

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 14, 2007
B of T January 3, 2008

SUBJECT: Approval of 2008 Strategic Plan

SUBMITTED BY: William T. Lichter, Village Manager

BACKGROUND/POLICY IMPLICATIONS:

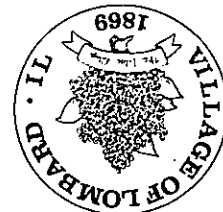
Please see attached memorandum

Fiscal Impact/Funding Source:

Review (as necessary):

Finance Director _____
Village Manager W. T. Lichter
Date 12/13/07

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 13, 2007

Subject: Approval of 2008 Strategic Plan

Attached is the proposed 2008 Strategic Plan for the Village of Lombard. The 2008 Strategic Plan is based upon input from the third Community Forum held on October 27, 2007, and direction from the strategic planning session attended by the Board of Trustees and department heads on November 13, 2007.

The Community Forum participants identified 58 issues for Lombard to consider, grouped within thirteen different categories. Those issues dealt with downtown development, commercial development, arterial roadway improvements, fiscal responsibility, communication, transportation, the library, public safety and code enforcement, school issues, ethnic diversity, a future vision for planning and development, first impressions of Lombard, and recreation and the swimming pool.

Based on input from the Community Forum, and discussion at the November 13, 2007 strategic planning session, the planning group identified seven strategic directions and a series of prioritized action plans for implementing those strategic directions. The section entitled **STRATEGIC DIRECTIONS AND ISSUES FOR 2008** summarizes those concepts.

The new and updated strategic directions for 2008 are as follows:

- I. Address **Governing Issues** relating to recruitment and appointment of a new Village Manager, re-energizing the process of promoting intergovernmental cooperation, and promoting additional ways to generate harmony among members of the Village Board.
- II. Continue to enhance Lombard's **Future Vision for Planning and Development** by implementing the Roosevelt Road Corridor Study recommendations, establishing a process to annex the Ken-Loch golf course property and the York Center Co-Op, and instituting improvements to the residential design review process.

- III. Further increase **Public Safety** by addressing issues regarding traffic and parking that affect both Glenbard East High School and the Village of Lombard, expanding crisis management training, and developing public safety programs for additional outreach to community groups, property owners, and other agencies.
- IV. Continue to address the Village's **Infrastructure** needs by resolving the SR 53 access issue and completing improvements at Madison and SR 53, moving forward with the street lighting plan, and implementing the Facilities Master Plan.
- V. Address **Social Issues** by planning for the social and housing needs of an aging population, and expanding the Village's arts and cultural programs.
- VI. Facilitate **Communication** by reviewing opportunities to promote e-commerce (Wi-Fi), and other communication enhancements, developing a community promotion campaign, providing greater communication regarding Village finances, and developing new and enhanced means of expanding communication with the public.
- VII. Encourage **Downtown Development** by preparing a downtown focus plan, implementing the circulator plan to connect Yorktown to the downtown, revisiting the current downtown plan, and deciding upon future Village funding for the Lombard Town Centre organization.

Consideration of the proposed 2008 Strategic Plan has been scheduled for the Village Board meeting of January 3, 2008.

2008 STRATEGIC PLAN

INTRODUCTION TO THE 2008 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 13 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 2008 Strategic Plan, a strategic planning session was held on November 13, 2007. 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 November 13, 2007 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
Dana Moreau, Trustee, District 4
Laura Fitzpatrick, Trustee, District 5
Rick Soderstrom, Trustee, District 6
Bill Lichter, Village Manager
Ray Byrne, Chief of Police
Dave Gorman, Acting Director of Public Works
Dave Hulseberg, Assistant Village Manager/Director of Community Development
Ed Seagraves, Fire Chief
Tim Sexton, Director of Finance

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 and again this year, has served as a basis for evaluating accomplishments stemming from the strategic planning process. The section entitled **COMING HOME TO LOMBARD ~ THE LILAC VILLAGE LOOKS BACK FROM THE FUTURE** 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 **STRATEGIC PLANNING IN REVIEW - 1994 THROUGH 2006** lists many of the accomplishments since the Village's strategic planning process began in 1993.

On October 27, 2007, the Village's third 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 **2007 LOMBARD COMMUNITY FORUM** reflects the outcome of the third Community Forum.

Based upon their review and prioritization of the issues evolving from previous strategic planning sessions and the 2007 Community Forum, 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 2008** summarizes those concepts.

The sections that follow describe in detail the 2008 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, the strategic planning group prepared a description of Lombard as if it were looking back from December 31, 2012. 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, in 2007 the National Civic League nominated Lombard as one of the finalists for its prestigious All-America City Award. Chicago Magazine has also 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 December 31, 2012**

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 added to the village's diverse housing stock. ~~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. The new modernized Helen Plum Library provides 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 Trail 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. Lombard is recognized as a National Main Street community in which business life is enhanced through the efforts of the strong Chamber of Commerce and Lombard Town Centre organizations. Business life is enhanced through the effort of an award winning Chamber of Commerce. The Village actively promotes tourism, and works closely with its business community to maintain high commercial occupancy rates and an excellent shopping experience for people of all ages. The Lombard Conference Center and adjacent four star Westin hotel first class hotel attract business travelers and tourists alike. Anchored by several fine department stores, Along Butterfield Road, many fine stores at Yorktown Center, the Shoppes of Butterfield, the Highlands of Lombard, and Fountain Square are all easily accessed from an extensive highway network. 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. The revitalized St. Charles Road and Roosevelt Road corridors are important and integral components of Lombard's commercial and industrial base.

Lombard Pride is a hallmark of the community. Characteristic of that pride is Lombard's nationally recognized Lilac Festival. Intergovernmental cooperation is a long-standing tradition. So too is the cohesiveness and activism of Lombard's citizens. The population is diverse, and residents 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 public 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 Durage 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 thriving and recognizable historic downtown with its exciting mix of high quality restaurants, retailers, and entertainment is a central gathering spot for community events, and a great place to live, work, and shop. An added plus for the downtown is the presence of a first class medical facility. In both the downtown and other locations in the community, fans of the arts can enjoy a mix of entertainment and cultural productions. Each year, the Village is home to marquee events that it sponsors along with its business community.

Lombard is an environmentally friendly town that supports energy and environmentally conscious design. A well trained professional staff handles public services. Village government facilities have been upgraded in accordance with a long-range public facilities plan. Lombard's 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 those in need 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 freeway circulator 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 Lombard a visit and see for themselves.

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.

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.

GUIDING PRINCIPLES

THE 1994-2006 STRATEGIC PLANS IN REVIEW

This section provides a sample of Lombard's accomplishments since the first strategic planning session was held in 1993. Results are indicated by Village department rather than specific strategic directions from past years. A comprehensive list of accomplishments may be found in each of the annual strategic plans.

Village Manager's Office

- Annual strategic planning was initiated.
- A consensus was reached not to proceed with a home rule referendum.
- A weekly administrative report to the Village Board was initiated.
- Committee of the Whole meetings were re-established.
- A strategic planning session was held with other governmental agencies.
- The Community Forums were initiated.
- The Committee was formed to address the redevelopment of the Village's property at Parkside and Main (105 S. Main Street), a Request for Proposals sent out, and redevelopment proposals considered for the site.
- Steps were taken and completed to build a new conference center for Lombard:
 - Authorizing legislation was approved;
 - A Purchase agreement was signed;
 - The budget and funding mechanism was established;
 - The Lombard Public Facilities Corporation was established;
 - There was completion of a successful project;
 - The project received the 2007 IAMMA (Illinois Association of Municipal Management Assistants) Outstanding Achievement Award.

Community Development

- The Comprehensive Plan was updated.
- An inventory of private detention ponds was completed and an inspection program implemented.
- A billboard amortization ordinance was approved.
- Many major redevelopment projects were completed including the Highlands of Lombard and Fountain Square.
- Code enforcement compliance rates were established and continue to meet benchmarks. The summer code enforcement program was initiated and has been successful.
- The Annexation Strategies Plan was completed and updated. Boundary agreements were signed.
- The downtown TIF district was extended and two new TIF districts were established along St. Charles Road.
- The Lombard Town Centre organization was established for the downtown, and new programs and special events were held.
- Yorktown Business District #1 was approved and established.
- Library and Park District news was placed in the PRIDE newsletter. TV-6 has been used by school districts 44, 45, and 88.

- An aggressive ten-year Capital Improvements Program was instituted.
- GIS base maps were completed for all utilities and overlaid on County maps.
- Mosquito spraying was expanded based on need.
- A clear water disconnect program was approved.
- The "worst first" and "fill the gap" sidewalk policies were developed.
- Revisions were made to the Overhead Sewer Grant Program in order to provide greater benefit to residents.
- A street lighting policy was developed & approved

Public Works

- The Police Resource Center at Yorktown was opened
- A community oriented policing philosophy was adopted by the Police Department.
- Additional Police Officer positions were authorized.
- A gunlock program was implemented.
- An electronic fingerprint system was installed.
- The digital mug shot program was initiated.
- Mobile laptops were installed and upgraded.
- Tasers were introduced.
- A new plainclothes tactical unit was established.
- The K-9 unit was approved and staffed.

Police

- Upgrades and replacements to fire engines and ambulances were completed.
- New breathing apparatus was purchased.
- Agreements with York Center and Villa Park for fire response were negotiated.
- A third ambulance response was added.
- Benchmarking was established for permit processing and the overall process was improved.
- A system for locating fire hydrants using GPS was established.
- The Emergency Operating Center became operational.

Fire

- The 1% non-home rule sales tax referendum was approved.
- DRDP pension benefit legislation in Springfield was defeated.
- Lombard received the Government Finance Officers Association awards for budgeting & financial reporting many times.
- Water billing was outsourced and bank drafting made available for bills.
- The Village has maintained a AA bond rating, the highest available for a non-home rule municipality.
- Each year, the budget has been balanced.
- A Technology Reserve Fund was developed and funded.

Finance

- The Village initiated the in-house street grind and overlay program.
- Informational project newsletters were enhanced by the Public Works Department.
- Traffic signal coordination was enhanced through the St. Charles Road multi-jurisdictional traffic signal coordination project.

2007 LOMBARD COMMUNITY FORUM

Lombard's third Community Forum attended by 56 participants plus elected officials and staff was held on October 27, 2007. Lombard plans to convene future Community Forums every other year with the next Community Forum scheduled for 2009.

The following individuals participated in the community forum:

Sherri Amstler, Bill Angelakos, Ed Bedard, Bruce Bernardo, Jerry Bumber, James Blanche, Marilyn Bloechle, Martin Burke, David Cain, Martin Carroll, Val Corrado, Mary Cation, Andi Cooper, Robert Corbino, Ron D'Antonio, Rita Daehnke, Andy Drais, Bernie Dudek, Bill Dumme, Stefano Durdic, Art Fretichs, Steve Flint, Keith Giagnorio, Debbie Gruchalski, Pat Guzman, Sandra Hill, Jennifer Jendras, Jack Jones, John Katforski, Moon Khan, Dan Krause, Ann Mason, Jim McKeown, Gartick Neilson, Jean Nolan, Molly O'Toole, Dennis Palmer, Linda Palmer, Jill Payne, Pat Poskocil, Kirk Pusinelli, Char Roberts, Don Ryan, Jackie Schroder, Steve Sebb, Sharon Shore, Henry Sokalski, Keith Tap, Dan Tufano, Cindy Ward, Bill Ware, Sue Wiggins, Steve Wilk, Bill Willson, Zachary Wilson

What follows reflects the outcome of the third Community Forum.

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 130 reasons. What follows is a reflection of participant sentiment.

Quality of Life: A wide variety of amenities highlight Lombard's strong and attractive quality of life and reasonable, affordable, cost of living. While Lombard is close to the City of Chicago, its geographic location with easy accessibility to highway, air, and rail transportation makes it more than a bedroom community. Residents enjoy convenient access to a variety of high quality stores, restaurants, and entertainment. Movement within the community is also easy, with the Illinois Prairie Path and Great Western Trail providing recreational opportunities for walkers, joggers, and cyclists. Local newspapers, the Village's cable access channel, TV-6, and other media keep residents informed.

Growth and Development: The diversity of Lombard's business community, with its mix of new and established businesses, is representative of Lombard's aggressive attitude toward bringing new development to the community. New development at the Yorktown Center has brought a trendy feel to the economic growth prevalent in south Lombard, and provides a good balance to the recent development found in Lombard's historic downtown. 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. Working with the Chamber of Commerce and Lombard Towne Center organizations, 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, the Village enjoys a strong commercial and industrial tax base, and an overall healthy business climate.

Community Pride and Character: Lombard is a progressive, secure, well maintained, and self-contained community with a long and proud history. The Maple Street Chapel stands as a beacon of that heritage. The community is known for its friendly and welcoming home town, clean, and safe atmosphere, as well as for the diversity of its population. Lombard is strongly identified with its Liliac Festival that includes its liliac parade and the beauty of Liliacia Park. Its character is exemplified by the spirit and community pride shown by residents. Involvement of its citizens on boards and commissions, as well as their support of village activities and participation in Lombard's many community programs and events, including the Liliac Festival, Cruise Nights, Taste of Lombard, and Farmers Market, is significant. There is a strong and diverse faith community. Lombard's many great dining opportunities, clubs and organizations, and houses of worship add to the village's community identity. The small town feel as reflected in the downtown historic district is an important part of Lombard's community character. Those visiting Lombard from other places come away with a favorable impression of its many values.

Housing and Neighborhoods: Lombard is a community of great neighborhoods, good neighbors, and well maintained properties. There is a variety of available and affordable housing located in both new and established neighborhoods. Streets and parkways are wide and well maintained. The cost of living is reasonable, and taxes are seen to be lower than in surrounding communities. Land uses are varied and are reasonably separate from one another. Real estate is a good investment due to the increase in property values experienced by Lombard residents.

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. The spirit of volunteerism among service clubs is a notable part of Lombard's community leadership.

Library, Parks, and Schools: Lombard has excellent schools, library, and parks and recreation services. The Lombard Park District provides a variety of events and programming, and a large number of wonderful parks that add a vast amount of open green space in the community. Park facilities are also conveniently located close to the Lombard's neighborhoods. Yorktown Center also provides a playground for the use of children accompanying shoppers to that mall. There is a good choice of public and private schools, and good neighborhood schools that children can easily reach on foot. The services provided by the Helen Plum Library are considered to be excellent, and its location convenient to the public. The Lombard Historical Museum and Sheldon Peck House are both seen as great assets to the community.

- Address commercial redevelopment for the North Avenue corridor.

COMMERCIAL DEVELOPMENT

- Install a pedway at Park Avenue under the tracks to connect downtown(s).
- Connect the Great Western Trail and Illinois Prairie Path to downtown.
- Address pedestrian movement and safety in the downtown.
- Develop/redevelop the 105 S. Main Street property with a community focused development looking at the library, commuter parking, and a mix of uses.
- Improve the Metra station.
- Use TIF aggressively to beautify the downtown and attract businesses.
- Increase commuter parking.
- Expand downtown parking, incorporating the possibility of a parking garage.
- Undertake comprehensive planning for the downtown as a whole, not just in sections.
- Develop a new approach to downtown development that does not copy what other downtowns have done.

DOWNTOWN DEVELOPMENT

After stating what they like about Lombard, the Community Forum participants identified 58 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.

Community Forum Issues

Village Responsiveness and Services: Lombard provides very good and responsive police, fire, public works and other governmental services that have created a safe environment for residents and businesses. The organized, capable and stable Village staff, many of whom have long tenure in the community, is concerned, caring, responsive, and reachable. 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 recent major storm cleanup by the Public Works Department was characterized as "fantastic." The operation of Village government is seen as an open, cost conscious process, and Village officials are perceived as being easy to contact. The convenient location of Village Hall, and the presence of communication with citizens and businesses through venues like the Pride newsletter and the community forums, make it easy to access information.

- Take measures to develop better service from ComEd.
- Develop a voluntary process for preparing future community leaders, and encourage involvement (including a welcome wagon). Get new residents and a new generation involved in Village affairs.

COMMUNICATION

- Promote greater intergovernmental cooperation for cost containment among the taxing bodies so that the tax burden to residents is reduced.
- Consider taxes, fiscal responsibility, and accountability as major components of the Village's financial decisions.
- Provide greater communication to the public on Village finances.

FISCAL RESPONSIBILITY

- Address traffic and parking congestion along St. Charles Road.
- Install additional pedestrian countdown signals at key intersections.
- Consider ways to deal with the possibility of future parking problems at Yorktown.
- Improve accessibility to and through Lombard from Butterfield Road.
- Address traffic congestion along North Avenue where it intersects with Main Street and Grace Street.
- Address traffic congestion where Roosevelt Road intersects with Village streets, particularly at Main Street.
- Resolve the SR 53 access issue to improve accessibility through Lombard and complete improvements at Madison and SR 53.

ARTERIAL ROADWAY IMPROVEMENTS

- Address vacant storefronts, less desired and non-conforming uses, and deteriorating structures.
- Fill retail vacancies to add revenue.
- Seek new businesses on Main Street and at Eastgate Plaza.
- Emphasize Roosevelt Road corridor redevelopment. Address non-conforming signs and deleterious uses.

- Address the influx of gang influences.
- Address the issues of the need for a fifth high school and bringing in students from outside Lombard.

SCHOOL ISSUES

- Address public safety issues at the high school, the movement of gangs out of the city, and homeless issues.
- Provide more sidewalks and street lighting.
- Study green solutions and enhancements.
- Institute better design review.
- Review standards and design for residential developments in terms of code enforcement for residential property maintenance (i.e. boats and viewable garbage cans).
- Provide greater code enforcement in terms of property maintenance and preventing parking on sidewalks.

PUBLIC SAFETY AND CODE ENFORCEMENT

- Create a master plan for the library and Park District buildings in the southern downtown area.
- Address the issue of whether the library should expand or not in the future, and make a decision.

LIBRARY

- Address high school, residential, and parking issues.
- Focus on how to use Metra as more of an asset for the community.
- Implement the circulator plan to connect Yorktown with the downtown.

TRANSPORTATION

- Promote local businesses.
- Add a welcoming committee for new residents.
- Improve communication to the public through e-communications, e-mails, the website, reverse dialing, and Park District news.

- Improve bike paths.
- Provide more lighting for the parks
- Plan for future expanded recreational needs.
- Ensure that there are sufficient soccer fields.
- Consider building a recreation center and skate park that will serve 15-21 year olds
- Expand youth and senior services.
- Do not charge pool fees for users under 18 years of age.
- Consider building a second pool.
- Solve the problems associated with the swimming pool. Support a new swimming pool.

RECREATION AND THE SWIMMING POOL

- Provide better entry signage.
- Emphasize aesthetically pleasing ways to create a good first impression for people entering Lombard.

FIRST IMPRESSIONS

- Undertake long term infrastructure planning with future growth and needs in mind. Identify how infrastructure improvements are to be funded.

FUTURE VISION FOR PLANNING AND DEVELOPMENT

- Promote ethnic diversity among Village committees, officials, and staff.

ETHNIC DIVERSITY

- Raise and maintain educational standards.

STRATEGIC DIRECTIONS AND ISSUES FOR 2008

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 input from the Community Forum and discussion at the November 13, 2007 strategic planning session.

The new and updated strategic directions and issues for the year 2008 that have been identified by the strategic planning group are as follows:

I. Address **Governing Issues** relating to recruitment and appointment of a new Village Manager, re-energizing the process of promoting intergovernmental cooperation, and promoting additional ways to generate harmony among members of the Village Board.

II. Continue to enhance Lombard's **Future Vision for Planning and Development** by implementing the Roosevelt Road Corridor Study recommendations, establishing a process to annex the Ken-Loch golf course property and the York Center Co-Op, and instituting improvements to the residential design review process.

III. Further increase **Public Safety** by addressing issues regarding traffic and parking that affect both Glenbard East High School and the Village of Lombard, expanding crisis management training, and developing public safety programs for additional outreach to community groups, property owners, and other agencies.

IV. Continue to address the Village's **Infrastructure** needs by resolving the SR 53 access issue and completing improvements at Madison and SR 53, moving forward with the street lighting plan, and implementing the Facilities Master Plan.

V. Address **Social Issues** by planning for the social and housing needs of an aging population, and expanding the Village's arts and cultural programs.

VI. Facilitate **Communication** by reviewing opportunities to promote e-commerce (Wi-Fi), and other communication enhancements, developing a community promotion campaign, providing greater communication regarding Village finances, and developing new and enhanced means of expanding communication with the public.

VII. Encourage **Downtown Development** by preparing a downtown focus plan, implementing the circulator plan to connect Yorktown to the downtown, revisiting the current downtown plan, and deciding upon future Village funding for the Lombard Town Centre organization.

GOVERNING ISSUES

Issue Statement

The Village of Lombard is governed under the managerial form of government which was established by referendum in the 1950's. Under the managerial form, the Board of Trustees is responsible for legislative functions, including approval of all expenses and liabilities of the Village. The power of appointment to most boards, commissions, and other municipal agencies resides with the Village President, subject to Board of Trustee approval. While the Board of Trustees is elected by district, the Village President and Village Clerk are elected at large. In the managerial form of government, the Village Manager is the administrative head of the municipal government and oversees all the administrative functions of the government. The duties of the Village Manager are set forth in state law. The Village Manager is appointed by a majority of the Board of Trustees, serves at the pleasure of that body, and may be removed at any time by a majority vote of the Board of Trustees. Many boards and commissions serve as recommending bodies to the Board of Trustees. During the course of fulfilling their responsibilities, the Village President, Village Trustees, Village Manager, and department heads interact extensively with other agencies at the federal, state, and local levels.

The Community Forum identified the following related issues:

- ❖ Develop a voluntary process for preparing future community leaders, and encourage involvement (including a welcome wagon). Get new residents and a new generation involved.
 - ❖ Promote greater intergovernmental cooperation for cost containment among the taxing bodies so that the tax burden to residents is reduced.
 - ❖ Promote ethnic diversity among Village committees, officials, and staff.
- At its strategic planning session, the Strategic Planning Group reviewed the issues evolving from the Community Forum, and identified the following issues for consideration associated with the strategic direction regarding **Governing Issues**.
- ❖ Recruit and appoint a new Village Manager.
 - ❖ Re-energize the process for promoting intergovernmental cooperation.
 - ❖ Promote additional ways to generate harmony among members of the Village Board.
 - ❖ Study and provide new initiatives for making Lombard an environmentally conscious community.
 - ❖ Encourage, foster, and mentor new leadership programs.*
- * Relates to a Community Forum issue.

Action Plan

While all ideas regarding **Governing Issues** were considered to be important, three issues were identified by the Board of Trustees as constituting priorities for the 2008 Strategic Plan. 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.

1. **Recruit and appoint a new Village Manager.** Define the desired qualities for the next Village Manager. Review recruitment firms and select a firm to conduct a national search. Advertise the position in prominent national publications. Review and interview finalists from a shortlist of candidates. Make a final selection. Consider the option of receiving input from a citizens committee. This will be the responsibility of the Village President and Board of Trustees.
2. **Re-energize the process for promoting intergovernmental cooperation.** It will be the responsibility of the Village President and Village Manager to schedule meetings with other governmental leaders on a regular basis. The location of those meetings should be rotated as decided upon by the leadership group. Develop actionable goals as an outcome of the intergovernmental meetings.
3. **Promote additional ways to generate harmony among members of the Village Board.** Consider holding retreat/team building activities with a facilitator in order to continue building trust and respect among the Village Board. This will be the responsibility of the Village President and Board of Trustees.

FUTURE VISION FOR PLANNING AND DEVELOPMENT

Issue Statement

Over the past several years, new development in Lombard has remained strong. New single family residential subdivisions such as Yorkshire Woods 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 throughout the community.

Annexations have been another source of growth. Since the beginning of 2000, Lombard has annexed 414.5 acres. 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.

The Community Forum identified the following related issues:

- ❖ Address commercial redevelopment for the North Avenue corridor.
- ❖ Emphasize Roosevelt Road corridor redevelopment. Address non-conforming signs and deleterious uses.
- ❖ Seek new businesses on Main Street and Eastgate Plaza.
- ❖ Fill retail vacancies to add revenue.
- ❖ Address vacant storefronts, less desired and non-conforming uses, and deteriorating structures.
- ❖ Provide greater code enforcement in terms of property maintenance and preventing parking on sidewalks.
- ❖ Review standards and design for residential developments in terms of code enforcement for residential property maintenance (i.e. boats and viewable garbage cans).
- ❖ Institute better design review.

At its strategic planning session of November 13, 2007, the strategic planning group considered the issues evolving from the Community Forum, and identified the following issues associated with the **Future Vision for Planning and Development**.

- ❖ Implement the Roosevelt Road Corridor Study recommendations.*
- ❖ Develop recommendations for a process to annex and develop the Ken-Loch golf course property, and complete the annexation of the York Center Co-op.

1. Implement the Roosevelt Road Corridor Study recommendations. This will be the responsibility of the Community Development Department working with the appropriate boards and committees and the Board of Trustees.
2. Develop recommendations for a process to annex and develop the Ken-Loch golf course property, and complete the annexation of the York-Center Co-op. Maintain a balance of open/recreation space on the Ken-Loch property as part of the any future annexation. In that regard, work cooperatively with the Lombard Park District. Continue on-going work on annexation of the York Center Co-op. This will be the responsibility of the Community Development Department, the appropriate boards and committees, and the Board of Trustees.
3. Institute better residential design review. Complete the white paper on residential redevelopment for consideration by the Board of Trustees and the appropriate boards and committees. This will be the responsibility of the Community Development Department.

Based upon discussion of all issues at the strategic planning session, the following three issues associated with the Future Vision for Planning and Development were considered to be of highest priority by the Board of Trustees. Those issues are listed in priority order as determined by the Board of Trustees along with implementation steps and the designation of responsibilities.

Action Plan

- ❖ Institute better residential design review.*
 - ❖ Provide greater code enforcement in terms of property maintenance and preventing parking on sidewalks. Review standards and design for residential developments in terms of code enforcement for residential property maintenance (i.e. boats and viewable garbage cans).*
 - ❖ Continue to develop ways to remove incompatible industrial uses from residential zoning districts.
- * Relates to a Community Forum issue.

PUBLIC SAFETY

Issue Statement

One of the five guiding principles of the Village of Lombard addresses the issue of public safety and reads as follows: "The Village of Lombard will proactively address issues related to public safety and the 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'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 19 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 inspection services. The Fire Department has 80 total employees with the largest number of employees (64) assigned to Fire/Rescue and Emergency Medical Services. In 2006, the Fire Department handled 4,347 fire calls and 2,879 emergency medical calls.

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 61 full-time and part-time employees.

The Community Forum identified the following related issue:

- ❖ Address public safety issues at the high school, the movement of gangs out of Chicago, and homeless issues.

At its meeting of November 13, 2007, the strategic planning group considered the issue evolving from the Community Forum, and identified the following issues for consideration associated with the **Public Safety**.

- ❖ Address issues that affect both Glenbard East High School and the Village regarding traffic, parking, and community involvement.*
- ❖ Continue to expand crisis management training.
- ❖ Develop additional means of promoting community safety including increased vigilance and zero tolerance measures.

* Relates to a Community Forum issue.

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 **Public Safety**. The issues are listed in priority order as determined by the Board of Trustees.

1. Address issues that affect both Glenbard East High School and the Village regarding traffic and parking. Complete construction of a widened entrance to the high school on Wilson Avenue. Enter into an intergovernmental agreement with the high school and park district regarding student parking at the Sunset Knolls parking lot. Begin a dialog with the District 87 regarding the need for additional parking at Glenbard East and encourage student, faculty, and administration involvement. This will be the responsibility of the Public Works Department, Community Development Department, and Village Manager's Office.
2. Continue to expand crisis management training. Devote the time and provide the resources for the training to occur. Encourage the participation and cooperation of other governmental agencies. Communicate with the public on crisis management issues. This will be the responsibility of the Fire Department and Village Manager's Office working with other Village departments and the Board of Trustees.
3. Develop additional means of promoting community safety that include increased vigilance and zero tolerance measures. Develop programs for additional outreach to community groups, property owners, and other agencies. This will be the responsibility of the Police Department.

INFRASTRUCTURE

Issue Statement

One of the five guiding principles of the Village of Lombard addresses the issue of public safety and reads as follows: "The Village should continue with proactive yet financially prudent planning for capital improvements as reflected in the ten year Capital Improvement Program."

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 in DuPage County and surrounding areas has increased as the County population has grown and the business community has expanded.

To address infrastructure issues, the Village of Lombard has continued to move forward with annually updating and implementing its ten year Capital Improvement Program. The current Capital Improvement Program represents a ten year expenditure of \$142,916,970 of which \$117,430,860 is financed with Village funds and \$25,486,110 with outside resources. The first year of the Capital Improvement Program is incorporated in the Village's operating budget and includes projects in several funds based upon revenue source. Included in the current budget is \$1,413,590 for facility improvements, \$11,448,550 for street maintenance, construction and related underground improvements, \$205,000 for sidewalk improvements, \$1,000,000 for traffic signal and street lighting improvements, \$107,000 for bikeway and pedestrian path improvements, \$70,000 for parking lot improvements, \$85,000 for right of way maintenance and beautification, \$700,000 for sewer system/storm water control improvements not already included with a street project, and \$2,824,730 for water system improvements not included with a street project.

The Community Forum identified the following related issues:

- ❖ Long term infrastructure planning should be done with future growth and needs in mind. Planning should also identify how infrastructure improvements are to be funded.
- ❖ Resolve the SR 53 access issue to improve accessibility through Lombard and complete improvements at Madison and SR 53.
- ❖ Address traffic congestion where Roosevelt Road intersects with Village streets, particularly at Main Street.
- ❖ Address traffic congestion along North Avenue where it intersects with Village streets.
- ❖ Improve accessibility to and through Lombard from Butterfield Road.
- ❖ Consider ways to deal with the possibility of future parking problems at Yorktown.
- ❖ Install additional pedestrian countdown signals at key intersections.

1. Resolve the SR 53 access issue to improve accessibility through Lombard and complete improvements at Madison and SR 53. Identify funding sources, coordinate the improvement with IDOT and the York Township Highway Commissioner, include in the capital improvement program, and complete construction. This will be the responsibility of the Public Works Department and Village Manager.
2. Address infrastructure needs and traffic issues while implementing the street lighting plan. This should occur through the budget and capital improvement programming processes. The street lighting plan should be discussed during the budget workshop process for the FYE 2009 budget. The Village-wide traffic study should also be completed. This will be the responsibility of the Public Works Department, Community Development Department, and Village Manager's Office.

Based upon discussion of all issues at the strategic planning session, the following three issues associated with Infrastructure were considered to be of highest priority by the Board of Trustees. Those issues are listed in priority order as determined by the Board of Trustees along with implementation steps and the designation of responsibilities.

Action Plan

- * Relates to a Community Forum issue.
- ❖ Resolve the SR 53 access issue to improve accessibility through Lombard and complete improvements at Madison and SR 53. * Address infrastructure needs and traffic issues while implementing the street lighting plan.
- ❖ Implement the Facilities Master Plan. Finalize Village facility space needs. Emphasize aesthetically pleasing ways to create a good first impression for people entering Lombard.*
- ❖ Install additional pedestrian countdown signals at key intersections. * Increase the street grind and overlay budget.
- ❖ Fully implement a Geographic Information System (GIS).
- At its meeting of November 13, 2007, the strategic planning group considered the issues evolving from the Community Forum, and identified the following issues for consideration associated with the Infrastructure.
- ❖ Address traffic and parking congestion along St. Charles Road.
- ❖ Emphasize aesthetically pleasing ways to create a good first impression for people entering Lombard.
- ❖ Provide better entry signage

3. Implement the Facilities Master Plan. Finalize Village facility space needs. Present a finished plan to the Board of Trustees for consideration. Prioritize needs, identify funding sources, and include as part of the capital planning process. This will be the responsibility of the Village Manager's Office, and all Village departments working with the Board of Trustees

1. Plan for an aging population in terms of social and housing needs. Compile a listing of available resources and agencies associated with the aging population. Create the document and distribute through the Village's web site, by door to door distribution as possible, and at satellite locations. Work with the Senior Citizens Council to provide assistance in their efforts. Involve the schools and other community organizations. This will be the responsibility of the Village Manager's Office and Community Development Department.
2. Expand the Village's arts and cultural programming. Seek private group, library, and park district involvement.

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 **Social Issues**. The issues are listed in priority order as determined by the Board of Trustees.

Action Plan

- ❖ Plan for an aging population in terms of social and housing needs.
 - ❖ Expand the Village's arts and cultural environment.
- At its meeting of November 13, 2007, the strategic planning group considered the issues evolving from the Community Forum, and identified the following issues for consideration associated with the **Social Issues**.
- ❖ Promote ethnic diversity among Village committees, officials, and staff.

The Community Forum identified the following related issue:

The Village of Lombard is interested in continuing to improve upon the way that services are provided to the public, particularly in regard to the provision of social services to youth, seniors, and the homeless. The Village provides an annual appropriation of funds to the DuPage Senior Citizens Council and, works closely with other agencies that are primarily responsible for addressing social service issues in DuPage County. In recent years, Lombard has increased its focus on the arts, and was recently recognized by the State of Illinois for its efforts in that area.

Issue Statement

SOCIAL ISSUES

COMMUNICATION

Issue Statement

One of the five guiding principles of the Village of Lombard addresses the issue of customer service and communication, and reads as follows: "The Village of Lombard should continue to develop customer friendly policies."

The Village of Lombard has developed many ways to reach out to businesses and residents in the community. These include a recently improved 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 performance measures 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 HTE enterprise software provides financial management, development tracking, land management, payroll/personnel, utility billing, inspections, and service request applications.

The Community Forum identified the following related issues:

- ❖ Develop a voluntary process for preparing future community leaders, and encourage involvement (including a welcome wagon). Get new residents and a new generation involved in Village affairs.
- ❖ Take measures to develop better service from ComEd.
- ❖ Improve communications to the public through e-communications, e-mails, the website, reverse dialing, and Park District news.
- ❖ Add a welcoming committee for new residents.
- ❖ Provide greater communication to the public on Village finances.
- ❖ Promote local businesses.

At its meeting of November 13, 2007, the strategic planning group considered the issues evolving from the Community Forum, and identified the following issues for consideration associated with **Communication**.

- ❖ Review opportunities to promote e-commerce, wireless communication (Wi-Fi), and other communication enhancements, and develop a community promotion campaign.*
- ❖ Provide greater communication to the public on Village finances.
- ❖ Develop new and enhanced means of expanding communication with the public.*

* Relates to a Community Forum issue.

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 three issues associated with the Village's strategic direction regarding Communication. The issues are listed in priority order as determined by the Board of Trustees.

1. Review opportunities to promote e-commerce, wireless communication (Wi-Fi), and other communication enhancements, and develop a community promotion campaign. Study options for establishing a reverse 911 system. Expand internet opportunities. Develop an RFP, and hire a marketing firm to develop a marketing plan for Lombard. This will be the responsibility of the Village Manager's Office, Community Development Department, Fire Department, and Finance Department. Recommendations will be made to the Board of Trustees for consideration.
2. Provide greater communication to the public on Village finances. Develop and publish an annual insert in the Pride on Village revenues and expenditures. This will be the responsibility of the Finance Department.
3. Develop new and enhanced means of expanding communication with the public. Utilize Channel 6, the Village's web site, and press releases among the options to be considered. This will be the responsibility of the Village Manager's Office working with all Village departments.

- ❖ Develop a new approach to downtown development that does not copy what other downtowns have done.
 - ❖ Undertake comprehensive planning for the downtown as a whole, not just in sections.
 - ❖ Expand downtown parking incorporating the possibility of a parking garage.
 - ❖ Increase commuter parking.
 - ❖ Implement the circulator plan to connect Yorktown to the downtown.
 - ❖ Use TIF aggressively to beautify the downtown and attract businesses.
 - ❖ Improve the Metra station.
 - ❖ Develop/redevelop 105 S. Main Street with a community focused development looking at the library, commuter parking, and a mix of uses.
 - ❖ Address pedestrian movement and safety in the downtown.
 - ❖ Connect the Great Western Trail and Illinois Prairie Path to downtown.
 - ❖ Install a pedway at Park Avenue under the tracks to connect downtown(s).
- The Community Forum participants identified the following related issues regarding Lombard's Downtown Development.

Lombard has established three tax increment financing (TIF) districts in its downtown area and along the St. Charles Road corridor. In recent years, Park West, Lombard Station, Parkview Pointe, Lincoln Place, and Main Street Place condominiums were completed in the downtown area, and the Texan Barbecue Restaurant, Praga Restaurant, and Britz Pizzeria were opened. The Praga Restaurant is currently undergoing an expansion. Elmhurst Memorial Lombard Health Care opened in the downtown in spring, 2005. A new Walgreens has been opened at the corner of St. Charles Road and Elizabeth Street. Construction of the mixed use Prairie Place Villas with 36 condominiums and 11,650 sq. ft. of commercial space is nearing completion.

The Board of the Helen Plum Library is currently considering expansion plans for that important downtown facility. A sprinkler park for children was constructed and is operated by the Lombard Park District. The Village's property at 105 S. Main Street now provides two acres of open space in the downtown. The Lombard Town Centre organization has been recognized by the State of Illinois as a Main Street organization. A new commuter parking lot on the former Hammerschmidt property is open. Public and private parking lots have been upgraded at Orchard Terrace and along McGuire Drive. A French Market is held during the summer and fall in the downtown, and Cruise Nights is held every week during the summer. 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.

Issue Statement

DOWNTOWN DEVELOPMENT

1. Create a downtown focus plan. Review existing plans. Engage a planning consultant to develop the plan. Seek resident input. This will be the responsibility of the Village Manager and Community Development Department working with the Board of Trustees, Plan Commission, and other related Village and community boards and committees.
2. Implement the circulator plan to connect Yorktown to the downtown. Establish an ad hoc committee, explore funding options, and create partnerships with the private sector. This will be the responsibility of the Community Development Department.
3. Revisit the current downtown plan and decide upon future Village funding for the Lombard Town Centre organization. This will be the responsibility of the Village President and Board of Trustees.

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 top three issues associated with the Village's strategic direction regarding **Downtown Development**. The issues are listed in priority order as determined by the Board of Trustees.

Action Plan

- * Relates to a Community Forum issue.
 - ❖ Create a downtown focus plan.*
 - ❖ Implement the circulator plan to connect Yorktown to the downtown.*
 - ❖ Revisit the current downtown plan and determine the future of the Lombard Town Centre organization.
 - ❖ Develop a new approach to downtown development that does not copy what other downtowns have done*.
 - ❖ Undertake comprehensive planning for the downtown as a whole, not just in sections.*
 - ❖ Expand downtown parking incorporating the possibility of a parking garage.*
- At its meeting of November 13, 2007, the strategic planning group considered the issues evolving from the Community Forum, and identified the following issues for consideration associated with **Downtown Development**.
- ❖ Address the future of the Library - whether it should expand or not – and make a decision.
 - ❖ Create a master plan for the Library and Park District buildings in the southern downtown area.

