

**VILLAGE OF LAKE BLUFF
VILLAGE BOARD OF TRUSTEES
COMMITTEE OF THE WHOLE MEETING**

Monday, April 8, 2024
6:00 P.M.
Village Hall Board Room
40 East Center Avenue

Members of the public may view and participate in the meeting:

- In person at the Village Hall Board Room, 40 E. Center Ave.
- Online at www.lakebluff.org/VirtualMeeting
- Dial-in to **(312) 626-6799**. Enter meeting ID **849 3250 5127**.
Press # when prompted for a Participant ID.

The meeting will be also live-streamed at lakebluff.org/Channel19 and on public access television.

A G E N D A

I. Call To Order

II. Roll Call

III. Non-Agenda Items and Visitors (Public Comment)

The Committee-of-the-Whole allocates fifteen (15) minutes during this item for those individuals who would like the opportunity to address the Committee-of-the-Whole on any matter not listed on the agenda. Each person addressing the Committee-of-the-Whole is asked to limit their comments to a maximum of three (3) minutes.

IV. General Business

The Committee-of-the-Whole will entertain requests from anyone present to modify the order of business to be conducted.

i. Consideration of the Minutes from the February 26, 2024 Committee of the Whole Meeting.

ii. Discussion Regarding Lake Bluff Strategic Planning Efforts.

V. Adjournment

*R. Drew Irvin
Village Administrator*

The Village of Lake Bluff is subject to the requirements of the Americans with Disabilities Act of 1990. Individuals with disabilities who plan to attend this meeting and who require certain accommodations in order to allow them to observe and/or participate in this meeting, or who have questions regarding accessibility of the meeting or the facilities, are requested to contact R. Drew Irvin at 234-0774 or TDD number 234-2153 promptly to allow the Village of Lake Bluff to make reasonable accommodations.

**VILLAGE OF LAKE BLUFF
COMMITTEE-OF-THE-WHOLE
REGULAR MEETING
FEBRUARY 26, 2024**

DRAFT MEETING MINUTES

The Village of Lake Bluff Board of Trustees met as a Committee-of-the-Whole (COW) on Monday, February 26, 2024. In the absence of Village President Regis Charlot, Village Clerk Raffi Elchemmas called the meeting to order at 6:16 p.m. then called the roll. The following were present:

Trustees: Mary Cole
Taryn Fisher
Shana Fried
Katharine Hatch
Susan Rider

Absent: Regis Charlot, Village President
Stephen Rappin, Village Trustee

Also Present: Raffi Elchemmas, Village Clerk
R. Drew Irvin, Village Administrator
Clara Gable, Assistant to the Village Administrator

Village Clerk Elchemmas said that in the absence of Village President Regis Charlot, the Village Board must select a President Pro Tem to chair this evening's meeting. Trustee Cole moved to nominate Trustee Fisher as President Pro Tem for the meeting. Trustee Fried seconded the motion. The motion passed on a unanimous voice vote.

Non-Agenda Items and Visitors

President Pro Tem Fisher stated the COW allocates 15 minutes for those individuals who would like the opportunity to address the COW on any matter not listed on the agenda. There were no requests to address the COW.

COW Request to Modify the Order of Business.

There were no requests to modify the order of business to be conducted.

Consideration of the Minutes from the January 22, 2024 Committee of the Whole Meeting

Trustee Rider moved to approve the January 22, 2024 COW minutes as submitted. Trustee Fried seconded the motion. The motion passed on a unanimous voice vote.

Informational Update from Lake Bluff Open Lands Association (LBOLA)

Following an introduction from President Pro Tem Fisher, LBOLA President Ben Miller and LBOLA Employee Michele Mrachek presented LBOLA's 2023 Work Summary which included its goals, volunteer hours, grant opportunities, educational outreach and updates and potential improvements for the Skokie River and Water Reserve, planting pursuant to the Landscape Thematic Plan, upcoming Equinox Bonfire, Ravine Preserve, Rockland Wetlands and 176 Corridor and Bike Path Prairie.

In response to a comment from Trustee Rider, Ms. Mrachek said seeds were planted in the ridge parallel to Carriage Path. A discussion followed.

Mr. Miller commented on the previous and current conditions of the wall and LBOLA/Lake County Forest Preserve/Lake Forest Open Lands West Skokie Nature Preserve Collaboration areas.

Following a comment from Village Administrator Irvin, Ms. Mrachek said the three agencies are scheduled to meet to discuss further preservation status and improvements of the Skokie Preserve. Village Administrator Irvin said it may be time to discuss serious planning, pursue grants, define the accesses because people are utilizing the preserve at a more intense level.

Mr. Miller said part of the Lake County Forest Preserve proposed referendum may include Oriole Grove and potential future investments in this area. He showed diagrams of preserve current conditions, existing trails, possible future improvements and stated they have received feedback from residents interested in clearing additional buckthorn on abandoned right-of-ways; however, this is outside of LBOLA scope of work but certainly the Village would absolutely have some interest in getting rid of that to support what we have done in the preserve and assist with the neighbors who have made an efforts to remove buckthorn from their property. A discussion followed.

Following a request from President Pro Tem Fisher, a resident said he really appreciated all the work that LBOLA has done as the improvements have enlightened the area near his property.

Adjournment

As there were no further comments from the COW or the Public, a motion to adjourn was made by Trustee Hatch and seconded by Trustee Cole. The meeting adjourned at 6:38 p.m.

Respectfully Submitted,

R. Drew Irvin
Village Administrator

MEMORANDUM

Date: April 4, 2024

To: President Charlot and Members of the Committee-of-the-Whole

From: Drew Irvin, Village Administrator

Subject: Discussion Regarding Lake Bluff Strategic Planning Efforts



Situation

The Village's current Strategic Plan was a vision for 2023 and, now that it's the beginning of the second quarter of the 2024, the Village Board should discuss if the creation of a new Plan is necessary or, alternatively, recognize (i) the evergreen/durable qualities of the current Plan and (ii) impacts presented by the COVID pandemic as they relate to achieving the community's 2023 vision for Lake Bluff.

Background

On December 13, 2010 the Village of Lake Bluff adopted its first-ever Strategic Plan which included a community description, mission statement, guiding principles, vision statement for 2016, and strategies for vision attainment centered around quality of life, volunteerism, municipal services, business environment, access/transportation, housing diversity, and environment/green initiatives.

The 2016 Strategic Plan was to provide an articulated vision and blueprint for focused Village Board actions given the scarcity of Village resources and competing policy initiatives in a challenging fiscal environment. After making great progress towards achieving its vision for 2016, the Village Board recognized the value of adopting a new Strategic Plan to (i) frame and assess current policy choices, (ii) achieve efficient resource utilization, and (iii) catalyze strategic action. Lynn Montei of Lynn Montei Associates was engaged in July 2016 to Plan and facilitate the Strategic Planning process.

The Village Board elected to share leadership of the Plan development process by designating a steering committee of volunteers to serve as the 2023 Strategic Plan Guidance Team and a different set of volunteers to serve as synthesizers and drafters of the 2023 Strategic Plan (Synthesis Team). On September 29, 2016 and October 1, 2016, the Village Board of Trustees held special Stakeholder Workshops facilitated by Lynn Montei as part of the community engagement process. The Village solicited feedback regarding the Draft 2023 Strategic Plan during a well-attended community dialogue held on January 26, 2017. Finally, after a careful review and consideration of the community and stakeholders feedback regarding the Draft 2023 Strategic Plan, the Village Board developed a Strategic Plan for the Village of Lake Bluff that was anticipated to serve the Village for the next seven years; similar to the first Strategic Plan, the 2023 Plan included a community description, mission statement, guiding principles, vision statement, and strategies for vision attainment, and high-level goals regarding sense of community, economic development, stability, environmental sensibility, and public assets.

By design, the 2023 Strategic Plan was considered as a non-static, viable template for future Village Board deliberative processes and actions and continues to serve as a community blueprint to this day. The 2023 Strategic Plan is not a list of tasks, so assessing goal attainment is not easily done; that said, periodic Plan implementation [progress reports](#) have been provided to the Village Board over the past several years and,

importantly, Village Board actions are linked to the Plan's goals, strategies and tactics. The parties involved in the creation of the 2023 Strategic Plan chose a 7-year window of time for "attainment" to set a time for the Village to have a conversation about the Plan and reassess its utility – now is that time for such a review.

Alternative Approaches for Consideration

After reviewing the 2023 Strategic Plan, the Village Board should discuss the following alternatives:

1. **Continue Use of the 2023 Strategic Plan for Two More Years then Reevaluate.** Undoubtedly, the COVID pandemic hampered the progress of vision attainment to some degree. Recognizing this impediment is reasonable and, given that the Village is currently updating its Comprehensive Land Use Plan, acknowledging that there is only so much available bandwidth for quality engagement in long term Planning by any community; or
2. **Study the Matter Further.** The Board could take up this issue at a retreat or workshop, or create an ad hoc committee for further study and recommendation to the Village Board; or
3. **Pause Strategic Planning Altogether then Reevaluate.** Certain communities have consciously not engaged in Strategic Planning for many reasons. The Strategic Planning process – when consultants are utilized, as has been the practice by the Village – can cost upwards of \$50K and, as you can see in the Background section of this memo, is time intensive.

When drafted by the community, it was believed that the 2023 Strategic Plan might have the durability to last beyond 2023 and a check-in at the "end" would be appropriate to gauge how much longer the 2023 Strategic Plan could serve the greater Lake Bluff community.

Village Staff finds the first alternative action listed above (Continue Use of the 2023 Strategic Plan for Two More Years then Reevaluate) is reasonable and consistent with conversations held by the Village Board, Synthesis Team and Guidance Team back in 2017. There is work still not done; as an example, having two more years to finish the conversation surrounding housing strategy (2023 Plan/Goal 1/Strategy 2) is likely necessary.

As always, please feel to contact Village Administrator Drew Irvin with any questions at 847-283-6883 or dirvin@lakebluff.org.

Attachments:

1. 2016 Strategic Plan.
2. 2023 Strategic Plan.

**VILLAGE OF LAKE BLUFF
REQUEST FOR BOARD ACTION**

Agenda Item: 18

Subject:	<u>CONSIDERATION OF THE VILLAGE OF LAKE BLUFF'S STRATEGIC PLAN FOR 2016</u>
Action Requested:	<u>ACCEPTANCE OF THE STRATEGIC PLAN (Voice Vote)</u>
Originated By:	<u>VILLAGE BOARD</u>
Referred To:	<u>VILLAGE OF LAKE BLUFF COMMUNITY STAKEHOLDERS</u>

Summary of Background and Reason for Request:

Since September 2010 the Village Board, Staff, as well as numerous community members have come together, under the facilitation of Lynn Monte of Lynn Monte and Associates, to formulate Lake Bluff's first ever Strategic Plan – a document that will help define our organizational direction and assist the Village in how we allocate limited Village resources over the next 5-years. Attendees of the Community Dialogue offered their advice and reflections regarding the Strategic Plan on November 15, 2010. In summary, attendees suggested that the Village develop an implementation plan with measurable outcomes and schedule re-planning sessions (revisit the Strategic Plan on a regular basis) with a feedback loop to the community. The next best opportunity for the Village to act on this advice will be the Village FY2012 budget process.

The final document and related materials are attached for the Village Board's reference and final consideration.

Reports and Documents Attached:

1. A Letter from Village President Christine Letchinger transmitting the Village's 2016 Strategic Plan;
2. The Final 2016 Strategic Plan;
3. A Summary Spreadsheet of Comments from the November 15, 2010 Community Dialogue;
4. Reflections and Advice to Officials/Staff and Community-at-Large from the November 15, 2010 Community Dialogue; and
5. The Project Plan Flow Chart Illustrating the Strategic Planning Process.

Village President's Recommendation: Acceptance of the Strategic Plan.

Village Staff's Recommendation: Acceptance of the Strategic Plan.

Date Referred to Village Board:	<u>12/13/2010</u>
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A Message from the Village President

December 13, 2010

Dear Lake Bluff Stakeholders:

I have always admired the collective smarts of our residents and believed that the job of our Board is to harness their wisdom and energy. In these difficult economic times, it was important for the Village to examine its value, its future, and determine its priorities.

Indeed, the community seized the opportunity to consider its challenges with foresight, courage and imagination in describing the *what, why* and *how* of the village for the next five years. With eyes wide open about declining revenues and the increasing cost of providing services, I believe our Strategic Plan is a clear, dynamic and a responsible blueprint for our future.

I am grateful to all of those that gave their time, energy and wisdom to help create this Strategic Plan. Thank you all.



Christine Letchinger

Village of Lake Bluff, Illinois Strategic Plan

Lake Bluff Description

Incorporated in 1895, Lake Bluff, is an inviting North Shore suburb of Chicago and was noted as one of the Top 20 Great Towns and Neighborhoods by *Chicago Magazine* (April 2010). Located in southeast Lake County, it is a Village that offers exceptional New England-like charm, a high quality of life, fine residential neighborhoods, and high performing public schools. The shores of Lake Michigan and the many activity trails throughout the community offer residents distinctive recreational opportunities. Lake Bluff has a daytime service population of approximately 7,600 and a full time population just over 6,000. It is home to a thriving downtown and in close proximity to major international businesses and transportation networks.

Mission/Purpose Statement

The expression of purpose is that for which all actions, commitments and resources are in service.

The Village of Lake Bluff provides visionary stewardship, effective services and a culture of involvement to maintain and enhance our quality of life and to honor our legacy.

Guiding Principles

These shared values are embraced by the Village and all its stakeholders, serve as guideposts that describe conduct and behavior in all circumstances and apply to everyone without exception.

In Lake Bluff we...

- Serve as fiscally responsible stewards of Village resources
- Treat each other with civility and respect
- Act with integrity and accountability
- Embrace volunteerism and community participation
- Cherish our history while preparing for our future
- Hold special regard for our community's children and seniors
- Appreciate neighborliness
- Respect and preserve the natural environment
- Retain our small-town atmosphere
- Engage in open communication and transparency

Vision for 2016

Vision Statements should be bold, compelling, ennobling and inspire others to take part, move to town, do business, shop or play in the Village.

We envision the Village of Lake Bluff as a community where:

- Unparalleled quality of life across all neighborhoods fosters stability and well-being for our stakeholders
- Engagement and volunteerism are the essence of our community culture
- High-quality, cost-effective municipal services meet community needs and position the Village for future success
- Our business climate sustains a robust and stable local economy
- People move with ease on foot, bicycle and by automobile in a safe, accessible and well-connected system of sidewalks, paths and roads
- Housing stock diversity and strong property values serve residents at all stages of life
- Environmental stewardship enhances the natural beauty of the community

Strategies for Vision Attainment

To move strategically toward attainment of each Vision, the Village of Lake Bluff and its stakeholders will employ these initial goals and strategies.

Quality of Life: Unparalleled quality of life across all neighborhoods fosters stability and well-being for our stakeholders.

Goal 1: Create an environment that fosters resident creativity, enthusiasm and initiative.

- Invite participation and shared leadership
- Create opportunities for community-wide dialogue
- Model a standard of civility in public discourse
- Respect cultural diversity

Goal 2: Heighten the community's sense of connection and shared values.

- Utilize public spaces to cultivate community connectedness
- Participate in programs that promote wellness
- Identify and assist people in need

Goal 3: Place special attention on our youth, seniors and the benefits of intergenerational connection.

- Link with community resources and partners to support youth and senior services
- Facilitate youth and senior engagement in the life of the Lake Bluff community
- Cultivate opportunities for intergenerational experience.

Volunteerism: Engagement and volunteerism are the essence of our community culture.

Goal 1: Cultivate awareness and appeal of the Village's volunteer traditions.

- Articulate the mutual benefits to the individual and the community
 - Enrichment, opportunity and personal satisfaction to individual
 - Value to the community in terms of quality, vitality and cost savings
 - Volunteers essential to ensuring the sustainability of the Fire Department
- Recognize and celebrate the contributions of volunteers

Goal 2: Create a new and viable volunteer model that accommodates contemporary life.

- Create a task force comprised of diverse stakeholders and all village partners in model development
 - Include a wide range of volunteer commitment levels
 - Create entry level choices for newcomers and youth
 - Utilize guiding principles to set the standard of conduct and behavior
 - Simplify and increase transparency of elected and volunteer recruitment process
 - Consider a structure to coordinate volunteer activities and needs
- Inform the community on the essential role volunteers fill
 - Create a marketing and recruitment plan

Municipal Services: High-quality, cost-effective municipal services meet community needs and position the Village for future success.

Goal 1: Ensure a sound and stable fiscal condition that matches resources with community needs.

- Educate the community about municipal services, legal obligations and associated revenue sources
 - Enumerate municipal functions of public works, police protection, fire protection (volunteer), building, administration and finance
- Identify, implement and monitor the optimal balance between community needs/desired levels of service and available resources
 - Identify what services stakeholders consider essential
 - Develop additional sources of revenue, such as user fees

Goal 2: Explore cost saving alternatives.

- Collaborate with other municipalities, taxing bodies and private sector partners to identify and advance shared services opportunities
 - Expand use of purchasing consortia for various products and services
- Continue to identify and implement reductions in operating expenses
- Use the insight of employees to innovate and contain costs
- Seek and utilize cost effective service delivery alternatives

Goal 3: Maintain sound infrastructure, facilities and other capital assets.

- Annually review and adhere to the Capital Improvement Plan
- Consult the Strategic and Comprehensive Plans to guide planning and capital investments

Goal 4: Maintain our commitment to public safety.

Goal 5: Expand the use of technology to improve service, increase communication and cost effectiveness.

- Explore the use of social media
- Enhance the website

Business Environment: Our business climate sustains a robust and stable local economy.

Goal 1: Create a sustainable revenue base

- Develop a marketing plan
- Explore strategic annexation of commercial properties located at the northeast quadrant of Route 176 and IL 41, Route 43 and the 176 corridor
- Further engage local businesses and business groups in dialogue to retain existing and attract new business
- Reposition the Business Parks for the new economy
 - Re-examine highest and best uses of business parks
 - Improve access to and within the Business Park

Goal 2: Foster a business friendly environment.

- Streamline the business development process
 - Evaluate codes and explore zoning techniques
- Strengthen our Central Business District
 - Complete the downtown streetscape and integrate the Train Station
 - Facilitate more seasonal events
- Maintain relationships with the auto parks community

Accessibility/Transportation: People move with ease on foot, bicycle and by automobile in a safe, accessible and well-connected system of sidewalks, paths and roads.

Goal 1: Develop a master plan for all desired transportation improvements.

- Perform needs analysis to improve accessibility and enhance safety
- Consider the following for inclusion in the master plan
 - Sidewalk extensions and pedestrian ramp cuts at key village intersections
 - Improvement of the East Sheridan Rd. /Moffett intersection
 - Expansion of walking and bike paths
 - Feasibility study of a second east-west transportation corridor from Green Bay Rd. to Sheridan Rd.
 - Train station traffic flow improvements
 - Completion of planning and design of the US 41/ IL Rt 176 intersection

Goal 2: Pursue federal, state and private funding for accessibility and transportation improvements.

Goal 3: Cultivate working relationships with all transportation agencies and providers.

Goal 4: Reduce the overall number of vehicular traffic movements.

- Encourage walking, biking, carpooling, and increased use of public transportation
- Explore the expansion of public transportation opportunities

Housing Diversity: Housing stock diversity and strong property values serve residents at all stages of life.

Goal 1: Assess the balance of housing types that will meet the needs and desires of our community.

- Review all existing plans and regulations for compatibility with identified needs and retention of community character
- Develop a senior housing plan to address our current and future senior housing needs
- Review the Affordable Housing Plan to ascertain its compatibility with community needs

Goal 2: Educate the community and the individual homeowner on the benefits of historic preservation.

Environment/Green Initiatives: Environmental stewardship enhances the natural beauty of the community.

Goal 1: Take the initiative to prioritize and advance environmental stewardship.

- Assess the community's preference as to the natural environment's level of priority
- Educate the community on methods to utilize environmentally conscious behaviors
- Publicize current and past successes at advancing environmental stewardship
- Enlist volunteers to maintain litter-free streets and blocks
- Identify incentives and building codes that encourage green building

Goal 2: Enhance the quality of public and private open spaces.

- Partner with the Park District to improve access and aesthetics of the lakefront and ravines
- Educate the public regarding native plantings
- Increase the number of quality trees and expand on the Tree City program

Goal 3: Maintain and enhance recycling efforts.

- Place recycling bins in and around town
- Maintain Village Public Works Recycling/Waste Facility
- Incent businesses to recycle
- Monitor existing recycling regulations
- Encourage environmental practices at home

Goal 4: Explore alternative energy regulations for residential and commercial uses.

Reference	Input/Feedback	Recommendation	Background	Action Taken
Lake Bluff Description				
1	Missing a "family focus"	No change to document	Synthesis Team believes the Draft Plan includes a "family focus" without using this exact phrasing (See Guiding Principles).	None
2	Have not communicated what makes Lake Bluff different	No change to document	Synthesis Team believes the Draft Plan captures Lake Bluff's essence without becoming a marketing vehicle.	None
Mission/Purpose Statement				
1	Stylistically confusing	Modify Mission Statement	Synthesis Team believes the Mission Statement will be enhanced by suggested modification.	Mission Statement modified
2	Flip it -> "The Village of Lake Bluff... To Maintain and enhance..."	Modify Mission Statement	Synthesis Team believes the Mission Statement will be enhanced by suggested modification.	Mission Statement modified
Guiding Principles				
1	Add "Respect AND PRESERVE natural environment"	Modify Guiding Principle	Synthesis Team believes the Guiding Principles will be enhanced by suggested modification.	Guiding Principle modified
2	Should "Serve as fiscally responsible stewards..." be listed first; is it most important?	Modify order of Guiding Principles	Synthesis Team believes the Guiding Principles will be enhanced by suggested modification.	Guiding Principles re-ordered
3	Possible change "Consider the needs" of our community's youth and seniors in lieu of "Hold in special regard..."	No change to document	Prior Synthesis Team meetings involved lengthy discussions regarding this wording and the 1st Draft Plan phrasing is still preferred	None
Vision for 2016				
1	Add "uniquely a safe place" - need to get this across	No change to document	Synthesis Team believes that this comment is already adequately addressed in the Draft Plan (See Municipal Services Goal #5).	None

Reference	Input/Feedback	Recommendation	Background	Action Taken
2	Add a vision STATEMENT- Leadership fosters collaboration between the village, school, park districts, and other taxing bodies	No change to document	Synthesis Team believes this comment is already adequately addressed in the Draft Plan (See Goal #2).	None
3	Lake Bluff's brand - consider condensing vision	No change to document	Synthesis Team believes the Draft Plan is not intended to be a marketing plan/brand initiative.	None
Quality of Life				
1 Goal 1	Consider reaching out to smaller pockets of residents less apt to get involved	No change to document	Synthesis Team believes this suggestion is better suited to a list of tactics.	Place comment on list of Possible Tactics
2 Goal 1	Provide actual examples of what civility in public discourse looks like	No change to document	Synthesis Team believes this suggestion is better suited to a list of tactics.	Place comment on list of Possible Tactics
Volunteerism				
1 Goal 1	ADVICE: Communicate positions needed (what's available) via web	No change to document	Synthesis Team believes this suggestion is better suited to a list of tactics.	Place comment on list of Possible Tactics
2 Goal 1	ADVICE: Recognize and celebrate the contributions of volunteers	No change to document	Synthesis Team believes this comment is already adequately addressed in the Draft Plan (See Goal #1, Bullet #2).	None
3 Goal 1	3rd bullet, Expand, too focused on public safety. Or add another bullet for "other Boards and community"	Modify bullet for more clarity regarding Vol. Fire and not so general. "Other Boards and Community" comment not to be incorporated.	Synthesis Team's original goal was to highlight Vol. Fire.	Bullet modified

Reference	Input/Feedback	Recommendation	Background	Action Taken
4 Goal 1	"Create a task force" does not add to the bullet point, too much implementation?	No change to document	Synthesis Team believes that this language is essential guidance to support new Goal #2.	None
5 Goal 2	Volunteers essential for everything	No change to document	Synthesis Team believes that this comment is adequately addressed in Plan.	None
6 Goal 2	"...Contemporary life" and increased household prices/income?	No change to document	Synthesis Team believes that this comment adequately addressed in Goal #2.	None
7 General	Oversight -> volunteer and/or employee?	No change to document	Synthesis Team believes this comment is possible advice for Village Board/Staff, and addressed under sub-bullet 4 under Goal #2.	Place comment on list of Possible Tactics
8 General	Important to develop a "farm team" so that we have informed volunteers in waiting	No change to document	Synthesis Team believes this suggestion is better suited to a list of tactics.	Place comment on list of Possible Tactics or Item for Task Force to consider under Goal #2
9 General	Fire department?	No change to document	Synthesis Team believes this comment is already adequately addressed in the Draft Plan (See Goal #1).	None
Municipal Services				
1 Goal 1	Add language to user fees that they be scaled to be accessible to all income levels.	No change to document	Synthesis Team believes this is a Policy not a Strategy.	None
2 Goal 2	First bullet, add school districts, park districts, or "other taxing bodies"	Incorporate with modifications	Synthesis Team believes that an itemized list of taxing bodies too lengthy, but Language of bullet 1 under Goal #2 changed to reflect private partnerships and other	Language of bullet 1 under Goal #2 changed to reflect private partnerships and other taxing districts

Reference	Input/Feedback	Recommendation	Background	Action Taken
3 Goal 2	Collaborate within the Village (other Lake Bluff entities) in addition to outside the Village.	Incorporate with modifications	Itemized list of taxing bodies too lengthy, but Language of bullet 1 under Goal #2 changed to reflect private partnerships and other taxing districts	Language of bullet 1 under Goal #2 changed to reflect private partnerships and other taxing districts
4 Goal 2	Collaborate with tax entities and take the lead concerning cost saving alternatives with the goal of reducing property taxes	No change to document	Synthesis Team believes that this is a Policy not a Strategy that may exceed sphere of influence of Village.	None
5 Goal 2	Bullet #5 same as #1?	Shift Bullet #5 under Bullet #1	Synthesis Team believes this comment puts finer point on Goal direction (Bullet)	Bullets modified
6 Goal 4	What technology plan? Should it say "generate"?	Remove bullet	Synthesis Team believes the Tech Plan is an intra-Village document and not appropriate for Draft Plan.	Removed bullet; also combined last bullet into Goal #4 for clarity & brevity sake
7 Goal 5	Add a strategy "Keep the volunteer Fire Department vibrant."	Relocate Goal #5 ahead of Goal #4	Synthesis Team believes this comment will improve document flow.	Relocated Goal #5 ahead of Goal #4
8 General	Consider establishing a "Lake Bluff Ambassadors" program to disseminate information regarding Village services, programs, etc.	No change to document	Synthesis Team believes this suggestion is better suited to a list of tactics.	Place comment on list of Possible Tactics
Business Environment				
1 Goal 1	Re-examine business park mix - manufacturing, retail -> zoning	No change to document	Synthesis Team believes that this comment is already adequately addressed in the Draft Plan but relocated.	None
2 Goal 1	Marketing Plan	Move existing bullet to make more general for all business districts	Synthesis Team believes that this spreads focus to all districts.	Bullet relocated

Reference	Input/Feedback	Recommendation	Background	Action Taken
3 Goal 1	Inventory of existing business, why here? What sales tax revenue?	No change to document	Synthesis Team believes that this comment already adequately addressed in the Draft Plan (Marketing Plan).	None
4 Goals 1 & 2	Engage existing business -> maintain and expand business at Industrial Park	Move existing bullets under new Goal #1	Synthesis Team believes that this comment is already adequately addressed in the Draft Plan (See Bullet #3).	Move existing bullets under new Goal #1
5 Goal 2	Missing: include Rt. 43 in scope of annexation	Incorporate with modifications	This was discussed previously by Synthesis Team	Incorporated into new Goal #1, bullet 2
6 General	Include public transportation	No change to document	Synthesis Team believes that this comment is already adequately addressed with other changes under Accessibility/Transportation.	None
7 General	Put Goal 2 first, and move "reposition the business parks for new economy" to goal #2	Move existing bullets under new Goal #1	Synthesis Team believes that this reordering appears appropriate.	Goals re-ordered
8 General	Property tax relief strategies! We need them	No change to document	Synthesis Team believes that this comment is unclear	None
Accessibility/Transportation				
1 Goal 3	Participate/be active in county-wide discussions/projects meant to improve Accessibility and Transportation	No change to document	Synthesis Team believes this is already addressed (see Goal #3)	None
2 Goal 3	Coordinate with proper agencies (County) for evacuation routes	No change to document	Synthesis Team believes that this too specific for Plan or possible tactic.	None

Reference	Input/Feedback	Recommendation	Background	Action Taken
3 Goal 3	Reference Transportation Management Association (TMA)	No change to document	Synthesis Team believes this is already addressed (see Goal #3)	None
4 Goal 4	Replace existing strategies with "Encourage walking, biking, carpooling, and the use of school buses as alternative to non-carpool automobiles"	Incorporate language regarding increased use & promotion of public transportation and delete "the use of school buses"	Synthesis Team believes that the use of school buses beyond Village scope of authority.	Incorporated into new Goal #4, bullets 1 & 2
5 General	No mention of public transportation (implied but not specifically mentioned)	Incorporate language regarding increased use & promotion of public transportation and delete "the use of school buses"	Synthesis Team believes that the use of school buses beyond Village scope of authority.	Incorporated into new Goal #4, bullets 1 & 2
Housing/Diversity				
1 Goal 1	Regarding senior housing plan, we may want to go slow on this, as the senior development most often mentioned, Sedgebrook, went belly up.	No change to document	Synthesis Team believes this is addressed in Goal #1	None
2 Goal 1 &/or elsewhere	Actively engage residents and consultants who are experts in urban/community planning -> senior housing should be closer to downtown	No change to document	Synthesis Team believes this is addressed in Goal #1	None
3 Goal 1	What Affordable Housing Plan?	No change to document	Synthesis Team believes this is addressed in Goal #1	None
4 Goal 1	Add bullet: "Utilize 2010 census data to assess housing needs"	No change to document	Synthesis Team believes this suggestion is better suited to a list of tactics.	Place comment on list of Possible Tactics
5 General	Review property tax cap for seniors	No change to document	Synthesis Team believes this is beyond Village jurisdiction -- perhaps a state constitutional matter.	None
Environment/Green Initiatives				

Reference	Input/Feedback	Recommendation	Background	Action Taken
1 Goal 2	Set aside and support use of some public land for community gardening plots.	No change to document	Synthesis Team believes this is a Tactic and should not be in Draft Plan.	Place comment on list of Possible Tactics
Overall General Comments				
1 General	Needs to be more family friendly and resident friendly	No change to document	Synthesis Team believes this comment already adequately addressed in the Draft Plan (See Guiding Principles).	None
2 General	Too large/ambitious? -> need for prioritization	No change to document	Synthesis Team believes that an Implementation Plan is required.	None
3 General	Promote desirability and amenities of residential and businesses	No change to document	Synthesis Team believes this comment is already adequately addressed in the Draft Plan (See Guiding Principles).	None
4 General	Tie use of social media with Business Environment, Quality of Life, and Municipal Services	No change to document	Synthesis Team believes that this comment is already adequately addressed in the Municipal Services section of the plan.	None
5 General	Need for overarching marketing and media plan	No change to document	Synthesis Team believes the Draft Plan is not intended to be a marketing plan/brand initiative.	None
6 General	How does this document relate to the comp plan? Comp plan longer term and more focus on land use	No change to document	Synthesis Team believes that the Village should educate residents regarding plan utility.	None
7 General	Missing some statement of support relative to schools	No change to document	Synthesis Team believes that comment is already adequately addressed in the Description section of the plan.	None

Reflections and Advice to Officials/Staff and Community-at-Large

Advice to “Formal” Participants

- Need implementation plan
- Develop a process to develop specific tactics to implement strategic plan
- Prioritize under each goal
- Goal assignments
- Prioritize, synthesize and create measurable goals
- Connect clear actionables/measurables to plan
- Need measurables
- Put in measurement devices to gauge if goals are being accomplished -> how do we know?
- Communicate quantitative results
- Cooperation to expend resources responsibly
- Make it mean something – investment of time, etc.
- Revisit formally, periodic basis
- Annual review of plan
- Regular reviews of progress + priority (1-2 times per year) – make it a working document
- How will it be used?
- Engage resident “experts” to participate in ad hoc committees for specific goals
- Inspect what you expect
- Continue to solicit and welcome input from all stakeholders and create a safe and civil environment to foster ideas and discourse (qualitative)
- Community surveys to gauge if goals are being met
- Solicit feedback to strategic plan on village website, Gazebo News, PATCH
- Deliberative process to involve community, sharing
 - Process to change refuse pick-up
- PR tent at large village celebrations
- Develop better ways to communicate
 - Use billboard corners
- Open house for volunteers
- State of Village
- Highlight successes

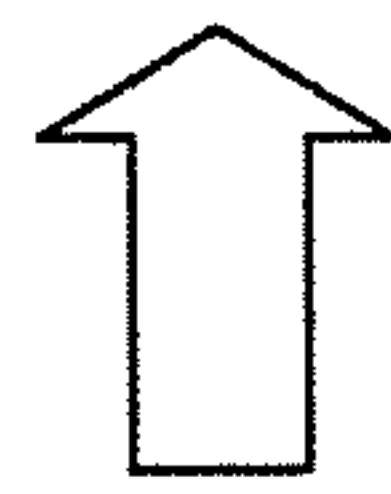
Offers from the Community-at-large

- Town meetings/annual review -> on implementation of strategic plan
- Encourage involvement of a wider section of the community
- Working teams -> each strategy
- Junior advisory board

Project Plan for Village of Lake Bluff Strategic Planning

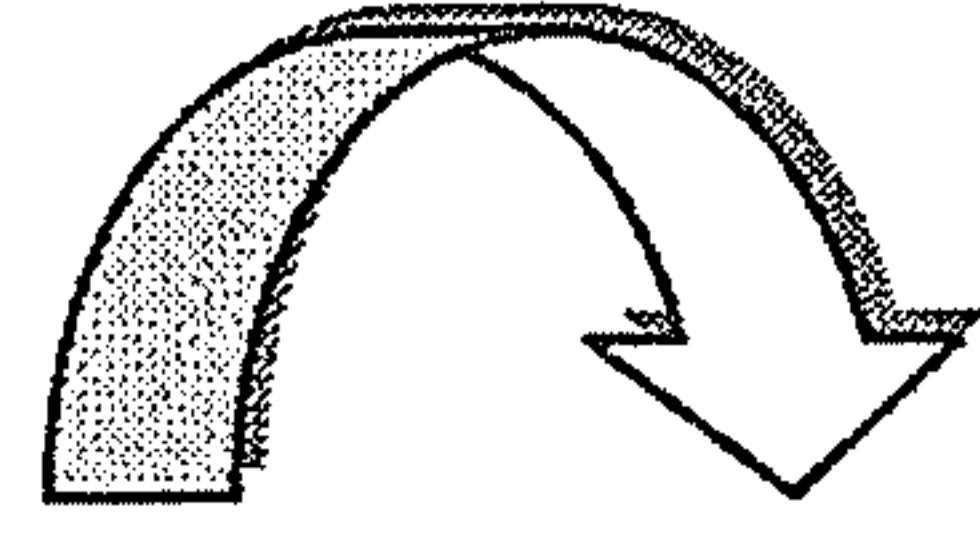
September 7, 2010

Initiating Work
Identify Desired Business Results
Refine Scope
Contextualize Planning Process
Consider Project Plan
Consider Deliverables
September 2010



Steering Committee
Context & Connection
Express Desired Outcomes
Consider Process Principles
Inventory Stakeholders
Review Project Plan
Inform List of Workshop Invitees
September 13, 2010

Share & Integrate Data
Invite Participants
Design Workshop
September 2010



Task Team Meetings
Review Draft Syntheses
Refine Guiding Principles and Purpose Statement
Prepare Draft Plan
October-Nov 2010

Document
and Synthesize
October 2010

Planning Workshop 1
Welcome & Context
Foundational Principles
Connect to Purpose
Identify Current Conditions
Orient to and Map Whole System
Identify Crossroads
Envision Preferred Future
October 14, 2010

Planning Workshop 2
Envision Preferred Future
Select and Prioritize Goals
Develop Guiding Principles
Identify Strategic Actions
Reflect on Needed Commitments
October 16, 2010



Steering Committee
Review/Amend Draft Plan
and Release for
Community Dialogue
November 8, 2010

Community Dialogue
Presentation and Dialogue
Village Board and
Community Stakeholders
November 15, 2010

Village Board
Plan Review and Consideration
Review Final Draft Plan
Strategic Plan Adoption
December 13, 2010

Resolution No. 2017-12

**RESOLUTION ADOPTING THE 2023 STRATEGIC PLAN
FOR THE VILLAGE OF LAKE BLUFF**

WHEREAS, on December 13, 2010, the Village of Lake Bluff accepted its first-ever strategic plan which included a community description, mission statement, guiding principles, vision statement for 2016, and strategies for vision attainment centered around quality of life, volunteerism, municipal services, business environment, access/transportation, housing diversity, and environment/green initiatives; and,

WHEREAS, the 2016 Strategic Plan was to provide an articulated vision and blueprint for focused Village Board actions given the scarcity of Village resources and competing policy initiatives in a challenging fiscal environment; and,

WHEREAS, the Village made great progress towards achieving its vision for 2016 over the past five years; and,

WHEREAS, the Village Board recognized the value of adopting a new Strategic Plan to (i) frame and assess current policy choices, (ii) achieve efficient resource utilization, and (iii) catalyze strategic action and engaged Lynn Montei of Lynn Montei Associates in July 2016 to commence the strategic planning process; and,

WHEREAS, the Village Board elected to share leadership of the plan development process facilitation by designating a steering committee of volunteers to serve as the 2023 Strategic Plan Guidance Team; and,

WHEREAS, the Village Board also looked to volunteers to serve as synthesizers and drafters of the 2023 Strategic Plan (Synthesis Team); and,

WHEREAS, on September 29, 2016 and October 1, 2016, the Village Board of Trustees held special Stakeholder Workshops facilitated by Lynn Montei as part of the community engagement process; and,

WHEREAS, the Village solicited feedback regarding the Draft 2023 Strategic Plan during a well-attended community dialogue held on January 26, 2017; and,

WHEREAS, after a careful review and consideration of the community and stakeholders feedback regarding the Draft 2023 Strategic Plan, the Village Board has developed a Strategic Plan for the Village of Lake Bluff for the next six (6) years that includes a community description, mission statement, guiding principles, vision statement for 2023, and strategies for vision attainment, and high-level goals regarding sense of community, economic development, stability, environmental sensibility, and public assets; and,

NOW, THEREFORE, BE IT RESOLVED, that the President of Lake Bluff and the Board of Trustees hereby approves and adopts the 2023 Strategic Plan for Lake Bluff, attached hereto and incorporated herein by reference; and be it further.

RESOLVED, that the Strategic Plan is to be considered as a non-static, viable template for future Village Board deliberative processes and actions; and be it further.

RESOLVED, the Village Administrator is directed to post the Strategic Plan on the Village's website and place a copy of same at the Lake Bluff Public Library and make copies available for the public upon request.

PASSED this 27th day of February, 2017, by vote of the Board of Trustees of the Village of Lake Bluff, as follows:

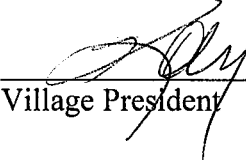
AYES: (4) Ankenman, Christensen, Grenier and Josephitis

NAYS: (0)

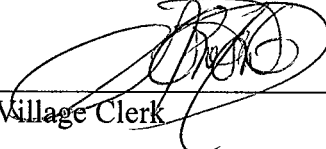
ABSENT: (2) Dewart and Meyer

APPROVED this 27th day of February, 2017.

ATTEST:



Village President



Village Clerk

TRANSMITTAL LETTER

A Message from the Village President

February 20, 2017

Dear Lake Bluff Stakeholders:

Let me thank you for all of your leadership and robust engagement throughout the creation of the 2023 Strategic Plan. Rather than a “top-down” approach, this Strategic Plan process relied on a group of residents to facilitate and leverage the community’s talent and wisdom, and craft the plan; it is a true grassroots blueprint. In these uncertain times, it is so very important for the Village as an organization to consider its role in shaping the community over the next 6 years with a keen focus on fiscal stewardship.

The collective smarts of our residents come through the 2023 Strategic Plan clearly; the plan puts us in a creative stance of collaboration and stewardship, and it equips us to achieve our goals of Village health and viability. As was true when preparing this plan, sustained efforts, patience, and communication will be required for implementation and fulfillment of our vision. With you involved, I am confident that we will be successful.

Again, the Village Board and I are grateful to all of those that gave their time, energy, and wisdom to help create this Strategic Plan. We look forward to your continued investment.

Best,

Village President Kathleen O’Hara

Village of Lake Bluff

Recommended Amendments to the Draft Strategic Plan for 2023

Lake Bluff Description

Lake Bluff, one of Chicago's best suburbs, overlooks Lake Michigan as the northern-most point of the North Shore. Weaving together small-town charm with easy access to Sunrise Beach, parks, recreation trails and a host of family-centered experiences, village life has a distinct culture all its own – one that is buoyed by lively, forward-thinking residents, a sensible and broad-minded government, a thriving commercial historic district (ca. 1895) with a burgeoning commercial corridor and great schools. The friendly and easy-going atmosphere of the village shapes a strong sense of belonging where business owners know their customers and Bluffers connect with and know their neighbors – new and old. Lake Bluff's unique character, Americana charm, amenities, and lakeside location have been recognized and lauded nationally by Coastal Living and locally by Chicago Magazine.

Mission Statement

The expression of mission, or purpose, is the Village's fundamental reason for being, and that for which all commitments and resources are in service.

The Village of Lake Bluff provides vision, stewardship and valued services, and fosters a vibrant community culture to enhance our quality of life.

Guiding Principles

The Village and its stakeholders embrace these shared values which serve as guideposts describing our conduct and behavior in all circumstances. They apply to everyone without exception.

- Take personal responsibility for the quality of our community
- Act with integrity, accountability and in the best interest of all
- Demonstrate kindness, neighborliness and concern for others
- Be inclusive, welcoming, and open minded
- Interact with respect and civility in all circumstances
- Embrace a positive, forward-looking orientation
- Cherish our history, culture and legacy of excellence

Vision for 2023

Our Vision for 2023 inspires us, and sets the trajectory for a bold, clear and compelling future for our community.

The Village of Lake Bluff is welcoming, attractive and flourishing – an authentic atmosphere of neighbors, traditions, safety and invigorating community life.

High-Level Goals

These five Goals establish the Strategic Plan framework. Each one pertains to a distinct component of Village health and viability. Achievement of these Goals facilitates attainment of our Vision for 2023. No prioritization is implied by the order in which they are listed.

1. Sense of Community	Cultivate connection, stewardship and informed optimism across interests, generations, neighborhoods and borders.
2. Economic Development	Bolster economic vitality.
3. Stability	Ensure insightful governance, financial viability, safety and quality municipal services.
4. Environmental Sensibility	Celebrate, preserve and enhance our natural heritage.
5. Public Assets	Fortify our public assets and systems.

Strategic Action Plan

The Action Plan describes proposed strategies and actions to achieve each of the five High-Level Goals.

Goal 1: Sense of Community: Cultivate connection, stewardship and informed optimism across interests, generations, neighborhoods and borders.

Strategy 1 – Placemaking: Maintain and build upon Lake Bluff’s charm and intrinsic character.

Action 1. Feature and prioritize the Village’s natural beauty, setting, culture and connectivity.

Action 2. Preserve quality public space for community gathering and support community-wide events.

Action 3. Foster Village unity and connectivity.

Action 4. Maintain and manage historic and architectural preservation of the Village.

Action 5. Consider design principles that better integrate the train depot with our walkable neighborhoods and Central Business District.

Strategy 2 – Housing: Diversify housing to ensure choice and facilitate the balance of supply and demand.

Action 1. Encourage diverse housing implementation for residents in all stages of life.

Action 2. Engage the entire community in Village leadership’s examination of what it takes to enjoy a variety of quality housing options, including condominiums and townhomes, in the context of Lake Bluff’s historic housing legacy and the marketplace.

Strategy 3 –Engagement and Communication: Reach out to Village stakeholders on community matters.

Action 1. Create opportunities and means to engage new residents, youth, veterans and others to enrich the quality and culture of the community.

Action 2. Convene a diverse team to guide, evaluate, select and design effective forms, composition and frequency of multi-directional communications including social media.

Action 3. Audit current communications practices and perform periodic assessments.

Action 4. Make it easy for people to participate and to be informed.

Strategy 4 –Volunteerism: Build civic capacity to understand, participate and lead the array of institutions, initiatives and traditions that make Lake Bluff great.

Action 1. Host timely mini-workshops to educate stakeholders on policies, rights, responsibilities and processes.

Action 2. Encourage brainstorming sessions and constructive dialogue on community events, traditions and challenges.

Recommended Amendments to the Draft Strategic Plan for 2023

Action 3. Popularize volunteerism across all generations – redefine it, recast it as a privilege and honor to serve.

Action 4. Find ways to engage and leverage talent without overtaxing new volunteers.

Strategy 5 – Inclusion: Recognize and signal support for the increasing diversity of the greater Lake Bluff community.

Action 1. Honor the community we have created and welcome new potential that accompanies change.

Action 2. Practice open-mindedness and demonstrate confidence that diversity and change are assets to our community.

Goal 2: Economic Development: Bolster economic vitality.

Strategy 1 – Central Business District: Create a planned vision for the growth and sustainability of our downtown.

Action 1. Identify and attract ideal profile businesses to heighten and amplify vibrancy downtown.

Action 2. Increase foot traffic by instituting an intelligent mix of business and residential uses.

Action 3. Ignite interest in the Central Business District as a destination location.

Action 4. Maximize utility of existing parking infrastructure and plan for increased demand.

Strategy 2 –Waukegan Road Corridor: Retain existing businesses and identify and pursue ideal sales tax-generating businesses.

Action 1. Maximize the potential and revenue generation of the Business Parks.

Action 2. Explore strategies to economically and aesthetically integrate the north side of Route 176, and the intersection of State Routes 176 and 41.

Action 3. Advocate for near-term construction of the Routes 41/176 interchange.

Action 4. Manage impacts of the new Lake Forest Hospital and modified campus, and maximize potential benefits.

Strategy 3 – Marketing: Extend our branding and marketing reach to tout Village assets and desirability.

Action 1. Market to surrounding businesses and relocation companies.

Action 2. Target market to potential new businesses.

Action 3. Encourage residents to create demand by acting as community ambassadors.

Action 4. Develop marketing materials to equip Bluffers as brand ambassadors.

Goal 3: Stability: Ensure insightful governance, financial viability, safety and quality municipal services.

Strategy 1 – Governance and Leadership: Be true to the Village’s shared vision, bring the community together, and act in the best interest of all.

Action 1. Maintain momentum toward Vision achievement, report on Strategic Plan performance and schedule timely Plan updates.

Action 2. Utilize clear, fair decision making processes and welcome dissent as a natural function of diverse perspective.

Action 3. Convene partners and peers to re-imagine partnerships, champion innovation and create leading-edge practices.

Action 4. Ensure transparency in governance and municipal functions.

Strategy 2 – Fiscal Stability: Ensure policies, processes and practices steward Village resources and strengthen financial stability and independence.

Action 1. Build resilience by diversifying the Village’s revenue base.

Action 2. Identify and pursue non-property tax revenue sources to finance programs, services and infrastructure at every opportunity.

Strategy 3 – Public Safety: Ensure community commitment to public safety.

Action 1. Explore innovations in safety and law enforcement.

Action 2. Be diligent about emergency preparedness.

Action 3. Foster a culture of safety throughout the Village through individual awareness, education, safe practices and safe design.

Strategy 4 – Municipal Services: Deliver high-quality, cost-effective municipal services that meet community needs.

Action 1. Evaluate current structures and systems to ensure resources can fulfill the direction of the strategic plan.

Action 2. Continue to identify and implement reductions in operating expenses.

Action 3. Continue to advance shared services and purchasing opportunities.

Action 4. Continue to support volunteer EMS and fire service provision.

Goal 4: Environmental Sensibility: Celebrate, preserve and enhance our natural heritage.

Strategy 1 – Preservation: Practice and cultivate environmental stewardship.

Action 1. Apply best practices to manage the impacts of commercial and residential development.

Action 2. Leverage existing committees to facilitate and support interagency environmental initiatives.

Action 3. Work with local, state and federal groups to enhance the quality of Lake Michigan and Lake Bluff beaches.

Action 4. Emphasize and celebrate our successful approach to handling household waste.

Strategy 2 –Enhancement: Identify and implement measures to enhance our natural environment.

Action 1. Set the standard for public ravine maintenance.

Action 2. Provide education on maintenance of privately owned ravines and bluffs, and the benefits of conservation areas.

Action 3. Make forestry management resources more available to the community.

Action 4. Continue a leadership stance on stormwater management.

Goal 5: Public Assets: Fortify our public assets and systems.

Strategy 1 – Infrastructure: Evaluate, invest in/transfer, and monitor Village infrastructure.

Action 1. Annually review and prioritize the 10-Year Capital Improvement Plan.

Action 2. Continue to strategically invest in or transfer Village-owned assets.

Action 3. Advance stormwater mitigation for the viaduct and related ravine.

Strategy 2 –Aesthetics: Accentuate the Village’s aesthetic environment.

Action 1. Provide the Sustainability and Enhancement Committee with the resources to develop a beautification and enhancement program for all transportation corridors.

Action 2. Continue to support local volunteer efforts to beautify the Village.

Strategy 3 – Transportation: Facilitate ease of movement and improved connectivity.

Action 1. Integrate bike and pedestrian trails.

Action 2. Advocate for more Lake Bluff express commuter trains.

Action 3. Explore bus and bicycle public transportation opportunities.

Action 4. Create awareness about existing senior-focused transportation programs.

Recommended Amendments to the Draft Strategic Plan for 2023

Action 5. Embrace innovations in alternative and non-traditional transportation modes.

Action 6. Seek solutions for local, state and regional arterial congestion.