



VILLAGE OF
WHEELING
ILLINOIS

Strategic Plan

2015-2016

Village of Wheeling
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Wheeling, IL 60090
847.459.2600
www.wheelingil.gov

Manager's Transmittal Letter

President Argiris, Village Board and Clerk, Department Heads, and community:

The Village of Wheeling's foremost commitment is to serve its residents and businesses. In order to fulfill that goal in a professional, appropriate, efficient, and effective way, the Village's elected officials and staff engaged in a lengthy process of establishing "visions" that serve the short- and long-term objectives of the community.

I'm honored to present the Village of Wheeling's Strategic Plan.

The purpose of Wheeling's Strategic Plan is fourfold:

- To assess the current state of our community from the perspective of village government
- To reaffirm through our Mission and Vision the vital role that village government plays in creating and maintaining services and the high quality of life enjoyed by residents, businesses, and visitors
- To decide the long-term direction and vision for the village
- To create a roadmap to implement the desired direction and vision, with time-specific goals

As we continue to serve this great community, we recognize that Wheeling faces many challenges. As this Strategic Plan makes clear, our commitment is to turn our weaknesses into strengths and our challenges into opportunities.

The pages that follow include a summary of our process, our key themes, and our goals for 2015–2016. As Village Manager, I will incorporate the contents of this document into our staff's everyday operations as we set priorities, create new budgets, and establish annual goals. We will also regularly communicate our progress to the Board of Trustees and the community.

I want to thank our elected officials and staff for participating in this process as we continue to serve Wheeling.

Respectfully,



Jon A. Sfondilis
Village A. Manager

President's Transmittal Letter

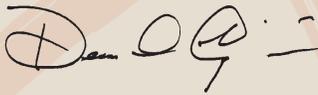
Fellow elected officials, Village staff, and members of the Wheeling community:

The Village of Wheeling has renewed its determination to shape the future of our community by engaging in a formal process of strategic planning. The pages that follow illustrate visions that were developed by the Village's elected officials, along with specific goals that the Village's staff has set in order to realize these ambitions.

This strategic planning process defined and applied the overarching values of our Village to create a framework for organizing the efforts we make on behalf of the community, both in terms of how we provide the services to our residents and businesses, and how we help to shape Wheeling's growth in the long run.

I stand behind the results of this process, and I look forward to working with the Board of Trustees and the Village staff to make Wheeling's highest aspirations a reality.

Sincerely,

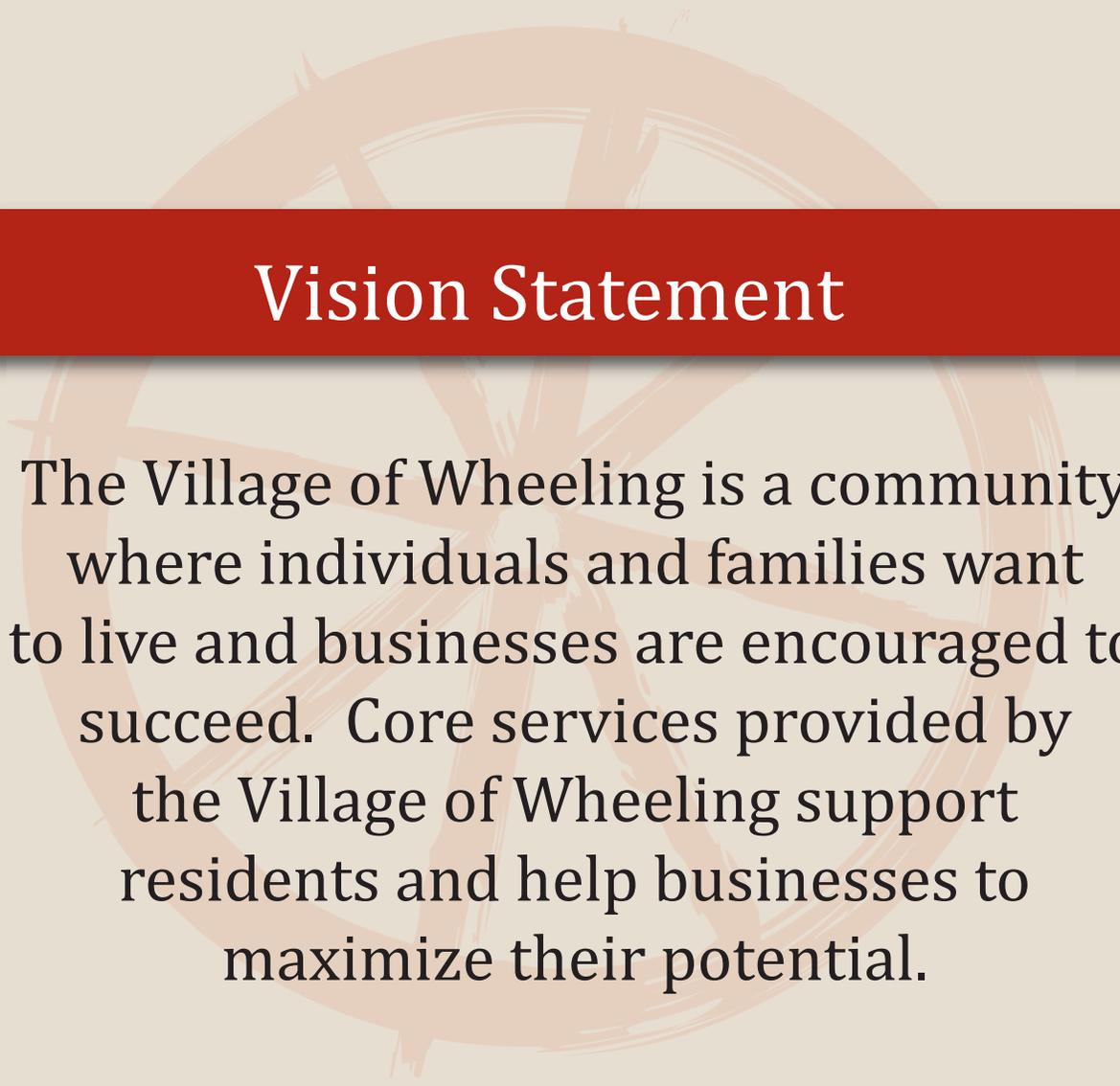
A handwritten signature in black ink, appearing to read "Dean S. Argiris". The signature is stylized and written in a cursive-like font.

Dean S. Argiris
Village President



Mission Statement

The mission of the Village of Wheeling is to provide public services that support the evolving needs of, and improve the overall safety, health, and welfare of, our residents and businesses.



Vision Statement

The Village of Wheeling is a community where individuals and families want to live and businesses are encouraged to succeed. Core services provided by the Village of Wheeling support residents and help businesses to maximize their potential.



Residential Life

VISION

Standing in the future, the Village of Wheeling is known for neighborhoods filled with young families, empty nesters, and retirees.

People want to live in Wheeling because of the presence of quality schools, diverse housing, and a strong sense of community.

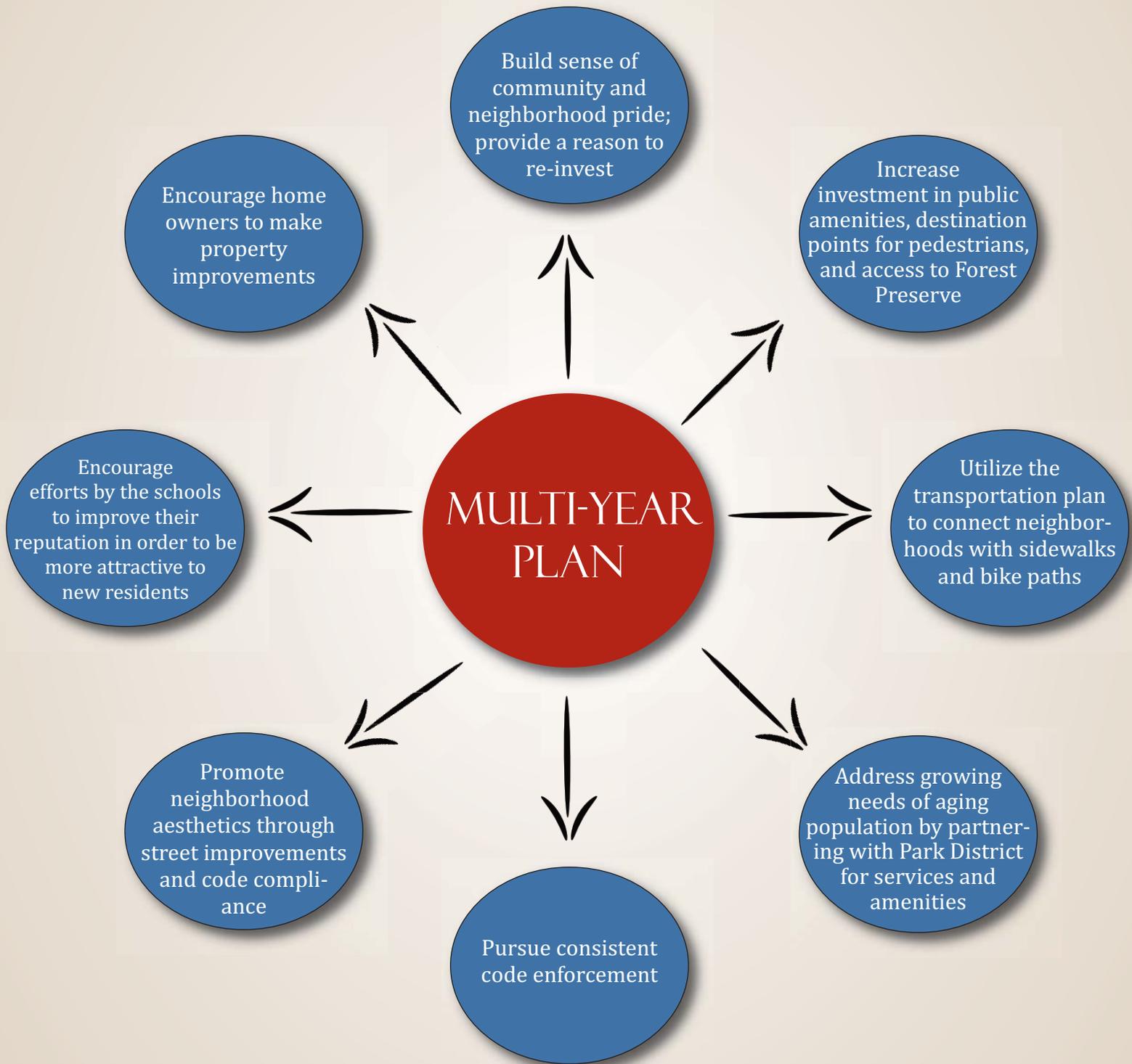
Wheeling is a safe and welcoming place where all residents have ample opportunity and desire to enjoy, live in, and participate in the community.

Residential Life Goals for 2015-2016:

- 1) Further connect people and places with additional and improved sidewalks and paths to increase neighborhood access
 - Install new sidewalks pursuant to the approved bike and pedestrian path plan
 - Determine cost parameters, and develop and recommend to the Village Board a plan for additional pedestrian and bikeway signage
- 2) Seek to increase neighborhood engagement, awareness, and pride
 - Prepare a map to identify Village neighborhoods
 - Develop a plan and investigate cost for neighborhood identification signs
- 3) Encourage a good working partnership with the school districts to address common issues affecting the districts and the Village
 - Initiate discussions between the Village and various school district officials to foster a working partnership
 - Schedule regular meetings between key administrators to discuss issues of common interest



Residential Life





Financial Strength

VISION

Standing in the future, the Village of Wheeling has the financial strength to provide needed and appropriate local government services. Wheeling's operating budget and capital plan are funded in a manner that ensures the proper delivery of municipal services. Wheeling's financial strength is evident in its bond ratings, reserves, and ability to pay for the appropriate level of services.

Financial Strength Goals for 2015-2016:

1) Create a multi-year property tax levy plan

- Retain a consultant to develop a long-term financial plan focusing on realistic projections concerning the Village's tax levy and other revenue streams
- Present consultant recommendations regarding the long-term financial plan to the Village Board
- Adopt an acceptable plan that provides adequate and sustained funding of core Village services

2) Create an analytical service/needs based staffing model for all departments

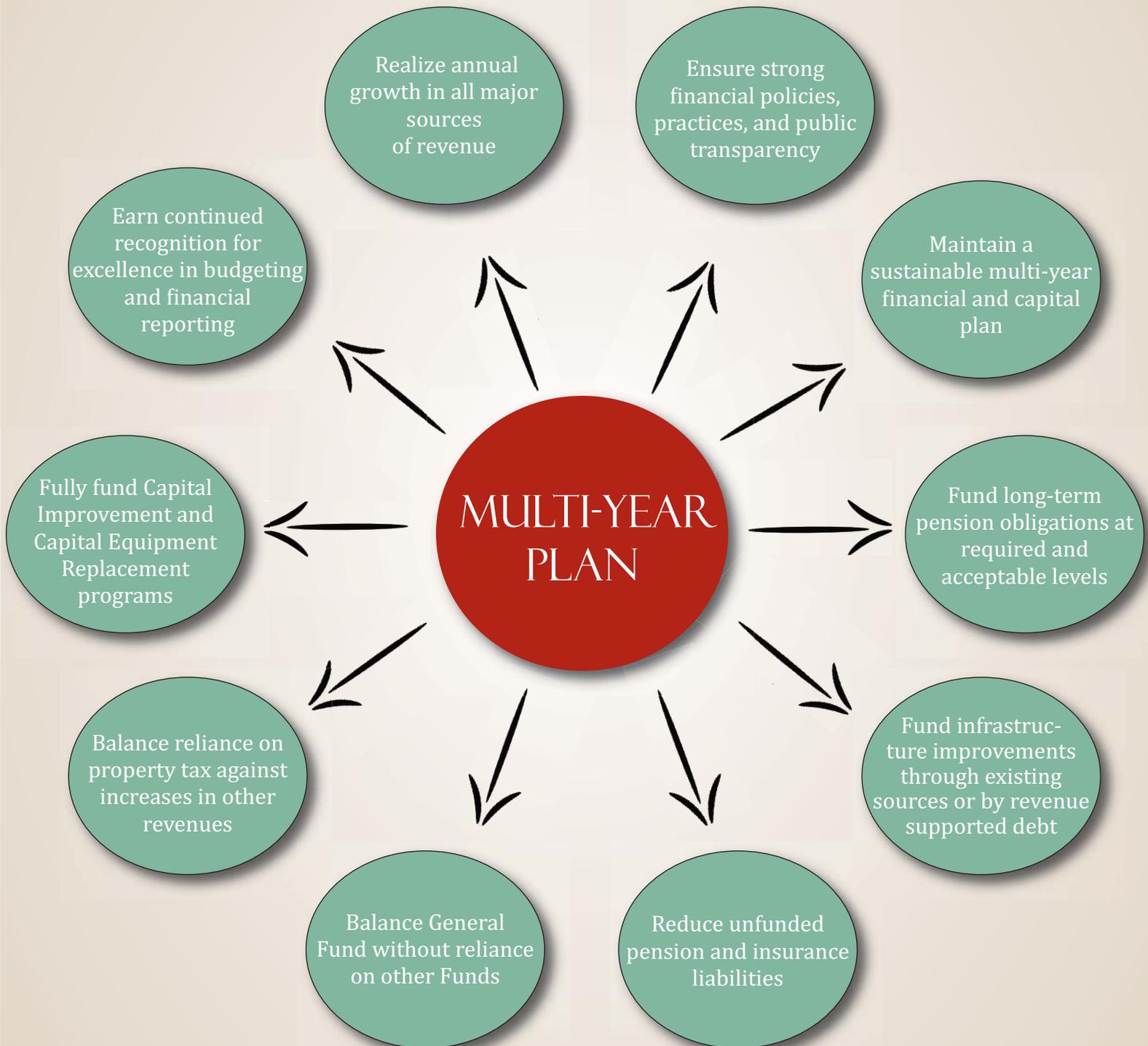
- Engage an independent public sector consultant to analyze current and future staffing needs and priorities
- Present the results of the study to the Village Board at a workshop meeting
- Base future staffing requests on priorities identified in the study balanced against financial constraints and opportunities

3) Explore alternate revenue sources and cost-sharing opportunities with other government bodies/agencies

- Work with the Northwest Municipal Conference, local taxing bodies, and other municipalities to identify possibilities for alternate revenue sources and cost-sharing opportunities
- Prepare recommendations of feasible options to be considered by the Village Board for the 2016 Budget



Financial Strength





Economic Development

VISION

Standing in the future, the Village of Wheeling has developed, redeveloped, and retained a substantial retail, hospitality, and industrial base to serve its residents, businesses, the region, and visitors, both domestic and international. Wheeling is known for its world-class Chicago Executive Airport, international businesses, innovative and move-in-ready industrial parks, signature restaurants and hotels, and unique shopping destinations. Easy access to land, air, and rail transportation with a close proximity to Chicago helps to further foster a business-friendly atmosphere that makes Wheeling the location of choice for existing and new businesses seeking to grow and prosper.

Economic Development Goals for 2015-2016:

- 1) **Coordinate Wheeling Town Center review and approval by Plan Commission and Village Board**
 - Guide developer through the Planned Unit Development process, Plan Commission review, and final Village Board approval
 - Secure Community Boulevard traffic signal agreements
 - Market Wheeling Town Center to retailers and restaurants to promote leasing efforts
- 2) **Create a marketing plan aimed at placing desirable uses on vacant Village-owned sites**
 - Identify beneficial uses for Village-owned sites and implement a marketing plan to attract said uses to the Village
 - Create a “Development Corner” on the Village website to promote new development on, and redevelopment of, Village-owned sites and other properties in the Village
- 3) **Fill vacant retail space, develop available sites, and redevelop properties where appropriate**
 - Target retailers, restaurants, brokers, and developers to secure tenants for vacant retail space, vacant sites, and redevelopment opportunities
 - Prepare site-specific marketing materials for vacant sites and properties appropriate for redevelopment



Economic Development





Transportation & Infrastructure

VISION

Standing in the future, the Village of Wheeling has roadway, public transportation, and pedestrian-level infrastructure that effectively and efficiently moves people to and from their destinations and complements community beautification and sustainability standards.

Wheeling's transportation network provides residents and the general public with options for commuting, shopping, traveling, and recreation. Wheeling's multi-faceted transportation network serves a public that is highly mobile.

Transportation & Infrastructure Goals for 2015-2016:

1) Expand beautification initiatives

- Develop a Village-wide streetscape plan
- Evaluate the effectiveness of the Village's existing façade improvement grant program and recommend modifications where applicable

2) Address regional mass transit

- Capitalize on membership in the Northwest Municipal Conference, specifically through leadership of the Transportation Committee, to lobby for regional transportation initiatives
 - Expand weekday Metra service and implement weekend rail service
 - Increase existing Pace bus service and routing between regional destination points
 - Coordinate synchronization of traffic signals throughout the northwest suburbs

3) Develop a plan to address Dundee Road and Northgate Parkway intersection congestion

- Continue discussion with Metra regarding reducing the traffic impact of northbound rail service and the crossing gates on Dundee Road
- Investigate opportunities to modify the intersection of Dundee Road and Northgate Parkway to allow secondary traffic movement



Transportation & Infrastructure





Community Image

VISION

Standing in the future, the Village of Wheeling has emerged as a residential and economic powerhouse in Chicagoland. Wheeling's residents, leaders, and businesses have built the foundation for a new legacy brimming with community participation, economic sustainability, and pride. Wheeling is known for its quality of life and excellent local government services.

People and businesses are proud to call Wheeling "home."

Community Image Goals for 2015-2016:

1) Enhance the Village's cyber identity

- Improve cable TV channel appearance and organization
- Create an online community events calendar portal
- Research options for a mobile app for smartphones and tablets
- Investigate redesign of the Village website

2) Create a social media presence for the Village

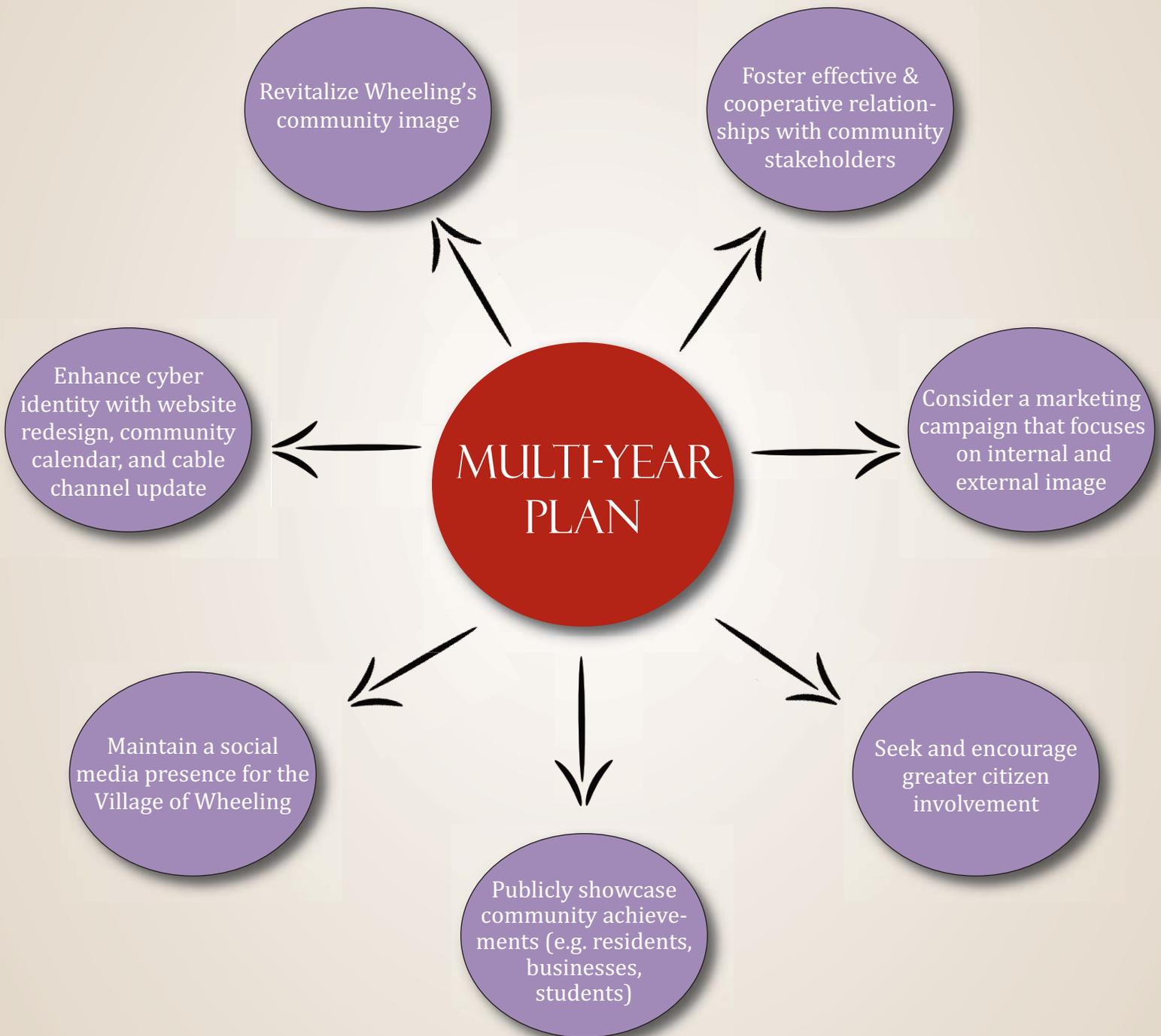
- Develop and implement a social media policy
- Create social media accounts for the Village (e.g. Facebook, Twitter)

3) Develop a comprehensive municipal marketing strategy

- Initiate a community-wide contest to update the Village slogan
- Update marketing materials, including the Economic Development brochure, the Restaurant & Catering Guide, and the Community Map



Community Image





Governance

VISION

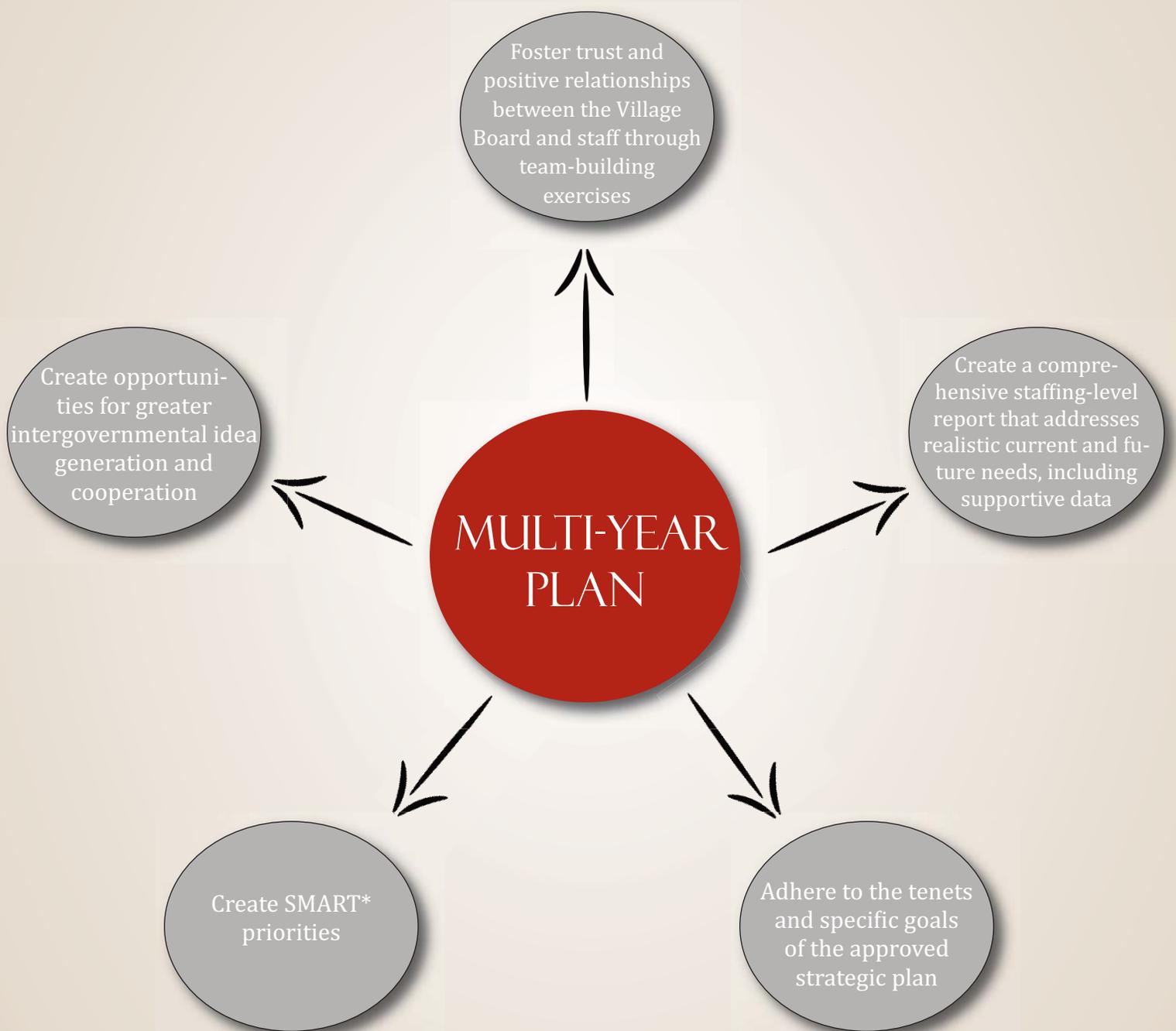
Standing in the future, the Village of Wheeling governs itself with the highest standards for public involvement, leadership, transparency, and ethics. Elected officials and municipal staff are focused on public service as policies and plans are freely debated and adopted. Municipal employment, finances, and services are managed with the highest regard for merit, cost-effectiveness, innovation, and public equity. Elected officials and staff respect each other's roles and adhere to the standards of the Wheeling Municipal Code. Wheeling is a model for governmental integrity, participation, efficiency, and effectiveness.

Governance Goals for 2015-2016:

- 1) Use the budget process to reflect the vision of this governance theme
 - Engage an independent consultant to study and evaluate the current conditions of major funds
 - Present recommendations to the Village Board in order to create short- and long-term financial plans and policies
 - Foster a culture of innovation at the department level where new ideas are actively encouraged
- 2) Implement the strategic plan
 - Provide six-month written status reports to the Village Board and engage open discussion between the Village Board and staff regarding the status of the Strategic Plan every 18 months at a workshop meeting
- 3) Engage at the elected-official level with other government and private agencies to promote common goals and build alliances
 - Become more engaged and establish a leadership role at the Northwest Municipal Conference
 - Coordinate annual planning and discussion sessions with the Park District
 - Initiate discussions between the Village and various school district officials to foster working partnerships



Governance



*Specific, Measurable, Achievable, Relevant, Timely

Strategic Planning Process Overview

Step 1 - Kickoff: In early 2014, the village of Wheeling decided to update its Strategic Plan. In doing so, the village identified the need to set priorities and direction as part of a long term plan. The intent is to create a five year Strategic Plan with annual goals.

Step 2 - Interviews: One-on-one interviews were conducted with the village president, each trustee, the village manager and each department director. The interviews gave voice to individual perspectives regarding:

- ◆What has made Wheeling great?
- ◆What are Wheeling's current and future challenges?
- ◆What future do you want to create for Wheeling?

These interviews resulted in the creation of a lengthy document reflecting (anonymously) the opinions and ideas of these community leaders. This document remained a reference point throughout the process.

Step 3 - Data: To gain an objective view of Wheeling today, all key budgetary and planning documents were reviewed. Key data was gathered and presented to participants. In addition, key demographic trends were researched by village staff and distributed to participants.

Step 4 - Workshop No. 1: A workshop with elected officials, the village manager and department directors was convened. This workshop included key discussions regarding:

- ❖Wheeling's Mission Statement. Workshop participants concurred that the Mission Statement should be updated. After feedback from participants, staff was directed to bring back options for the village board's consideration.
- ❖Wheeling' Vision Statement: Workshop participants concurred that the Vision Statement should be updated. After feedback from participants, staff was directed to bring back options for the village board's consideration.
- ❖SWOT Exercise: Participants were engaged in a Strengths * Weaknesses * Opportunities * Threats exercise. Participants worked to surface all aspects of Wheeling's present day reality drawing on their unique perspective, prior interviews and community data.
- ❖Emerging Themes: The above steps resulted in the emergence of key themes. A theme is a major category of concern and should be represented by a broad label for related issues. Themes are best described in few words. Themes that emerged at the first workshop included economic development, financial stability and neighborhoods.

Step 5 - Workshop No. 1 Homework: In anticipation of Workshop No. 2, the team met numerous times to refine and identify the emerging themes, create a vision for each theme, surface and sort potential projects and actions for each theme, surface additional data points, discuss best practices for communicating progress and to otherwise prepare for Workshop No. 2.

Step 6 - Workshop No. 2: A second workshop with elected officials, the village manager and department directors was convened. This workshop included key discussions and decisions to achieve consensus regarding:

- ◆ A new Mission Statement
- ◆ A new Vision Statement
- ◆ Wheeling's key Themes
- ◆ The key goals/actions for each Theme for 2014 – 2015
- ◆ Staff's development of a communications plan to update the president and village board and the community on a regular basis. The Strategic Plan Communications Plan may include regular updates to the village board, updates in the village newsletter, press releases, letters to village leaders and posting the goals in village hall.
- ◆ The setting of annual goals (while the Strategic Plan is set for several years)
- ◆ Finalizing the Strategic Plan document for the Village Board's consideration and approval

Step 7 - Ongoing Implementation: Led by the village manager, staff is responsible for managing the goals, creating budgetary projects, and discussing updates/challenges.

Step 8 - Village Board Adoption.



Village President Dean S. Argiris
Village Manager Jon A. Sfondilis
Village Clerk Elaine E. Simpson
Village Trustees Ken Brady, Bob Heer, Bill Hein,
Mary Krueger, Ray Lang, and Dave Vogel