



# **INTERGOVERNMENTAL PARTNERSHIPS**

Maximize the community's  
public resources by elevating the  
intergovernmental partnerships  
between stakeholders in West Chicago.

# Intergovernmental Partnerships

1

The City of West Chicago should lead a cultural change in the community's local political leadership to commit to ongoing, regular collaboration and resource coordination around a few shared annual priorities across all stakeholders and organizations.

2

The City of West Chicago should emphasize ongoing strategic planning activities and incorporate the efforts of all of its Boards & Commissions, as well as partner organizations throughout the City, in a manner that actively coordinates and calibrates long-range planning across the community.

3

The City of West Chicago should initiate an ongoing public policy dialogue and collaborative strategy with all of the local school districts to discuss and address community issues and strengthening their relationships.

# Introduction

## The Rise of Shared Service Models

The shared service model is a way of organizing administrative or other functions to optimize the cost-effective, reliable services to constituents. Most communities consider consolidating things like emergency services, library services, water operations, resource recovery facilities, or municipal fueling stations, among others. The first step to identifying the greatest methods of initiating a shared service model, is for the City of West Chicago to perform a needs assessment and determine which existing functions can be provided more cost effectively or efficiently through a cooperation agreement. Then, finding a partner to share services with can be accomplished by contacting neighboring local governments, such as Geneva, Winfield, and Wayne to initiate a mutual partnership, and then to study jointly the feasibility of such an arrangement.

West Chicago is fragmented by a series of overlapping political jurisdictions. Whether this is a “good thing” or “bad thing” is dependent on the community’s effectiveness in providing quality public services and maximizing its financial resources. West Chicago has the opportunity to push itself and its public leaders to go from “good to great”.

It is unlikely that any of the existing taxing bodies and public agencies will be consolidated or shifted – the public policy landscape in West Chicago is stable, predictable, and here to stay. Therefore, the City of West Chicago should leverage this existing strategic planning process to initiate a new era of close collaboration and partnership across all stakeholders in the City.

This governing philosophy can be achieved through shared planning, budget coordination, and enhanced civic engagement. Ultimately the City of West Chicago has no jurisdiction over these other taxing bodies and cannot control their decision-making or budgets; however, City leaders can initiate many of these efforts and make the first move to bring partners to the table. From that point, the West Chicago community, served by all of these other taxing bodies, needs to commit to pushing themselves to a new level of excellence in intergovernmental collaboration.



# 1 STRATEGIC OBJECTIVE

The City of West Chicago should lead a cultural change in the community's local political leadership to commit to ongoing, regular collaboration and resource coordination around a few shared annual priorities across all stakeholders and organizations.

## The Approach

West Chicago has a history of successful collaborative projects and close coordination across its stakeholders, and outreach input placed an emphasis on continuing this legacy. While the track record may be primarily a success story, intergovernmental and community stakeholder relationships can always be strengthened and improved.

Part of the approach could be a more formalized, regular forum for interaction and joint planning. Although agencies will still need to hustle in response to timely events that impact them specifically, true long-range and proactive planning will flourish if it becomes routine to governance and operations. While the City of West Chicago does not control these other jurisdictions, City leaders have an opportunity to spark new initiatives and bring partners into new community discussions.



## Action Items

1. The City of West Chicago should invite all of the taxing bodies with jurisdiction within the community to attend an “Annual Community Strategy Summit” that identifies the key community goals, objectives, and priorities for the year. This forum could help coordinate operations and finances between public partner agencies and identify opportunities for formal partnerships.
2. The City should continue to engage other taxing jurisdictions and public agencies to share costs and coordinate capital projects as much as reasonable and beneficial.
3. Any organization that chooses to participate should formally adopt a resolution committing to ongoing participation in an “Annual Community Strategy Summit” and any subsequent implementation meetings. This structure would establish a permanent forum for inter-governmental relations and coordinated planning, strengthening existing relationships within West Chicago, which goes beyond the existing quarterly meetings that are more informal.

# 2 STRATEGIC OBJECTIVE

The City of West Chicago should emphasize ongoing strategic planning activities and incorporate the efforts of all of its Boards & Commissions, as well as partner organizations throughout the City, in a manner that actively coordinates and calibrates long-range planning across the community.

## The Approach

The City of West Chicago has a wealth of both elected and appointed officials. They could be structuring routine interactions around joint planning exercises so every policymaker in the community is working from some version of the same playbook, albeit customized to their roles. While this is beneficial to setting the agenda, it is even more critical to budgeting and capital planning.

Further, the City could initiate efforts to take this expanded public policy dialogue out of the City of West Chicago and into the community, both engaging other taxing jurisdictions but also the public in strategic and financial planning. Ultimately that is beyond the City of West Chicago's jurisdiction and influence, but the City's leaders could initiate such an effort and make the case for its merits.



## Action Items

1. The City could host an internal Boards & Commissions Planning Retreat with the City Council to discuss the annual strategic agenda, general public policy priorities, and community finances. This workgroup could review the City's Capital Improvements Plan.
2. After the Boards & Commissions' Planning Retreat, each individual board or commission could draft its own dedicated two-year strategic agenda to guide their efforts. These board and commission two-year plans should then be distributed to the entire organization, including all elected and appointed officials.



# 3 STRATEGIC OBJECTIVE

The City of West Chicago should initiate an ongoing public policy dialogue and collaborative strategy with all of the local school districts to discuss and address community issues and strengthening their relationships.

## The Approach

Most studies still show that the primary reason a homeowner selects a community is because of the local schools. And despite all of the quality-of-life amenities a municipality can influence – housing stock, business districts, open space, community facilities, public services, and public safety – they virtually never have jurisdictional authority over the schools. Conversely, a school's environment is often largely shaped by all of these other community considerations.

In the post Great Recession environment of very tight public dollars and heightened community expectations, there is a strong argument for enhanced coordination and collaborations. Many of a community's issues must be simultaneously addressed by both entities and there are often jointly-designed policy responses available. The City and the local schools should commit to elevate their public policy collaboration and develop a model leadership framework for the entire Chicago region to demonstrate the positive impact when city and school leaders work closely together.

## Action Items

1. Consider establishing a “2+2 Program” with representatives of the City Council, School Boards, and key staff members such as the City Administrator and Superintendents to discuss community public policy matters on a monthly basis. The membership of these informal workgroups can rotate as needed.
2. Both the City of West Chicago and the school districts should consider establishing ambassador or “envoy” programs where elected members are provided tours of each agency’s facilities, internal planning, regulatory frameworks, and service and programming provisions to elevate knowledge and awareness while strengthening working relationships.
3. The City of West Chicago and the school districts should discuss and evaluate opportunities to better leverage the student population for communication strategies as well as community engagement opportunities.

### What is 2+2?

“2+2” is an informal term for the types of joint City/School District ad hoc committees that have been formed in a number of communities in the United States.

2+2 Programs include two elected board members from both the municipality and their school district, along with the City Administrator and Superintendent(s), who meet as a group to discuss community issues that impact both organizations; the outcome is to identify opportunities for a jointly-designed response. This program could be particularly effective in West Chicago, which is served by a number of different school districts.

# ONE WEST CHICAGO

MANY PEOPLE, MANY CULTURES, ONE WEST CHICAGO

Broaden participation in community leadership, invest in long-term relationships, and form partnerships with all members of the West Chicago community to reinforce that there is One West Chicago, made stronger by its diversity.

# One West Chicago

1

Go to where the people are and redefine how the City engages with the community.

2

Ensure the process is accessible by customizing it to various cultures and circumstances.

3

Invest in ongoing relationships to ensure that old and new partners become fully forged alliances and are fully capable of achieving results.

4

Foster community capacity building and an asset-based philosophy to build the capacity for stronger partnerships in the future.

5

Use media strategically to provide useful and accessible information.

# Introduction

West Chicago is a diverse community – it always has been and it will continue to be for the next generation. Further, West Chicago has a large, proud Latino community, featuring a lot of internal diversity itself. West Chicago needs to own its cultural heritage, its community history, and its diversity as one of its main assets. Many individuals have reported they chose to live in West Chicago because of its distinctive character and its ties to Hispanic heritage. Outreach efforts have proven West Chicago is already known for this identity – but now the community needs to proudly and proactively own it throughout the Chicago region and embrace it as its signature strength.

Unfortunately, initiating Hispanic outreach, or any specific ethnic group, cannot be done intermittently. In order to identify the needs and desires of the Hispanic community in West Chicago, a strong foundation needs to be built from knowledge of the community, partnerships, and a sense of trust for successful engagement. Once these foundations are built or at least initiated, the City and organizing bodies can begin to identify the goals of their engagement activities. Finally, they can begin to design activities that use best practice strategies to engage the Hispanic community.

This approach can be accomplished by engaging community members where they typically reside and spend time, and where they might feel more comfortable. This also addresses many transportation issues whereby members of the community don't need to worry about traveling far to participate.

It is also important to ensure that the process is accessible to all cultures and stages of life represented in the community. People of the Hispanic population come from different places and are of all walks of life. Messaging should recognize this to enhance the connection between residents, the government, and other service providers. The City could also invest in system navigators, that can help residents maneuver various systems and access a range of resources that may be helpful.

The most successful outreach efforts invest in creating sustained and trusted relationships to achieve its goals, and it is therefore important that relationship-building become a regular and integral part of the engagement process. While approaches may vary, it could be beneficial to build one-on-one relationships to connect with the Hispanic communities from which they come, and the primarily Hispanic population neighborhoods, represent an opportunity to identify liaisons or ambassadors.

Community capacity-building programs can help residents develop leadership skills and identify their unique “gifts” and “talents” in a way that benefits their neighborhoods and West Chicago. In turn, residents can produce community improvements and also build the capacity for stronger partnerships in the future. This approach can be used in confluence with other strategies to ensure the process is accessible to all cultures and walks of life, invest in ongoing relationships, and build leadership skills of liaisons or ambassadors.

Finally, all efforts should be coordinated through ongoing public information and communications approaches that utilize community voices and leaders to provide useful and accessible information. Additionally, many ethnic media outlets are willing partners in collaborative events, forums, or fairs and could help promote events and provide popular hosts. Finally, social media may be a good tool for reaching out to some audiences who in turn may share relevant information with their families.





# 1 STRATEGIC OBJECTIVE

Go to where the people are and redefine how the City engages with the community.

## The Approach

West Chicago is a very diverse community that features a variety of cultures, religions, and organizations. The City of West Chicago should seek the participation of all members of the community by making it as convenient and comfortable for them as possible.

The City should consider holding community meetings such as commission, committee, and group meetings, where the people of West Chicago reside and spend time much of their time already. These locations could include the ARC Center, schools, and churches where the community might feel more comfortable engaging. This also addresses many transportation issues of participation, whereby the people of West Chicago feel it is less of a burden and more of an opportunity to participate and engage.





## Action Items

1. Meet with school administrators and faculty to promote community engagement including presentations at PTO meetings and open houses aligned with existing, ongoing school-based outreach efforts.
2. Go door-to-door or store-to-store and talk to Hispanic families about engagement and leadership opportunities.
3. Hold regular and consistent neighborhood meetings at convenient locations such as the ARC Center, schools, and churches.
4. Leverage neighborhood groups and residential leaders in primarily Hispanic areas as a method to better engage this part of the West Chicago community in City deliberations and community affairs.
5. Lead a broad coalition of community organizations to develop formal recruitment and educational materials about serving the West Chicago community through public, business, and nonprofit leadership roles.

# 2 STRATEGIC OBJECTIVE

Ensure the process is accessible by customizing it to various cultures and circumstances.

## What are community ambassadors or liaisons?

Forming a network of community ambassadors could be a worthwhile effort and ensure the sustainability of these outreach efforts over the long-term. In order to form a successful network of community ambassadors, the City of West Chicago should seek out members of the community who already have an existing network of relationships with their neighbors, community groups, and/or faith-based groups. This could include business owners, formal or informal neighborhood groups, youth groups, and/or high school leadership.

Ambassador responsibilities could include communicating with others about opportunities to engage with the City, helping them find the resources to navigate governmental process, and can be an ally and resource for them in interacting with the City. In return, the City should consider what they offer these ambassadors or liaisons as an incentive to participate.

## The Approach

One of the biggest draws for people to the City of West Chicago is the true diversity of its people. It is important to ensure that outreach processes are accessible to all cultures and stages of life represented in the community. People of the Hispanic population come from different places and are of all walks and stages of life.

Messaging can and should be understood of this to enhance the connection between residents and the government or other service providers. The City could also invest in system navigators, that can help residents maneuver various systems and access the range of resources that may be helpful in achieving a myriad of goals.

## Action Items

1. Consider establishing and funding a Spanish-speaking staff position to act as a community-wide resource on community engagement efforts, and help to implement these recommendations.
2. Should the staff position be created, the new position should be responsible for liaising with the Hispanic community on a myriad of issues including governmental processes, leadership opportunities, and implementing community-relevant plans, both current and future, including Healthy West Chicago.
3. Explore creative ways to collaborate on creating a more unified and trusted government presence in West Chicago. Examples include developing a network of community ambassadors to explain city services, regulations, and planning uses, and can serve as an ongoing feedback loop.
4. Publicize the existing internal resource within the City of West Chicago that is accessible across all city departments for translation support and Hispanic outreach guidance.
5. Provide staff training or orientations about issues in engaging target populations.
6. Shorten meetings and sessions to minimize time and transportation constraints.
7. Continue to provide materials and resources (such as Spanish-language staff) at community meetings and ensure that this is constantly communicated as being available to the community.
8. Working in partnership with the school districts, the City of West Chicago could facilitate discussion about the potential to incorporate local students in the development of community-led events that add creativity, activity, and excitement to the West Chicago community.
9. The City of West Chicago could consider partnering with a Hispanic population and Spanish-language outreach specialist to launch a sustained engagement campaign in targeted neighborhoods and increase the level of public knowledge and participation in community affairs.
10. The City should conduct a detailed assessment to identify conditions, barriers, and factors that are limiting Hispanic population engagement and participation in community leadership roles and public input and develop a detailed response strategy to address identified issues and opportunities from that assessment.

# 3 STRATEGIC OBJECTIVE

Invest in ongoing relationships to ensure that old and new partners become fully forged alliances and are fully capable of achieving results.

## Understanding the Hispanic population

In order to gain the best results of targeted outreach efforts, it is important to understand the intended population. A few points to consider and plan for include:

- Hispanic is a U.S. Census term used to group people from Latin American and Spanish heritage under one classification.
- Hispanic is not a race, it is an ethnic classification.
- Hispanics living in the U.S. come from at least 20 different countries.
- There are more differences between subgroups, than similarities; even language can drastically vary.
- Some traditional and colonial Spanish values transcend the different Hispanic cultures including strong nuclear family values, and a strong emphasis on gaining and maintaining trust.

## The Approach

In understanding the large Hispanic population present in West Chicago, it is important to build relationships rather than superficial encounters. The Hispanic cultures are known to put a heavy emphasis on family and genuine relationships, and so it's important to build those to ensure they feel comfortable engaging in community meetings. Another factor to consider is that many of the people who come from other parts of the world, may come from countries that do not maintain a positive relationship between government and the public, and so they have a harder time approaching public meetings.

Given all of these potential conditions, the City of West Chicago should commit to long-term relationship building in a manner that makes residents as comfortable as possible and builds a strong foundation for future community development programming.



## Action Items

1. Create an ongoing forum for city departments and partners to meet and discuss community engagement issues.
2. Convene a series of planning meetings with faith-based leaders from throughout the City of West Chicago to identify programs and strategies to access the strengths of the community's religious institutions as part of a larger One West Chicago plan, and establish a standing (i.e. quarterly) discussion between entities to manage and address issues or concerns on a regular basis.
3. Consider building and utilizing one-on-one relationships in the form of trained liaisons or ambassadors to connect with the Hispanic communities from which they come.

# 4 STRATEGIC OBJECTIVE

Foster community capacity building and an asset-based philosophy to build the capacity for stronger partnerships in the future.

## What is community capacity building?

Community capacity building refers to the strengthening of the skills and abilities of residents to provide leadership for their own communities. These exercises can come in many forms, but essentially give people the resources and enables them to survive, adapt, and thrive under their own initiative. The nature of capacity building programs are long-term and require a sustained commitment – but such dedication is often richly rewarded. These opportunities build on assets to solve community issues and can bring a sense of optimism, consensus building, collaboration, and problem-solving for a community.

## What is an asset-based philosophy?

An asset-based philosophy is a method of strengthening a community and its potential by focusing on honing the existing strengths of a community, rather than bolstering deficiencies. Asset building community development methods include tools such as capacity inventorying which helps a community understand its citizens strengths and weaknesses, asset mapping which provides communities with information about their strengths and resources to help uncover solutions, and time banks which is a way of giving and receiving and builds on the “pay it forward” concept.

## The Approach

Community capacity-building programs can help residents develop leadership skills and identify their unique “gifts” and “talents” in a way that benefits their neighborhoods and West Chicago. In turn, residents can create community improvement and build the capacity for stronger partnerships in the future. This approach can be used in confluence with other strategies to ensure the process is accessible to all cultures and walks of life, invest in ongoing relationships, and build leadership skills of liaisons or ambassadors.

In addition to maintaining positive interactions and building strong partnerships with members of the Hispanic community, it is important to celebrate the positivity that comes out of a diverse community like West Chicago. This can be accomplished through the integration of diversity into both existing and new West Chicago traditions and events. Additionally, ensuring that strong and diverse West Chicago leadership emerges will be an important component of ensuring the sustainability of these efforts.

## Action Items

1. In an effort to boost Hispanic engagement, the City of West Chicago should foster an environment of overall community engagement and learning. This would require iterative learning and a commitment to the integration of engagement efforts at all levels for enhancing its effectiveness.
2. Integrate diversity into existing and new events that highlight and celebrate cultural diversity across different neighborhoods, religious institutions, backgrounds, and demographics. This could include the integration of various holiday traditions at Frosty Fest, offering a variety of ethnic food at Railroad Days, or highlighting plants from various regions around the world at Blooming-Fest.
3. The City of West Chicago should attempt to convene a summit of public, private, and community organization stakeholders to discuss and evaluate a coordinated, comprehensive plan for community events, festivals, and special programs in West Chicago. The potential output of this effort could be to establish a formal plan with clear funding and management responsibilities, delegating leadership and partnership roles to all involved entities.
4. The City of West Chicago should work to add Hispanic representation to City boards and commissions, expanding beyond past efforts and incorporating any lessons learned.
5. Should liaisons or ambassadors prove to be a feasible method of forming relationships as per strategic objective 3, the City should encourage these people to engage methodically in the community and rely on asset-based philosophy to help members of the community see themselves as having “gifts” or “talents”.



# 5 STRATEGIC OBJECTIVE

Use media strategically to provide useful and accessible information.

## What is a Mayor's council on community relations?

In some communities the Mayor can establish an ad hoc, advisory council that helps guide the City's community relations programming. This could include the tracking and management of many action items identified in the One West Chicago section of this Strategic Plan. It can also help advise City leaders on the modification and implementation of public information, outreach, and other engagement activities, based on the informal feedback they receive from their community networks. Although these councils' membership can vary, they typically include local residents, business owners, teachers, religious leaders, and informal neighborhood leaders who are active in the community and "have their ear to the ground".

## The Approach

In order to ensure that these efforts remain relevant and sustained, all efforts should be coordinated through ongoing public information and communications approaches that utilize community voices and leaders to provide useful and accessible information. Additionally, many ethnic media outlets are willing partners in collaborative events, forums, or fairs and could help promote events and provide popular hosts. Finally, social media may be a good tool for reaching out to some audiences who in turn may share relevant information with their families.

## Action Items

1. Consider working with local media to create regular radio shows such as 93.5, 105.1, and 107.9, weekly columns in the newspaper and church bulletins, and other “standing” media slots to accept speakers and/or content from the City and its partners so that the City of West Chicago is seen as a friendly resource for useful information
2. Consider establishing an ad hoc, advisory Mayor’s Council on Community Relations representing a broad set of stakeholders and perspectives across West Chicago. This Council could act as the clearinghouse to discuss community matters that present the need or opportunity to work across the community’s population diversity, business community, and various public agencies.
3. Reach out to ethnic media outlets that might be willing partners in collaborative events, forums, or fairs and could help promote events and provide popular hosts.
4. Should liaisons or ambassadors prove to be a feasible method of forming relationships as per strategic objectives 3 and 4, they should be encouraged to use social media as a tool for reaching out to some audiences who in turn may share relevant information with their families.
5. Continue to indirectly support and identify opportunities to expand Healthy West Chicago, including outreach, encouragement, and recognition efforts being pushed through established media outlets.



# **IMPLEMENTATION**

## Putting the Plan to Work

The City of West Chicago's Strategic Plan is organized around four core Action Items:

- ◆ Elevate West Chicago's competitive position as one of the prominent commercial centers and major employment hubs within DuPage County and the suburban Chicago region.
- ◆ Enhance West Chicago's image within DuPage County and the suburban Chicago region including elevating its distinct sense of place and community character.
- ◆ Maximize the community's public resources by elevating the intergovernmental partnerships between stakeholders in West Chicago.
- ◆ Broaden participation in community leadership, invest in long-term relationships, and form partnerships with all members of the West Chicago community to reinforce that there is One West Chicago, made stronger by its diversity.

Each of these strategies contain near-term considerations as well as long-term goals. Collectively, they work towards a future vision for West Chicago that is consistent with its heritage and the legacy of its original founding. The critical step is translating these plans, goals, and ideas into measurable results. This chapter provides a manual on how to operationalize the plan into an implementation structure.

The strategy is structured through a series of action items that incrementally work towards achieving these goals, with a general long view ten years into the future. But implementation begins immediately. A big vision is achieved through small steps.

## Implementation

The West Chicago Strategic Plan serves as the foundation for decision making and a reference for City officials, residents, and stakeholders as they consider development proposals, capital improvements, infrastructure investments, policy changes, and other actions in the decades to come. For the vision of West Chicago to be realized, the City must be proactive, serving in a leadership capacity to spearhead, implement, and coordinate recommendations within the Plan. This will require the support, participation, cooperation, and collaboration of local leaders, other public agencies, various neighborhood groups and organizations, the local business community, property owners, developers, and residents.

This chapter presents an implementation framework that the City can use to initiate and undertake key recommendations included in the Strategic Plan. The actions and strategies identified in this section establish the “next steps” to be taken in continuing the process of community planning and investment.

## Use the Plan Daily

The City of West Chicago’s Strategic Plan should be used and referenced on a daily basis to inform everyday decision making. Once adopted, both hard copies and digital formats should be made available and accessible to City officials, staff, and the public. It should be referenced by City staff, boards, and commissions as part of deliberations.

## Capital Improvement Plan

While the City of West Chicago has a current five-year Capital Improvement Plan (CIP), the City should review and update it as needed to reflect Plan recommendations where infrastructure investment could have an impact on the City’s goals. The City could add a formal criteria measure in the evaluation and scoring of CIP projects based on their potential impact.

## Update the Plan on a Regular Basis

This is a plan designed to pick priorities and then execute them. As such, the Strategic Plan should be formally reviewed on an annual basis to reflect the changing needs of the community. Yearly updates should coincide with the preparation of the CIP to ensure recommendations or changes relating to capital improvements or other programs can be considered as part of the commitments for the upcoming fiscal year. In addition to annual updates, this plan is produced with a 5 year structure and it should be thoroughly evaluated after 3 years with an anticipation of a total update in 2021.

## **Maintain Open Communication**

The West Chicago planning process utilized robust public engagement, which was supplemented by recent surveys and online brainstorming charrettes. Consistent dialogue with residents, business owners, and local stakeholders is essential for the successful implementation of the Plan. These outreach efforts could continue, particularly in terms of monthly coordination with the business community and the chambers of commerce. The community should continue to be kept informed of economic development activities through the City's website, a newsletter, and communication through civic and community leaders.

## **Promote Cooperation**

For the Strategic Plan to be successful, there must be strong leadership from the City of West Chicago and firm partnerships between other public agencies, community groups and organizations, the local business community, and the private sector. The City should assume a leadership role to cooperate and coordinate with the various partners outlined in this plan, specific to an individual action item.

## **Review & Update Development Controls**

The Strategic Plan sets forth policies regarding real estate development and the quality, character, and intensity of new development in the years ahead. The nature of the Strategic Plan includes a certain degree of trial and error and modification over time; the Plan's implementation must be actively managed and adjusted based on experience and measured results. Therefore an important aspect is agreeing to a standard governance structure moving forward.

In the City of West Chicago, the Finance Committee will serve as the "clearinghouse" to manage the implementation of the Strategic Plan. The City Administrator's monthly reports will include updates on the implementation progress of the Strategic Plan, including any need for decision-making and policy guidance based on results in the field. The Finance Committee will evaluate annual reporting with the City Council as a whole and work to identify updated goals and objectives from year-to-year.

Participation in the evaluation and updating of the Strategic Plan can be broadened to include Boards and Commissions, members of the original Strategic Plan Advisory Committee (SPAC), and representatives from other taxing jurisdictions as needed and appropriate. One such opportunity would be a more formal 3-year evaluation of the Strategic Plan's implementation and performance in January 2020.

# YEAR ONE IMPLEMENTATION MATRIX

#	Action Items	Responsibility	Quarterly Indicators	Monthly Outcomes
1.1.1	Consider drafting and adopting a formal 5-year economic development strategy, including evaluating policy statements on the use of a variety of public incentives and development tools.	Community Development Department		
1.1.6	Continue to partner with existing property and shopping center owners, as well as interested developers, to promote the community through the International Council of Shopping Centers (ICSC) to recruit new retail and restaurant users to the community.	Community Development Department		
1.1.8	Continue to engage with existing local and regional organizations, such as the Small Business Development Center, to formalize and refine entrepreneurship and new business support programs as a component of the City's economic development programming.	Community Development Department		
1.2.1	Make a final determination on the real estate it owns in Downtown West Chicago; the City could consider selling a portion to a private developer, and/or it build a new, civic campus as a foot traffic anchor for the district. Such a facility should act as more than a traditional 8 a.m. – 5 p.m. government offices building and offer dynamic, flexible public facility space that helps activate downtown 7 days a week during both business hours and at night.	City Administrator's Office & City Council		
1.2.14	Formalize a long-term economic strategy for the North Avenue business district, in partnership with existing property and shopping center owners.	Community Development Department		
1.2.16	Conduct a rapid-succession series of business retention meetings in the North Avenue business district, involving shopping center managers and property owners, to determine the stability of the business district over the next two years.	Community Development Department		
1.2.17	Continue to engage the current property owners of the Mosaic Crossing Shopping Center to discuss the potential for a public-private partnership to redevelop this site, including adding density and mixed-use components as part of a long-term master plan. A redesign of this site could potentially include a mix of residential, office, medical, and hotel uses, alongside retail and restaurant businesses. By adding a mix of uses and greater density in the area it would increase daytime populations and generate more local demand. Such a project will likely require public incentives.	Community Development Department		
1.2.23	regular meetings with the DuPage Airport Authority and develop a formal investment strategy that identifies practices that leverage the benefits associated with the airport. As part of this endeavor, evaluate the North Avenue frontage for redevelopment.	Community Development Department		
1.2.24	Develop a long-range master plan to reposition the former General Mills site and proactively attract new investors and employers to the community. If necessary, this site could be segmented into smaller developable "pads" and marketed to smaller users.	Community Development Department		
1.2.25	Consider partnering with Choose DuPage, or other regional and local organizations, to elevate the industrial and office park development sites as a critical priority for the County's economic development programs more broadly.	Community Development Department		



#	Action Items	Responsibility	Quarterly Indicators	Monthly Outcomes
2.1.1	Consider budgeting for and hiring a consultant to develop a long-term marketing campaign to more effectively position West Chicago in the region.	Marketing & Communications Division		
2.3.1	Evaluate adding resources to ensure an adequate amount of personnel time is available for a proactive Public Information Officer function that tracks, monitors, and reports on West Chicago's press coverage and trending social media activity.	City Administrator's Office & City Council		
2.3.2	Continue to use the "Success Story Center" that acts as a clearinghouse for all organizations, businesses, and stakeholders in the community to first collect positive news about West Chicago, and then secondly leverage relationships with various media outlets in the pursuit of earned media opportunities.	Marketing & Communications Division		
2.4.3	Continue to support the creation of a public art program that contributes to both placemaking strategies throughout the City, as well as specifically within corridor branding efforts.	Marketing & Communications Division		

#	Action Items	Responsibility	Quarterly Indicators	Monthly Outcomes
3.1.2	Continue to engage other taxing jurisdictions and public agencies to share costs and coordinate capital projects as much as reasonable and beneficial.	City Administrator's Office, City Council & Mayor's Office		
3.3.1	Consider establishing a "2+2 Program" with representatives of the City Council, School Boards, and key staff members such as the City Administrator and Superintendents to discuss community public policy matters on a monthly basis. The membership of these informal workgroups can rotate as needed.	City Council & City Administrator's Office		

#	Action Items	Responsibility	Quarterly Indicators	Monthly Outcomes
4.2.1	Consider establishing and funding a Spanish-speaking staff position to act as a community-wide resource on community engagement efforts, and help to implement these recommendations.	City Administrator's Office		
4.2.6	Shorten meetings and sessions to minimize time and transportation constraints.	City Administrator's Office & City Council		
4.4.3	Attempt to convene a summit of public, private, and community organization stakeholders to discuss and evaluate a coordinated, comprehensive plan for community events, festivals, and special programs in West Chicago. The potential output of this effort could be to establish a formal plan with clear funding and management responsibilities, delegating leadership and partnership roles to all involved entities.	Community Development Department		
4.5.2	Consider establishing an ad hoc, advisory Mayor's Council on Community Relations representing a broad set of stakeholders and perspectives across West Chicago. This Council could act as the clearinghouse to discuss community matters that present the need or opportunity to work across the community's population diversity, business community, and various public agencies.	City Council & Mayor's Office		

## Potential Funding Sources

Descriptions of potential funding sources currently available to the City and its partners for implementation are summarized below. As the following funding sources and streams are subject to change over time, it is important to continue to research and monitor grants, funding agencies, and programs to identify new opportunities as they become available.

## General Economic Development

### *Tax Increment Finance (TIF)*

The purpose of TIF funding is to incentivize and attract desired development within key redevelopment areas. TIF dollars can typically be used for infrastructure, streetscaping, public improvements, land assemblage, and offsetting the cost of development.

TIF utilizes future property tax revenues generated within a designated area or district, to pay for improvements and further incentivize continued reinvestment. As the Equalized Assessed Value (EAV) of properties within a TIF district increases, the incremental growth in property tax over the base year that the TIF was established is reinvested in that area. Local officials may then issue bonds to undertake other financial obligations based on the growth in new revenue.

Over the life of a TIF district, existing taxing bodies receive the same level of tax revenue as in the base year. Provisions exist for schools to receive additional revenue. The maximum life of a TIF district in the State of Illinois is 23 years, although a district can be extended beyond that horizon through authorization from the State Legislature.

The City currently has two TIF districts:

- ◆ Downtown TIF District
- ◆ Oliver Square TIF District

### ***Business Development District (BDD)***

Authorized by Division 74.3 of the Municipal Code of the State of Illinois, a municipality may designate, after public hearings, an area as a Business Development District (BDD). A BDD would allow the City to levy up to an additional 1% retailers occupation tax, 1% hotel tax, and 1% sales tax within a designated district. Similar to a TIF district, a BDD has a maximum life of 23 years. BDD legislation also permits municipalities to utilize tax revenue growth that has been generated by BDD properties to fund improvements in the district.

Business district designation empowers a municipality to carry out a business district development or redevelopment plan through the following actions:

- ◆ Review all development and redevelopment proposals for eligible projects using BDD funding to improve property
- ◆ Acquire, manage, convey, or otherwise dispose of real and personal property acquired pursuant to the provisions of a development or redevelopment plan
- ◆ Enter into contracts with any public or private agency or person
- ◆ Apply for and accept capital grants and loans from the federal government and the State of Illinois for business district development and redevelopment
- ◆ Borrow funds as it may be deemed necessary for the purpose of business district development and redevelopment, and in this connection, issue such obligation or revenue bonds as it shall be deemed necessary, subject to applicable statutory limitations
- ◆ Sell, lease, trade, or improve such real property as may be acquired in connection with business district development or redevelopment plans
- ◆ Expend such public funds as may be necessary for the planning, execution, and implementation of the business district plans
- ◆ Create a Business District Development and Redevelopment Commission to act as an agent for the municipality for the purpose of business district development and redevelopment

BDD funds can be used for infrastructure improvements, public improvements, site acquisition, and land assemblage.

### ***Special Service Area (SSA)***

A Special Service Area (SSA) provides a means of funding improvements and programs within a designated area. In an SSA, a small percentage is added to property taxes within the defined service area. The revenue received from this additional levy is channeled back into projects and programs benefiting those properties. An SSA cannot be formed for at least two years if 51% of the property owners and 51% of registered voters in the area reject the formation of an SSA. If area residents are interested in forming an SSA after this two-year period, they must start the process from the beginning.

SSA funded projects can include such things as district marketing and advertising assistance, promotional activities and special events, street-scape and signage improvements, and property maintenance services. SSA's can also be used to fund various incentives and tools such as small business loan funds or façade improvement programs.

### ***Incubators***

Business incubators provide low-cost space and specialized support to small companies. Such services might include administrative consulting, access to office equipment and training, and assisting in accessing credit. Incubators are typically owned by public entities such as municipalities or economic development agencies who then subsidize rents and services with grants. In addition to job creation and generating activity, the goal is to facilitate growth and expansion of startup businesses within an area.

### ***Sales Tax Rebate***

A sales tax rebate is a tool typically used by municipalities to incentivize business to locate to a site or area. The rebate is offered as a percentage of the annual sales tax revenue generated by the establishment and is often tied to benchmarks such that as sales volume increases, so too does the proportion of the rebate. Sales tax rebate percentages can range from 1% to 100% and are dependent on the goals and objectives of the local municipality. Sales tax rebates have proven effective in attracting new businesses and encouraging redevelopment and renovation.

### ***Tax Abatement***

A property tax abatement is a versatile tool that can be applied to address a wide range of community issues. Property tax abatements are typically used as an incentive to attract business and revitalize the local economy. In the State of Illinois, municipalities and other taxing districts can abate any portion of the tax that they individually levy on a property. The period of tax abatement on a given property is 10 years, but can be extended only once for an additional 10 years. Additionally, the total combined sum of abated taxes for all taxing districts cannot exceed \$4 million over that period. A taxing district can administer the abatement by one of two methods: 1) lowering the tax rate; or 2) initiating a property tax freeze where the property is taxed based on a pre-development assessed value.

In some circumstances municipalities can also petition the County to lower a property's assessment. For example, a commercial property could be assessed at a percentage equivalent to that of a residential property. This is an effective means of lowering a property tax bill; however, it should be noted that this method impacts all taxing districts and not just the district making the request.

### ***Payment in Lieu of Taxes (PILOT)***

Payment in Lieu of Taxes (PILOT) is a tool similar to tax abatement. The City can use PILOT to reduce the property tax burden of a desired business for a predetermined period. In this instance, the City and property owners will agree to the annual payment of a set fee in place of property taxes. Payments are generally made in the form of a fixed sum, but they may also be paid as a percentage of the income generated by a property.

In addition, PILOT can be a means of reducing the fiscal impact on the City of a nonprofit, institutional use, or other non-taxpaying entity located on a key site. While such uses can be desirable as activity generators, they can also negatively impact municipal services because they do not pay taxes. Provisions can be made to offset that negative impact by allowing the City to be compensated for at least a portion of the revenue that would otherwise be collected in the form of property tax.

## Transportation & Infrastructure

In December 2015 the Fixing America's Surface Transportation (FAST) Act, a five-year transportation reauthorization bill, was established. The FAST Act replaces the Moving Ahead for Progress in the 21st Century (MAP-21) Act, which expired in October 2015 and had been extended three times. The FAST Act aims to improve infrastructure, provide long-term certainty and increased flexibility for government, streamline approval processes, and encourage innovation to make the surface transportation system safer and more efficient.

The FAST Act continues funding for numerous programs previously funded through MAP-21. Given the recent passage of the FAST Act, it is still uncertain how changes in Federal policy will ultimately impact existing funding programs. The City should stay informed of the status of these programs and new funding sources that may be introduced in the near future as a result of the FAST Act.

The following are grant programs covered under the FAST Act that could be utilized by the City to make enhancements to local transportation infrastructure.

### ***Illinois Transportation Enhancement Program (ITEP)***

The Illinois Department of Transportation (IDOT) administers the ITEP and has funded projects including bicycle and pedestrian facilities, streetscaping, landscaping, historic preservation, and projects that control or remove outdoor advertising. In the past, federal reimbursement has been available for up to 50% of the costs of right-of-way and easement acquisition and 80% of the costs for preliminary engineering, utility relocations, construction engineering, and construction costs.

### ***Safe Routes to Schools (SRTS)***

The SRTS program provides funding for the planning, design, and construction of infrastructure related projects that will substantially improve the ability of students to walk and bike to school, including:

- ◆ Sidewalk improvements;
- ◆ Traffic calming and speed reduction improvements;
- ◆ Pedestrian and bicycle-crossing improvements;
- ◆ On-street bicycle facilities;
- ◆ Off-street bicycle and pedestrian facilities;
- ◆ Secure bicycle parking system; and,
- ◆ Traffic diversion improvements in the vicinity of schools.

### ***Congestion Mitigation & Air Quality Improvement Program (CMAQ)***

The Chicago Metropolitan Agency for Planning (CMAP) is the administrator of the CMAQ program funds for the northeastern Illinois region. CMAP has supported a wide range of projects through the CMAQ program including improvements to the bicycle facilities, transit facilities, intersections, sidewalk improvements, and signal timing. Funds have also been used to make transportation improvements to eliminate traffic bottlenecks, limit desired emissions, and to create promotional campaigns to enhance use of transit and bicycles. As a result of changes made to the program under the recently adopted FAST Act, vehicle-to-infrastructure technology projects will also be eligible for CMAQ funding.

### ***Surface Transportation Block Grant Program (STBGP)***

STBGP funds are allocated to coordinating regional councils to be used for roadway and roadway related items. Projects in this funding category require a local sponsor and are selected based on a ranking scale that takes into account the regional benefits provided by the project among other factors. STBGP funds may be used for a variety of project types including roadway rehabilitation, reconstruction and restoration, widening and adding lanes; intersection improvements, traffic signage improvements, and green infrastructure funding.

### ***Surface Transportation Program (STP) Set-Aside***

STP Set-Aside is a sub-program of the Surface Transportation Block Grant Program, which provides funding for non-motorized transportation projects. Projects range from on-street bike facilities to multi-use paths and sidewalk infill programs to Safe Routes to School projects. STP Set-Aside funds are administered by the Chicago Metropolitan Agency for Planning (CMAP) through a formal application process.



## **Parks, Trails & Open Spaces**

There are a number of resources available to fund parks trails, and open space in Illinois, offered by the Illinois Department of Natural Resources (IDNR), the Land and Water Conservation Fund (LWCF), and ComEd. The City of West Chicago should consider partnering with the West Chicago Park District to apply for the appropriate funding sources. While this effort would need to be led by the West Chicago Park District, joint applications carry the added benefit of distributing the resources needed to apply for such funding, and to strengthen the partnership between the City and the Parks District while improving the overall quality of life of the West Chicago community.

## ***Illinois Department of Natural Resources (IDNR)***

The IDNR administers several grants-in-aid programs to help municipalities and other local agencies provide a number of public outdoor recreational areas and facilities. The programs operate on a cost reimbursement basis to a government or non-for-profit organization. Local governments can receive one grant per program per year, with no restrictions on the number of local governments that can be funded for a given location. IDNR grants are organized into three major categories: Open Space Land Acquisition and Development (OSLAD); Boat Access Area Development (BAAD); and the Illinois Trails Grants Program.

## ***Open Space Land Acquisition & Development (OSLAD)***

The OSLAD program awards up to 50% of project costs up to a maximum of \$750,000 for acquisition and \$400,000 for development / renovation of recreational facilities such as playgrounds, outdoor nature interpretive areas, campgrounds and fishing piers, park roads and paths, and beaches. IDNR administers five grant programs to provide financial assistance for the acquisition, development, and maintenance of trails that are used for public recreation uses.

### ***Land & Water Conservation Fund (LWCF)***

The federal Land & Water Conservation Fund program (LWCF) is a program with similar objectives to the OSLAD program that is also managed by IDNR. LWCF grants are available to municipalities, counties, and school districts to be used for outdoor recreation projects. Projects require a 50% match. All funded projects are taken under perpetuity by the National Park Service and must only be used for outdoor recreational purposes.

### ***Illinois Bicycle Path Program***

The Illinois Bicycle Path Program is a grants program administered by IDNR that provides funding assistance up to 50% to acquire and develop land for public bicycle path purposes. Funded by a percentage of vehicle title fees, maximum grants awards are limited to \$200,000

### ***Recreational Trails Program (RTP)***

The RTP is a federally funded grant program for trail-related land acquisition, development, or restoration. The grants are awarded based on the results of a competitive scoring process and the application's suitability under MAP-21. A minimum 20% match is required by the applicant. Grants are to be used for motorized or non-motorized trail development, renovation, and / or preservation. All projects must be maintained for 25 years. Eligible applicants include municipalities, counties, schools, non-profits, and for-profit businesses.

### ***ComEd Green Region Program***

Openlands has partnered with ComEd to administer the ComEd Green Region Program. Recognizing that open space is a crucial element of the quality of life, the ComEd program awards grants for municipal efforts to plan for, protect, and improve open land in ComEd's service area of northern Illinois. The grants, of up to \$10,000 each, support existing open space projects that focus on conservation, preservation, and improvements to local parks and recreation resources. Grant recipients can use Green Region grants in combination with other funding sources to cover a portion of the expenses associated with developing and/or supporting their open space programs.

# IMPLEMENTATION MATRIX

## 1 Economic Development

**Objective 1:** Invest in and launch a robust, proactive economic development program, led by the City of West Chicago, which partners with the business and real estate development community to promote West Chicago as a place to invest in a range of commercial and industrial uses, and build an entrepreneurial spirit.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
<b>1.1.1</b>	<b>Consider drafting and adopting a formal 5-year economic development strategy, including evaluating policy statements on the use of a variety of public incentives and development tools.</b>	<b>Year One</b>	<b>Community Development Department</b>	
<b>1.1.2</b>	Continue to actively participate in the International Economic Development Council (IEDC) and the City could consider encouraging at least one member of municipal staff to become a Certified Economic Developer (CEd).	Mid-Term	Community Development Department	
<b>1.1.3</b>	Establish a formal business retention and expansion program that provides adequate municipal resources and staffed by City personnel, in partnership with elected and appointed officials and business leaders through an Economic Development Task Force.	Near-Term	Community Development Department	
<b>1.1.4</b>	The City's business retention and expansion program should directly include the Economic Development Task Force, which should be responsible for coordinating with staff on tracking, monitoring, and evaluating the information collected as part of activities. Teams of community representatives, including staff, elected and appointed officials, and business customers, should develop a routinely structured series of business visitation meetings that utilize a standardized survey tool.	Near-Term	Mayor's Office & City Council	Brokers, business leaders, and residents
<b>1.1.5</b>	Consider working with the business community to create a dedicated business and development website.	Long-Term	Community Development Department & Economic Development Task Force	
<b>1.1.6</b>	<b>Continue to partner with existing property and shopping center owners, as well as interested developers, to promote the community through the International Council of Shopping Centers (ICSC) to recruit new retail and restaurant users to the community.</b>	<b>Ongoing, Year One</b>	<b>Community Development Department</b>	<b>Retail land &amp; building owners</b>
<b>1.1.7</b>	Continue to directly partner with the DuPage Business Center developer to assist in marketing the development and recruiting users to the employment park.	Ongoing, Near	Community Development Department	Dupage Airport Authority & developer
<b>1.1.8</b>	<b>Continue to engage with existing local and regional organizations, such as the Small Business Development Center, to formalize and refine entrepreneurship and new business support programs as a component of the City's economic development programming.</b>	<b>Ongoing, Year One</b>	<b>Community Development Department</b>	<b>SBDC</b>
<b>1.1.9</b>	As part of a long-term employment and development strategy, the City should partner with local and regional organizations, including the College of DuPage Small Business Development Center and Center for Entrepreneurship, Rev3 Innovation Center, along with major economic development entities like Choose DuPage and the DuPage County Hispanic Chamber of Commerce to support businesses in emerging employment sectors.	Long-Term	Community Development Department	College of Dupage Small Business Development Center, Rev3 Innovation Center, Choose Dupage, & DuPage County Hispanic Chamber of Commerce

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024  
Year One priority action items noted in **Bold**

**Objective 2:** Establish targeted investment and economic development strategies for each area of the City's five defined business districts, tailored to corridor and site-specific conditions.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
	<b>Downtown</b>			
<b>1.2.1</b>	<b>Make a final determination on the real estate it owns in Downtown West Chicago; the City could consider selling a portion to a private developer, and/or it build a new, civic campus as a foot traffic anchor for the district. Such a facility should act as more than a traditional 8 a.m. – 5 p.m. government offices building and offer dynamic, flexible public facility space that helps activate downtown 7 days a week during both business hours and at night.</b>	Year One	City Administrator's Office & City Council	Environmental consultant & land use/site plan development consultants
<b>1.2.2</b>	Should the City vacate the current City Hall, the site should be prioritized and incentivized for infill redevelopment, across from the Metra station, to add greater density to the Downtown neighborhood.	Mid-Term	City Administrator's Office, City Council, & Community Development Department	
<b>1.2.3</b>	Study the market potential for a small, business-oriented hotel that caters to local employers and the Fermi National Accelerator Laboratory located within an infill redevelopment project.	Long-Term	Community Development Department	Consultant
<b>1.2.4</b>	Continue supporting the downtown as a TOD hub by partnering with Metra and other property owners to maximize the available real estate, including parking lots. The City should also consider implementing a bikeshare program and density bonuses to promote West Chicago as one of the most competitive communities on a Metra line in the Chicago suburbs for new infill construction.	Mid-Term	Community Development Department	
<b>1.2.5</b>	Continue to enforce the adopted design guidelines and work to integrate the role of the Preservation Commission with future public improvements.	Ongoing, Near-Term	Community Development Department	
<b>1.2.6</b>	Work with private local entities to coordinate the creation of a series of tactical urbanism or "popup" events to activate Downtown West Chicago and demonstrate its market viability and character to a wider population.	Near-Term	Community Development Department	Business community
<b>1.2.7</b>	Target-market Downtown to comparable business districts in its business recruitment and economic development efforts.	Near-Term	Community Development Department	

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024  
Year One priority action items noted in **Bold**

**Objective 2:** Establish targeted investment and economic development strategies for each area of the City's five defined business districts, tailored to corridor and site-specific conditions.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
	<b>Roosevelt Road</b>			
<b>1.2.8</b>	Create and adopt a formal Roosevelt Road corridor Development Plan that details the community's vision for the area, addresses public infrastructure improvements, and provides subarea and site-specific detail on infill redevelopment strategies.	Mid-to-Long-Term	Community Development Department	Consultant
<b>1.2.9</b>	Identify certain mid-block parcels and existing buildings that could potentially be targeted for infill redevelopment to transition part of the corridor to a mixed-use, office, and residential land use.	Long-Term	Community Development Department	Consultant
<b>1.2.10</b>	Examine parking mandatory-minimums and existing businesses in the corridor and identify opportunities to allow for the construction of new outlots on existing sites.	Long-Term	Community Development Department	Consultant
<b>1.2.11</b>	Examine the potential use of development incentives and special revenue districts to stimulate private investment in the Roosevelt Road corridor.	Long-Term	Community Development Department	Consultant
<b>1.2.12</b>	Consider establishing a Roosevelt Road corridor overlay district that permits flexible parking and density bonuses in exchange for achieving other redevelopment goals in the corridor.	Long-Term	Community Development Department	Consultant
<b>1.2.13</b>	Consider working with I-DOT to explore the possibility of investing in a district-branding strategy based on streetscaping that differentiates the established Roosevelt Road business district from the industrial and business park properties that begin west of the BNSF railroad tracks.	Long-Term	Community Development Department	

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024

**Objective 2:** Establish targeted investment and economic development strategies for each area of the City's five defined business districts, tailored to corridor and site-specific conditions.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
	<b>North Avenue</b>			
<b>1.2.14</b>	<b>Formalize a long-term economic strategy for this business district, in partnership with existing property and shopping center owners.</b>	<b>Year One</b>	<b>Community Development Department</b>	<b>Consultant</b>
<b>1.2.15</b>	Consider the potential of conducting a detailed retail and restaurant market assessment that captures the maximum potential of this commercial area node; balance that market potential against concept scenarios that may introduce mixed-use, office, medical, hotel, and housing uses to the district.	Near-Term	Community Development Department	Consultant
<b>1.2.16</b>	<b>Conduct a rapid-succession series of business retention meetings, involving shopping center managers and property owners, to determine the stability of the business district over the next two years.</b>	<b>Year One</b>	<b>Community Development Department</b>	
<b>1.2.17</b>	<b>Continue to engage the current property owners of the Mosaic Crossing Shopping Center to discuss the potential for a public-private partnership to redevelop this site, including adding density and mixed-use components as part of a long-term master plan. A redesign of this site could potentially include a mix of residential, office, medical, and hotel uses, alongside retail and restaurant businesses. By adding a mix of uses and greater density in the area it would increase daytime populations and generate more local demand. Such a project will likely require public incentives.</b>	<b>Ongoing, Year One</b>	<b>Community Development Department</b>	<b>Mosaic Properties &amp; Development</b>
<b>1.2.18</b>	Examine the remaining vacant parcels for potential outlot development and/or beautification projects.	Near-Term	Community Development Department	Consultant

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024  
Year One priority action items noted in **Bold**

**Objective 2:** Establish targeted investment and economic development strategies for each area of the City's five defined business districts, tailored to corridor and site-specific conditions.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
	<b>Illinois Route 59</b>			
1.2.19	Evaluate expanding Downtown West Chicago's larger neighborhood to extend to Route 59 and carry the district's multi-story, mixed-use, and pedestrian-oriented character to infill developments at those intersections.	Long-Term	Community Development Department	Consultant
1.2.20	Working with IDOT, evaluate opportunities to install pedestrian safety and traffic calming techniques at the West Washington and Main Street intersections over the long-term, and based on crash data and level of service.	Mid-Term	Community Development Department	Consultant
1.2.21	Consider adopting urban design standards for the Route 59 corridor that are incorporated through overlay zoning districts to promote high-quality developments.	Long-Term	Community Development Department	Consultant
	<b>Business &amp; Industrial Parks</b>			
1.2.22	Consider the use of development incentives and public financing tools to create a 5-year plan for roadway improvements and other needed infrastructure to stimulate new growth.	Mid-Term	Community Development & Public Works Departments	
1.2.23	<b>host regular meetings with the DuPage Airport Authority and develop a formal investment strategy that identifies practices that leverage the benefits associated with the airport. As part of this endeavor, evaluate the North Avenue frontage for redevelopment.</b>	Ongoing, Year One	Community Development Department	DuPage Airport Authority & Developer
1.2.24	<b>Develop a long-range master plan to reposition the former General Mills site and proactively attract new investors and employers to the community. If necessary, this site could be segmented into smaller developable "pads" and marketed to smaller users.</b>	Ongoing, Year One	Community Development Department	General Mills real estate & broker
1.2.25	<b>Consider partnering with Choose DuPage, or other regional and local organizations, to elevate these industrial and office park development sites as a critical priority for the County's economic development programs more broadly.</b>	Year One	Community Development Department	Choose DuPage
1.2.26	Consider developing small business incubator and accelerator space within these industrial areas; these facilities may be developed in partnership with colleges and universities located in the western suburbs, as well as in partnership with Fermi National Accelerator Laboratory. Such projects could be developed using a mixture of public, private, nonprofit, and university resources.	Long-Term	Community Development Department	

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024  
Year One priority action items noted in **Bold**

## 2 Community Identity

**Objective 1:** Continue and elevate ongoing efforts to track, monitor, and assess how West Chicago is presented in the regional Chicago media, while establishing a proactive Public Information Officer function to centralize a “Success Story Center” in the City and pursue earned media and press coverage opportunities.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
<b>2.1.1</b>	<b>Consider budgeting for and hiring a consultant to develop a long-term marketing campaign to more effectively position West Chicago in the region.</b>	<b>Year One</b>	<b>Marketing &amp; Communications Division</b>	<b>Consultant</b>
<b>2.1.2</b>	Target marketing efforts to comparable communities and strategic demographics instead of focusing on neighboring and adjacent western DuPage County cities.	Mid-Term	Marketing & Communications Division	
<b>2.1.3</b>	Customize the message for residential relocations, economic development efforts, and visitor and tourism programming, while maintaining a high-level message consistency.	Mid-Term	Marketing & Communications Division	
<b>2.1.4</b>	Engage community stakeholders, residents, and the public in the community marketing process and ensure a consistent message and voice in implementation.	Mid-Term	Mayor’s Office, City Council, & all Departments	
<b>2.1.5</b>	Assess strategies to market West Chicago as a major bicycling and outdoor recreation hub of the western suburbs, blending the appeal of a small town/Main Street community centered in a “greenbelt” of high-quality open space.	Mid-Term	Community Development Department & Marketing & Communications Division	

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024  
Year One priority action items noted in **Bold**



**Objective 2:** Create a Citizen Corps of community ambassadors who engage a “marketing network” of actors that represent West Chicago on a daily basis through a wide variety of activities.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
2.2.1	Create a Citizen Corps of community ambassadors coordinated by the City of West Chicago who are willing to volunteer their time to meet with individuals interested in relocating to West Chicago, including staffing a variety of functions, ranging from answering basic questions about the City to conducting community tours.	Long-Term	Community Development Department	Business owners & residents
2.2.2	Create a network of DuPage and Kane County realtors to leverage as a resource and mine locally-specific analysis about housing trends, demographic profiles, and the characteristics that shape the regional homeowner market. Partner with interested realtors to promote and market West Chicago in a way consistent with the community's existing branding initiatives.	Mid-Term	Community Development Department	Realtors & brokers
2.2.3	Coordinate with local employers to provide new hires, particularly those relocating, with materials that promote “living locally” in West Chicago and the community's amenities and quality-of-life. Potentially evaluate more incentive-based employer-assisted housing programs that promote living locally in partnership with the City.	Long-Term	Community Development Department & Marketing & Communications Division	Business owners
2.2.4	Coordinate with the local schools to develop materials that articulate the unique benefits of West Chicago schools that differentiate them from other DuPage County institutions and distribute these materials as a part of both the Citizen Corps and employer-promoted programs.	Mid-to Long-Term	Marketing & Communications Division	School districts
2.2.5	Leverage community volunteers passionate and knowledgeable about bicycling and outdoor recreation to lead activity groups based out of West Chicago's parks and forest preserves.	Near-Term	Community Development Department	Residents

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024

**Objective 3:** Track, monitor, and assess how West Chicago is presented in the regional Chicago media, while establishing a proactive Public Information Officer function to centralize a “Success Story Center” in the City and pursue earned media and press coverage opportunities.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
2.3.1	<b>Evaluate adding resources to ensure an adequate amount of personnel time is available for a proactive Public Information Officer function that tracks, monitors, and reports on West Chicago's press coverage and trending social media activity.</b>	Year One	City Administrator's Office & City Council	
2.3.2	<b>Continue to use the “Success Story Center” that acts as a clearinghouse for all organizations, businesses, and stakeholders in the community to first collect positive news about West Chicago, and then secondly leverage relationships with various media outlets in the pursuit of earned media opportunities.</b>	Ongoing, Year One to Mid-Term	Marketing & Communications Division	
2.3.3	Potentially consider establishing a Neighborhood Council of Advisors consisting of neighborhood groups, homeowners' associations, and other similar organizations to regularly engage as a part of a communications strategy. Further, these groups could be engaged by a variety of City personnel at regular meetings.	Long-Term	All Departments & Mayor's Office	
2.3.4	Evaluate introducing participatory budgeting techniques to the community, particularly leveraged through resident leaders via the Neighborhood Council of Advisors.	Long-Term	City Administrator's Office & City Council	

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024  
Year One priority action items noted in **Bold**

**Objective 4:** Create a 10-year placemaking and infrastructure investment strategy that emphasizes physical improvements that elevate the appearance and image of West Chicago.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
2.4.1	Conduct an assessment of the City's major corridors and produce a report that proposes streetscaping, infrastructure branding, wayfinding, and other placemaking improvements for further consideration, prioritization, and funding as part of capital improvements. This assessment should factor recent Illinois Department of Transportation design regulation changes and examine the potential for other signage, lighting, and traffic signal standards on state rights-of-way specifically.	Long-Term	Public Works & Community Development Departments	
2.4.2	Evaluate the community's sidewalk connectivity and street lighting coverage, and produce an assessment that prioritizes improvements to address public safety and community appearance.	Mid-Term	Public Works & Community Development Departments	
2.4.3	<b>Continue to support the creation of a public art program that contributes to both placemaking strategies throughout the City, as well as specifically within corridor branding efforts.</b>	<b>Year One</b>	<b>Marketing &amp; Communications Division</b>	<b>Cultural Art Commission</b>
2.4.4	Evaluate coordinating economic development efforts with capital improvements to mark each commercial corridor in a distinctive manner.	Mid-Term	Public Works & Community Development Departments	Consultant
2.4.5	Assess what facilities and infrastructure components are absent to elevate West Chicago as a hub for bicycling, trail use, and outdoor recreation within the western suburbs, and develop a capital improvement program to prioritize and fund their construction.	Mid-Term	Public Works & Community Development Departments	Consultant
2.4.6	Lead a community-wide planning exercise to evaluate existing events, assess the potential to expand Railroad Days, and program new potential community events and festivals.	Near-Term	Community Development Department	
2.4.7	Engage Ball Horticultural Company to develop a community identity component around landscaping and botanical elements, including not only vegetation but also public art, events, and marketing.	Near Term	Community Development Department	

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024  
Year One priority action items noted in **Bold**

# 3 Intergovernmental Partnerships

**Objective 1:** The City of West Chicago should lead a cultural change in the community's local political leadership to commit to ongoing, regular collaboration and resource coordination around a few shared annual priorities across all stakeholders and organizations.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
3.1.1	Invite all of the taxing bodies with jurisdiction within the community to attend an "Annual Community Strategy Summit" that identifies the key community goals, objectives, and priorities for the year. This forum could help coordinate operations and finances between public partner agencies and identify opportunities for formal partnerships.	Near-Term	City Council & City Administrator's Office	All local taxing bodies
3.1.2	<b>Continue to engage other taxing jurisdictions and public agencies to share costs and coordinate capital projects as much as reasonable and beneficial.</b>	Ongoing, Year One	<b>City Administrator's Office, City Council &amp; Mayor's Office</b>	<b>All local taxing bodies</b>
3.1.3	Any organization that chooses to participate should formally adopt a resolution committing to ongoing participation in an "Annual Community Strategy Summit" and any subsequent implementation meetings. This structure would establish a permanent forum for intergovernmental relations and coordinated planning, strengthening existing relationships within West Chicago, which goes beyond the existing quarterly meetings that are more informal.	Near-Term	City Council & City Administrators Office	All local taxing bodies

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024

**Objective 2:** The City of West Chicago should emphasize ongoing strategic planning activities and incorporate the efforts of all of its Boards & Commissions, as well as partner organizations throughout the City, in a manner that actively coordinates and calibrates long-range planning across the community.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
3.2.1	Host an internal Boards & Commissions Planning Retreat with the City Council to discuss the annual strategic agenda, general public policy priorities, and community finances. This workgroup could review the City's Capital Improvements Plan.	Mid-Term	City Administrator's Office & Mayor's Office	Boards & commission members
3.2.2	After the Boards & Commissions' Planning Retreat, each individual board or commission could draft their own dedicated two-year strategic agenda to guide their efforts. These board and commission two-year plans should then be distributed to the entire organization, including all elected and appointed officials.	Mid-Term	City Administrator's Office & Mayor's Office	boards and commission members

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024  
Year One priority action items noted in **Bold**

**Objective 3:** The City of West Chicago should initiate an ongoing public policy dialogue and collaborative strategy with all of the local school districts to discuss and address community issues and strengthening their relationships.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
<b>3.3.1</b>	<b>Consider establishing a “2+2 Program” with representatives of the City Council, School Boards, and key staff members such as the City Administrator and Superintendents to discuss community public policy matters on a monthly basis. The membership of these informal workgroups can rotate as needed.</b>	Year One	City Council & City Administrator’s Office	School District Superintendents & School Board Members
3.3.2	Both the City of West Chicago and the school districts should consider establishing ambassador or “envoy” programs where elected members are provided tours of each agency’s facilities, internal planning, regulatory frameworks, and service and programming provisions to elevate knowledge and awareness while strengthening working relationships.	Mid-Term	City Council & City Administrators Office	Appropriate School District Staff members
3.3.3	The City of West Chicago and the school districts should discuss and evaluate opportunities to better leverage the student population for communication strategies as well as community engagement opportunities.	Long-Term	Marketing & Communications Division	Appropriate School District Staff members

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024  
Year One priority action items noted in **Bold**

## 4 One West Chicago

**Objective 1:** Go to where the people are and redefine how the City engages with the community.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
4.1.1	Meet with school administrators and faculty to promote community engagement including presentations at PTO meetings and open houses aligned with existing, ongoing school-based outreach efforts.	Mid-Term	City Administrator's Office	School Districts
4.1.2	Go door-to-door or store-to-store and talk to Hispanic families about engagement and leadership opportunities.	Mid-Term	City Administrator's Office	
4.1.3	Hold regular and consistent neighborhood meetings at convenient locations such as the ARC Center, schools, and churches.	Mid-Term	All Departments	
4.1.4	Leverage neighborhood groups and residential leaders in primarily Hispanic areas as a method to better engage this part of the West Chicago community in City deliberations and community affairs.	Long-Term	City Administrator's Office	
4.1.5	Lead a broad coalition of community organizations to develop formal recruitment and educational materials about serving the West Chicago community through public, business, and nonprofit leadership roles.	Mid- to Long-Term	City Administrator's Office	

*\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024*

**Objective 2:** Ensure the process is accessible by customizing it to various cultures and circumstances..

#	Action Items	Time Frame*	Responsibility	Partners & Resources
<b>4.2.1</b>	<b>Consider establishing and funding a Spanish-speaking staff position to act as a community-wide resource on community engagement efforts, and help to implement these recommendations.</b>	<b>Year One</b>	City Administrator's Office	
<b>4.2.2</b>	Should the staff position be created, the new position should be responsible for liaising with the Hispanic community on a myriad of issues including governmental processes, leadership opportunities, and implementing community-relevant plans, both current and future, including Healthy West Chicago.	Mid-Term	City Administrator's Office	
<b>4.2.3</b>	Explore creative ways to collaborate on creating a more unified and trusted government presence in West Chicago. Examples include developing a network of community ambassadors to explain city services, regulations, and planning uses, and can serve as an ongoing feedback loop.	Mid-Term	City Administrator's Office	
<b>4.2.4</b>	Publicize the existing internal resource within the City of West Chicago that is accessible across all city departments for translation support and Hispanic outreach guidance.	Mid-Term	City Administrator's Office	
<b>4.2.5</b>	Provide staff training or orientations about issues in engaging target populations.	Near-Term	City Administrator's Office & Administrative Services Department	
<b>4.2.6</b>	<b>Shorten meetings and sessions to minimize time and transportation constraints.</b>	<b>Year One</b>	<b>City Administrator's Office &amp; City Council</b>	
<b>4.2.7</b>	Continue to provide materials and resources (such as Spanish-language staff) at community meetings and ensure that this is constantly communicated as being available to the community.	Near-Term	All Departments	
<b>4.2.8</b>	Working in partnership with the school districts, the City of West Chicago could facilitate discussion about the potential to incorporate local students in the development of community-led events that add creativity, activity, and excitement to the West Chicago community.	Long-Term	City Administrator's Office	School Districts
<b>4.2.9</b>	Consider partnering with a Hispanic population and Spanish-language outreach specialist to launch a sustained engagement campaign in targeted neighborhoods and increase the level of public knowledge and participation in community affairs.	Long-Term	City Administrator's Office	
<b>4.2.10</b>	Conduct a detailed assessment to identify conditions, barriers, and factors that are limiting Hispanic population engagement and participation in community leadership roles and public input and develop a detailed response strategy to address identified issues and opportunities from that assessment.	Near-Term	City Administrator's Office	

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024  
Year One priority action items noted in **Bold**

**Objective 3:** Invest in ongoing relationships to ensure that old and new partners become fully forged alliances and are fully capable of achieving results.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
<b>4.3.1</b>	Create an ongoing forum for city departments and partners to meet and discuss community engagement issues.	Near-Term	City Administrator's Office	
<b>4.3.2</b>	Convene a series of planning meetings with faith-based leaders from throughout the City of West Chicago to identify programs and strategies to access the strengths of the community's religious institutions as part of a larger One West Chicago plan, and establish a standing (i.e. quarterly) discussion between entities to manage and address issues or concerns on a regular basis.	Mid-Term	Mayor's Office & City Administrator's Office	
<b>4.3.3</b>	Consider building and utilizing one-on-one relationships in the form of trained liaisons or ambassadors to connect with the Hispanic communities from which they come.	Long-Term	City Administrator's Office	

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024  
Year One priority action items noted in **Bold**

**Objective 4:** Foster community capacity building and an asset-based philosophy to build the capacity for stronger partnerships in the future.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
<b>4.4.1</b>	In an effort to boost Hispanic engagement, the City of West Chicago should foster an environment of overall community engagement and learning. This would require iterative learning and a commitment to the integration of engagement efforts at all levels for enhancing its effectiveness.	Mid-Term	All Departments	
<b>4.4.2</b>	Integrate diversity into existing and new events that highlight and celebrate cultural diversity across different neighborhoods, religious institutions, backgrounds, and demographics. This could include the integration of various holiday traditions at Frosty Fest, offering a variety of ethnic food at Railroad Days, or highlighting plants from various regions around the world at BloomingFest.	Mid-Term	Community Development Department	
<b>4.4.3</b>	<b>Attempt to convene a summit of public, private, and community organization stakeholders to discuss and evaluate a coordinated, comprehensive plan for community events, festivals, and special programs in West Chicago. The potential output of this effort could be to establish a formal plan with clear funding and management responsibilities, delegating leadership and partnership roles to all involved entities.</b>	<b>Year One</b>	<b>Community Development Department</b>	
<b>4.4.4</b>	Work to add Hispanic representation to City boards and commissions, expanding beyond past efforts and incorporating any lessons learned.	Mid- to Long-Term	City Council	
<b>4.4.5</b>	Should liaisons or ambassadors prove to be a feasible method of forming relationships as per strategic objective 3, the City should encourage these people to engage methodically in the community and rely on asset-based philosophy to help members of the community see themselves as having "gifts" or "talents".	Long-Term	Community Development Department	

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024  
Year One priority action items noted in **Bold**

**Objective 5:** Use media strategically to provide useful and accessible information.

#	Action Items	Time Frame*	Responsibility	Partners & Resources
4.5.1	Consider working with local media to create regular radio shows such as 93.5, 105.1, and 107.9, weekly columns in the newspaper and church bulletins, and other “standing” media slots to accept speakers and/or content from the City and its partners so that the City of West Chicago is seen as a friendly resource for useful information.	Mid-Term	Marketing & Communications Division	Media partners
4.5.2	<b>Consider establishing an ad hoc, advisory Mayor’s Council on Community Relations representing a broad set of stakeholders and perspectives across West Chicago. This Council could act as the clearinghouse to discuss community matters that present the need or opportunity to work across the community’s population diversity, business community, and various public agencies.</b>	<b>Year One to Near-Term</b>	<b>City Council &amp; Mayor’s Office</b>	
4.5.3	Reach out to ethnic media outlets that might be willing partners in collaborative events, forums, or fairs and could help promote events and provide popular hosts.	Mid-Term	Marketing & Communications Division	
4.5.4	Should liaisons or ambassadors prove to be a feasible method of forming relationships as per strategic objectives 3 and 4, they should be encouraged to use social media as a tool for reaching out to some audiences who in turn may share relevant information with their families.	Long-Term	Marketing & Communications Division	
4.5.5	Continue to indirectly support and identify opportunities to expand Healthy West Chicago, including outreach, encouragement, and recognition efforts being pushed through established media outlets.	Ongoing, Near-Term	Community Development Department & Marketing & Communications Division	

\*For Time Frame: Year One = 2016-2017 ; Near-Term = 2018-2019 ; Mid-Term = 2020-2021 ; Long-Term = 2022-2024  
Year One priority action items noted in **Bold**