

CITY OF HIGHWOOD

MEMO

TO: Mayor Pecaro and the Highwood City Council

FROM: Scott Coren, City Manager

DATE: November 5, 2019

SUBJECT: Strategic Planning – Project Prioritization

“Vision is the latest emphasis that is important to have for yourself and your organization; however, vision without implementation becomes meaningless.” – Tom Roberts

The City of Highwood annually holds strategic planning meetings to hold open discussions on prioritizing projects, major community issues and organizational direction. At this time Staff has recognized the need for a strategic planning session to re-prioritize due to the successful accomplishment of some projects, some projects dropping off the priority list, and others evolving from the implementation stage to the maintenance stage.

2018 STRATEGIC PLANNING INITIATIVES AND PROJECTS

At the **October 8, 2018 Strategic Planning Meeting** the City Council directed Staff to prioritize five primary projects and initiatives. The current status of each is highlighted in **red** below the task.

1. Residential Zoning and Housing Enforcement and Review of Potential Strategies or Incentives for Housing Purchase and/or improvements.

Staff has transitioned these duties to a new employee. All properties have been inspected on schedule, all rental fees have been collected. Additional rental units have been identified in the past year, with landlords resistant to joining the program forced to through the threat of legal action.

The Council has budgeted for and reviewed a program to provide incentives for the improvement of residential properties. This program has been communicated through various avenues but has only one strong prospect at this point. As the grant program requires significant investment, the hope is that these costs must be planned and will begin to bear fruit in the coming year.

2. 2019 Capital Improvement Program

The 2019 Capital Improvement Plan has been mostly completed, with Ashland Avenue and the alley between Walker and Webster reconstructed. The engineering for the 2020 program has been completed and bids are expected back in December. Several additional projects, including resurfacing Everts, Mears and Morgan are scheduled for this month and crack seal and striping programs are in process.

3. Advocacy of the process to move City operations to the library building and sell the existing City Hall site.

This process requires three steps before a development proposal can be considered:

1. Boundary realignment – In the past year, passage of the IGA with Highland Park laid out a process that included commissioning updated surveys of all the properties, drafting and getting signatures on deannexation petitions for eleven properties, and transferring certain sections of public land and easements. The final approvals are expected to occur in November 2019.
2. TIF extension – The IGA with the local districts is expected to be finalized in 2019, with the State legislature approving in the first quarter of 2020.
3. Municipal complex – The preliminary plans are budgeted but expensive. This process will commence upon the first two items being completed.

4. Current and Proposed Redevelopment (440 GBR, 246 Green Bay Road, North & GBR Intersection, Paglai Property, Patton Road Development, City Hall redevelopment, Midwest Young Artist Theater)

The townhomes at Webster/Clay have been completed.

Papa Willie's is ready to open.

246 Green Bay Road is under construction.

546 Green Bay Road has been approved and is scheduled for construction in 2020.

440 Green Bay Road has informed us they will submit plans by the end of the year.

North/Green Bay Road has been acquired by the City, which is conducting site work.

Greenwood, Slyce Pizza, Cluckers Chicken, Beermiscuous, Chicago Mike's Ice Cream and Tala Coffee Roasters have all opened for business in the past two years.

5. Development of a community survey and feedback process to assist in future strategic planning processes.

After drafting a document and process, the City determined to focus resources in other areas.

In addition to these prioritized items, lower priority tasks such as reviewing diagonal parking on Green Bay Road, completing a variety of GIS maps, comprehensively reviewing the City vehicle sticker program, and making further progress on the BOFPC Pieri matter have also been completed.

2019 STRATEGIC PLANNING INITIATIVES AND PROJECTS

As a starting point for a discussion on 2019 (and beyond) initiatives and projects, staff has provided the following amendments, updates, and items currently in process.

Primary Projects/Initiatives

Staff recommends the primary project list be amended as follows:

1. ~~Residential Zoning and Housing Enforcement and Review of Potential Strategies or Incentives for Housing Purchase and/or Improvements.~~ Plan for significant improvements to Everts Park, especially if OSLAD grant is approved. This will also include a plan for soliciting naming rights and donations to facilitate the construction of the new park.
2. ~~2018~~2019 Capital Improvement Program – possible projects:
 - Reconstruction of Burtis, Wrendale, Maple, Elm (\$300,000 total project cost)
 - Crack sealing of Highwood, North, Pleasant (\$15,000 total project cost)
 - Continuation of the sidewalk replacement program (\$20,000 total project cost)
 - Begin enhancements to the stormwater drainage system based on the new sewer atlas (unknown cost at this time)
3. **Advocacy of the process to move City operations to the library building and sell the existing City Hall site.** This process includes finalizing new borders, extending the TIF District, and working with the library on compatible plans.
4. **Current and Proposed Redevelopment** (440 GBR, 246 GBR, City Hall/Library, Paglai Property, North & GBR Intersection, 546 Green Bay Road, Patten Road Development, ~~Midwest Young Artist Theater~~)
5. ~~Development of a community survey and feedback process to assist in future strategic planning processes.~~ Review IT processes, select a new IT consultant, and develop a formal plan to improve the technological resources available to Staff.

Secondary Projects/Initiatives

Other projects that are currently underway and have included some monetary and time investment, and therefore should be finished on a secondary priority basis (new items underlined):

BOFPC proceedings on Pieri matter

Upon approval of the TIF extension, develop a new TIF plan to implement with the proceeds of the extension.

Completion of revised standards for sidewalk and curbside cafes

Continue with GIS Contracting Services

~~Finishing succession planning for Public Works, Administration and Finance~~

Adding video cameras to priority sites, including the library parking lot and Highwood train station

Find additional avenues to incentivize property owners to bring their properties into zoning compliance

Reviewing and cleaning up outdated portions of the City Code

Completion of the installation of water meters in all locations

~~Engineering review of diagonal parking on Green Bay Road~~

Work on a long term plan for sculpture placement in the community

Additional bicycle parking opportunities

Review of parking permits, regulations, payment systems and enforcement to simplify processes and improve customer interaction

Completion of Pleasant Avenue Park

Develop a program for branded street name signs

~~Consideration of website upgrade due to vendor platform updates~~

Determine a long term resolution for the property at 323 Palmer

~~Facade improvements in the downtown business district~~

Additional projects that have been discussed but have not yet reached a priority status (new items underlined):

Pursue a Sister City relationship with Pievepelago, Italy
~~Develop a program for branded street name signs~~
Develop a financial policy to formalize existing practices, such as the 90 day reserve
~~Reviewing the implementation of the budget system to replace the appropriation system~~
Pilot program to test usage of a trolley connecting the North Metra lot to downtown
Analyze software opportunities that bundle permit, licensing, rental property and code enforcement software packages
~~Complete a community wide survey to solicit input from residents on their priorities~~
Parkway tree trimming program
Bicycle lanes in the community
Crime Free Housing Ordinance
Review of Joint Plan Commission Procedures
Planting artificial palm trees in the downtown area

While all of these projects have value, attempting to complete them all simultaneously will spread the attention each one receives very thin and make the execution of each less likely. Staff would like Council input on the projects to determine which the Council would like to elevate and which can be discussed after others have been successfully completed.

NEXT STEPS

At the conclusion of the session, staff will work to develop the FYE 2021 budget that incorporates these concepts, prioritizing the projects and initiatives. Staff will present this back to the Council for additional conversation as part of the City's financial planning documents.

City of Highwood

FY21 BUDGET SUMMARY

GENERAL FUND

ACCOUNT	FY19 ACTUAL	FY20 BUDGET	FY20 ESTIMATED ACTUAL	FY21 REQUEST	DEPT MAINT BUDGET REQUEST	% Change Budget/Request	\$ Change Budget/Request	COUNCIL DISCRETIONARY	FY22 FORECAST	FY23 FORECAST
GENERAL FUND REVENUE	\$ 5,458,399	\$ 5,074,292	\$ 5,306,948	\$ 5,107,680	\$ 5,107,680	0.7%	\$ 33,388	\$ -	\$ 5,153,460	\$ 5,206,968
TOTAL REVENUE	\$ 5,458,399	\$ 5,074,292	\$ 5,306,948	\$ 5,107,680	\$ 5,107,680	0.7%	\$ 33,388	\$ -	\$ 5,153,460	\$ 5,206,968
DEPARTMENT EXPENDITURES										
ADMINISTRATIVE	\$ 481,923	\$ 584,242	\$ 537,575	\$ 591,349	\$ 591,349	1%	\$ 7,107	\$ -	\$ 609,454	\$ 622,304
LEGAL	\$ 149,631	\$ 175,600	\$ 226,600	\$ 175,600	\$ 175,600	0%	\$ -	\$ -	\$ 150,600	\$ 150,600
POLICE	\$ 2,077,376	\$ 2,031,661	\$ 1,937,973	\$ 2,021,182	\$ 2,021,182	-1%	\$ (10,479)	\$ -	\$ 2,139,535	\$ 2,233,938
FIRE	\$ 781,613	\$ 824,435	\$ 793,515	\$ 824,155	\$ 824,155	0%	\$ (280)	\$ -	\$ 848,907	\$ 877,730
FIRE ALARM (DEPT. 23)	\$ 75,868	\$ 54,861	\$ 54,861	\$ 30,000	\$ 30,000	-45%	\$ (24,861)	\$ -	\$ 30,000	\$ 30,000
STREETS	\$ 913,988	\$ 935,482	\$ 940,983	\$ 755,384	\$ 755,384	-19%	\$ (180,098)	\$ -	\$ 761,218	\$ 766,928
BUILDING	\$ 230,972	\$ 268,966	\$ 199,567	\$ 224,333	\$ 214,333	-17%	\$ (44,633)	\$ 10,000	\$ 176,888	\$ 179,217
PARKS & RECREATION	\$ 134,453	\$ 154,746	\$ 149,267	\$ 189,938	\$ 154,938	23%	\$ 35,192	\$ 35,000	\$ 149,235	\$ 152,140
DUI	\$ -	\$ 4,500	\$ 4,500	\$ 4,500	\$ 4,500	0%	\$ -	\$ -	\$ 4,500	\$ 4,500
PARKING	\$ 3,121	\$ -	\$ 3,121	\$ -	\$ -	0%	\$ -	\$ -	\$ -	\$ -
SUB-TOTAL	\$ 4,848,945	\$ 5,034,493	\$ 4,847,962	\$ 4,816,440	\$ 4,771,440	-4%	\$ (218,054)	\$ 45,000	\$ 4,870,336	\$ 5,017,357
OTHER FINANCING USES	\$ 389,819	\$ 800,500	\$ 440,500	\$ 1,330,000	\$ 1,315,000	66%	\$ 529,500	\$ 15,000	\$ 300,000	\$ 215,000
TOTAL EXPENDITURES	\$ 5,238,764	\$ 5,834,993	\$ 5,288,462	\$ 6,146,440	\$ 6,086,440	5%	\$ 311,446	\$ 60,000	\$ 5,170,336	\$ 5,232,357
REVENUE OVER (UNDER) EXPENDITURES	\$ 219,635	\$ (760,701)	\$ 18,486	\$ (1,038,760)	\$ (978,760)			\$ (60,000)	\$ (16,877)	\$ (25,388)
BEGINNING FUND BALANCE	\$ 1,882,771	\$ 2,102,406	\$ 2,102,406	\$ 2,120,892	\$ 2,120,892		\$ 18,486	-	\$ 1,082,132	\$ 1,065,255
ENDING FUND BALANCE	\$ 2,102,406	\$ 1,341,705	\$ 2,120,892	\$ 1,082,132	\$ 1,142,132	-19%	\$ (259,573)	\$ (60,000)	\$ 1,065,255	\$ 1,039,867

FYE 21: Road Recon, Everts Park, Bleachers,