Strategic Planning Workshop

NIU Center for Governmental Studies

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NIU'S CENTER FOR GOVERNMENTAL STUDIES (CGS)

"Government and Policy Think and Do Tank" *- est. in 1969*

- Practice areas: strategic management, policy and community/economic development, workforce development, association management, informatics, survey research, governance and training
- Working for and with our partners for over 54 years regionally, nationally, and internationally

Project Team Members

- Mel Henriksen, MPP, Assistant Director
- Alli Hoebing, MPA, Research Specialist
- Jeanna Ballard, MPA, Senior Research Specialist

LEADERSHIP AND THE FUTURE…



Strategic planning is leadership's expression of the future.

"If you don't know where you are going, any road will do…" *- Lewis Carroll*

- What is the future direction of the Village as an organization and as part of the community?
- What are the challenges and opportunities?
- What are the goals?
- How will we get there?
- How can we be flexible/dynamic while working towards our goals?



* Model generally represents the steps that are taken for this type of initiative.

AGENDA



- Introductions and Icebreaker Exercise
- Visioning for the Future
- Summary Results of Stakeholder Input
- Brief Update on the Comprehensive Plan
- Environmental Scan Part I. – Surrender or Lead
- Environmental Scan Part II. – Rapid Fire S.W.O.C./T. Analysis
- Goal Review, Development, Discussion, and Classification
- *Post-Workshop* Prioritization of Goals

INTRODUCTIONS AND OPENING THOUGHTS

- Please share your:
  - Name
  - Position, length of service in current position
- And …

Pick an item from the *garage sale extravaganza* to help answer, or represent your answer, one the following two prompts/questions:

1. Share a big idea you have for the Village, **OR**…

2. What do you value as an important issue, initiative, or idea that should be part of East Dundee's future?

VISIONING FOR THE FUTURE

If you left the community and didn't return for 10-15 years, what do you **think** you will see or what do you **hope** you will see when you return in terms of Village services and programs?

Village of East Dundee Environmental Scanning: EXTERNAL Stakeholders

FOCUS GROUP RESULTS & THEMES



Stakeholder Focus Groups

Data Gathering Framework

- Focus groups are designed to be a highly interactive approach, allowing for a robust and informative conversation with and between participants
- Three focus groups were conducted in-person with external stakeholders in June 2024
  - Business Community
  - Civic Organizations and Intergovernmental Agencies
  - Cross-section of Residents
- The focus groups ranged in number of participants from 4-17 participants in each group

Stakeholder Focus Groups

Data Gathering Questions

1. How would you describe the Village to a stranger or someone who doesn't live or work in the area?
2. If you left and didn't return for 10-15 years, what services/programs do you think you would see the Village offering or what do you hope you would see when you return?
3. What do you like best about the East Dundee? Related to that, what are the strengths/greatest assets of the Village?
4. Can you identify areas or topics in need of attention or improvement? Related to that, what are the weaknesses/greatest needs for the Village?
5. What are/should be the top priorities for the Village over the next 3-5 years?
6. If you could change or initiate one key item or one goal for the Village, what would it be?

Aggregate Focus Areas Identified

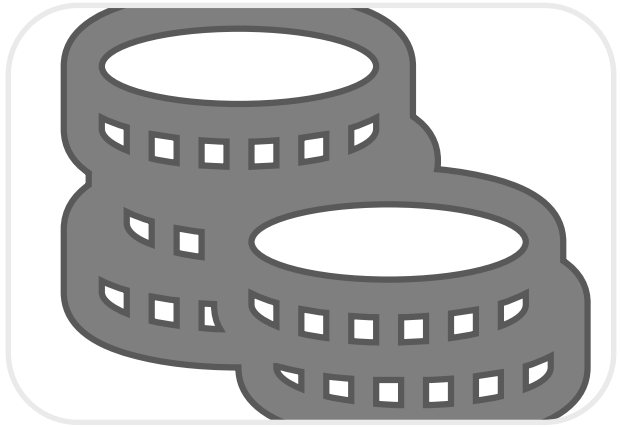
2024 Focus Group Data



Downtown & Riverfront Revitalization



Infrastructure & Community Beautification



Economic Development

Downtown & Riverfront Revitalization

- Improve and expand the Depot
- Attract more retail downtown with extended hours to accommodate tourists, visitors, residents and for special events
- Revitalize and clean up the whole Riverfront
- Create a thriving downtown
- More live entertainment including indoors – Performing Arts Center (e.g., Reuse Center)
- Address the noise pollution in downtown

Infrastructure & Community Beautification

- Well maintained community but need to address the older water infrastructure
- Improve River Road and Rock Road
- Beautify the gateway entrances/location of dealerships (include signage and trees)
- Consider developing an appearance review committee for current and prospective businesses
- Address the walkability issues along Route 72
- Lack of access to public transportation
- Façade upgrades – buildings improved to look like rest of town

Economic Development

Redevelop the Haeger property, Identify best options for redevelopment and communicate next steps
Provide technical assistance and incentives to recruit/retain and support small businesses
Village support for creating a countywide economic development group
Explore establishing a medical district to attract more doctors, dentists, etc.
Regional marketing efforts established in strategic plan & comprehensive plan – short-term and legacy projects
Capitalize on Routes 72/25 as opportunities for development (e.g., old Walmart location)
Establish a cultural center – already have community support and volunteers

Village of East Dundee Environmental Scanning: INTERNAL Stakeholders

LEADERSHIP INTERVIEW & STAFF FOCUS GROUP THEMES

Aggregate Focus Group Areas Identified

2024 Staff Focus Group Data

Organizational Development

- Improve staffing levels and benefits to address recruitment and retention issues.
- Focus on improving the work/life balance for Village staff.
- Involve co-workers in the hiring process alongside supervisors and administration.
- Build respect and trust within teams.
- Continue to regularly update Public Works and Police equipment – prioritize within planning.

Community Services and Collaboration

- Improve outreach efforts and expand from mostly online communication.
- Collaborate with surrounding communities on shared resources/equipment.
- Consider hiring a mental health specialist and address resource gaps for the homeless population.
- Establish data-driven partnerships with Elgin Community College.
- Reevaluate the policy on issuing tickets for overnight parking.

INTERVIEWS

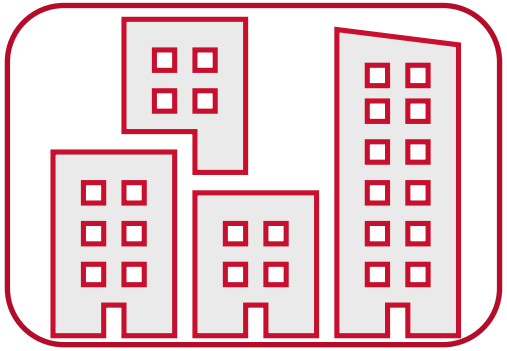
Interviews are an interactive/source-focused approach that provides participants with an opportunity to share personal perspectives at a 1-1, or 1-2 level with a professional interviewer.

A list of 5-6 key questions were developed to help guide discussions. The focus of the interview sessions was to gain an initial perspective by building a balanced and informed view of the Village from each stakeholder's unique vantage point.

Interviews were offered to the Board of Trustees and administrative leadership in **July/August 2024**.

2024 Interview Data

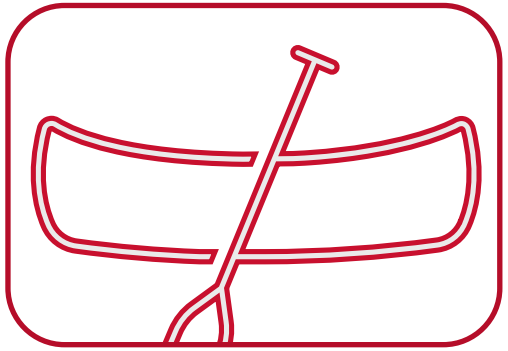
Priority Areas Identified



Economic & Downtown Development



Traffic & Infrastructure



Riverfront Development & Recreation

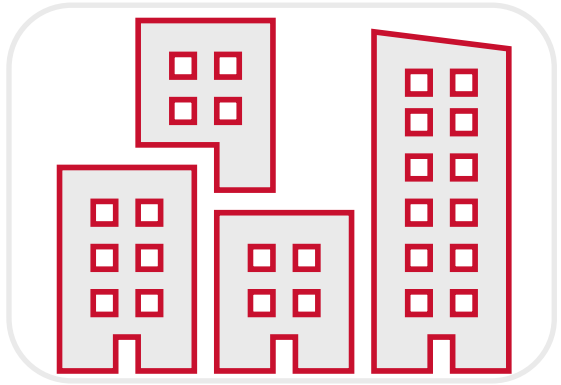


Community Services

- Continue to build off the success of the downtown; address how we want to move forward – what else can improve the downtown?
- Traffic patterns (Rt. 72 and River Street) need to be re-designed/improved especially with the anticipation of heavier downtown presence with the new parking deck. Need to re-route truck which are currently damaging Village road.
- Connect to the riverfront to the downtown currently an underutilized asset.
- Evaluate staffing to ensure appropriate levels that allow for the quality delivery of expected community services

TOP PRIORITIES FOR ALL STAKEHOLDERS

Focus Group Participants and Village Leadership/Staff



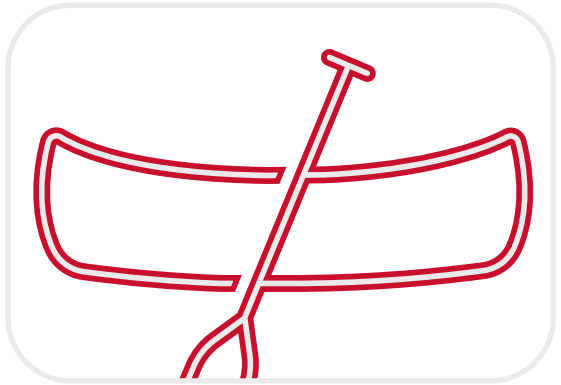
Economic & Downtown Development



Infrastructure & Community Beautification

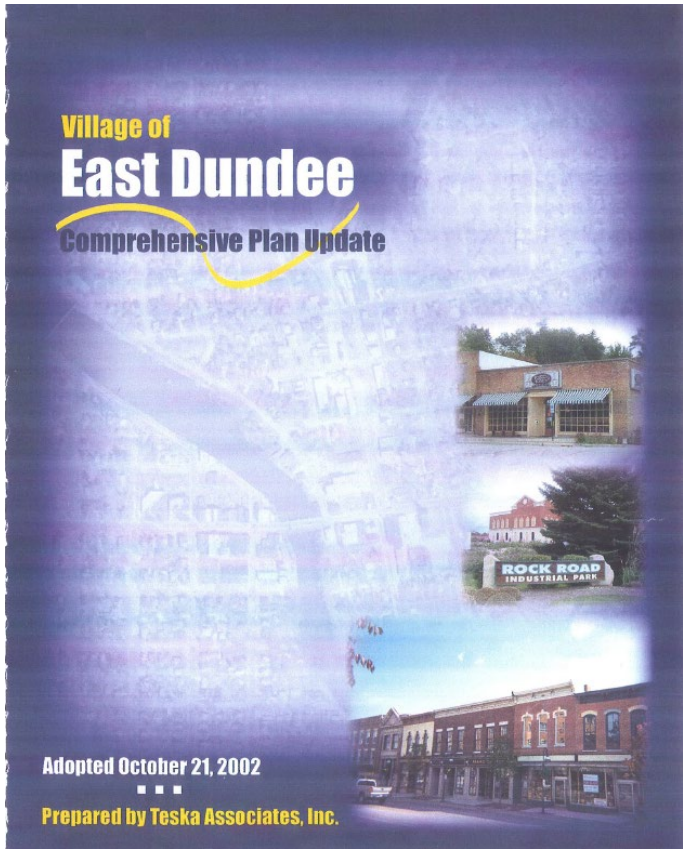


Community Services & Collaboration



Riverfront Revitalization & Recreation

Comprehensive Plan



- Update to the 2002 Comprehensive Plan. The updated plan is an investment in time and funds and will guide the community for years to come.
- The process and documentation for creating a broad, long-term vision or future land uses and the built environment.
- A comprehensive plan contains a map of future land uses for an entire planning jurisdiction, addressing all of the physical elements in the area
- Lays the foundation for zoning codes, a legal tool for implementing the vision of the future contained in the comprehensive plan.
- **CP Task Force:**
  - **Meeting 1:** Vision developed; surveys discussed; challenging locations identified on map.
  - **Meeting 2:** Goals developed; opportunity areas identified on map.
  - Meeting 3 (9/18): Objectives for each goal will be finalized; three future land use map scenarios will be discussed and one selected.
  - Meeting 4 (late October): Future land use map finalized; objectives for each goal prioritized; implementation discussed.

Where are We Headed? | The Planning Process

Comp Plan Timeline

Inventory & Data Collection

Compilation, review, and analysis of community information to understand the aspects that make up East Dundee today and elements to address regarding future growth and development.

Community Input

A multi-pronged outreach process to engage community members to collect their thoughts and ideas to shape town planning strategies.

Task Force Work Sessions

Series of work sessions with the project Task Force to develop draft elements of the Comprehensive Plan, including a community vision, goals and objectives, a future land use plan, and other plan elements that will help guide the city with growth management and sustainable development.

Document Preparation

Synthesis of data analysis, community input, and long-range visioning to prepare the draft Strategic Plan and Comprehensive Plan.

Final Review & Adoption

Presentation of final Comprehensive Plan to city officials and the public for final review and adoption.

PROJECT WEBSITE

https://tinyurl.com/eastdundee-plans



Welcome to the project website for the **Village of East Dundee**'s process to prepare its Strategic Plan and updated Comprehensive Plan. The Village's current Comprehensive Plan was last updated in 2002 and its Strategic Plan was recently completed in 2019.

Concurrent Planning Processes

Preparing strategic and comprehensive plans concurrently has advantages for the community including cost savings through shared research, a more complete analysis than would be possible based on community and staff input for either plan alone, and final documents that are coordinated and mutually supportive making implementation of each plan easier. This is a key opportunity to prepare the two plans simultaneously to ensure the vision, goals, and strategies are aligned with current community values and aspirations for growth, development, and services in East Dundee.

Comprehensive Plan

To engage with the **Comprehensive Plan** process, please click the button below.

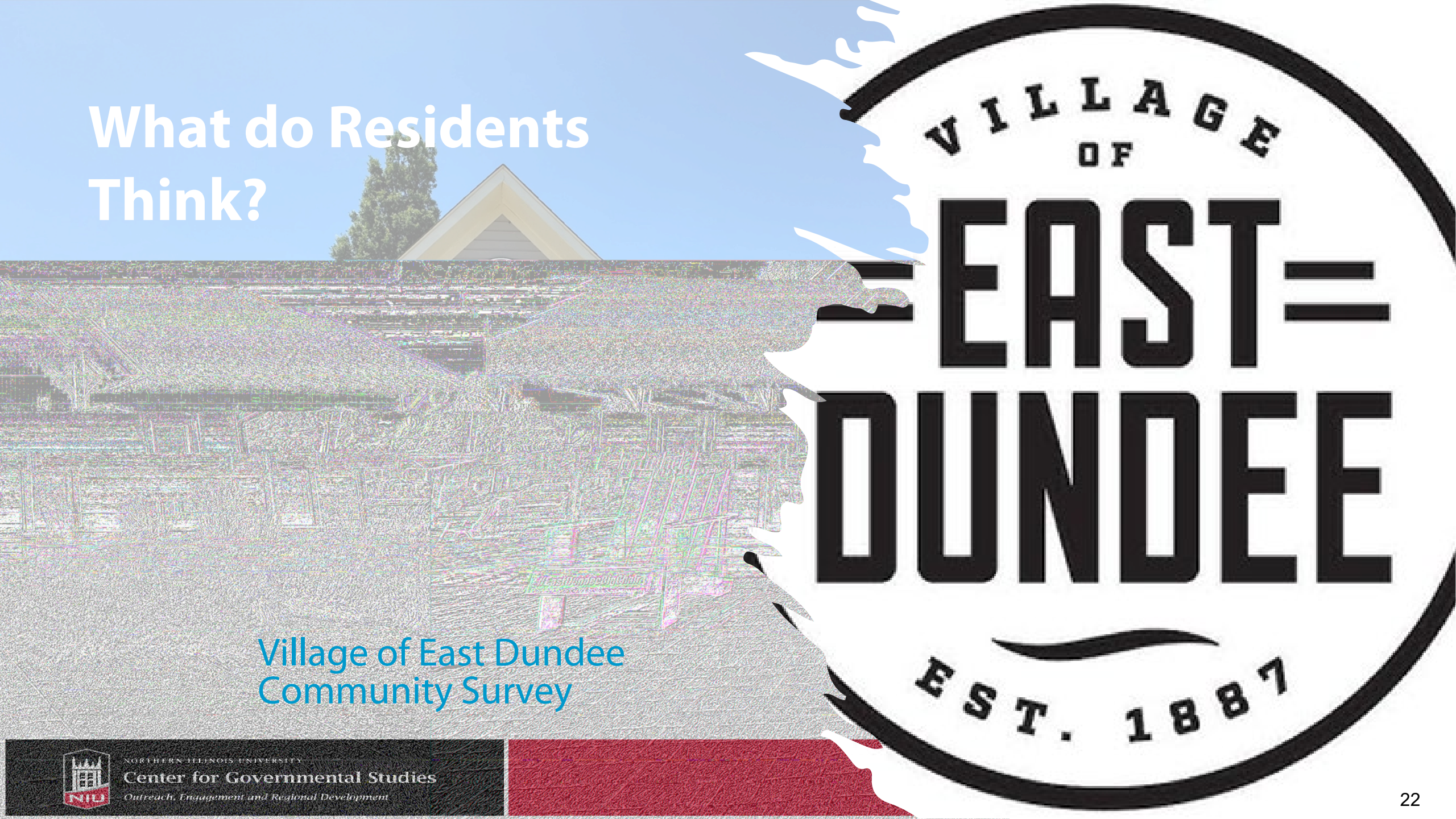
Click Here for the Comprehensive Plan Page

Strategic Plan

To learn more about the **Strategic Plan** process, please click the button below.

Click Here for the Strategic Plan Page

What do Residents Think?



Village of East Dundee
Community Survey

Resident Survey

- An invitation email with a survey link was sent to residents. Up to 6 reminder emails were sent to non-respondents. Link was also on the website.
  - Survey opened on April 1st, 2024
  - Survey closed on April 24th, 2024
- 272 completed surveys were received
  - 61% long term residents, 39% more recent
  - 90% homeowners
  - Good mix of ages with largest group age 45-64
  - 60% have incomes of at least $100,000

Resident Survey:

Reasons for Living in East Dundee

Why do you live in East Dundee?

- **Most common themes:**
  - Location, convenience, close to work or amenities (15.5%)
  - East Dundee has a small town feel or is a good size (13.7%)
  - Grew up in the area or have lived here a long time (10.8%)
  - Like the Village or the area (10.4%)
  - Like my neighborhood or my home (10.0%)
  - East Dundee is/was affordable, lower cost of living, lower housing cost

Resident Survey:

Suggestions for Improvements

Suggestions for Improvement to East Dundee *5 Most Common Themes*	**Percent**
Community beautification, code enforcement, property upkeep, and use/maintenance of vacant buildings	12.7%
Maintenance of streets, sidewalks, curbs, and lighting	12.3%
Attract and maintain diverse businesses and shopping, including grocery stores	10.1%
Develop or update, maintain, and protect riverfront area	7.3%
Parking	6.7%

** Respondents could name up to 3*

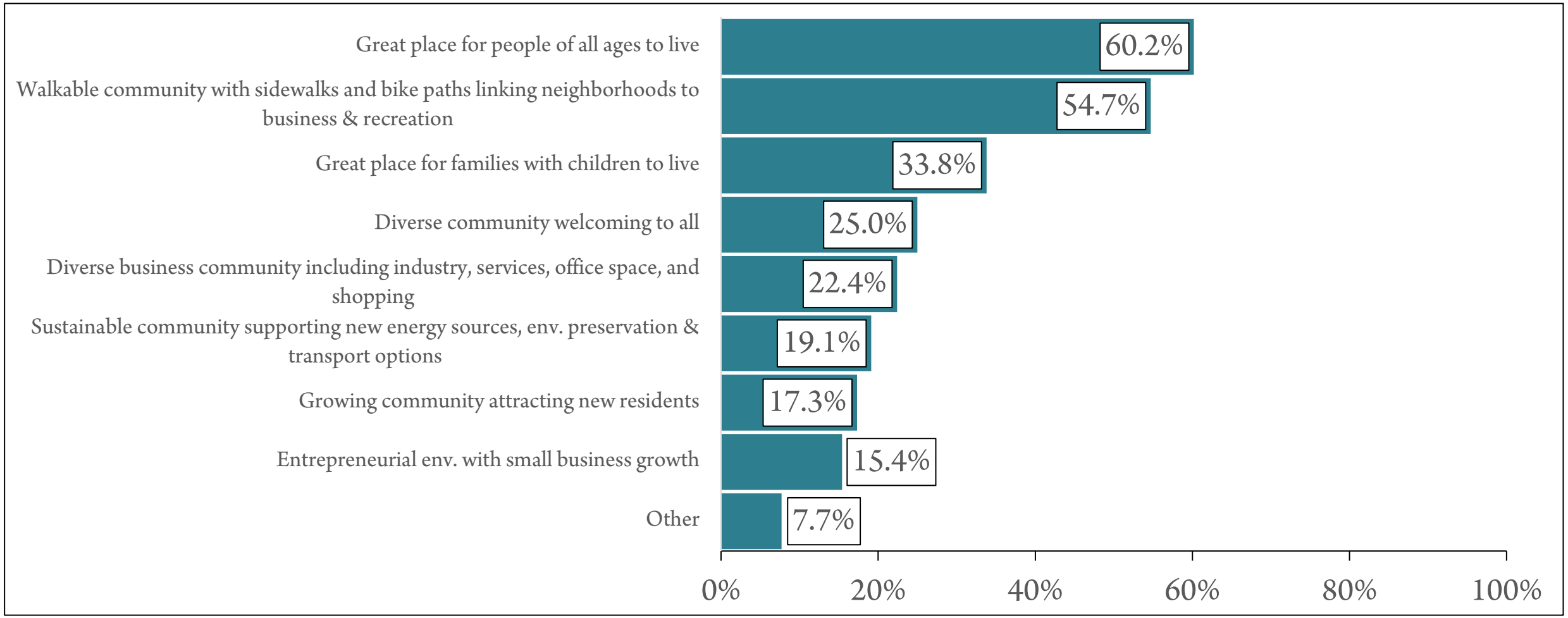
Resident Survey Conclusions

- East Dundee's local natural and recreation areas, convenient location, shopping and entertainment activities as positive aspects of living in the Village.
- Important for the Village of East Dundee to focus on:
  - Community beautification
  - Code enforcement and property upkeep,
  - Use/maintenance of vacant buildings;
  - Repairs to/maintenance of streets, sidewalks, curbs, and lighting.
- Retail (including grocery) should be added.
- Residents believe it is important for the Village to plan for:
  - Preservation of natural areas
  - Stormwater management and
  - Getting places on foot or bicycle

Vision Statement from Task Force

East Dundee is a welcoming small town with a strong community spirit. Residents and visitors enjoy the Fox River and other natural areas, local shops and services, events, arts, entertainment and the historic downtown year-round, all within an easy walk or bike ride. The municipal government supports local businesses and welcomes new ones. The community is responsive to neighbors' needs and offers a high quality of life to its diverse residents.

Resident Survey: *Vision for East Dundee in 5 Years**



*Respondents could select up to 3 options

Business Survey

- The Village of East Dundee's provided a list of businesses to CGS
- An invitation email with the survey link and four email reminders were sent. Link was also on the website.
- The survey ran from April 1-23, 2024
- A total of 44 completed surveys were received
  - 45% of businesses located in the historic district
  - Mix of business types
  - Mostly smaller businesses with 20 or fewer employees

Business Survey Conclusions

- Businesses frequently cited *East Dundee's strategic location* as a strength or reason for locating there
- Business respondents frequently mentioned '***parking***' as an area weakness and suggestion for improvement
- *Too many empty/former business buildings/sites*, and ***not enough parking facilities*** were cited as barriers to expansion in East Dundee
- Additionally, funding assistance programs (facade grants, lease incentives, etc.) received the greatest proportion (12.5%) of 'poor' or 'very poor' responses from businesses about the Village's relationship with the community
- Regarding support from the Village, businesses are most interested in
    - investment in marketing local business to external areas
    - developing a Chamber or business network


What Do You Think?

SURRENDER OR LEAD TEAM EXERCISE

Scanning the Environment Part I

- The questions are prompts to help assess obstacles, challenges, opportunities, or key factors that may impact or frame goal attainment.
- You have 24 minutes to complete the exercise.
- Please appoint a "recorder" and a spokesperson for your group.

GROUP NAME: _____ **(name your group!)**

1. We want to _____ but _____.
2. The two most important things to focus on are _____ & _____
   because _____.
3. If it weren't for _____
   we would _____.
4. We need to finally _____.
5. _____ will have the biggest impact on the Village in the coming 2-3 years.

S.W.O.C.

Scanning the Environment Part II

First two letters , S (Strengths) and W (Weaknesses), often refer to internal factors such as:

- Financial resources, funding, sources of income, investment opportunities
- Physical resources, your company's location, facilities and equipment
- Human resources, employees, volunteers and target audiences
- Access to natural resources, trademarks, patents and copyrights

Second two letters, O (Opportunities) and C (Challenge) often refer to external factors such as:

- Economic trends, local, national and international financial trends
- Funding, donations, legislature and other sources
- Demographics, age, race, gender and culture
- Political, environmental and economic regulations

Rapid-Fire S.W.O.C./T.

Large Group Activity

- What are the Village's:
  - Strengths?
  - Weaknesses? Needs?
  - Opportunities?
  - Challenges? Threats?

- May fall into more than one category and that's okay. Example: Technology

STRATEGIC GOAL SETTING
Short- and Long-term

Don't get hung up on definition…

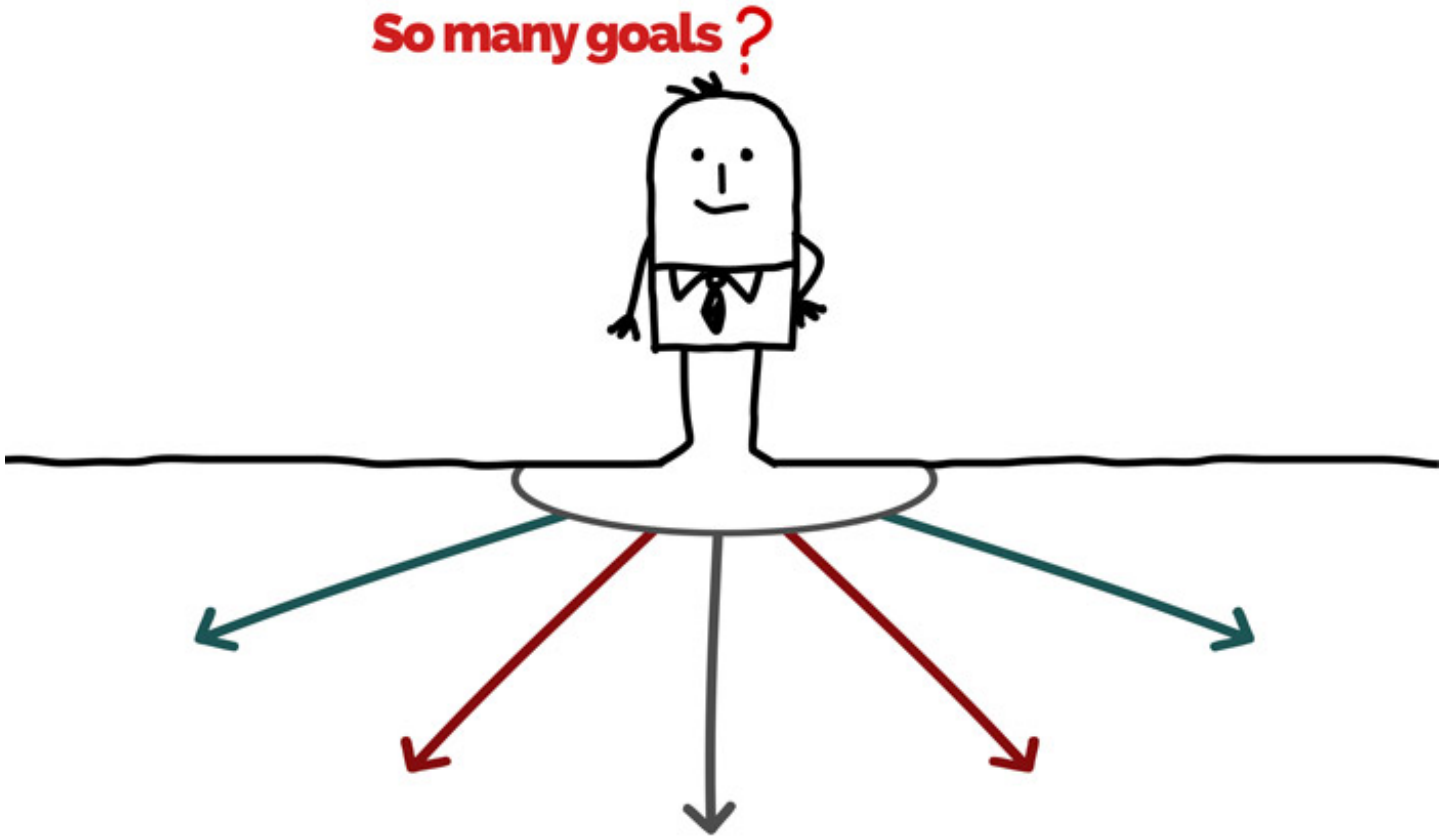
Two Categories:

1. **Short-term goals** are those goals that could or should be completed or substantially underway within 1-3 fiscal years.
2. **Long-term goals** are those goals that will take 4-8+ years to be substantially underway or complete.



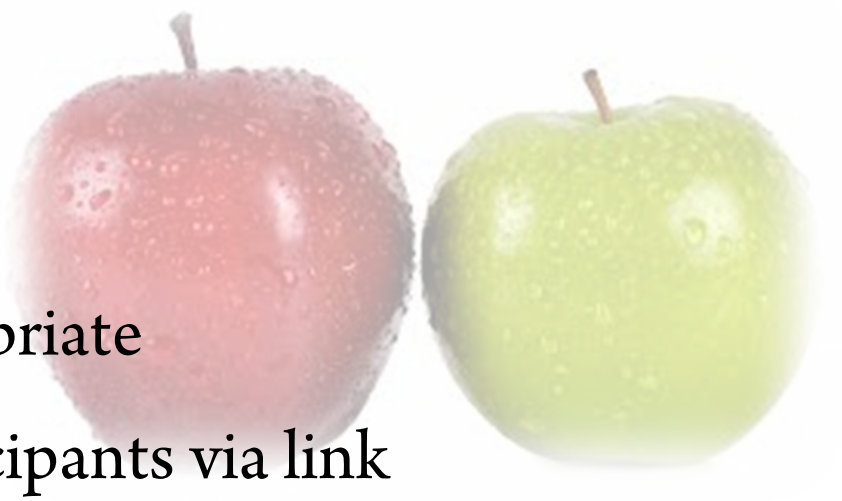
SMALL GROUP GOAL DEVELOPMENT

- Take 30-40 minutes to develop **3-4 short-term goals (1-3 years)** and **3-4 long-term goals (4-8+ years)**
  - *Think about the stakeholder feedback, the Surrender or Lead exercise, and the group's rapid-fire SWOC responses*
  - ***Develop 1-2 metrics/measures for the final goals that you may already be measuring or you would like to measure.***
    - *i.e., number of participants, growth in a program area, newsletter distribution, etc.*
- Report out goals to larger group for discussion and additions


So many goals ?

NEXT STEPS

Goal Prioritization



- Goals are refined and consolidated where appropriate
- Online ranking tool shared with workshop participants via link
- Each goal **is ranked against other similarly situated goals**
- Decisions: Which goals **should be given higher priority than others**
- "Forced ranking" where the ranking of each identified goal is averaged by the rankings given by all workshop participants
  - Golf: the lower the score, the higher the priority

NEXT STEPS

Action Planning

- **Operationalizing the goals**
  - Structural assignments and scheduling
  - Action steps/work plans

- **Management team refinement and development of an overall implementation strategy**

- **Final report and executive summary created by CGS**

THANK YOU!

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