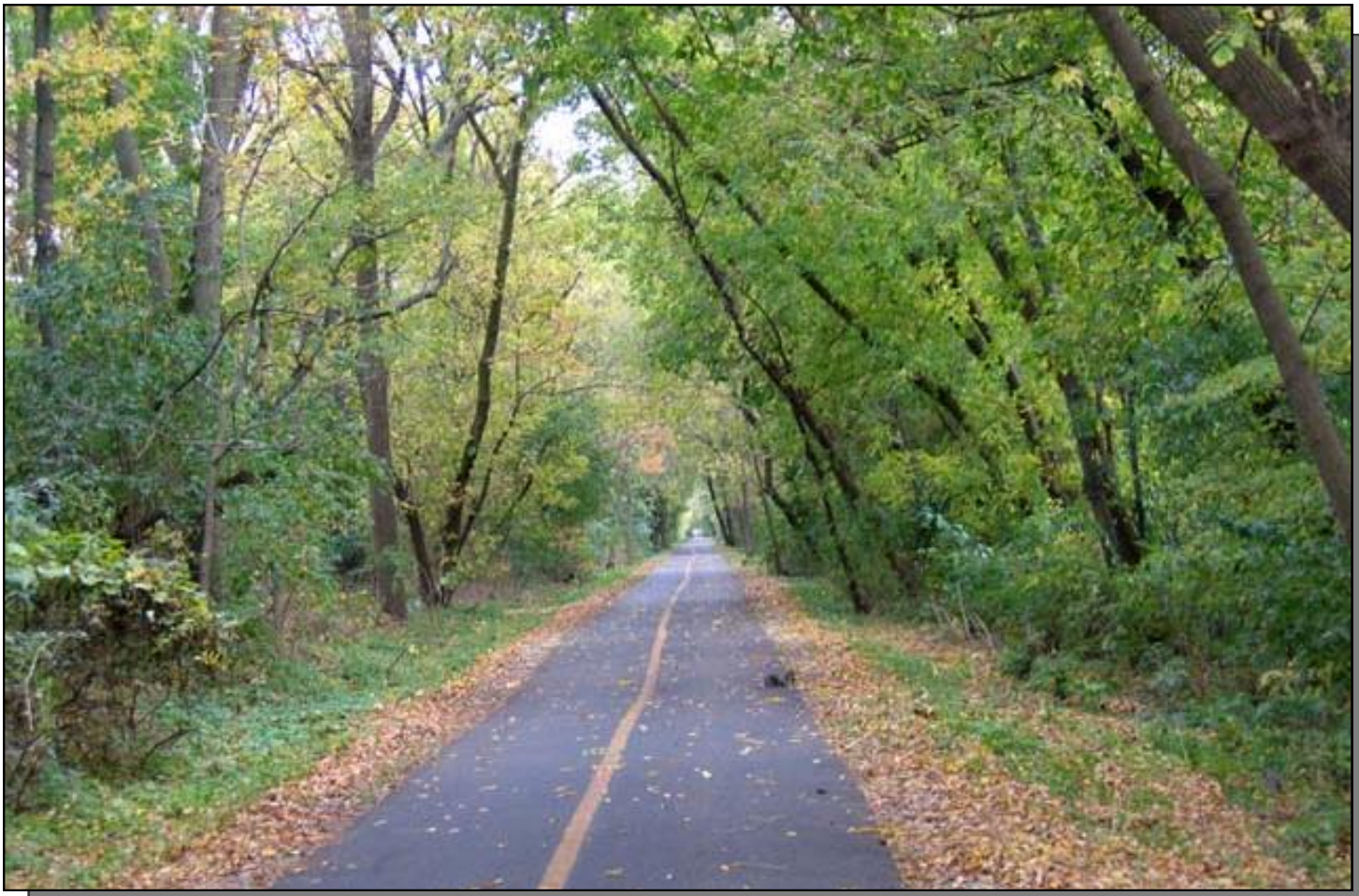


Village of East Dundee

2019 - 2024 Strategic Plan

Introduction

Like many cities across the country, East Dundee was hard hit by the Great Recession. East Dundee's Downtown and Dundee Crossings area were marked by vacancies and economic difficulties. Property values were rapidly declining and businesses were being forced to close by the poor economic circumstances. However, over the past decade, East Dundee has recovered from those economic threats and has transformed itself into a Village that is well prepared for future challenges and opportunities.

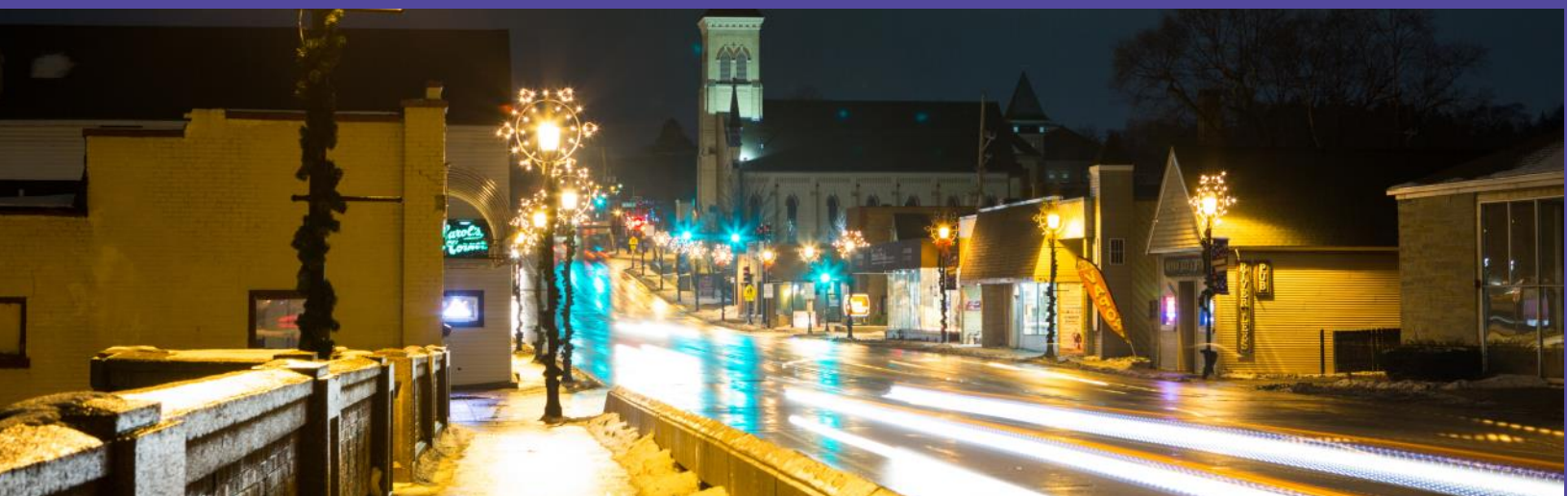
East Dundee has always had a vast array of assets. As a natural gathering place at the crossroads of three major state routes and near Interstate 90, business has always flourished in East Dundee. From the lengthy history of Haegar Pottery and Santa's Village to their modern equivalents in the Prairie Lakes and Terra Business Parks, East Dundee has always been a great home for industry. East Dundee also has abundant natural resources in the form of the Fox River, nearby open space, and a popular regional bike path.

East Dundee's 2019-2024 Strategic Plan seeks to identify a central vision for the Village and create a road map for making that vision into a reality. In addition, the plan helps to make the Village become proactive, rather than reactive, by identifying future risks and challenges.

What is a Strategic Plan?

A Strategic Plan is a tool that helps the Village to:

- Look at its current position
- Assess and respond to challenges and opportunities
- Increase effectiveness
- Envision the future
- Achieve consensus on strategies and objectives for achieving that vision
- Determine funding priorities



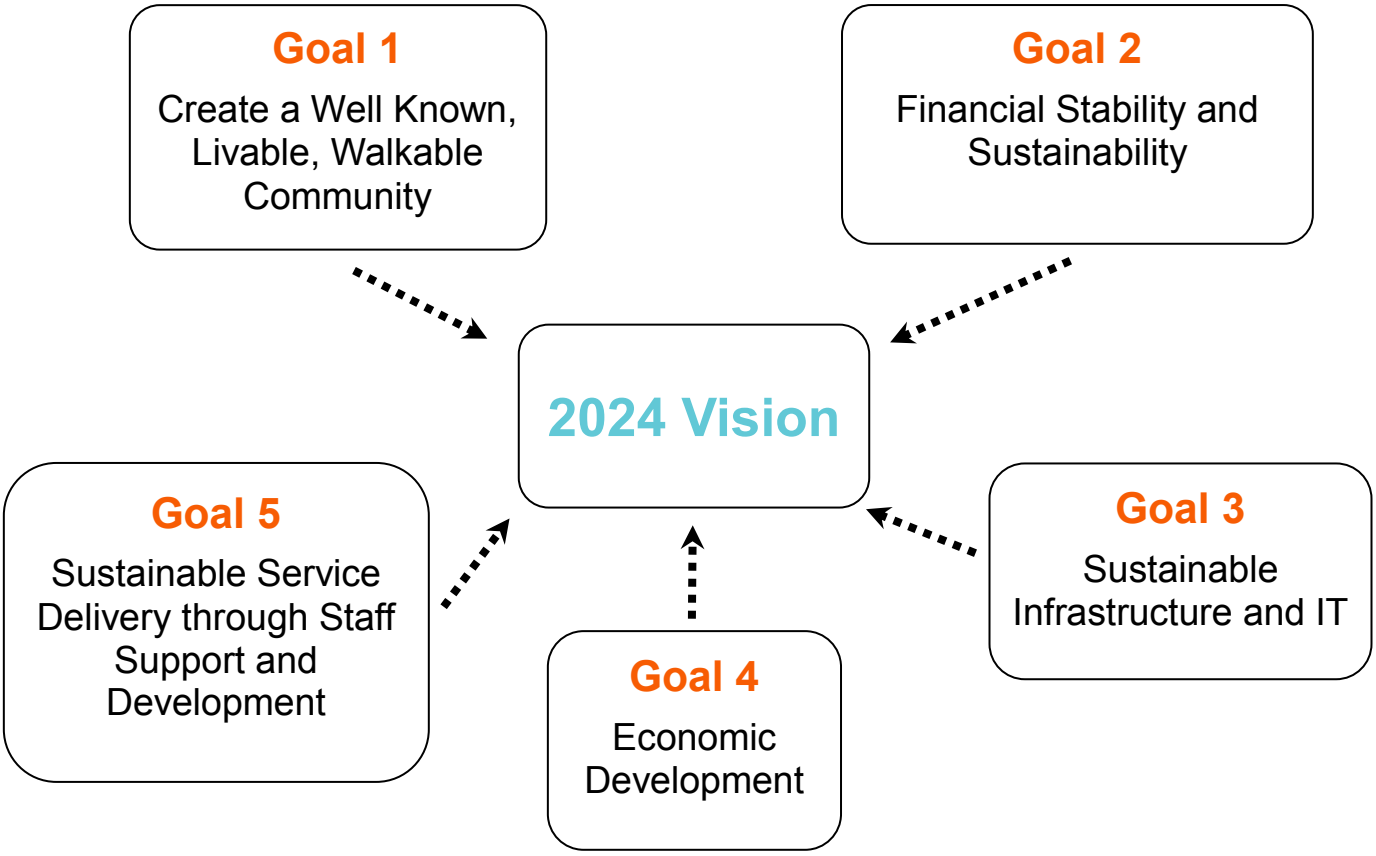
Our Vision:

Over the next five years, East Dundee will become regionally known for its entertainment and family friendly amenities, its natural recreational opportunities, and its ability to continue to be a thriving, financially stable community that is prepared for future challenges.



Strategic Goals and Priorities

To accomplish the Village Board's vision of East Dundee in 2024, five strategic goals were identified as being essential to reshaping and refocusing the Village. These goals will help to drive day to day operations, while maintaining focus on the long term priorities of the Village.



How was the Strategic Plan Developed?

July 2018: Employee Survey was conducted

August 2018: Department Directors highlighted and described priorities

September 2018: The Village Board met with staff, along with an outsidefacilitator, to discuss strategic goals

December 2018 — February 2019: Staff drafted the 2019-2024 Strategic Plan

March 2019: Village Board adopted the Plan

Goal 1: Create a Well Known, Livable, Walkable Community



East Dundee is committed to creating a livable, walkable community that promotes sustainability, safety, and healthy living. East Dundee has long recognized and appreciated its unique access to a variety of recreational amenities including one of northeast Illinois' premier waterways and a regional bike path. As East Dundee transitioned from a community with an industrial core to a largely residential area, these assets were left largely undeveloped and disconnected from the community at large. In particular, over the past few decades, use of the riverfront has been severely hindered by the lack of development. Rather than being fully connected to East Dundee's downtown and the bike path, the riverfront has been isolated without trail or sidewalk connections, signage, or suitable multi-use pathways. To create a livable, walkable community, the Village must develop and emphasize its natural amenities and recreational opportunities to their fullest extent. East Dundee's numerous assets, including the bike path, riverfront, and historic downtown, must be fully integrated and tied together.

East Dundee is also committed to becoming a regionally recognized destination for its high quality recreational opportunities, historic downtown and unique dining options. To fully realize that objective, East Dundee must develop and promote a strong new identity that advertises the Village's dynamism, outdoor leisure activities, and community connectedness.

Objectives

- Rebrand with a focus on family, fun outdoor recreation, and dining
- Complete and implement a Riverwalk Plan to encourage use of riverfront
- Enhance East Dundee's regional reputation

Goal 2: Financial Stability and Sustainability

One of the primary responsibilities of the Village's elected officials and staff is to maintain the Village's finances and ensure that the Village is able to adequately respond to future challenges and take advantage of potential opportunities. While the past decade has posed significant financial challenges, recent budgetary and policy changes have solidified the Village's financial sustainability. Although the Village's finances have stabilized, East Dundee must continue to focus on preparing balanced budgets, updating financial policies, and identifying potential financial challenges. As the Village continues to redevelop and grow, keeping the Village on sound financial footing will ensure that East Dundee has access to the resources it needs to make the Village into a regionally recognized destination.

Objectives

- Establish development incentive guidelines
- Seek outside funding through grants
- Maintain a plan for funding reserves and debt obligations
- Draft and implement finance policies
- Maintain long term financial projections



Goal 3: Sustainable Infrastructure and IT

East Dundee is home to 25 miles of roadway, 57 miles of underground water and sewer piping, 12.5 miles of stormwater pipes, a water treatment facility, and a wastewater processing plant. To maintain these assets, the Village's Public Works Department has 7 full time staff members, 22 vehicles, and operates numerous pieces of equipment. Each piece of infrastructure and equipment requires maintenance and eventual replacement. Identifying and planning for these financial costs allows the Village to maintain its infrastructure at the level necessary to provide residents with a high quality of life.



In addition to the maintaining the infrastructure and equipment that makes life in East Dundee possible, it is necessary to maintain the internal infrastructure that enables the Village to function. Village staff is supported by an IT infrastructure that aids in maximizing staff's ability to be efficient and effective. As the East Dundee moves towards achieving its goals, guaranteeing that the Village's employees have access to a high quality, responsive IT network is vital to ensuring future success.

Objectives

- Create and implement a Capital Improvement Plan with Village Board prioritization of projects
- Analyze and improve current and future IT infrastructure
- Create and implement a Village Hall Maintenance and Renovation Plan

Goal 4: Economic Development

The Village of East Dundee has numerous opportunities to re-envision the appearance of many important areas within the Village. Many of these properties are currently underutilized and offer the chance to redefine what East Dundee is known for. With focus and a vision, the Village can transform vacant lots and largely abandoned industrial areas into attractive multifamily living areas, an extended downtown commercial area, and a revamped entrance to East Dundee's many family friendly amenities. While many of these properties are privately owned, the Village has the ability to act as a catalyst and as a guiding force for redevelopment. By pursuing the redevelopment of these key areas, the Village can improve the quality of life for its residents, lower property taxes by expanding the tax base, increase property values, create new jobs, and increase the Village's daytime population.



Objectives

- Create aesthetic guidelines for downtown development
- Develop an Economic Development Implementation Plan to prioritize properties throughout the Village
- Redevelopment of the Main Street corridor and front door of the Village
- Promote new multi-family housing developments
- Complete a plan for the downtown area south of Route 72

Goal 5: Sustainable Service Delivery through Staff Support and Development



The Village has 30 full time employees spread across five departments. These employees are responsible for a wide range of tasks including public safety, the maintenance of Village infrastructure, processing of building permits, providing residents with clean drinking water, and organizing the Village's finances. To maintain low staffing numbers, it is important that the Village maintain a high quality workforce that is highly trained, motivated, and engaged. Like other service based businesses, staffing costs make up a significant portion of the Village's budget. Maximizing each employee's contribution through maintaining high levels of engagement and through training ensures that these costs remain low.

Objectives

- Maintain a staff size appropriate to community's needs
- Create and maintain a highly qualified workforce
- Update policies to meet best practices
- Establish human resources structure to support staff
- Focus on enhancing employee culture and morale
- Provide staff with all necessary tools