ Develop a municipal facility master plan that encompasses the short term maintenance, modification, and renovation needs of current facilities (public works, police, fire, and village hall) as well as ideas for future facility requirements. This will be the responsibility of the Village Manager working with Village departments.

INTERGOVERNMENTAL RELATIONS

Issue Statement

Village officials and staff have a history of working cooperatively with other taxing bodies that serve the residents and businesses of Lombard. Those other taxing bodies include elementary school districts 41, 44, and 45, high school districts 87 and 88, the Lombard Park District, the Helen Plum Memorial Library, DuPage County, York Township, Addison Township, and Milton Township. An annual intergovernmental meeting with many of the taxing bodies is held. Lombard has worked cooperatively with other taxing bodies to mitigate the financial impact of newly established tax increment financing districts. An Intergovernmental Plan was jointly developed in 2000. Additionally, Lombard participates with neighboring communities in quarterly meetings that cover matters of mutual interest regarding local, county, state, and national issues. Lombard is also an active member of the DuPage Mayors and Managers Conference with Village officials serving on the Board of Directors and on various committees of that organization.

Action Plan

Based on the discussion at the strategic planning session of October 30, 2006, 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 Intergovernmental Relations.

- ❖ Continue to promote and improve upon intergovernmental relations by initiating a President's Roundtable and a semi-annual meeting of governmental agencies that serve the community (Park District, School Districts, Library). This will be the responsibility of the Village President, Board of Trustees, and Village Manager.
- ❖ Through the meeting of governmental agencies, find common ground in order to establish community priorities. This will be the responsibility of the Village President, Board of Trustees, and Village Manager.