

VILLAGE OF LA GRANGE
Administrative Offices

EXECUTIVE MEMORANDUM

TO: Village President, Village Clerk,
Board of Trustees, and Village Attorney

FROM: Andrianna Peterson, Village Manager

DATE: December 3, 2018

RE: **STRATEGIC PLANNING SESSION REPORT: 2018-2019**

On Monday, November 13, 2017, the Village's Executive Team consisting of the Village President, the Board of Trustees, the Village Clerk and senior staff, conducted a strategic planning session at the La Grange Memorial Hospital. The session design consisted of three major components: (1) a SWOT analysis; (2) review of core values; and (3) goal review and goal setting.

Strategic planning is a biennial process for the Village with each session building on the preceding plan. The next regularly scheduled strategic planning session is planned to be held at the end of 2019 or early 2020.

This memorandum is a summary report of the process and outcomes of the 2018-2019 planning session and progress to date.

SWOT ANALYSIS

The first session was an assessment of internal and external factors that affect the Village's quality of life, commonly referred to as an analysis of strengths, weaknesses, opportunities, and threats (SWOT). Participants were introduced to a leadership exercise entitled "Surrender or Lead." The premise is that participants work to develop responses to some simple, but effective and thought-provoking questions. Participants were broken up into three working groups and asked to respond to a series of structured questions designed to initiate discussion and reveal participants' perspectives regarding strengths, weaknesses/challenges, opportunities, and threats.

The participants' responses are recorded below. Underlined sections are key phrases that groups provided in response to the open questions.

Group 1

1. We want to continue to build on our excellent reputation but we have external threats.

2. The most important thing to focus on is study and plan because we want to effectively direct resources.
3. If it weren't for revenue constraints, we would more aggressively invest.
4. We need to reinvest because of resident and future resident expectations and competition.
5. Demographics will have the biggest impact on our future.

Group 2

1. We want to increase the business mix to 80% tax generating, but retail is in transition.
2. The most important thing to focus on is replacing infrastructure, because residents depend on it.
3. If it weren't for financial constraints, we would be able to implement the plan.
4. We need to diversify the attractions downtown because it would draw more consumers.
5. Increasing revenue will have the biggest impact on our future.

Group 3

1. We want to improve our infrastructure, but we have financial constraints.
2. The most important thing to focus on is to identify revenue sources because infrastructure is expensive.
3. If it weren't for our large pension expense and unfunded state mandates, we would have more money.
4. We need to evaluate regionalization and shared services because it will reduce cost to free up resources.
5. Increased downtown density will have the biggest impact on our future.

Themes - Surrender or Lead

- Revenue
- Infrastructure
- Downtown
- Demographics
- External Influences/Dynamics
- State Impacts

REVIEW OF CORE VALUES (“PILLARS”)

The Village developed its core values (“Pillars”) in 2005 as a combination mission statement, set of guiding policy “pillars”, and a framework in which to organize strategic goals. These values have remained largely unchanged with the exception of periodic and minor refinements to add either clarity or further definition.

President Livingston reviewed the Village’s core values (see below) and solicited comment from the Village Board.



The Village Board re-affirmed that the over-arching mission / core value for Village government is to “Preserve and Enhance the Quality of Life We Enjoy in La Grange”. The Village Board reviewed its five other core values which consist of the following: (1) Maintain and Strengthen the Village’s Strong Financial Position; (2) Structure, Support and Develop Staff Resources to Deliver Core Services; (3) Maintenance and Capital Planning for Our Infrastructure; (4) Delivery of Core Services; and (5) Community Vitality. Several comments were shared about the current pillars and the following suggestions were made to update the core values and, due to its significance, add economic development as a separate pillar.



GOAL REVIEW AND GOAL SETTING

The goal setting process consisted of two sub-components. First, members of the Village’s management team provided a status update on strategic goals within their respective areas of responsibility. Each report concluded with a staff recommendation. Second, after each presentation, President Livingston invited feedback or comment from the Village Clerk and Board of Trustees, as to whether the goal should be retained, modified or designated as completed. As the discussion evolved, there was a natural progression in the identification of new strategic goals.

Below please find a summary of the comments and discussion surrounding each goal, which has been incorporated into a revised set of strategic goals for 2018 / 2019.

Detailed Review of Goals Discussion

1. Maintain and Strengthen the Village’s Strong Financial Position

- a. Change Existing Goal: Continue to evaluate the Cost Containment Plan.
- b. Change Existing Goal: Continue to examine enhancing revenues, monitor trends and evaluate options

- c. Change Existing Goal: Legislative oversight and advocacy including shared revenues, mandated obligations and pensions
2. **Change Existing Pillar: Structure, Support, and Develop Staff Resources**
 - a. Add New Goal: Enhance customer service profile, approaches, and Village Hall signage
 3. **Change Existing Pillar: Renew and Invest in our Infrastructure**
 - a. Moved goal from Community Vitality: Work with Com Ed to improve system reliability and appearance of infrastructure
 4. **Delivery of Core Services**
 - a. Add New Goal: Formalization of emergency communication plan (internal)
 - b. Combine Existing Goals: Evaluate Fire Department / Fire Prevention Bureau Restructuring Plan
 5. **Community Vitality**
 - a. Add New Goal: Monitor and enhance connectivity, walkability and mobility throughout the Village
 - b. Add New Goal: Broaden the geographic offerings and types of community events
 - c. Change Existing Goal: Continue to manage existing parking supply and monitor new trends
 6. **New Pillar-Economic Development**
 - a. Moved goal from Community Vitality: Continue with Existing Economic Development Initiatives
 - b. Moved goal from Community Vitality: Explore Redevelopment Potential of Village-Owned Properties
 - c. Add New Goal: Promote the development of key parcels in the Village
 - d. Add New Goal: Maintain and enhance our retail mix and active, vibrant environment

Completed Goals from 2016

- Complete the implementation and commence with the operation of a combined dispatch center
- Complete the Redevelopment of the YMCA Property
- Continue with the Stone Avenue Train Station Master Plan

GOAL STATUS REPORT

Over the past year, the Village Board has worked closely with staff to further the goals and objectives established at the November 2017 Strategic Planning Session. Several of the goals are ongoing particularly as related to evaluating revenue options, organizational development and legislative oversight.

Areas of progress to highlight over the past year include:

1. Capital Investment – in conjunction with the FY 2018/19 Budget, the Village Board increased funding for neighborhood street improvements. Dover Avenue and Park Road were reconstructed and the water main on Park Road was replaced this year. The replacement of the water main and resurfacing of Brewster Avenue from La Grange Road to Spring Avenue is planned in FY 2019-20. The water main replacement and reconstruction of Blackstone Avenue from 47th Street to Cossitt Avenue and Ashland Avenue from 47th Street to Harris Avenue is also planned for FY 2019-20.

Engineering for the reconstruction of Edgewood Avenue from the hospital to 47th Street is also being planned. Lastly, the Village continues to work with IDOT on the reconstruction and signalization of the intersection of 47th Street and East Avenue.

The Village also continued its strong efforts to settle the Hanson lawsuit so that the 50th Street storm sewer project can proceed and flood relief efforts can move forward.

Work adjacent to the Stone Avenue Train Station is nearing completion. When finalized, the project will include additional vehicle parking, additional bicycle parking, enhanced pedestrian mobility and safety as well as the installation of new technology (fiber optic network for a new camera system).

2. Economic Development (new pillar) – the Pathway Memory Care Center project was approved and construction began on a new 117 unit facility this summer.

Two new significant redevelopment projects including the 8.8 acre Masonic Home property (12 single family and 58 townhomes) as well as Jackson Storage (50 condominiums) have submitted applications for planned development approval. The Plan Commission is anticipated to conduct public hearings regarding both of these proposed redevelopment projects in December 2018 and January 2019.

The Village worked with a consultant, LGBA, residents and businesses to develop a new brand strategy. As part of the process, the consultant conducted interviews and focus groups with over 50 local stakeholders and received nearly 2,000 surveys from residents and visitors. The recommended brand strategy is anticipated to be presented and implemented in early 2019.

Several new businesses opened this year or will be opening soon including Altiro Latin Fusion, Blackberry Market, Club Pilates, Eye Mechanix, Forbidden Noodles, Kelsey Resale Boutique, Aodake Ramen, The Local Workout, Waterlemon Kids, and Luxxe Honor. Kama Bistro expanded and significantly reinvested in their restaurant. The Village continues its initiatives to promote available properties.

3. Pedestrian Safety / Mobility – the Police Department developed a new pedestrian safety campaign to raise awareness of pedestrians and bicyclists called “Be the Change, Travel

Safe in La Grange”. Other initiatives included back-to-school reminders and use of our message boards to remind motorists of pedestrian safety.

In addition, the Village worked with IDOT to improve pedestrian related signage at key intersections and continues to work with IDOT to enhance school signage on Ogden Avenue.

4. Technology – a Technology and Communications Task Force was created this year. The Task Force provided a presentation of technology and communications related initiatives for the Village’s consideration. A number of the suggested initiatives are currently in progress including the redevelopment of the Village’s website (anticipated to be finalized in 2019).

Several website / on-line service options were also launched this year including a new overnight visitor parking option, and various commuter decal-parking options.

In 2019, additional zoned parking decals will become available on line (LTHS parking for example).

5. Green Initiatives – at the recommendation of the Environmental Quality Commission, the Village committed to participate in the Mayors Caucus Greenest Region Compact and Sol-Smart initiatives. The Village is also a recent recipient of the MWRD’s Green Infrastructure Grant Program, which provides funding for the replacement of several Village parking lots with permeable brick pavers. This project will reduce the amount of storm water entering the Village’s combined sewer system, improving both water quality and helping to address flooding concerns.

6. Public Information – a new “online services” campaign was launched to raise awareness of on line resources and services available via the Village’s website.

Village Board Meetings are now broadcasted live on social media.

7. Parking Management – the Community and Economic Development Commission continued its evaluation of the valet parking program, initiating several changes meant to improve utilization.

Squad cars were also equipped with new technology including printers to help make enforcement more efficient in the field.

Village of La Grange 2018 Strategic Planning Workshop

2018 Strategic Plan

Preserve and Enhance the Quality of Life We Enjoy in La Grange

Maintain & Strengthen the Village's Strong Financial Position	Structure, Support & Develop Staff Resources	Renew and Invest in our Infrastructure	Delivery of Core Services	Community Vitality	Economic Development	Completed Goals from 2016
Continue to evaluate cost containment plan	Continue to evaluate & apply new technology to capture institutional knowledge, enhance operational efficiencies, & manage information	Sewer system capital planning & improvements • MARS • OARS • So. Of 47 th St.	Continue to evaluate functional consolidation of core services	Continue to manage existing parking supply and monitor new trends	Continue with existing economic development initiatives	Complete the implementation and commence with the operation of a combined dispatch center
Continue to examine enhancing revenues, monitor trends, & evaluate options			Evaluate Fire Dept. / Fire Prev. Bureau restructuring plan			
Legislative oversight & advocacy including shared revenues, mandated obligations, & pensions	Management team to continue with goal attainment, organizational development, preservation of institutional knowledge, & succession planning	Roadway/Street capital maintenance program & replacement plan	Formalization of emergency communication plan (internal)	Enhance use of advisory boards & commissions	Maintain and enhance our retail mix and active, vibrant environment	Complete the redevelopment of the YMCA property
		Create facilities plan			Explore redevelopment potential of Village owned Properties	Continue with the Stone Avenue Train Station Master Plan
	Enhance existing and develop new public information practices	Water system capital maintenance program & replacement plan		Monitor and enhance connectivity, walkability, & mobility throughout the Village	Promote the development of key parcels in the Village	

Village of La Grange 2018 Strategic Planning Workshop

2018 Strategic Plan

(continued)

Preserve and Enhance the Quality of Life
We Enjoy in La Grange

Maintain &
Strengthen the
Village's Strong
Financial Position

Structure, Support
& Develop Staff
Resources

Renew and Invest
in our
Infrastructure

Delivery of Core
Services

Community Vitality

Economic
Development

Completed Goals
from 2016

Enhance customer
service profile,
approaches and
Village Hall
signage

Work with Com Ed
to improve system
reliability and
appearance of
infrastructure

Broaden the
geographic
offerings and
types of
community events

Continue with
"Green" initiatives
& practices

KEY:

- Blue = core values
- Green = goals