

2023-2025 Long Range Plan

5/16/2023

Report #1

**Introduction
Strategic Goals**

May 16, 2023

INTRODUCTION AND STRATEGIC GOALS

The Long-Range Plan identifies and addresses issues affecting the long-term future of the Village. The Plan establishes the Village's goals and priority actions that guide annual budgets, daily operations and delivery of services. The long-range planning process is one of many strong management practices that led Standard & Poor's to grant the Village their highest bond rating of AAA. The Long Range Plan consists of:

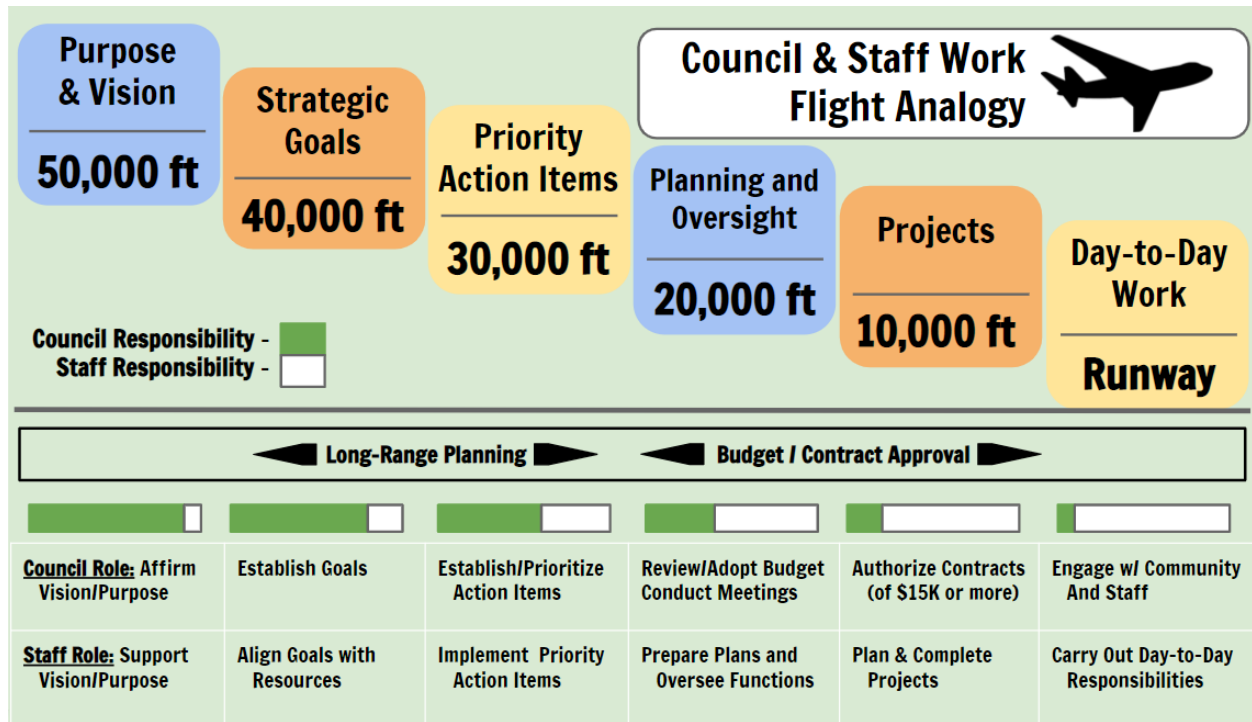
- Strategic Goals for 2023 to 2025 and beyond
- Key trends and issues affecting the long-term future of the Village
- Strategies and solutions to address the key trends and issues
- Priority Action Items to be completed by April 2025.

To prepare the Long Range Plan, the Village Council is planning to meet multiple times in a workshop format from May through September. The meetings provided an opportunity for dialogue and collaboration among the Village Council, community members and staff.

Date	Topics
May 16	Introduction and Strategic Goals (<i>Meeting #1</i>)
June 6	Key Trends & Issues (<i>Meeting #2</i>) <ul style="list-style-type: none"> ● General Fund Sustainability ● Public Safety Pensions / Property Tax Levy ● Civic Center Project Financial Plan Update ● Ogden Tax Increment Financing District and Fund
June 20	Key Trends & Issues (<i>Meeting #3</i>) <ul style="list-style-type: none"> ● Commuter Parking System & Parking Fund Sustainability ● Fairview Area Revitalization Plan ● Stormwater Capital Plan and Fund ● Environmental Sustainability Plan ● Funding for NFP's
July 18	Priority Action Items (<i>Meeting #4</i>)
August 1	Priority Action Items (<i>Meeting #5</i>)
August 15	Review and Accept the 2023-2025 Long Range Plan (<i>Meeting #6</i>)

Flight Analogy

The graphic below compares the roles of the Village Council and staff with an airline flight. The Long-Range Planning process takes place at the 30,000-40,000 foot level. The Council and community also have opportunities for input at the lower levels throughout the rest of the year, such as during regular Council Meetings, as part of the budget process, and in communicating formally and informally with members of the Village Council and staff.



Strategic Goals

The Village Council developed the following strategic goals:

- Steward of Financial, Environmental and Neighborhood Sustainability
- Exceptional Municipal Services
- Top Quality Infrastructure
- Strong, Diverse Local Economy
- A Safe Community
- Continual Innovation

Achievements and Results

In the past several years, the Village has completed many key accomplishments and achieved significant measurable results to further the Strategic Goals. Prior year [Annual Reports](#) summarize these accomplishments and results.

Vision, Goals & Objectives

The Strategic Goals are supported by and applied in conjunction with the Village's Vision and Goals and Objectives. [The Comprehensive Plan](#) articulates the community's vision for the desired physical, social, and economic characteristics of the Village for the next 15 to 20 years. The Comprehensive Plan includes a Vision Statement that provides a basis for identifying many of the specific Goals and Objectives needed to lead the Village of Downers Grove in the direction of implementation.

Steward of Financial, Environmental and Neighborhood Sustainability

The Village should act as a steward of public resources to achieve financial, environmental and neighborhood sustainability. Financial sustainability can be achieved by aligning expenses with revenues on a long-term basis. The Village should control increases in expenses and implement revenue sources that withstand short-term uncertainty and provide long-term stability.

Environmental sustainability refers to the Village's responsibility to deliver its services in a way that protects or enhances natural resources. The Village seizes opportunities to 'green' its operations when possible, whether by seeking grants to introduce new environmentally friendly practices or by seeking the most environmentally friendly option for existing services.

Neighborhood Sustainability refers to the Village's role in crafting and applying policies and codes that help in maintaining or achieving the desired character of existing neighborhoods.

Exceptional Municipal Services

The services provided by the Village to residents, businesses and all stakeholders should be of the highest quality and exceed expectations. Village services should be delivered at a value to the community and should reflect the needs and desires of the community as a whole. This is achieved through maximizing the value of public dollars by partnering with overlapping and adjacent government entities. The value of the Village's services should be regularly communicated to residents. The Village should be transparent and accessible, and residents should be engaged and able to interact with their local government. The Village achieves this by producing timely communications in multiple media formats, publishing financial information in a way that is clear and understandable, and seeking and implementing new ways to gather input from residents and other stakeholders.

Top Quality Infrastructure

The Village owns and operates several infrastructure systems including streets, stormwater system and water supply and distribution. Specific performance and maintenance standards have been identified for each infrastructure system. The Village should continue to invest in infrastructure systems so that they meet or exceed performance and maintenance standards.

Strong, Diverse Local Economy

The Village should continue to strengthen and diversify the local economy by working with the Downers Grove Economic Development Corporation (DGEDC) and implementing the recommendations of the Village's Comprehensive Plan. The DGEDC, a private not-for-profit

agency, is committed to strengthening and diversifying the local economy by retaining existing businesses and attracting new businesses and achieving the following:

- Strengthen the Sales Tax Base
- Strengthen the Commercial and Industrial Tax Base
- Increase Hotel Tax Revenue
- Increase the Employment Base

The Comprehensive Plan, adopted in 2011 and updated in 2017, serves as a tool for improving the community in many areas, including economic development. The Village continues to work with the DGEDC to implement the recommendations of their Strategic Plan.

A Safe Community

The Village should strive to provide and maintain a safe and welcoming community by prioritizing safety in services and infrastructure. The services and infrastructure systems provided by the Village should work together to further this goal. Community members should be safe while participating in daily activities such as spending time in their house and neighborhood, driving a vehicle, riding a bike and going for a walk. The Village should enjoy a low crime rate along with a low occurrence of fires and injuries. Buildings, both private and public, should be constructed in a manner that provides a safe environment for all occupants.

Continual Innovation

Innovation refers to the discovery, development and implementation of leading ideas and practices. Continual innovation leads to increased value of each dollar of investment in Village operations. It is achieved by emphasizing a leadership philosophy that is issue-focused and builds on the skills and talents of all employees within the organization. Village staff carefully considers the benefits of innovative practices to ensure success and value to the organization.