

VILLAGE OF DOWNERS GROVE
REPORT FOR THE VILLAGE COUNCIL MEETING
NOVEMBER 13, 2007 AGENDA

SUBJECT:	TYPE:	SUBMITTED BY:
Strategic Planning Documents	Resolution Ordinance ✓ Motion Discussion Only	Cara Pavlicek Village Manager

SYNOPSIS

A motion is requested to approve the strategic planning documents that have been prepared by Lyle Sumek Associates, Inc., based upon a series of public meetings held with the Village Council.

STRATEGIC PLAN ALIGNMENT

The Five Year Plan and Goals for 2006-2011 identifies *Exceptional Municipal Organization*.

FISCAL IMPACT

N/A.

RECOMMENDATION

The item is being presented on November 13, 2007, to allow for ample review time. It will be discussed at the November 27, 2007 Workshop meeting and approval is recommended on the December 4, 2007 consent agenda.

BACKGROUND

Throughout the year, the Village Council held a series of discussions to update its Strategic Plan. These meetings provided time away from daily activities for the Council to work together and look at the total picture of challenges and opportunities currently facing the Village. In conjunction with these meetings, the Village held a Citizen Summit where residents were able to comment on the strategic planning process.

The result of this process is a series of updated documents that are collectively referred to as the strategic planning documents and include a statement of the Vision for Downers Grove in 2021 and the Mission of our organization. The Vision and Mission are supported by the identification of Core Beliefs and values for our municipal organization.

ATTACHMENTS

Strategic Plan

SECTION II

STRATEGIC PLANNING FOR THE VILLAGE OF DOWNERS GROVE

STRATEGIC FRAMEWORK

VISION

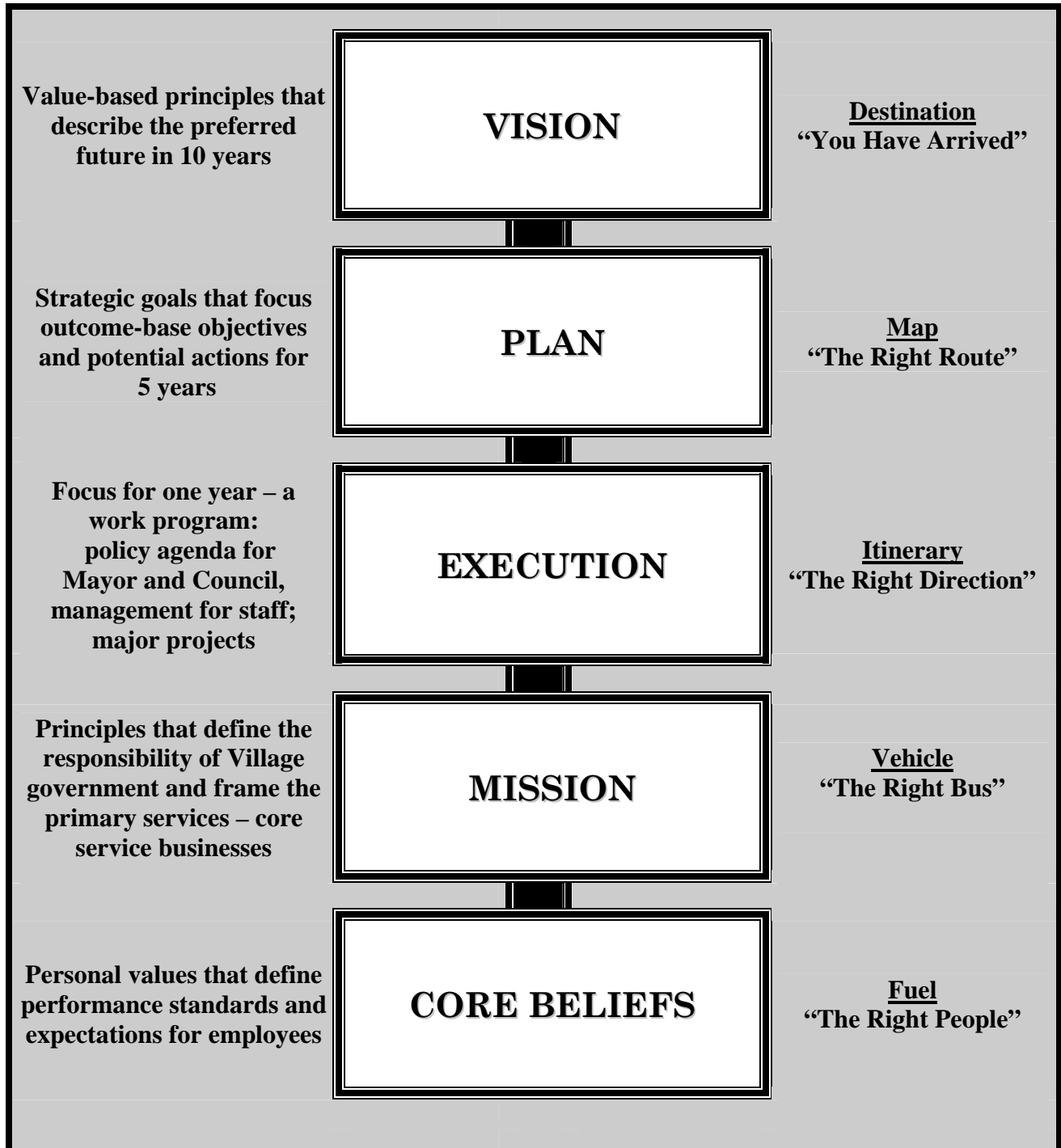
PLAN

EXECUTION

MISSION

BELIEFS

STRATEGIC PLANNING MODEL



SECTION III

PERFORMANCE REPORT 2006 – 2007



Goals 2011 Performance 2006 – 2007

Exceptional Municipal Organization Completed in 2006 – 2007

- 1. Performance Evaluation and Pay for Performance Implementation**
- 2. Leadership Training Program for All Supervisory Staff**
- 3. Director Participation at Council Meetings and Presentation Skills Enhanced**
- 4. Customer Service Training for All Employees**
- 5. PRIDE: Implementation**
- 6. Performance Audit: Public Works, Finance, Community Development**
- 7. Electronic Newsletter, Home Page, Standardized Brand for Printed Materials**
- 8. New Directors: Human Resource Director, Community Development, Finance, Public Works**
- 9. 175th Celebration**
- 10. IAFF Agreement Negotiated**
- 11. “Own the Streets” Program**
- 12. Agenda Process, Council Communications and Governance Process Support**

Top Quality Village Infrastructure Completed in 2006 – 2007

- 1. Stormwater Master Plan**
- 2. Water System Master Plan and Model**
- 3. Belmont Underpass: Property Acquisition (7 of 9 acquired)**
- 4. Fire Equipment and Deployment Plan**
- 5. GIS on Hydrants, Trees, Water Mains**
- 6. McCollum Park: Maintenance Building**
- 7. Fire Station 2: Temporary Quarters**
- 8. Brick Streets: Funding and Projects**
- 9. Water Tower Painting**
- 10. Tree Replacement Program**
- 11. Watershed Infrastructure Improvement Plan**
- 12. Sidewalk Installation in conformance with Matrix**

Vibrant Major Corridors Completed in 2006 – 2007

- 1. Sign Code: Review**
- 2. 63rd and Main: Walgreens Approved**
- 3. Ogden and Fairview: National City Bank**
- 4. Street Sign: Decorative**
- 5. Luxury Motor Redevelopment Agreement**
- 6. Highland Landmark V: 31st**
- 7. Ogden Removal of Non-Conforming Signs**
- 8. Private Reinvestment with Teardown and Replacement of Existing Facility – Taco Bell**

Preservation of the Residential and Neighborhood Character Completed in 2006 – 2007

- 1. Demolition and Site Management Improvemenst**
- 2. Historic Preservation Ordinance: Policy**
- 3. Code Enforcement: Evaluation**
- 4. “Own the Streets”: Training Program**
- 5. Block Party (175 for 175th Anniversary)**
- 6. Tree Planting (175th)**
- 7. Bricks Street Plan**

Authentic Downtown - the Heart of the Community New Goal 2007-2008

Challenges and Opportunities

		PRIORITY
1.	Traffic, Parking and Railroads	7
2.	Competition with Other Cities	7
3.	Location Physical Limitation of Space and Boundary	7
4.	Defining and Attracting the "Right Retail" Businesses for Downtown	6
5.	New Residents: "Urban" Expectations, More Diverse Residents	3
6.	Construction Activity	2
7.	Niche for Downtown	1
8.	Branding a Unique Destination (e.g. weddings, arts)	1
9.	A Vision Supported by Businesses and Residents	1
10.	Incubator Businesses in Downtown	0
11.	Expanding Live/Work Spaces in Downtown	0

B

**Department
Performance 2006 – 2007**

SECTION IV

LOOKING TO DOWNERS GROVE'S FUTURE

A

Mayor and Council Perspective

Village of Downers Grove Vision 2022

Bill

1. Infrastructure – In Place and Well-Maintained Stormwater, Water, and Streets
2. Top-Quality Transportation System
3. Diverse Housing Stock for Families with Diverse Incomes
4. Self-Sustaining, Diverse Local Economy – Services and Products Available
5. Maintaining “Hometown” Feeling – Downtown Destination and Feeling, Neighbors, People Living There

Bruce

1. Community in “Top 5” – Education, Parks, and Economy
2. Strong Vibrant Downtown – Condos Having Low Vacancy, Retail Base, Quality of Services and Products Consistent with Community Needs
3. Watershed Initiative Done
4. Historical Preservation with Redevelopment
5. Economic Center for Major Corporations

Geoff

1. New Village Hall
2. End to Stormwater Problem
3. More Technology for Residents – WiFi Services
4. Plan for Housing – Affordable Housing Definition and Action
5. Events for Tourism and Sales Tax Generation

Marilyn

- 1. Diverse Community: Type, Economic**
- 2. Stormwater Infrastructure Completed and Updated**
- 3. Maintaining Public Building Meeting Needs of Community**
- 4. Providing Governance Reflective of the Community Citizens Interested in Becoming Part of Governance**
- 5. Village Trusted and Respected – Village Government Diverse**

Martin

- 1. Stable Tax Base Supporting Quality Village Services Tailored to Community Needs**
- 2. Destination for Residents and Visitors – Restaurant and Evening Entertainment District**
- 3. Robust Commercial Corridors with Retention and Attraction Strategy (proactive)**
- 4. Municipal Infrastructure Up to Standards and Maintained at Recommended Schedule**
- 5. Community 20-25% Come Back to Live – Hometown**

Ron

- 1. Infrastructure on Plan, Following Plan and In Place**
- 2. Balanced Community – Family Friendly, Sustainable, Business-Friendly**
- 3. Actively Engaged Citizenry with Community Active Residents**
- 4. Economy Diverse and Sustainable**
- 5. Small Town Feeling and Progressive Exceptional Service**

Sean

- 1. Stormwater Resolution with Aggressive Approach**
- 2. Central Business District – Destination, Low Vacancy Commercial Businesses**
- 3. Parking Solution, Traffic Solution – Signal Synchronization, More Pedestrian Friendly**
- 4. Sidewalk Matrix Completed, Path**
- 5. Community Events with More Block Parties – Social Interaction Among Residents Generating a Community as a Whole**
- 6. Successful Schools and Park District with Increased Service Level, Chamber Working Together**

Village of Downers Grove

Major Challenges

Bill

1. Cost of Infrastructure
2. Advanced Transportation System – Integrating Element
3. Addressing Housing Issues
4. Increase Revenue, Control Cost, Enhancement
5. Customer Service

Bruce

1. Financial Resources to Support Initiatives
2. Gaining Intergovernmental Cooperation
3. Determining Mix for Downtown
4. Mix of Economic Tools – More Attractive to Major Corporations
5. Community Buy-In for a Balanced Mix

Geoff

1. Infrastructure and Stormwater Funding
2. Mix of Housing and Diverse Population
3. Civic Center Improvement
4. Citizen Engagement and Input
5. Improving Business Corridors

Marilyn

1. Building Credibility and Trust in Village Government, Mayor and Council
2. Infrastructure and Funding
3. Aging Public Building and Facilities and Significant Improvement
4. Economic Development – Defining Village's Role and Relationship to EDC, Chamber
5. Major Redevelopment and Uncertain Market – High Value Homes Remaining Vacant

Martin

- 1. Physical Limitation: Development and Redevelopment**
- 2. Increasing Burdens: Federal and State Government and Decreasing Revenues**
- 3. Small Pie – Competition from Other Communities**
- 4. Changing Demographics: Older Residents**
- 5. Balancing Tradition and Progress**

Ron

- 6. Aging Population**
- 7. Economic Instability and Competition from Other Cities**
- 8. Land-Locked**
- 9. Lack of Intergovernmental Cooperation and Coordination**
- 10. North – South Divide in Village – Being a Cohesive Village**
- 11. Making Tough Decisions on Policy**

Sean

- 1. Infrastructure Completing**
 - 2. Rising Operating Costs: Salary, Equipment**
 - 3. Belmont Underpass**
 - 4. Village Hall Redevelopment: Education of Community, Vision That Community Wants**
- Master Plan for CBD – Remaining Parcels (e.g. grocery store)**

Focus Areas 2012

Bill

- 1. Infrastructure**
- 2. Transportation**
- 3. Stable Housing**
- 4. Stable Downtown**

Bruce

- 1. Intergovernmental Buy-In – TCB III**
- 2. Growth and Development**
- 3. Watershed**

Geoff

- 1. Stormwater and Combined Project**
- 2. Business Corridor**
- 3. Civic Center**

Marilyn

- 1. Infrastructure: Plans and Followed**
- 2. Vibrant Economic Corridor – Balanced Shopping for Residents**
- 3. Quality Work Environment for Employees**

Martin

- 1. Infrastructure and Funding Plan**
- 2. Destination – Creation**
- 3. Updated, Implemented Land Use Plans Especially Corridor**

Ron

- 1. Infrastructure**
- 2. Transportation**
- 3. Olympics 2016**
- 4. Technology for Public Safety and Village Services**

Sean

- 1. Development: 75th, 63rd, Ogden, Central Business**

Mayor and Council Action 2007 – Ideas Village of Downers Grove

Bill

- 1. Infrastructure Action**
- 2. Transportation System: Commuter Bus, Circulator, Paratransit**
- 3. Housing Actions**
- 4. Major Corridor Projects: Ogden, 75th, 63rd**
- 5. Downtown: Businesses in Acadia**

Bruce

- 1. Infrastructure: Initiated**
- 2. Interactive: Economic Development and Community Development**
- 3. Downtown Actions**
- 4. Available to Community Groups**
- 5. Strategic Role for Commission**

Geoff

- 1. More Youth in Government**
- 2. Stormwater: Implementation**
- 3. Community**
- 4. TCD III**
- 5. Central Business District Vacancy**

Marilyn

- 1. Affordable Housing Study**
- 2. Stormwater Decision and Funding**
- 3. Entrance Beautification on Major Corridors (on the rail track)**
- 4. Redevelopment: Demolition Ordinance, Historic Preservation – Performance**
- 5. Consensus**

Martin

- 1. Watershed: Decision**
- 2. Municipal Hall/Center: Decision and Funding**
- 3. Branding Plan: Gateway Signage, Logo**
- 4. Proactive Celebration of Successes and Value to Citizens**
- 5. Performing Arts Center: Plan and Funding**

Ron

- 1. EDC Investment: Results**
- 2. Municipal Center (with Parks)**
- 3. Stormwater Plan and Funding**
- 4. Technology Plan and Actions**
- 5. Customer Resources**

Sean

- 1. Leaf Program and Bush Program**
- 2. Relations Downtown Management**
- 3. Police in Neighborhoods**
- 4. Ethic Ordinance**
- 5. Commercial Vacancy Reduced (throughout the whole village)**

B

Major Threats Facing Downers Grove Executive Perspective

Village of Downers Grove Realities 2007 Threats to Realizing Our Vision

Threats

- 1. Retail and Village's Sales Tax Base**
- 2. Legislative Actions**
- 3. Service Expectations With Rising Service Delivery Cost**
- 4. Capital Needs Within the Village**
- 5. Housing Stock**
- 6. Sustainable Authentic Downtown**
- 7. Changing Community**

THREAT 1

RETAIL AND VILLAGE'S SALES TAX BASE

► Critical Factors

1. Auto dependent retail with luxury car dealers
2. Domestic car dealerships going to Westmont, Lisle and Naperville
3. Limited vacant retail sites
4. No major regional mall or retail center
5. Growing internet sales
6. Aging chain restaurants
7. Residents resistance to a proactive role for Village government
8. Retail: Attached to old model, world is changing
9. Highly competitive market for retail

► Retail Type

- A. Local niche retail
- B. "Big box" retail
- C. Quality restaurants (beyond middle level chains)

► Town's Role

- A. Investment
- B. Incentives
- C. Public improvement
- D. Marketing and promotion

► Areas

- A. Butlerfield corridor
- B. Ogden corridor
- C. Downtown

Team: Dave*, Tom, Brandon, Judy

THREAT 2

LEGISLATIVE ACTIONS

► Critical Factors

1. Power in Chicago
2. Relations with local representative
3. Limited ability of the Village to impact legislation
4. Strong influence of labor unions
5. Reliable power/freeze rate vs. local upgrade
6. Mandates: state control over municipal governments

► Areas of Concern

- A. Reliable power supply
- B. Employee relations and unions
- C. Workers' compensation and disability
- D. Sales tax redistribution
- E. Pension "reform"
- F. Education funding
- G. Number of firefighters

Team: Mike*, Enza, Phil

THREAT 3

SERVICE EXPECTATIONS WITH RISING SERVICE DELIVERY COST

► Critical Factors

1. Aging population with increasing service demands
2. New residents expecting additional services from Village government
3. Increase in criminal activities: Part 1 – persons and Part 2 – property
4. Increased cost of service delivery – salaries insurance, pension, raw materials
5. Response to emerald ash borer – 20% public trees

► Potential Service Changes

- A. Emergency medical services
- B. Human and social services – including Village's role in assisted living facility(ies) for seniors
- C. Code enforcement (proactive)
- D. Stormwater management: maintenance level
- E. Street condition: maintaining current service level
- F. Policing: neighbor-neighbor problems, "behavior" problems
- G. Support for community events and festivals
- H. Neighborhood traffic calming

Team: Bob*, Phil, Wes, Stan

THREAT 4

CAPITAL NEEDS WITHIN THE VILLAGE

► Critical Factors

1. Investing in the future, not just spending Village resources
2. Old buildings and infrastructure requiring significant expenditure for maintenance
3. Dysfunctional space reducing organization performance and productivity
4. Lack of security at Village facilities
5. Near end of life cycling: needing to rebuild or new
6. Compliance with ADA
7. Link to sanitary district – future relationship with village government
8. Improved neighborhood infrastructure and the potential change to the character of the neighborhood
9. Balance: rural feel and character with urban living and lifestyle
10. Financing capital improvements and determining who should pay

► Municipal Facilities Needs

- A. Village Hall
- B. Police
- C. Fleet Services, including better location
- D. Counseling Center with meeting rooms
- E. Fire Station 4

► Infrastructure Needs

- A. Stormwater
- B. Road maintenance
- C. Sidewalk
- D. Street lights
- E. Curb and gutters

Team: Cara*, Mike, Judy, Stan

THREAT 5

HOUSING STOCK

► Critical Factors

1. Rising price of homes
2. Length of time to sell a home (6 months and increasing)
3. Deteriorating condition of some older homes
4. Building "spec" homes at \$1-2 million and being on the market 1-2 years
5. Passing homes around within the family
6. Increase in number of foreclosures
7. Increase in demolition and rebuild
8. Slowing housing market
9. Affordable: \$200,000 minimum with significant need for work; \$450,000 acceptable
– "ok" to live in

► Critical Issues

Definition: Village government's role

Specific actions to be taken

Measuring the outcomes (benefits) from the actions

► Areas of Concern

- A. South of 63rd
- B. North of Ogden

Team: Mike*, Tom, Mike

THREAT 6

SUSTAINABLE AUTHENTIC DOWNTOWN

► **Critical Factors**

1. Becoming a true mixed-use (commercial and residential) neighborhood
2. Parking for residents, commuters, shoppers and visitors, including parking deck
3. Surveying the construction
4. Pressure from residents: noise, urban lifestyle
5. Understanding and adapting the downtown plan
6. Convenient access and on street parking
7. When (time of day) to do daily, routine maintenance
8. Frequency and type of community events and weekly activities
9. Making downtown a social destination for Village residents
10. Competing with other municipalities' downtowns

► **Residents**

- A. Empty nesters
- B. Young professional (married, before children)

► **Business**

- A. Small retail with "thin" margins
- B. Niche business attracting residents and non residents

Team: Doug*, Tom, Mary

THREAT 7

CHANGING COMMUNITY

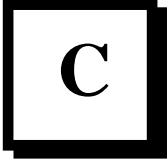
▶ **Critical Factors**

1. More higher income residents
2. Less long-term residents
3. More renter, less owner occupied
4. Potential for greater demographic diversity

▶ **Challenges**

- A. How to involve and engage new residents
- B. How to “incorporate” new residents into the community culture and heritage

Team: Andy*, Doug, Wu, Tom

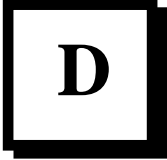


“Top 10” Actions for 2007 – 2008

Top “10” Priorities for 2007 – 2008

EXECUTIVE PERSPECTIVE

- 1. Watershed Improvement Plan**
- 2. Parkway Trees Plan, Funding and Action**
- 3. Downtown Pattern Book and Regulatory Changes**
- 4. Market Compensation Study and Policy (Directors and Assistant Directors)**
- 5. Design and Construction Standard: Update**
- 6. Neighborhood Infrastructure Plan: Development**
- 7. CIP Comprehensive Review**
- 8. Customer Service Training and Evaluation**
- 9. Performance Management Training Program**
- 10. Village Civic Center Facilities: Policy Direction, Funding and Actions**



Departmental View

SECTION VI

DOWNERS GROVE VISION 2022 WORKSHEETS

Downers Grove Vision 2022

DOWNERS GROVE 2022

is a *BEAUTIFUL VILLAGE*^(A) with
UNIQUE NEIGHBORHOODS^(B) and
AUTHENTIC DOWNTOWN.^(C)

We are a *TECHNOLOGY COMMUNITY*^(D)
with *HOMETOWN FEELING*^(E) and
CONVENIENT ACCESS TO CHICAGOLAND REGION.^(F)

We are a *GREAT PLACE FOR FAMILIES TO LIVE*^(G)
and *BUSINESSES TO THRIVE.*^(H)

Vision 2021 Guiding Principles

PRINCIPLE A	BEAUTIFUL VILLAGE
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<p>► Means</p> <ol style="list-style-type: none"> 1. Attractive gateways, entrances and corridors 2. Attractive commercial buildings and landscaping that are well-built and well-maintained 3. Beautiful streetscapes, green and colorful spaces and landscapes that define Downers Grove 4. Attractive residential homes and landscaping 5. Tree canopied streets 6. Attractive municipal buildings, facilities and public spaces 7. Uniformity and consistent application of codes and standards throughout the Village 8. Professional image of Village Government 9. Recognizable brand and image for Downers Grove 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2">PRIORITY</th> </tr> <tr> <th>M/C</th> <th>MGMT</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">7</td><td style="text-align: center;">16</td></tr> <tr><td style="text-align: center;">7</td><td style="text-align: center;">10</td></tr> <tr><td style="text-align: center;">6</td><td style="text-align: center;">16</td></tr> <tr><td style="text-align: center;">5</td><td style="text-align: center;">10</td></tr> <tr><td style="text-align: center;">4</td><td style="text-align: center;">5</td></tr> <tr><td style="text-align: center;">4</td><td style="text-align: center;">5</td></tr> <tr><td style="text-align: center;">2</td><td style="text-align: center;">4</td></tr> <tr><td style="text-align: center;">1</td><td style="text-align: center;">4</td></tr> <tr><td style="text-align: center;">0</td><td style="text-align: center;">6</td></tr> </tbody> </table>	PRIORITY		M/C	MGMT	7	16	7	10	6	16	5	10	4	5	4	5	2	4	1	4	0	6
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PRINCIPLE B	UNIQUE NEIGHBORHOODS
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<p>► Means</p> <ol style="list-style-type: none"> 1. Diverse quality housing stock with distinctive architecture 2. Each neighborhood having a defined character, sense of place and identity 3. Top-quality infrastructure tailored to each neighborhood 4. Neighbors knowing and helping neighbors 5. Neighbors taking personal pride in their neighborhood 6. Homes available for diverse income levels 7. Sense of community uniting neighborhoods 8. Neighborhoods focused on neighborhood schools 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="padding: 5px;">PRIORITY</th> </tr> <tr> <th style="padding: 5px;">M/C</th> <th style="padding: 5px;">MGMT</th> </tr> </thead> <tbody> <tr><td style="padding: 5px;">7</td><td style="padding: 5px;">15</td></tr> <tr><td style="padding: 5px;">7</td><td style="padding: 5px;">14</td></tr> <tr><td style="padding: 5px;">7</td><td style="padding: 5px;">14</td></tr> <tr><td style="padding: 5px;">7</td><td style="padding: 5px;">11</td></tr> <tr><td style="padding: 5px;">6</td><td style="padding: 5px;">10</td></tr> <tr><td style="padding: 5px;">1</td><td style="padding: 5px;">4</td></tr> <tr><td style="padding: 5px;">0</td><td style="padding: 5px;">6</td></tr> <tr><td style="padding: 5px;">0</td><td style="padding: 5px;">4</td></tr> </tbody> </table>	PRIORITY		M/C	MGMT	7	15	7	14	7	14	7	11	6	10	1	4	0	6	0	4
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PRINCIPLE C	AUTHENTIC DOWNTOWN
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<p>► Means</p> <ol style="list-style-type: none"> 1. Vibrant community focal point for bringing residents and guests together 2. Attractive, distinctive historic and new buildings 3. Exciting destination for eating, arts and entertainment both indoor and outdoor 4. Unique mix of local and national retail shops and services 5. Respect for and celebration of Downers Grove's history and heritage 6. Great public spaces for community gatherings and residents 7. Pedestrian friendly and walkable 8. Strong community events and festivals with or without street closures 9. Full service and self-contained neighborhood 10. Creating a sense of neighborhood 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2" style="padding: 5px;">PRIORITY</th> </tr> <tr> <th style="padding: 5px;">M/C</th> <th style="padding: 5px;">MGMT</th> </tr> </thead> <tbody> <tr><td style="padding: 5px;">7</td><td style="padding: 5px;">16</td></tr> <tr><td style="padding: 5px;">7</td><td style="padding: 5px;">16</td></tr> <tr><td style="padding: 5px;">7</td><td style="padding: 5px;">16</td></tr> <tr><td style="padding: 5px;">7</td><td style="padding: 5px;">12</td></tr> <tr><td style="padding: 5px;">6</td><td style="padding: 5px;">4</td></tr> <tr><td style="padding: 5px;">4</td><td style="padding: 5px;">12</td></tr> <tr><td style="padding: 5px;">4</td><td style="padding: 5px;">7</td></tr> <tr><td style="padding: 5px;">1</td><td style="padding: 5px;">5</td></tr> <tr><td style="padding: 5px;">1</td><td style="padding: 5px;">4</td></tr> <tr><td style="padding: 5px;">0</td><td style="padding: 5px;">1</td></tr> </tbody> </table>	PRIORITY		M/C	MGMT	7	16	7	16	7	16	7	12	6	4	4	12	4	7	1	5	1	4	0	1
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PRINCIPLE D	TECHNOLOGY COMMUNITY
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- Means**
1. Reputation as a “Technology Community”
 2. State-of-the-art technology access for businesses and residents
 3. Technology-related businesses locating and staying in Downers Grove
 4. Wireless internet access throughout the Village
 5. Effective, efficient facilities and delivery of Village services through user friendly technology

PRINCIPLE E	HOMETOWN FEELING
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► Means

	PRIORITY	
	M/C	MGMT
1. Strong community events bringing residents and generations together	7	13
2. Respecting and promoting Downers Grove’s history and heritage	7	11
3. Residents and businesses taking pride in and contributing to the community	6	14
4. Village-Park District-Schools partnering for a better Downers Grove community	5	11
5. Readily recognizable professional brand and image	4	12
6. Active community and service organizations	4	10
7. Active lifestyle with residents out enjoying and having fun in the community	4	7
8. Community where our children return to raise their families	3	4
9. Diverse community demographics and income	2	6

PRINCIPLE F	CONVENIENT ACCESS TO CHICAGOLAND REGION
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<p>► Means</p> <ol style="list-style-type: none"> 1. Quality, well-maintained streets with efficient, safe traffic flow 2. Location with convenient access to shopping, to culture, to sports and to entertainment 3. Downers Grove – a commuter friendly community 4. Bike and pedestrian connectivity within the community and between neighborhoods 5. Easy access to Interstate System 6. Residents and employees access to transportation services 7. Three rail stations providing public transportation to the “Chicagoland region” 8. Intermodal transportation system linking various modes 9. Convenient North-South connectivity 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2">PRIORITY</th> </tr> <tr> <th>M/C</th> <th>MGMT</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">7</td><td style="text-align: center;">16</td></tr> <tr><td style="text-align: center;">6</td><td style="text-align: center;">6</td></tr> <tr><td style="text-align: center;">5</td><td style="text-align: center;">13</td></tr> <tr><td style="text-align: center;">5</td><td style="text-align: center;">12</td></tr> <tr><td style="text-align: center;">4</td><td style="text-align: center;">9</td></tr> <tr><td style="text-align: center;">4</td><td style="text-align: center;">8</td></tr> <tr><td style="text-align: center;">3</td><td style="text-align: center;">11</td></tr> <tr><td style="text-align: center;">3</td><td style="text-align: center;">6</td></tr> <tr><td style="text-align: center;">1</td><td style="text-align: center;">8</td></tr> </tbody> </table>	PRIORITY		M/C	MGMT	7	16	6	6	5	13	5	12	4	9	4	8	3	11	3	6	1	8
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PRINCIPLE G	GREAT PLACE FOR FAMILIES TO LIVE
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<p>► Means</p> <ol style="list-style-type: none"> 1. Access to excellent medical and healthcare services 2. Safe and secure feeling for all family members 3. Choices of activities and events for families 4. Top-quality schools with after school activities 5. Convenient access to parks and recreational programs 6. Connectivity for pedestrians, bikes and strollers 7. Diverse demographics and income 8. Businesses and services to support families 9. All family generations and lifestyles 	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="2">PRIORITY</th> </tr> <tr> <th>M/C</th> <th>MGMT</th> </tr> </thead> <tbody> <tr><td style="text-align: center;">7</td><td style="text-align: center;">14</td></tr> <tr><td style="text-align: center;">7</td><td style="text-align: center;">13</td></tr> <tr><td style="text-align: center;">7</td><td style="text-align: center;">10</td></tr> <tr><td style="text-align: center;">6</td><td style="text-align: center;">15</td></tr> <tr><td style="text-align: center;">6</td><td style="text-align: center;">14</td></tr> <tr><td style="text-align: center;">5</td><td style="text-align: center;">9</td></tr> <tr><td style="text-align: center;">3</td><td style="text-align: center;">6</td></tr> <tr><td style="text-align: center;">1</td><td style="text-align: center;">6</td></tr> <tr><td style="text-align: center;">0</td><td style="text-align: center;">5</td></tr> </tbody> </table>	PRIORITY		M/C	MGMT	7	14	7	13	7	10	6	15	6	14	5	9	3	6	1	6	0	5
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PRINCIPLE H	BUSINESSES TO THRIVE
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<p>► Means</p> <ol style="list-style-type: none"> 1. Stable tax rate and diversified tax base. 2. Corporate identity: Downers Grove – the home to major corporations. 3. Public-private partnerships to support businesses 4. Quality, successful hotels for business travelers and guests. 5. Responsive Village government services to support businesses. 6. Unique, quality restaurants serving residents and corporations. 7. Variety of available commercial spaces: size, cost and locations 8. Class “A” offices with high occupancy. 9. Transportation and delivery systems to support businesses 10. Hub of corporations 11. Hub of environmentally sensitive businesses 	<table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th colspan="2" style="padding: 5px;">PRIORITY</th> </tr> <tr> <th style="padding: 5px;">M/C</th> <th style="padding: 5px;">MGMT</th> </tr> </thead> <tbody> <tr><td style="padding: 5px;">7</td><td style="padding: 5px;">14</td></tr> <tr><td style="padding: 5px;">7</td><td style="padding: 5px;">13</td></tr> <tr><td style="padding: 5px;">6</td><td style="padding: 5px;">12</td></tr> <tr><td style="padding: 5px;">6</td><td style="padding: 5px;">10</td></tr> <tr><td style="padding: 5px;">5</td><td style="padding: 5px;">13</td></tr> <tr><td style="padding: 5px;">5</td><td style="padding: 5px;">12</td></tr> <tr><td style="padding: 5px;">4</td><td style="padding: 5px;">12</td></tr> <tr><td style="padding: 5px;">2</td><td style="padding: 5px;">6</td></tr> <tr><td style="padding: 5px;">2</td><td style="padding: 5px;">0</td></tr> <tr><td style="padding: 5px;">0</td><td style="padding: 5px;">3</td></tr> <tr><td style="padding: 5px;">0</td><td style="padding: 5px;">1</td></tr> </tbody> </table>	PRIORITY		M/C	MGMT	7	14	7	13	6	12	6	10	5	13	5	12	4	12	2	6	2	0	0	3	0	1
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SECTION VII

PLAN 2007 – 2012 WORKSHEETS

Village of Downers Grove Goals 2012

Top-Quality Village Infrastructure and Facilities

Preservation of Our Residential and Neighborhood Character

Exceptional Municipal Organization

Authentic Downtown – The Heart of Our Community

Strong, Diverse Local Economy

Vibrant Major Corridors

Goals 2012 Worksheet

GOALS	IMPORTANCE
1. Top-Quality Village Infrastructure and Facilities	7
2. Preservation of Our Residential and Neighborhood Character	22
3. Exceptional Municipal Organization	24
4. Authentic Downtown – The Heart of Our Community	27
5. Strong, Diverse Local Economy	28
6. Vibrant Major Corridors	37

GOAL 1	TOP-QUALITY VILLAGE INFRASTRUCTURE AND FACILITIES
---------------	--

► Objectives		PRIORITY
1. Improve neighborhood infrastructure curbs, gutters, streets, sidewalks, stormwater and drainage system		7
2. Improve, facility for delivery of emergency service		6
3. Replace Village facilities to increase operating efficiency, promote productivity and support effective customer-friendly services		6
4. Complete major capital projects on time, within budget		6
5. Upgrade water system		4
6. Enhance urban forest		3
7. Improve interoperability communications system		2

► Means to Citizens	
1. Timely emergency response.	
2. Improved neighborhoods.	
3. Protection of property values.	
4. Safe water, reliable service.	
5. Protection of property from flooding.	
6. Improved connectivity and quality of streets.	

► **Challenges and Opportunities**

1. Funding for projects and uncertain costs of projects
2. Residents' expectations and understanding
3. Aging infrastructure and deteriorating quality with increasing maintenance costs
4. Stormwater: amount and dominating scope of project
5. Creating new infrastructure vs. maintaining and upgrading old infrastructure (e.g. sidewalks)
6. Competing interests for project priorities: departments
7. Mayor-council expectations, commitment
8. Conflict between retrofit upgraded infrastructure and preserving neighborhood character and streetscape
9. Coordination with other governments
10. Competing with school districts and other governments
11. Deferred maintenance of infrastructure and facilities

PRIORITY
7
6
5
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4
3
3
2
1
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► **Completed in 2006 – 2007**

1. Stormwater master plan
2. Water system master plan and model
3. Belmont underpass: property acquisition (7 of 9 acquired)
4. Fire equipment and deployment plan
5. GIS on hydrants, trees, water mains
6. McCollum Park: maintenance building
7. Fire Station 2: temporary quarters
8. Brick streets: funding and projects
9. Water tower painting
10. Tree replacement program
11. Watershed Infrastructure Improvement Plan
12. Sidewalk installations in conformance with Matrix

► **Actions 2007 – 2012**

- | | PRIORITY |
|--|-----------------|
| 1. Watershed Infrastructure Improvement Plan: Funding and Implementation | 7 |
| 2. Village Civic Center Facility: Policy Direction, Action and Funding | 5 |
| 3. Belmont Underpass: Property Acquisition, Zoning Action with Plan and Construction | 5 |
| 4. Parkway Tree Replacement Program: Development and Funding | 5 |
| 5. CIP: Comprehensive Review and Revision | 4 |
| 6. Prairie Avenue Reconstruction Project: Land Acquisition Design and Bid | 4 |
| 7. Gateway/Entrance Sign: Design, Funding and Installation | 4 |
| 8. Comprehensive Transportation Plan: Development | 4 |
| 9. Pavement Management System: Development | 3 |
| 10. Neighborhood Traffic Calming: Evaluation of Approach and Direction | 3 |
| 11. Neighborhood Infrastructure Plan: Development | 2 |
| 12. 39 th Street Project: Direction and Funding | 1 |
| 13. Woodward Street Project: Direction and Funding | 1 |
| 14. Lyman Wood: Funding Direction | 1 |
| 15. Design and Construction Standards Update (1989) | 0 |
| 16. Fire Station 4: Direction | 0 |
| 17. Bike Rack: Direction | 0 |
| 18. Commuter Shuttle Program: Evaluation and Direction | 0 |
| 19. City Space: Definition and Evaluation | 0 |
| 20. Swimming Pools: Village's Participation and Advocacy | 0 |

► **Major Projects 2007 – 2008**

1. Fire Station 2 (open in 7/08)
2. Belmont Underpass
3. Maple Avenue Water Main Project
4. Sidewalk Matrix Projects (*number being verified*)
5. Brick Streets Projects (3)
6. Brookbank at 55th Street
7. Design and implement stormwater projects as outlined in the Watershed Infrastructure Improvement Plan

GOAL 2

PRESERVATION OF OUR RESIDENTIAL AND NEIGHBORHOOD CHARACTER

► Objectives

1. Tolerance of neighborhood private redevelopment
2. Continue reinvestment in the neighborhoods
3. Maintain safe and secure neighborhoods
4. More pedestrian-friendly and connected neighborhoods
5. Homes and rental units up to code
6. Preservation of neighborhood, including urban forest and brick streets
7. Maintain appropriate percentage homeownership (owner occupied)

► Means to Citizens

1. Livable neighborhoods contributing to sustainable community.
2. Protecting property values.
3. Opportunity to move up in the community.
4. Taking responsibility for neighborhoods.
5. Protecting integrity of neighborhoods.

► Challenges and Opportunities

- | | PRIORITY |
|--|----------|
| 1. Implementing stormwater and watershed improvements in neighborhoods | 6 |
| 2. Sidewalk matrix conflict with neighborhood design characteristics | 6 |
| 3. Traffic impacts on neighborhoods and urban connectivity | 6 |
| 4. Aging neighborhood infrastructure and service capacity | 5 |
| 5. Personal property rights vs. community benefit | 4 |
| 6. Deteriorating exterior of homes | 3 |
| 7. Uncertain impact of housing market today | 3 |
| 8. Increasing number of rental housing without exterior maintenance | 1 |
| 9. Conflicting residents' expectations for their neighborhood | 1 |
| 10. Increasing isolation of neighbors – lack of neighbors interacting with neighbors | 0 |
| 11. Children's inability to play at home – large homes with manicured landscaping | 0 |

► **Completed in 2006 – 2007**

1. Demolition and site management improvements
2. Historic preservation ordinance: policy
3. Code enforcement: evaluation
4. “Own the Streets”: training program
5. Block party (175 for 175th Anniversary)
6. Tree planting (175th)
7. Brick streets plan

► **Actions 2007 – 2012**

1. Comprehensive Plan: Development
2. Sidewalks: Policy Direction (in light of watershed and design)
3. Urban Forest Program: Funding for Maintenance
4. Zoning Code: Major Review and Revision
5. Neighborhood Infrastructure Plan: Development
6. Affordable Housing Report (from ad hoc committee)
7. Neighborhood Traffic Calming Evaluation of Approach and Policy Direction
8. Building Code: Update
9. Circulator Study: Completion and Policy Direction
10. Rental Registration and Inspection Program: Development and Policy Direction
11. Rental Registration and Inspection Program: Development and Policy Direction
12. Block Party/Special Events Ordinance: Revision
13. Subdivision Control Ordinance: Review
14. Bike Plan: Review

PRIORITY
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► **Management in Progress**

1. Historic Preservation Ordinance: Implementation
2. Circulator Study
3. Building Code Update
4. Ad Hoc Committee on Housing
5. Merger of Parking and Traffic Commission with Transportation Advisory Commission review
6. Special Events Ordinance update

GOAL 3

EXCEPTIONAL MUNICIPAL ORGANIZATION

► **Objectives**

1. High performing directors, supervisors and employees accountable for the task, work products and goal achievement
2. Top-quality core services responsive to current and future community and resident needs
3. Financially sound and sustainable Village government
4. Village government trusted and respected by residents
5. Village organization aligned with Vision, Mission and Core Beliefs
6. Be green mindful in the Village operations

► **Means to Citizens**

1. Timely response to a service request or inquiry
2. Customer friendly Village services
3. Service value for your tax dollars and fees
4. Responsible stewardship of Village finances and resources
5. Reliable basic core Village services
6. Highly productive Village organization accountable for the outcomes and results

► **Challenges and Opportunities**

1. Varying level of customer services
2. Personal accountability for actions and decisions: larger departments with bargaining unit
3. Civil service: hiring, promotions and disciplinary actions
4. Finding time to create an “exceptional municipal organization”
5. More positive work environment and teamwork – keeping the momentum
6. Taking for granted: excellent services like Police and Fire
7. Frontline employees buy-in: active participation in Strategic Planning and surviving this manager attitude
8. Effective communications: department to department
9. Open records requests impacting service delivery and daily operations

PRIORITY	
M/C	MGMT
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► **Completed in 2006 – 2007**

1. Performance evaluation and pay for performance implementation
2. Leadership training program for all supervisory staff
3. Director participation at Council meetings and presentations skills enhanced
4. Customer service training for all employees
5. PRIDE: implementation
6. Performance audit: public works, finance, community development
7. Electronic newsletter, home page, standardized brand for printed material
8. New directors: Human Resource director, Community Development, Finance, Public Works
9. 175th Celebration
10. IAFF Agreement negotiated
11. “Own the Streets” program
12. Agenda process, council communications and governance process support

► **Actions 2007 – 2012**

- | | PRIORITY |
|---|-----------------|
| 1. Financial Plan (5 years) and Policies: Development | 6 |
| 2. Customer Service Evaluation and Enhancements | 6 |
| 3. Branding and Master Marketing Plan: Development | 6 |
| 4. Council Policies and Ethical Standards: Adoption | 4 |
| 5. Purchasing Policy: Review and Update | 4 |
| 6. Boards and Commissions Training Program: Development | 4 |
| 7. Employee-Based Benefit Review Program: Development | 2 |
| 8. Market Compensation Study and Policy Direction (directors and assistant directors) | 1 |
| 9. Health Insurance: Evaluation and Policy Direction | 1 |
| 10. Environmental Sustainability: Evaluation and Policy Direction | 1 |
| 11. Green City Initiatives: Evaluation, Policy Direction and Actions | 1 |
| 12. Job Duties and Description: Development | 0 |
| 13. Cable Television: Update for Computer Software and Funding | 0 |
| 14. Municipal Service Outsourcing: Evaluation and Policy Development | 0 |
| 15. Management Succession Planning: Development | 0 |
| 16. IT Strategic Plan: Development and Funding | 0 |

► **Management in Progress**

1. PRIDE: Implementation
2. Continued development of Department Director and Leadership Team in organization
3. Performance Management Training Program: Development
4. Revised Budget Format with Projections
5. On Base Document Management System
6. Labor Negotiations and Contract
 - FOP
 - Local 150: Operating Engineers
7. Police Reaccreditation: Preparation

GOAL 4	AUTHENTIC DOWNTOWN – THE HEART OF OUR COMMUNITY
---------------	--

► Objectives	PRIORITY
1. Develop effective outdoor public spaces	7
2. More people attracted to downtown – destination for residents and non-residents	7
3. Increase occupied retail commercial business space	6
4. Have a high performing downtown association with accountability	5
5. Increase service businesses and retail store grocery stores, hardware stores	5
6. Increase capacity to host special events and festivals	4
7. Easy access and parking in downtown	4
8. Redevelop Village Civic Campus – a core to the future of downtown	2
9. Increase occupied residential unit – people living in downtown	1
10. Develop an “18 hour” downtown for attracting residents and non-residents	1
11. Transform downtown: from corridor to neighborhood	0

► Means to Citizens
1. Alternative housing choices.
2. Think of “downtown” as the place to go.
3. Convenient access and parking.
4. Strong community events and festivals that bring the community together.
5. Unique, distinctive shopping opportunities.

► **Challenges and Opportunities**

1. Traffic, parking and railroads
2. Competition with other cities
3. Location physical limitation of space and boundary
4. Defining and attracting the “right retail” businesses for downtown
5. New residents: “urban” expectations, more diverse residents
6. Construction activity
7. Niche for downtown
8. Branding a unique destination (e.g. weddings, arts)
9. A vision supported by businesses and residents
10. Incubator businesses in downtown
11. Expanding live/work spaces in downtown

PRIORITY
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► **Actions 2007 – 2012**

1. Downtown Master Plan and Vision: Review (including height, density, parking, etc.)
2. Parking Study and Long-Term Plan
3. Main-Maple Redevelopment Project or Future Direction
4. Downtown Management Agreement: Evaluation and Actions
5. Façade Improvement Program: Development and Action
6. Acadia Retail Space: Village Involvement
7. Downtown Pattern Book with Design Standards: Development (Appearance Ordinance)
8. Downtown Zoning: Review and Policy Direction
9. Farmers Market: Enhancements
10. “Hot Zone” Wireless in Downtown: Development
11. Grocery Store: Attraction

PRIORITY
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GOAL 5

STRONG, DIVERSE LOCAL ECONOMY

► Objectives

1. Maintain, expand and balance local economy and tax base
2. More retail businesses and sales tax base
3. Effective EDC-public-private partnership
4. More residents working in Downers Grove
5. Successful, quality homes
6. More businesses in South Downers Grove
7. Expand home-based businesses

► Means to Citizens

1. Job opportunities in the Village.
2. Choice for shopping.
3. Adding wealth to the community.
4. Use land for best uses.
5. Reduced tax burden on the residential tax payer.
6. Convenience and saving time.

► Challenges and Opportunities

1. EDC-Village relationship
2. Unified economic development plan, strategy and actions
3. Retaining current businesses
4. Attracting major corporations: headquarters and regional offices
5. Reducing sales tax dependence on automobile dealers
6. Competing with other cities that want Downers Grove businesses
7. Lack of land availability for business development
8. Attracting "right businesses" for Downers Grove
9. Changing retail and shopping patterns

GOAL 6

VIBRANT MAJOR CORRIDORS

► **Objectives**

1. More attractive commercial corridors
2. More contribution from corridor to local economy
3. Attract non-residents to Downers Grove
4. Easy access and traffic functionality
5. Corridors having authentic and unique identity
6. Full service community for residents
7. Upgrade existing and aged commercial buildings

PRIORITY
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► **Means to Citizens**

1. Maintaining Downers Grove's image and pride.
2. Convenience and saving time.
3. Protecting the property values.
4. Attractive Village and community.
5. Diverse tax base and less burden on residential taxes.

► **Challenges and Opportunities**

1. Multiple and difficult property owners
2. Competition with trade areas (other cities Lombard, Woodridge, Bolingbrook, etc.)
3. Aging and tired commercial areas
4. Village and EDC: one strategy and action plan, EDC self-sufficiency
5. Lack of community support for economic development tools
6. Lack of lot depth and configuration
7. Environmentally contaminated lands along corridors (e.g. gas stations)
8. Funding for streetscape upgrade
9. Lack of TIF districts
10. Competing corridors: Ogden, Butterfield, 63rd, 75th, Fairview

PRIORITY
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► **Completed in 2006 – 2007**

1. Sign code: review
2. 63rd and Main: Walgreens approval
3. Ogden and Fairview: National City Bank
4. Street sign: decorative
5. Luxury motor redevelopment agreement
6. Highland Landmark V: 31st
7. Ogden removal of non-conforming signs
8. Private reinvestment with teardown and replacement of existing facility – Taco Bell

► **Actions 2007 – 2012**

- | | PRIORITY |
|---|-----------------|
| 1. 75 th Corridor Plan: Development and Actions | 7 |
| 2. Butterfield Corridor Plan: Development and Actions | 6 |
| 3. Business Incentive: Policy Direction and Tool Availability | 5 |
| 4. Ogden Strategy: Review, Update and Implementation Actions | 5 |
| 5. Gateway/Entrance Sign Program: Development and Implementation | 4 |
| 6. Red Light Enforcement Program: Development and Implementation | 4 |
| 7. 63 rd Corridor Plan: Development and Actions | 2 |
| 8. Butterfield Sign Ordinance: Revision | 1 |
| 9. Fairview/Maple Corridor Plan: Development and Actions | 1 |
| 10. Ogden Master ROW Plan: Development and Actions | 0 |
| 11. Development and Redevelopment Process: Refinement | 0 |
| 12. Parkway Trees on Major Corridors: Program Development and Funding | 0 |

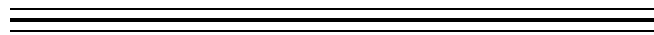
SECTION VIII

VILLAGE OF DOWNERS GROVE MISSION

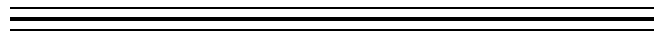
VILLAGE OF DOWNERS GROVE OUR MISSION

OUR VILLAGE GOVERNMENT

provides *EXCEPTIONAL MUNICIPAL SERVICES*⁽¹⁾ that
are valued by our Citizens and Businesses.



We are *FISCALLY RESPONSIBLE*,⁽²⁾
have *PASSION FOR OUR CUSTOMERS*⁽³⁾ and
have an *EYE ON THE FUTURE*.⁽⁴⁾



We *ENGAGE OUR CITIZENS*,⁽⁵⁾
PARTNER WITH OTHERS⁽⁶⁾
to *MAKE DOWNERS GROVE A GREAT COMMUNITY*⁽⁷⁾
to live and to do business.

Village of Downers Grove

Our Mission

PRINCIPLE 1

EXCEPTIONAL MUNICIPAL SERVICES

► Means

1. Being held accountable for performance and results.
2. Attracting and retaining top quality, high performing workforce.
3. Timely professional response to a call for service – emergency and non-emergency.
4. Maintaining effective proactive communications with our residents and businesses.
5. Assuring a safe community and comfortable place to live.
6. Well-designed, well-built and well-maintained Village facilities and infrastructure.
7. Continuously looking for opportunities, innovations and ways to improve management and service delivery.

PRINCIPLE 2

FISCALLY RESPONSIBLE

► Means

1. Planning for a financially sustainable Village government.
2. Residents receiving value for their tax dollars and fees.
3. Maximizing use of available resources in service delivery.
4. Diverse and balanced tax base.
5. Responsible investing in the Village's future.
6. Creatively identifying and developing new alternative revenue sources.
7. Decisions made with financial consequences in mind.

PRINCIPLE 3

PASSION FOR OUR CUSTOMERS

► **Means**

1. Anticipating, identifying and responding to customer needs and concerns.
2. Truly caring about our customers.
3. Striving for 100% customer satisfaction.
4. Creating a positive experience for customers.
5. Easy, convenient access to Village information, services and programs.
6. Maintaining hours convenient for customers.
7. Strive for 24 hour, not later than 48 hour response to customers.

PRINCIPLE 4

EYE ON THE FUTURE

► **Means**

1. Planning for the future of the Village of Downers Grove.
2. Preserving the character of Downers Grove.
3. Having developments consistent with Vision 2021, Goals 2011, comprehensive and master plans.
4. Investing today for a greater return tomorrow.
5. Anticipating and addressing issues, needs and opportunities early and before they become problems.
6. Developing future leaders and managers through effective succession planning.

PRINCIPLE 5

ENGAGE OUR CITIZENS

► Means

1. Proactively informing citizens, educating the community and marketing the Village on Vision, Goals, Plans, Actions, Policies and Services.
2. Listening to and understanding the concerns, needs and desires of residents and businesses.
3. Having staff respond accurately and timely to citizen requests.
4. Appropriately involving the citizens in the governance process in planning and policy development.
5. Effectively using boards/commissions and task forces/ad hoc committees.
6. Developing future civic and community leaders.
7. Promoting the positive and celebrating successes.

PRINCIPLE 6

PARTNER WITH OTHERS

► Means

1. Working with other local governments – Schools, Park District Library and Sanitary District for the benefit of the community.
2. Working with the business community to strengthen the community's economy.
3. Working with community organizations and institutions to achieve Vision, Goals and Mission.
4. Working with state, regional and county governments on projects and issues related to Downers Grove.
5. Leveraging Village resources and working with partners to pool community resources.

PRINCIPLE 7

MAKE A GREAT COMMUNITY

► **Means**

1. Taking pride in Downers Grove.
2. Honoring our heritage and history.
3. Everyone contributing to the betterment of the community.
4. Creating ownership and spirit in the community through active involvement.
5. Creating a sustainable community.
6. Taking responsibility for creating a bright community future.

Village of Downers Grove Customers

PRIMARY CUSTOMERS

Residents (Owners/Tenants)

Corporations and Businesses of Downers Grove

Local Governments: Schools, Park District, Sanitary District

SECONDARY CUSTOMERS

Potential New Residents and Businesses

Visitors/Guests – Coming to Downers Grove

Daytime Employees Coming to Downers Grove

Nonprofit, Community Organizations

Shoppers: Residents and Non Residents

Developers and Investors in Downers Grove

Village of Downers Grove Core Service Businesses

PRIMARY BUSINESS

Provide Water

Enforce Laws, Codes and Ordinances

Provide Emergency Response

Collect and Dispose Solid Waste

SECONDARY BUSINESS

Regulate Land Use and Buildings

Facilitate Responsible Development and Redevelopment

Plan, Design, Build and Maintain Public Buildings and Infrastructure

Manage Storm Water and Drainage System

Service Business Hierarchy

Priority

4

**Community
Add-Ons**

3

**Quality of
Life Services**

2

**Choice
Core Businesses**

1

**No Choice
Core Businesses**

Support Services

Service Improvements 2007

- 1. Solid Waste Contract – One Year Extension**
- 2. Code Enforcement Performance Standards**
- 3. Senior Citizen Service Guide Update**
- 4. Undergrounding Utilities in Downtown by Village as well as ComEd utility improvements throughout Village**
- 5. 175 trees planted for 175th Village Anniversary**
- 6. Expanded sidewalk installation for 175th Village Anniversary**

Services Priority

1. **Community Beautification**
2. **Community Events and Festivals**
3. **Community Governance**
4. **Drainage and Flood Protection**
5. **Emergency Management**
6. **Environmental Protection**
7. **Land Use and Development Regulation**
8. **Leisure and Culture**
9. **Mobility and Transportation**
10. **Parks and Recreation Facilities**
11. **Planning the Village's Future**
12. **Regulating for Community Benefit**
13. **Security and Safety**
14. **Solid Waste**
15. **Trails: Multi-purpose and Equestrian**
16. **Wastewater**
17. **Water**

IMPORTANCE	
MOST	LEAST

SECTION IX

VILLAGE OF DOWNERS GROVE CORE BELIEFS

Village of Downers Grove Core Beliefs

Service with

*We **P**roduce Results*

*We Take **R**esponsibility*

*We Act with **I**ntegrity*

*We are **D**edicated*

*We Always Strive for **E**xcellence*

Core Beliefs Definition

BELIEF

SERVICE

► Means

1. Providing a consistent, equitable and timely (24 hour desired, within 48 hours) response
2. Identifying and knowing your customer – their needs and concerns
3. Providing a direct, accurate response to questions
4. Taking time to explain your actions or decisions, especially when you say “no”; provide alternatives
5. Thinking and using common sense
6. Solving the problems or linking your customer to the person or agency who can help
7. Providing services in a caring, personal and friendly manner

BELIEF

PRODUCE RESULTS

► Means

1. Providing accurate, thorough, timely and well-thought out reports, plans, materials to support decision making
2. Giving honest, direct and helpful feedback
3. Completing tasks on time and meeting deadlines
4. Looking for ways to leverage and expand Village's resources
5. Doing the right job right the first time
6. Achieving work, goals and completing projects
7. Using Village's resources in the most efficient manner

BELIEF	RESPONSIBILITY
---------------	-----------------------

► **Means**

1. Taking ownership of the actions and following through to conclusion
2. Developing, maintaining and expanding core competencies
3. Knowing and applying the “best practices” in your field
4. Holding self and others accountable for the end result and actions
5. Bring up issues, potential problems with possible solutions
6. Following verbal directions and Village policies
7. Taking responsibility for your tasks, assignments, decisions and actions

BELIEF	INTEGRITY
---------------	------------------

► **Means**

1. Treating others in a fair, equitable respectful and consistent manner
2. Delivering on your commitments
3. Being honest, truthful and straight forward
4. Communicating in a direct, open and accurate manner - keeping others informed to avoid surprises
5. Giving honest, direct and helpful feedback
6. Have a positive, “can do” attitude
7. Being loyal to the Village government – the institution and community

BELIEF	DEDICATED
---------------	------------------

► **Means**

1. Knowing and using the Village's Vision, Mission, Core Beliefs, Goals and Plans
2. Actively participating on teams – being an active team player
3. Respecting and supporting Mayor and Village Council, Village Management and the Village
4. Giving a full day of work to the Village, coming prepared for work or for a meeting
5. Going the “extra mile” in order to produce the best results
6. Cooperating and helping other departments to be successful
7. Caring about and looking out for the Village – looking beyond your department, work unit and your job

BELIEF	EXCELLENCE
---------------	-------------------

► **Means**

1. Performing your basic job with a standard of excellence
2. Developing and using the best practices – model for other cities
3. Being open to and using new ideas
4. Always striving to be better and continuously improving
5. Providing completed accurate staff work and reports
6. Looking for creative ideas, potential opportunities and better ways to do the job
7. Identifying options and opportunities with an “Eye on the Future”

SECTION X

ACTION AGENDA 2007 – 2008

Village of Downers Grove Policy Agenda 2007 – 2008

TOP PRIORITY

Watershed Improvement Plan: Development and Funding
Village Civic Center Facility: Policy Direction, Action and Funding
**Belmont Underpass: Property Acquisition, Zoning Action with
Plan and Construction**
Comprehensive Plan: Development
Business Incentive: Policy Direction and Tool Availability

HIGH PRIORITY

Ogden Strategy: Review, Update and Implementation Actions
Gateway/Entrance Sign: Design, Funding and Installation
Parkway Tree Replacement Program: Development and Funding
Council Policies and Ethical Standards: Adoption
**Downtown Master Plan and Vision: Review (Including Height,
Density, Parking, etc.)**

Village of Downers Grove Policy Agenda 2007 – 2008

POLICY ACTIONS	PRIORITY	
	Top	High
1. Watershed Improvement Plan: Development and Funding	7	0
2. Village Civic Center Facility: Policy Direction, Action and Funding	5	0
3. Belmont Underpass: Property Acquisition, Zoning Action with Plan and Construction	5	0
4. Comprehensive Plan: Development	4	0
5. Business Incentive: Policy Direction and Tool Availability	4	0
6. Downtown Master Plan and Vision: Review (including height, density, parking, etc.)	3	4
7. Council Policies and Ethical Standards: Adoption	2	4
8. Comprehensive Transportation Plan: Development	2	3
9. Ogden Strategy: Review, Update and Implementation Actions	1	5
10. Affordable Housing Report (from Ad Hoc Taskforce)	1	3
11. Red Light Enforcement Program: Development and Implementation	1	3
12. Gateway/Entrance Sign: Design, Funding and Installation	0	4
13. Parkway Tree Replacement Program: Development and Funding	0	4
14. Branding and Master Marketing Plan: Development	0	3
15. Urban Forest Program: Funding for Maintenance	0	1

Village of Downers Grove Management Agenda 2007 – 2008

TOP PRIORITY

Financial Plan (5 Years) and Policies: Development
Neighborhood Infrastructure Plan: Development
CIP: Comprehensive Review and Revision
75th Corridor Plan: Development and Actions
Purchasing Policy: Review and Update

HIGH PRIORITY

Butterfield Corridor Plan: Development and Actions
Zoning Code: Major Review and Revision
Customer Service Evaluation and Enhancements
Sidewalks: Policy Direction (in Light of Watershed and Design)
Boards and Commissions Training Program: Development
Main-Maple Redevelopment Project or Future Direction

Village of Downers Grove Management Agenda 2007 – 2008

MANAGEMENT ACTIONS	PRIORITY	
	Top	High
1. Financial Plan (5 years) and Policies: Development	6	0
2. Neighborhood Infrastructure Plan: Development	5	0
3. CIP: Comprehensive Review and Revision	4	0
4. Purchasing Policy: Review and Update	4	0
5. 75th Corridor Plan: Development and Actions	4	0
6. Butterfield Corridor Plan: Development and Actions	3	7
7. Customer Service Evaluation and Enhancements	2	6
8. Boards and Commissions Training Program: Development	2	4
9. Parking Study and Long-Term Plan	2	3
10. Zoning Code: Major Review and Revision	1	6
11. Main-Maple Redevelopment Project or Future Direction	1	4
12. Prairie Avenue Reconstruction Project: Land Acquisition Design and Bid	1	1
13. Sidewalks: Policy Direction (in light of watershed and design)	0	4

Major Projects 2007 – 2008

- 1. Fire Station 2 (open in 7/08)**
- 2. Belmont Underpass**
- 3. Maple Avenue Water Main Project**
- 4. Sidewalk Matrix Projects (27)**
- 5. Brick Streets Projects (3)**
- 6. Brookbank at 55th Street**
- 7. Design and implement stormwater projects as outlined in the Watershed Infrastructure Improvement Plan**

SECTION XI

GOVERNANCE GUIDE

**COUNCIL EFFECTIVENESS
CRITERIA**

Council Effectiveness Criteria

- 1. Long-term, Budgetary Discussions**
- 2. Recognized Consensus – Agreement and Support**
 - > **Storm Water**
 - > **Village Facilities: Hall, Police**
 - > **Workforce Housing**
 - > **Ethics**
- 3. Setting Goals (effective) Together – Solid Goals and Clear Direction**
- 4. Manage Selection of Appointees to Boards/ Commissions**
- 5. Reduced Community Polarization: Us vs. Them**
- 6. “We” – More; “I” – Less: Let Someone Else Make the Point and Speak for Council**
- 7. More Positive About Each Other: Less Commenting About Each Other (Negative Comments: Council Member, Staff)**
- 8. Celebrating Village – Recognizing Successes – Greatness of Village – City and Organization**

9. **P.R.I.D.E. – Reflected in Council Behaviors and Actions – Support for Each Other and Village**
10. **Understanding/Acting Their Role as Policy Making/Council – Manager Form**
11. **Make Timely Decisions – Not Deferring Decision – Not Making Everyone Happy**
12. **Tolerance of Imperfection – Sufficient Information, Learning for Next**
13. **More Proactive, Less Reactive – Anticipating Needs**
14. **More Positive, Appropriate Citizen Involvement**
15. **Commit to Policy that They Adopt**
16. **Respecting Each Other**
17. **Move on, Focus on Future – Go Forward Together**
18. **How the Council Acts as a Team and Communicate with Each Other**
19. **Predictability/Consistent Perspective**
20. **Seek Staff Perspective in Dialogue/Policy Discussion and Deliberation**

**HOUSE RULES
CODE OF CONDUCT**



House Rules

House Rules

Our Code of Conduct

- 1. Treat Everyone with Respect – Avoid Personal Attacks or Issue Personalization**
- 2. Keep Everyone Informed – Talk to All Council Members, Alert Mayor and Mayor Pro Tem, and Avoid Surprises**
- 3. Decide and Move on to the Next Issue – Avoid Recycling Decisions or Use in Next Issue**
- 4. Negotiate with Each Other – Look for Areas of Agreement First, then Debate Differences**
- 5. Support the Council's Decision – It's the Village's Policy**
- 6. Listen and Understand Before Judging – Avoid Stereotyping or Guessing Intentions**
- 7. Communicate in an Open, Direct Manner – Avoid Subtle or Indirect Messages**

- 8. If You Have a Problem with an Individual, Go to Them Directly – Avoid Going to Village Staff, Media**
- 9. Come Prepared – Ask Questions Ahead of the Meeting**
- 10. Keep an Open Mind – It's Ok to Change Your Mind**
- 11. Decide on What You Think is Best for the Entire Village – Avoid Playing to Special Interests**
- 12. Agree to Disagree and Move on**
- 13. Focus on Policy (what) and Accountability (results), Avoid “Micromanaging” (how to)**

B

House Rules Working Document

House Rules

Our Code of Conduct

Working Document

	PRIORITY
1. Treat Everyone with Respect – Avoid Personal Attacks or Issue Personalization	6
2. Keep Everyone Informed – Talk to All Council Members, Alert Mayor and Mayor Pro Tem, and Avoid Surprises	6
3. Communicate in an Open, Direct Manner – Avoid Subtle or Indirect Messages	6
4. Decide on What You Think is Best for the Entire Village – Avoid Playing to Special Interests	6
5. Focus on Policy (what) and Accountability (results), Avoid “Micromanaging” (how to)	6
6. Negotiate with Each Other – Look for Areas of Agreement First, then Debate Differences	4
7. Support the Council’s Decision – It’s the Village’s Policy	4

	PRIORITY
8. Listen and Understand Before Judging – Avoid Stereotyping or Guessing Intentions	4
9. Come Prepared – Ask Questions Ahead of the Meeting	4
10. Decide and Move on to the Next Issue – Avoid Recycling Decisions or Use in Next Issue	3
11. Agree to Disagree and Move on	3
12. Keep an Open Mind – It's Ok to Change Your Mind	2
13. If You Have a Problem with an Individual, Go to Them Directly – Avoid Going to Village Staff, Media	1

**COUNCIL PROTOCOL
OPERATING GUIDELINES**

Mayor and Village Council Protocol Operating Guidelines

Protocol 1

Simple Information

- Phone, email or personal contact for the Village Manager's Office – Cara, Dave and Mike
- Be clear on expectations: format, timeframe and level of detail
- Major items: the information goes to Council on Friday in the NAP

Protocol 2

Research on a Topic

- Contact the Village Manager's Office – discuss the issue and expectations
- Rule of 4 hours or less: staff will handle the issue
- If more than 4 hours, a one page report will be prepared. The report is placed in the NAP. Council Members may bring up the issue for determining future direction by the Village Council

Protocol 3

Citizen Service Request

A. First Contact

- Obtain name and phone and give Village Manager's Office

B. Unsatisfactory Village Response

- Obtain name and phone, and give Village Manager's Office
- Village Manager's Office will investigate
- Council should outline expectations: Village response and Council Member response

Protocol 4	Agenda Item
-------------------	--------------------

A. Before Meeting – Questions

- Village Manager will call Monday morning
- Contact Village Manager's Office – email early
- Response – will be provided on Tuesday

B. During the Meeting – Questions

- If important point, bring up the information on the question and Village Manager's response
- Staff presentation – incorporate significant questions and response

C. Placing an Item

- Contact Village Manager's Office by 9am on Wednesday
- Placed upon the agenda as "discussion only"

Protocol 5	Consent Agenda
-------------------	-----------------------

- Council Member removes item
- Council votes on the removed item
- Council votes on the consent agenda
- At workshop, consent agenda will be placed at the end of the meeting

Protocol 6	Communications: Council and Staff
-------------------	--

A. Council – Council

- Council Member has responsibility to alert each other on a major issue (test: would I want to know about)

B. Council – Village Manager

- Items in the NAP
- Email for timely information
- Information in Council agenda

Protocol 7	Employee Contact
-------------------	-------------------------

A. Council Initiated

- Ok to talk to Department Heads
- Department Heads are to report the contact within 24 hours to Village Manager
- Council member goes through Village Manager's Office

B. Employee Initiated

- Listen to the comment
- Ask, "Have you talked to your department director?"
- Notify the Village Manager's Office of the contact: who, basic information

Protocol 8	Attendance at Meeting
-------------------	------------------------------

- Report back to Council on the events/outcome
- Council determining direction, role and strategy
- Village staff developing "how to" handle issues

Protocol 9	Conflict of Interest
-------------------	-----------------------------

- Council Member leaving the Council table
- Council Member may remain in the Council Chamber

Protocol 10	Spokesperson
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- a. Mayor
- b. Council Member
- c. Village Manager

Protocol 11	Alerts to Council
--------------------	--------------------------

- a. Criteria
- b. Method

GOVERNANCE REFINEMENT

A

Standing Council Committees

1

Section 2.5.1 Standing Council Committees (from Municipal Code)

- (a) There shall be the following standing committees of the Village Council**
 - (1) Finance & Administrative**
 - (2) Public Safety**
 - (3) Public Services**

- (b) The standing committees shall consist of two (2) members, including the chairperson. No member shall serve in more than one (1) chairperson capacity or as a member of more than one committee other than the one chaired. All standing committee appointments, including designation of the chairpersons, shall be by the Mayor, subject to confirmation by the Council. Organization of committees shall be accomplished at the first regular meeting of the Council in each fiscal year.**

- (c) Each committee shall be empowered to investigate, evaluate, recommend and generally consider matters as referred by the Village Council or the Mayor.**

- (d) Each committee may establish appropriate rules governing their meetings and activities.**

- (e) All standing committee meetings shall be held in accordance with the Illinois Open Meetings Act.**

2

2007 Appointments and Organization

Potential Topics of Discussion

Meeting

Finance and Administrative – William Waldack, chair and Sean Durkin
 Staff Support – Cara Pavlicek, Brandon Dieter

2007 Meeting Dates

Topics

July
 October
 January
 April

3rd Q (2007)
 4th Q (2007)
 1st Q (2008)
 2nd Q (2008)

1. Audit – Management Letter
2. Investment Policy and Program
3. Post Budget Evaluation (2008)
4. Pension Fund Reports

Public Safety – Martin Tully, chair and Geoff Neustadt
 Staff Support – Mike Baker, Nazli Yetgen

2007 Meeting Dates

Topics

August
 November
 February
 May

4th Q (2007)
 2nd Q (2008)
 3rd Q (2007)
 1st Q (2008)

1. Neighborhood Traffic Calming
2. Fire Station 4: Direction
3. Smoking Ordinance: Implementation
4. Communication Notification System

Public Services – Marilyn Schnell, chair and Bruce Beckman
 Staff Support – Davie Fieldman, Megan Bourke

2007 Meeting Dates

Topics

September
 December
 March
 June

4th Q (2007)
 3rd Q (2007)
 1st Q (2008)
 3rd Q (2007)
 3rd Q (2007)
 2nd Q (2008)

1. Neighborhood Traffic Calming
2. Circulation Study
3. Emerald Ash Borers: Direction
4. Demolition and Site Management
5. Streamlining Development Access
6. Rental Housing Registration and Inspection

Schedule: 3rd Monday, 4:00 p.m.

3

**Topics Referred to Committee by
Village Council or Mayor**

[Empty box for content]

4

Council Subcommittees Purposes

- 1. Conduct research on a topic**
- 2. Focus issues for Council consideration and action**
- 3. Serve as a sounding board for Village Manager and Staff**
- 4. Test whether or not an issue or report is for “Prime Time”**
- 5. Identify options and recommendations for Council deliberation and action**
- 6. Invite public input in an informal setting (an opportunity for regular early citizen involvement)**
- 7. Provide education for Council member**

Subcommittee Operations

- ★ Meeting quarterly or as needed**
- ★★ Formal agenda and background reports and information, before subcommittee meeting**
- ★★★ All Council members will be encouraged to attend Standing Council Committee Meeting**

B

Council Liaison to Boards and Commissions

1

Village Boards and Commission

		<u>Date of Creation</u>
Architectural Design Review Board (Ad Hoc)	Resolution 2004-73	November 16, 2004
Board of Fire and Police Commissioners	Ordinance 2036	March 21, 1977
Building Board of Appeals	Was not created before	1967-68
Community Events Commission	Ordinance 4851	February 6, 2007
Community Grants Commission	Ordinance 4294	May 15, 2001
Electrical Commission	Ordinance 2033	February 28, 1977
Environmental Concerns Commission	Ordinance 4546	November 4, 2003
Fire Pension Board	Ordinance 567	August 25, 1952
Human Service Commission	Ordinance 2688	January 3, 1983
Library Board of Trustees		1941
Liquor Commission	Ordinance 2735	August 22, 1983
Parking and Traffic Commission	Ordinance 1766	January 2, 1974
Plan Commission	Ordinance 118	May 3, 1926
Police Pension Board	Ordinance 2861	January 7, 1985
Stormwater and Flood Plain Oversight Committee	Ordinance 3431	February 3, 1992
Technology Commission	Ordinance 4201	June 6, 2000
Transportation Advisory Commission	Ordinance 4591	June 1, 2004
Zoning Board of Appeals	Ordinance 6	April 16, 1923

2

Expectations and Actions

Council Liaisons to Boards and Commissions

Responsibilities

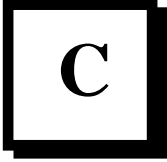
- 1. Interview and recommend appointments to the Mayor**
- 2. Communicate from Boards and Commissions especially on member attendance or behavior, message from the Board and Commission**
- 3. Attend meetings as an observer (at the liaison's discretion)**

Actions

- * Let the Boards and Commissions operate as independent bodies.**

After appointments, Board Members and Commissioners will be invited to and encouraged to attend a Boards and Commissions Academy which will address topics like:

1. Council-Manager Form in Downers Grove
2. Strategic Plan and Process: Vision, Goals, and Mission
3. Roles and Responsibilities: Mayor and Council
Boards and Commissions
Board and Commission Members
4. Board and Commission Protocols – Agenda, Communications Reports
5. Mission and Budget Overview, including Role of Boards and Commissions
6. Media Relations and Public Information



Representative to Key Organizations

1

Representative to:

- 1. Chamber of Commerce**
- 2. Downtown Management**
- 3. E D C**
- 4. DuPage Mayors and Managers and Elected Officials Committees**

2

Expectations and Actions Representative to ...

★ Representatives are appointed or acknowledged by Council.

RESPONSIBILITIES

1. **Attend meetings**
2. **Provide reports from Village**
3. **Communicate information: Agency to Council, Council to Agency**
4. **Represent Village policies or position that have been taken (not speculation about Village Council or being an advocate for a specific position)**

VOTING ON AN ITEM

- ★ **Votes cannot bind the Village government.**
- ★ **Representative contacts Village Manager to poll and obtain a sense of Council.**
- ★ **Representative should use his/her discretion in making a vote.**

D

Liaison to Other Governments

1

Other Governments

District 99	Marilyn Schnell
District 58	Martin Tully
Park District	Geoff Neustadt
Sanitary District	Bruce Beckman
DuPage County Board	Bill Waldack
Downers Grove Township	Bill Waldack
Lisle Township	Bill Waldack
York Township	Bill Waldack
Milton Township	Bill Waldack
Forest Preserve	Geoff Neustadt
College of DuPage	Sean Durkin
DuPage Airport Authority	Bruce Beckman

2

Expectations and Actions
Liaison to Other Governments

RESPONSIBILITIES

- 1. Attend Other Governing Bodies to Observe (not comment)**
- 2. Report Information Back to Council**
- 3. Coordinate with Attending Village Staff (if appropriate)**
- 4. Be Aware of Agenda Topics and Activities**

★ Attendance at expense of individual Council members

ACTIONS

- ★ **Staff will provide public agenda**

E

Council Reimbursements

CURRENT PRACTICE

- 1. N L C Conference**
- 2. Springfield Drive Down**
- 3. DuPage: Mayors and Managers (Business meeting only)**
- 4. Specific Topical Meetings (approved by Village Manager ahead of time)**
- 5. Local Meeting: Registration only**

★ The Council discussed the options. On a 4-3 sense of Council, the direction was one amount for Mayor-Council over a defined amount for each person to be used at their discretion.

★★ The topic of Council reimbursements was referred to Finance and Administrative Subcommittee. The staff will prepare options for consideration by the Subcommittee

F

Council Meetings Refinements

Workshop

- 1. Presenting and Discussing Agenda Topics**
 - a. Staff Presentation**
 - b. Petitioner**
 - c. Public Input**
 - d. Council Discussion**

- 2. Allowing Mayor to Summarize Discussion and Frame the Decision**

- 3. Hot Topics – Early on the Agenda**

- 4. Council Member Time Limits on Speaking (current: 10 minutes then 5 minutes)**

- 5. Item: Different Level of Importance and Urgency**

- 6. Time: 7 p.m. to 9 p.m.**

- 7. Council Chambers: Needs Modification to Facilitate Eye-to-Eye Contact and Council Discussion**



Completed Staff Reports

Criteria

- 1. Accurate**
- 2. Anticipating Council Questions with a Direct Response**
- 3. Evaluation of Options**
- 4. Thorough**
- 5. Alignment with Vision and Goals**
- 6. Clear, Concise Recommendations**
- 7. Brief Presentation: Briefing plus Key Policy Questions**

H

Council Workshop

Purpose

1. **Discuss in Depth an Issue**
2. **Negotiate Resolution to Complex Issues or a Conflict**
3. **Explore and Generate Options**
4. **Provide Guidance and Feedback to Village Staff**
5. **Obtain a Status Update and Provide Guidance and Direction to Village Staff**