

050972

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

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

TO : PRESIDENT AND BOARD OF TRUSTEES

FROM: William T. Lichter, Village Manager

DATE : February 26, 2004 **B of T** March 4, 2004

SUBJECT: Community Forum and 2004 Strategic Plan

SUBMITTED BY: William T. Lichter, Village Manager

BACKGROUND/POLICY IMPLICATIONS:

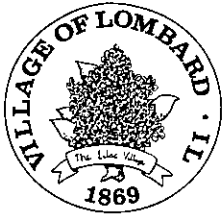
Motion to approve 2004 Strategic Plan. Please see attached memorandum.

Fiscal Impact/Funding Source:

Review (as necessary):

Finance Director _____ Date _____
Village Manager William T. Lichter Date 2/26/04

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



To: Honorable President and Board of Trustees

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

Date: February 26, 2004

Subject: **Community Forum and 2004 Strategic Plan**

The attached document is the proposed 2004 Strategic Plan for the Village of Lombard. The Strategic Plan is based upon the strategic planning session attended by the Board of Trustees and department heads on October 28, 2003. Included as part of the Strategic Plan are the results of Lombard's first Community Forum that was held on October 4, 2003.

In previous planning sessions, the strategic planning group prepared an article entitled "**Lombard – The Lilac Village Blooms in the New Millenium.**" 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. The section entitled **COMING HOME TO LOMBARD ~ THE LILAC VILLAGE LOOKS BACK FROM THE FUTURE** contains the article. That section begins on Page 3 of the Strategic Plan.

Lombard has begun to receive regional and national recognition in ways envisioned through the article and the strategic planning process. 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. Additionally, Pat Summerall Productions recently announced that the Village of Lombard has been selected as a "champion of industry" for 2003. Each year, Pat Summerall Productions selects 50 communities with a population of 50,000 and under for this award. In receiving the award Lombard not only met the minimum criteria but also, in fact, exceeded expectations in terms of leadership and community achievement.

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. The section entitled **LOMBARD COMMUNITY FORUM** (Pages 8-12) reflects the outcome of Lombard's first Community Forum that was attended by 48 participants.

Community Forum participants were first asked to express what they like about living and working in the Village of Lombard. In response, more than 120 reasons were given.

Those reasons are summarized in the Strategic Plan within 8 categories – *Community Identity; Community Spirit; Economic Development; Housing and Neighborhoods; Intergovernmental Cooperation and Community Leadership; Library, Parks and Schools; Public Services; and Quality of Life*. Attachment A is a complete list of participant responses.

After stating what they like about Lombard, the Community Forum participants identified 74 issues for the community to consider in planning for the future. Those issues fell within 13 different categories. The categories are entitled **Business Development; Capital Improvement Program; Community Center; Demographics; Downtown Development; Finances; First Impressions; Housing; Intergovernmental Services; Library Growth and Expansion; Public Safety; Resident Communication and Participation; and Traffic Management**.

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

The new and updated strategic directions for the year 2004 that have been identified by the strategic planning group are as follows:

- I. Continue to maintain a proactive stance regarding **FINANCES AND BUDGET** by carefully monitoring the community's financial resources. This includes the recognition that tax caps impact not only the Village, but other agencies as well.
- II. Continue to proactively address issues related to **PUBLIC SAFETY** in the community and to plan for future needs that may arise.
- III. Emphasize **RESIDENT COMMUNICATION AND SERVICES** including, among other things, enhancement of the Village's web site and providing more information to residents and businesses on events, happenings, and projects in the Village.
- IV. Maintain strong **CAPITAL IMPROVEMENTS AND INFRASTRUCTURE MAINTENANCE** through aggressive planning for capital improvements as reflected in the Village's ten year Capital Improvement Program.

- V. Emphasize **TRAFFIC MANAGEMENT** by addressing accessibility of the community south of St. Charles Road along SR 53, and working to resolve congestion on Main Street, Roosevelt Road, Butterfield Road, and at the intersection of Main Street and Roosevelt Road.
- VI. Encourage **BUSINESS DEVELOPMENT** in the downtown and the community as a whole by continuing to work on making the convention center a reality, continuing with an aggressive program of annexation in accordance with the Village's Annexation Strategies Study, moving forward with Roosevelt Road business improvements especially at the corner of Highland and Roosevelt, and improving the downtown parking situation through better parking enforcement and better utilization of existing parking.
- VII. Promote **RESIDENTIAL DEVELOPMENT** by focusing on property maintenance and appearance, the balance between new home development and the surrounding neighborhood, and the possible need for guidelines and architectural review when considering plans for teardowns.
- VIII. Continue the long-standing practice of **INTERGOVERNMENTAL COOPERATION** through joint planning as well as shared services and resources among governmental agencies.

At the conclusion of the Community Forum there was discussion about having a follow-up session before the end of 2003 to review the draft Strategic Plan once it had been prepared. However, due to unforeseen circumstances, that meeting did not take place. In lieu of the follow-up meeting, it is recommended that the 2004 Strategic Plan, when approved, be distributed to Community Forum participants for further comments that can thereafter be used in planning for 2005. It is also recommended that the document be made available to the general public at the library and other locations.

Discussion of the proposed 2004 Strategic Plan has been scheduled for consideration at the Village Board meeting of March 4, 2004.

VILLAGE OF LOMBARD
COMMUNITY FORUM
&
2004 STRATEGIC PLAN

INTRODUCTION TO THE 2004 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 several years, the Village of Lombard has identified a number of strategic directions that have formed the basis for policy and administrative decision-making. On October 4, 2003, Lombard's first Community Forum was held in order to provide an opportunity for community input into the strategic planning process. The Community Forum was followed on October 28, 2003, by a planning session to develop the 2004 Strategic Plan. At that planning meeting, the Village President, Village Trustees and department heads reviewed and discussed:

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

In attendance at the October 28, 2003 strategic planning session were the following participants:

Bill Mueller, Village President
Joan DeStephano, Trustee, District 1
Dick Tross, Trustee, District 2
Karen Koenig, Trustee, District 3
Steve Sebby, Trustee, District 4
Ken Florey, Trustee, District 5
Rick Soderstrom, Trustee, District 6
Bill Lichter, Village Manager
Ellen Baer, Assistant to the Village Manager
Ray Byrne, Chief of Police
Len Flood, Finance Director
Dave Hulseberg, Director of Community Development
Stan Rickard, Public Works Director
Ed Seagraves, Fire Chief

THE STRATEGIC PLANNING PROCESS

In 1998, the strategic planning group prepared an article entitled “**Lombard – The Lilac Village Blooms in the New Millenium.**” The article has been used as a basis for evaluating accomplishments of the strategic planning process since that time. The section entitled **COMING HOME TO LOMBARD ~ THE LILAC VILLAGE LOOKS BACK FROM THE FUTURE** contains the article.

The section entitled **THE 2003 STRATEGIC PLAN IN REVIEW** lists many of the accomplishments from the past year.

One of the implementation steps in the 2003 Strategic Plan was to develop and implement a process for bringing citizens and leaders from various community groups and agencies together in a community-wide planning process. The Section entitled **LOMBARD COMMUNITY FORUM** reflects the outcome of Lombard’s first Community Forum that was held on October 4, 2003.

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

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

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

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

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

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

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

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

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

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

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

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

THE 2003 STRATEGIC PLAN IN REVIEW

This section provides a review of Lombard's accomplishments in moving toward its award winning status based upon the five strategic directions identified in the 2003 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.

2003 Strategic Direction: Take further steps to address the issue of BUSINESS DISTRICT DEVELOPMENT by continuation of revitalization efforts in the downtown and consideration of a Tax Increment Financing district encompassing an area located along St. Charles Road east of the downtown to Westmore Avenue.

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

- The Park District property being redeveloped for condominiums and retail space.
- Two new TIF Districts along St. Charles Road.
- New Elmhurst Memorial Hospital Health Center.
- DuPage Theatre Redevelopment Agreement.
- Parking lot grant for Hammerschmidt property.
- St. Charles Road street lighting and landscaping.
- Improvement to Grace St./St. Charles Rd. intersection.
- Storm sewer improvements.
- Blake Lamb Building redevelopment.
- Purchase of 151 N. Charlotte Street property.
- Purchase of Bartels vacant lot.
- * Lombard Patio property redevelopment.

2003 Strategic Direction: Complete development of a new CONFERENCE CENTER and hotel that will be located adjacent to the Yorktown Shopping Center.

What follows are examples of the accomplishments associated with the strategic direction regarding a new **Conference Center**:

- Highly important authorizing legislation approved in Springfield with bi-partisan cooperation.
- Innovative means of accomplishing the project.
- Purchase Agreement signed between Yorktown and Harp Group.
- Plans include improvements to public facilities including utilities, traffic flow, repaving.
- Creation of Public Facilities Corporation.
- Budget and funding mechanism established.
- Positive public support. Virtually no opposition to the design. Even outside of Lombard, people are enthused.
- High quality design. Delivering on high expectations.

2003 Strategic Direction: Continue to exercise FISCAL RESPONSIBILITY in view of current economic conditions by operating within existing budget and revenue constraints while ensuring that adequate minimum staffing is maintained.

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

- Village is maintaining a AA bond rating.
- No layoffs and some vacant positions filled.
- Balanced budget.
- Fund balance levels have been maintained.
- Places of Eating tax enacted.
- Building permit fees increased.
- Water & sewer rate increased to fund capital projects.
- New annexations.
- Residential redevelopment throughout the Village.
- Substantial development and redevelopment added to tax base (DuPage Medical, Lombard Toyota, Westgate Lincoln Mercury, Heritage Cadillac, Pier One, City View, Highlands of Lombard, Uncle Julio's, Carson's Ribs property, KFC/A&W/Popeye's).
- New grants (CDBG, parking grant).

2003 Strategic Direction: Proceed with the Village's aggressive program of completing CAPITAL IMPROVEMENTS with particular emphasis on correcting remaining flooding problems, improving the appearance of Charles Lane Pond, and addressing street lighting, sidewalk, and traffic flow issues.

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

- New detention pond at former Veterans Hall property.
- School Street detention pond improvements.
- Underground stormwater storage on Norton Street and School Street.
- New storm sewer on St. Charles Road in the downtown.
- Improvements to Yorktown Woods pond (cleaning debris, correction to maze of pipes).
- Overhead Sewer Grant Program was revised to provide greater benefit to residents.
- North Avenue drainage improvements.
- Lombard Lagoon improvements. Charles Lane pond mowed and cleaned up. Further improvements are planned pending County permit.
- Grace/St. Charles improvement completed and landscaped.
- Street Lighting Policy developed and approved.
- New lighting on Prairie Path, Lombard Hills East Phase 4, Vista and Lombard Lagoon area.
- Working through sidewalk trip hazards. "Worst first" program established.
- Traffic flow improvements (North Avenue, St. Charles/Grace, signal coordination with Elmhurst and Villa Park on St. Charles Road).

- Ability of Village crews to do in-house asphalt street grind and overlay.
- Completion of improvements to School/Ahrens/Highridge.
- Oak Creek street improvements completed.
- St. Regis public improvements completed.
- S. Broadway improvements completed.
- Kenilworth east of 3rd improvements completed.
- Grace Street white topping study.

2003 Strategic Direction: Maintain and expand efforts toward well managed PLANNING, GROWTH, AND SOCIAL SERVICES with particular emphasis on interjurisdictional cooperation, residential and commercial annexations, and expanded social services for seniors, youth, and the homeless.

What follows are examples of the accomplishments associated with the strategic direction regarding **Planning, Growth, and Social Services**:

- TIF intergovernmental agreement for the downtown.
- Roosevelt Road annexations.
- North Avenue and State Route 53 annexations.
- Continued financial support for DuPage Senior Citizens Council.
- Student Government Day.
- Taxi Subsidy Program.
- Agreements with York Center and Villa Park for fire response.
- Ordinance establishing Community Relations Committee.
- PACE transit center.

LOMBARD COMMUNITY FORUM

One of the implementation steps in the 2003 Strategic Plan was to develop and implement a process for bringing citizens and leaders from various community groups and agencies together in a community-wide planning process. In furtherance of that goal, Lombard's first Community Forum attended by 48 participants convened on October 4, 2003.

The following individuals participated in the Community Forum.

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

What the Community Forum Participants Like About Lombard

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

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

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

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

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

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

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

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

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

Community Forum Issues

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

BUSINESS DEVELOPMENT

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

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

CAPITAL IMPROVEMENT PROGRAM

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

COMMUNITY CENTER

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

DEMOGRAPHICS

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

DOWNTOWN DEVELOPMENT

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

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

FINANCES

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

FIRST IMPRESSIONS

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

HOUSING

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

INTERGOVERNMENTAL SERVICES

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

LIBRARY GROWTH AND EXPANSION

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

PUBLIC SAFETY

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

RESIDENT COMMUNICATION AND PARTICIPATION

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

TRAFFIC MANAGEMENT

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

STRATEGIC DIRECTIONS AND ISSUES FOR 2004

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

The new and updated strategic directions for the year 2004 that have been identified by the strategic planning group are as follows:

- I. Continue to maintain a proactive stance regarding **FINANCES AND BUDGET** by carefully monitoring the community's financial resources. This includes the recognition that tax caps impact not only the Village, but other agencies as well.
- II. Continue to proactively address issues related to **PUBLIC SAFETY** in the community and to plan for future needs that may arise.
- III. Emphasize **RESIDENT COMMUNICATION AND SERVICES** including, among other things, enhancement of the Village's web site and providing more information to residents and businesses on events, happenings, and projects in the Village.
- IV. Maintain strong **CAPITAL IMPROVEMENTS AND INFRASTRUCTURE MAINTENANCE** through aggressive planning for capital improvements as reflected in the Village's ten year Capital Improvement Program.
- V. Emphasize **TRAFFIC MANAGEMENT** by addressing accessibility of the community south of St. Charles Road along SR 53, and working to resolve congestion on Main Street, Roosevelt Road, Butterfield Road, and at the intersection of Main Street and Roosevelt Road.
- VI. Encourage **BUSINESS DEVELOPMENT** in the downtown and the community as a whole by continuing to work on making the convention center a reality, continuing with an aggressive program of annexation in accordance with the Village's Annexation Strategies Study, moving forward with Roosevelt Road business improvements especially at the corner of Highland and Roosevelt, and improving the downtown parking situation through better parking enforcement and better utilization of existing parking.
- VII. Promote **RESIDENTIAL DEVELOPMENT** by focusing on property maintenance and appearance, the balance between new home development and the surrounding neighborhood, and the possible need for guidelines and architectural review when considering plans for teardowns.
- VIII. Continue the long-standing practice of **INTERGOVERNMENTAL COOPERATION** through joint planning as well as shared services and resources among governmental agencies.

FINANCES AND BUDGET

Issue Statement

Lombard operates on a budget of more than \$61 million in order to support the services that the Village provides to its residents and businesses. Revenues are generated from many sources including the Village's share of the state sales tax and income tax, water and sewer fees, licenses and permits, other intergovernmental revenues, charges for services, fines and forfeitures, grants, interest earnings, and other miscellaneous revenue. Only 8.96% of the Village's funding comes from property tax collections. As a non-home rule community the Village's access to additional revenue sources is limited.

The Community Forum participants identified the following related issues:

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

Given the current economic climate, the strategic planning group considered matters relating to **Finances and Budget** to be its highest priority for the 2004 Strategic Plan. At its meeting of October 28, 2004, the strategic planning group reviewed the issues from the Community Forum and also discussed a number of other matters for possible consideration in the 2004 Strategic Plan. Those included the possibility of conducting a special census (the distribution of several sources of state shared revenue is based upon population), creation and maintenance of reserves needed to complete billboard removal, filling of staff vacancies, implementation of the Village's Geographic Information System Study, document imaging, and home rule. Ultimately, it was decided that the overriding consideration was for the Village to continue its emphasis on maintaining a sound financial strategy during a time of continuing economic uncertainty.

Action Plan

The following implementation step and designation of responsibilities has been developed in order to address the Village's strategic direction regarding **Finances and Budget**.

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| <p>❖ Continue to maintain a proactive stance in carefully monitoring the financial resources of the community. This includes the recognition that tax caps impact not only the Village but also other agencies like school districts, and that tax increment financing can have a negative financial impact particularly on school districts. This will be the responsibility of the Village Manager and staff working with the Board of Trustees and other outside agencies.</p> |
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PUBLIC SAFETY

Issue Statement

The Village of Lombard's Police Department, Fire Department, and Public Works Department have primary responsibility for ensuring that Lombard remains a safe environment in which to live. To fulfill its basic responsibilities for law enforcement, the Police Department has divided its operation into several program areas. These include patrol services, criminal investigations and juvenile services, and traffic services. Those functions are supported by programs in the areas of police administration, police records, and police buildings. The Police Department currently has an authorized staffing level of 90 full-time sworn and civilian personnel and 15 part-time personnel.

The Lombard Fire Department provides fire and emergency medical services to the Village of Lombard, the Glenbard Fire Protection District, and certain unincorporated areas adjacent to the Village. The department also has responsibilities for fire prevention and building inspectional services. The Fire Department has 79 total employees with the largest number of employees (64) assigned to Fire/Rescue and Emergency Medical Services. In 2003, the Fire Department handled an estimated 6,660 calls, an increase of 4% over the previous year.

The Public Works Department has responsibilities in several vital areas including street maintenance, snow removal, forestry, street lighting, engineering and operation of the water and sewer collection systems. The department employs 63 full-time and part-time employees.

The Community Forum identified the following issues related to **Public Safety**:

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

Over the years the strategic planning group has always considered public safety to be among its highest priorities. For 2004, the group specifically wanted to include public works functions as a clearly noted aspect of this category. In addition to the issues raised in the Community Forum, the strategic planning group discussed the overall need to maintain adequate police, fire, and public services into the future as well as the importance of reviewing how public safety is being provided in protecting existing buildings.

Action Plan

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

- ❖ **Continue to proactively address issues related to public safety in the community and to plan for future needs that may arise. Public safety is considered to include police, fire, and public works services. This will be the responsibility of the Village Manager working with the Police Chief, Fire Chief, and Director of Public Works. Recommendations will be provided to the Board of Trustees for consideration.**

RESIDENT COMMUNICATION AND SERVICES

Issue Statement

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

The Community Forum identified the following related issues:

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

At its meeting of October 28, 2003, the strategic planning group reviewed the issues from the Community Forum and also discussed a number of other matters for possible inclusion in the 2004 Strategic Plan. Those included holding a small business forum, and considering ways to improve resident services relating to permits, water and sewer issues, vehicle stickers, and taxi coupons.

Action Plan

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

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| <ul style="list-style-type: none">❖ Enhance the Village's web site. This will be the responsibility of the Community Development Department.❖ Provide more information to residents and businesses on events, happenings, and projects in the Village of Lombard. This will be the responsibility of the Village Manager working with Village departments. |
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- ❖ **Develop a more customer friendly policy providing for more staff discretion in adjusting increased water and sewer charges resulting from catastrophic events. This will be the responsibility of the Village Manager in conjunction with the Finance Department.**
- ❖ **Review the Village's taxi subsidy program so that consideration is given to providing additional coupons if warranted by individual needs. This will be the responsibility of the Village Manager's Office and the Finance Department.**

CAPITAL IMPROVEMENTS AND INFRASTRUCTURE MAINTENANCE

Issue Statement

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

The Community Forum identified the following related issues:

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

The strategic planning group reviewed the issues evolving from the Community Forum and concluded that all of those issues were important and reflected programs of the Village that have been on-going over time and that need to be continued. In addition, the strategic planning group discussed other related issues involving maintenance of traffic signals, coordinating street lighting and sewer improvements with street construction, possibly expanding the scope of the sidewalk programs, alley improvements, construction of a third fire station, clearly identifying gateways (entrances) to Lombard in an aesthetically pleasing manner, and burying overhead wires.

Action Plan

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

- ❖ **The Village should continue with its aggressive planning for capital improvements as reflected in the ten year Capital Improvement Program. This will be the responsibility of the Village Manager and Public Works Department working with the Village Board and Public Works Committee.**

TRAFFIC MANAGEMENT

Issue Statement

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

The Community Forum identified the following related issues:

- There are problems with traffic signals on North Main Street for traffic going south.
- Work to resolve traffic flow and congestion issues including access to neighborhoods off of Route 53, North Avenue and Main Street congestion, congestion at Roosevelt and Main, the need for signalization at Meadow Ave., and overall Roosevelt Road and Butterfield Road congestion issues.
- Provide sufficient access to neighborhoods off of North Avenue.
- Ensure adequate traffic control for the new convention center.
- Address accessibility of the community south of St. Charles Road along State Route 53.
- Install a traffic signal at Wilson Avenue and State Route 53.
- There will be a need for a Survival Guide during upcoming major development including library services during construction, the new Elmhurst Memorial Hospital medical facility on Main St. and the convention center.

At its meeting of October 28, 2003, the strategic planning group reviewed the issues evolving from the Community Forum as well as other related matters.

Action Plan

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

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| <p>❖ Address accessibility of the community south of St. Charles Road along SR 53. This will be the responsibility of the Village Manager, Public Works Department, and Police Department working with the Traffic and Safety Committee and Village Board.</p> |
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- ❖ **Work to resolve traffic flow issues affecting access to neighborhoods off of North Avenue. This will be the responsibility of the Community Development Department, Public Works Department, and Police Department working with the Traffic and Safety Committee.**
- ❖ **Work to resolve traffic congestion on Main Street, Roosevelt Road, Butterfield Road, and at the intersection of Main Street and Roosevelt Road. This will be the responsibility of the Community Development Department, Public Works Department, and Police Department working with the Traffic and Safety Committee.**
- ❖ **Continue to work with IDOT on signalization at Meadow and SR 53. This will be the responsibility of the Public Works Department working with the Village Manager and Village Board.**

BUSINESS DEVELOPMENT

Issue Statement

The Village of Lombard has a population of 42,322. Although Lombard is increasingly developed within its corporate boundaries, the community has nevertheless experienced dynamic growth over the past few years, particularly in the single family, hotel, and commercial sectors. New businesses and business developments include Fountain Square of Lombard, Highlands of Lombard, Sears Great Indoors, Safeguard Storage, Town and Country offices, Heron Point of Lombard, Comfort Suites, Homestead Village, Marriott Towne Plaza Suites, and a new medical facility for the DuPage Medical Group. In addition, Lombard has established three tax increment financing districts in its downtown and along the St. Charles Road corridor. Most recently in the downtown, Park West, Lombard Station, and Parkview Pointe condominiums were completed and the Texan Barbecue Restaurant opened. An agreement has been signed with the DuPage Theatre Foundation for restoration of the DuPage Theatre as a performing arts center. Elmhurst Hospital will soon be breaking ground on a new medical center in the downtown. A major investment of funds by the Village in the infrastructure along the St. Charles Road corridor between Martha Street and Westmore Avenue has prepared the way for further private redevelopment in that area. Despite the progress thus far, work still remains to be done to encourage further development and redevelopment in Lombard's business districts.

The Community Forum identified the following related issues:

Business Development

- Increase the tax base through business development.
- Convene a Small Business Forum.
- Anticipate future shopping/community gathering needs.
- Move forward with further Roosevelt Road rehabilitation, especially at the corner of Roosevelt and Highland.
- Complete annexations along Roosevelt in order to increase tax base and control aesthetics. Complete annexations of unincorporated areas south of Roosevelt along I-355.
- Effectively manage the quality and amount of growth.
- Emphasize redevelopment of South Main Street.
- Relocate Allied Drywall.
- Make the Convention Center a reality.
- Emphasize new business growth and fill empty stores.
- Provide incentives to business to promote business growth.

Downtown Development

- Better communicate to residents Lombard's downtown vision and plan.
- Develop an integrated plan for downtown redevelopment incorporating the library, restaurants, hospital, theatre, etc.
- Build a downtown parking garage.
- Complete the job of downtown development.
- Downtown Lombard revitalization and enhancements should include the Hammerschmidt property, increased foot traffic, and more things to attract people.
- Renovate the DuPage Theatre.
- Promote downtown redevelopment through new private development.
- Expand the downtown area beyond St. Charles Road.
- Educate downtown businesses and owners on the possibilities for downtown redevelopment.
- Complete a Comprehensive Plan for the redevelopment of downtown. Develop the Plan and begin execution in the next 1-3 years.
- Rebuild Main St. in the downtown. Place utilities underground.
- Bring services to and for the north end of Lombard (grocery, butcher shop, bakery, etc.).
- Beautify and develop the St. Charles Road corridor including a small business forum.
- In terms of downtown parking, provide better parking enforcement and increase the availability of commuter parking.
- Promote downtown business growth. For example, a Main Street Plan.

At its meeting of October 28th, the Strategic Planning Group reviewed the issues evolving from the Community Forum. It was noted that efforts to increase the tax base through business development, anticipating future shopping/community gathering needs, and emphasizing new business development have been priorities of the Village for many years. Several other recommendations of the Community Forum reflect on-going efforts of the Village. Those include emphasizing redevelopment of South Main Street, relocating Allied Drywall, and preparation of downtown planning and parking studies including a recent analysis of downtown current and future development projects.

Action Plan

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

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| <p>❖ Continue with work on making the Convention Center a reality. This will be the responsibility of the Village Manager, Community Development Department, and Finance Department working with the Village Board.</p> |
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- ❖ **Continue with aggressive annexation in accordance with the Village's Annexation Strategies Study. This will be the responsibility of the Community Development Department.**
- ❖ **Complete annexations south of Roosevelt Road. This will be the responsibility of the Community Development Department.**
- ❖ **Work toward completing annexations in the Glenbard Acres area over the next 1-3 years. This will be the responsibility of the Community Development Department.**
- ❖ **Move forward with further Roosevelt Road rehabilitation, especially at the corner of Roosevelt and Highland. Address other areas along Roosevelt Road where property rehabilitation is needed. Review the possibility of establishing one or more Special Service Areas to finance the removal of existing billboards in the Roosevelt Road corridor. This will be the responsibility of the Community Development Department and Public Works Department.**
- ❖ **In terms of downtown parking, provide better parking enforcement and better utilization of existing parking. Ensure that what is being done is effectively communicated to the community. This will be the responsibility of the Community Development Department and Police Department.**

RESIDENTIAL DEVELOPMENT

Issue Statement

New residential development in Lombard has remained strong. Over the past three years, 236 residential units have been approved and have either been completed or are under development. These include the Providence, Providence Oaks, Providence Glen, Brown's/Engelsina, Stewart Avenue, and Meadow Cove subdivisions, as well as Lancaster Square Townhomes and The Glen Townhomes. Multi-family residential projects totaling 986 units that have been completed in the past several years or are under development include Fountain Square, Highland Apartments, Liberty Square, Lombard Station, Park West Condos, Parkview Pointe, Yorktown Condominium, and Lincoln Place (Park District site). Since 2000, Lombard has annexed or is considering the annexation of 219 residential properties. Since 1998, Lombard has issued permits for 132 residential teardowns.

The Community Forum participants identified the following related issues:

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

Action Plan

Based upon the outcome of the Community Forum as well as further discussion at the strategic planning session, the strategic planning group identified the following implementation steps and designation of responsibilities in order to address the Village's strategic direction regarding **Residential Development**.

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| <ul style="list-style-type: none">❖ Focus on property maintenance and appearance (maintenance codes). This will be the responsibility of the Community Development Department❖ Promote pride in home ownership by addressing increased code enforcement and code additions and enhancements. This will be the responsibility of the Community Development Department. |
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- ❖ **Maintain balance between home development and physical appearance when reviewing new development and additions. This will be the responsibility of the Community Development Department based upon guidelines established by the Board of Trustees.**
- ❖ **Continue with implementation of the Village's annexation strategy. This will be the responsibility of the Community Development Department.**
- ❖ **Provide further study regarding the issue of developing criteria for teardowns and the benefits of architectural review. This will be the responsibility of the Community Development Department based upon direction from the Board of Trustees.**

INTERGOVERNMENTAL COOPERATION & SERVICES

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.

The Community Forum participants identified the following related issues:

- Keep up with technology in terms of governmental services.
- In terms of improvement in governmental services, there should be better intergovernmental communication, increased property inspections, and maintenance of a high level of Village services.
- There should be improved accountability for school administrators.
- Form a legislative committee.
- School District 87 leadership comes primarily from Glen Ellyn. There needs to be more of a Lombard focus.
- There should be more joint planning between governments to identify areas of common interest. There should also be planning for shared services and resources between governmental bodies.

Action Plan

Based upon the outcome of the Community Forum as well as further discussion at the strategic planning session, the strategic planning group identified the following implementation steps and designation of responsibilities in order to address the Village's strategic direction regarding **Intergovernmental Cooperation & Services**.

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| <p>❖ The Village and other governmental bodies should continue working in a spirit of strong intergovernmental cooperation as has been the practice up to the present time. This will be the responsibility of the Village Board and Village Manager working with the elected and appointed officials from other organizations.</p> |
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What the Community Forum Participants Like About Lombard

Table 1

- Good public and private schools
- Intergovernmental cooperation
- High level of volunteerism
- Size and number of parks
- Active growth in the south end of Lombard
- Future focus
- Variety of religious faiths
- Identity as the Lilac Village
- Strong and open leadership
- Residents are willing to step up and lead
- Variety of shopping and restaurants
- Community outreach organizations
- Civic and service organizations
- Plans show vision for the future
- Lombard Pride
- Strong industrial base
- Accessibility (transportation network)
- Diversity of demographics
- Open political process
- Character Counts
- Responsive government
- Unique character
- Diversity of architecture
- Accessibility of government
- Well run Village-wide programs
- Cooperation
- Green space
- Good services (schools, library, etc.)

Table 2

- Ethnic diversity
- Opportunities for community involvement
- Openness to change
- Increasing property values
- Good return in terms of services for tax dollars spent
- Great retail services
- Great restaurants
- Aggressive business recruiting

- Good intergovernmental cooperation
- Hometown feeling
- Safe community
- Vibrant community
- Community activities
- Parks
- Good schools
- Futuristic thinking
- Transportation hub
- Creative financing – pro business
- Responsive government/officials
- Medical services
- Police/fire services
- Senior facilities
- Managed growth

Table 3

- Friendly place
- Good restaurants
- Wonderful parks, library, museums
- Multi-cultural community
- Excellent schools
- Location-accessibility
- Wide variety of shopping
- Community events
- Community development
- Suburban “feel”, “small town”
- Openness of governmental bodies
- Good municipal services
- Variety of housing and buildings
- Safe community
- Historic look
- Commuter stop-train to downtown
- Reasonable taxes

Table 4

- Mixture of people (age) and diverse housing and community. Community of neighborhoods
- Park District and athletic facilities. Also programs
- Overall safety/low crime rate
- Community focus; historical nature
- Diversified tax base
- Good value real estate
- Great Western Trail/Prairie Path

- Location/proximity to all services (i.e. Churches, hospitals, toll road and accessible streets). Shopping/restaurants
- All schools are excellent
- All public facilities are easy to get to and accommodating
- Village is friendly and welcomes participation
- Excellent library
- Lilacia Park. Lilac time pulls community together
- Community involvement

Table 5

- Parks-Programs and facilities
- Great development-South Lombard
- Excellent schools
- Colors of Spring and Fall
- Diversity of homes
- St. Chares Rd./Downtown corridor
- Dealing with local businesses
- Churches
- Village services
- Community events
- Overall community development planning
- Business/individual/civic group resources (people willing to get involved)
- Convenient access to daily needs
- Intergovernmental cooperation
- Sense-of community involvement/neighborhoods
- Good mix in tax base
- Geographic location. Close to everything
- Parkway trees

Table 6

- Small-town feeling with long-time residents
- Cultural and housing diversity
- Great schools and library
- Parks and paths
- Middle class values
- Village leadership and staff
- Sense of history
- Strong business environment. Good place to locate
- Downtown and festivals
- Community involvement
- Village communication-TV 6 and newsletter
- Progressive capital improvement programs
- Festivals
- Police and fire services

Table 7

- Intergovernmental cooperation (working with community organizations)
- Good middle class town
- Sense of community
- Family oriented (schools, parks, organizations)
- Pro-activeness
- Affordable community
- Green (streetscape, parks, open space)
- Excellent fire/police/EMS
- Good schools and Park District
- Location, location, location
- Capitalized on location
- Clean community
- Value
- Resident participation
- Range of housing stock, retail
- Economic growth