

Winnetka Village Council
STUDY SESSION
Village Hall
510 Green Bay Road
Tuesday, May 13, 2014
7:00 PM

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AGENDA

- 1) Call to Order
- 2) Village Council Orientation2
- 3) Council Goal Setting/Strategic Planning3
- 4) Public Comment
- 5) Executive Session
- 6) Adjournment

NOTICE

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Agenda Item Executive Summary

Title: Village Council Orientation

Presenter: Robert M. Bahan, Village Manager & Katherine S. Janega, Village Attorney

Agenda Date: 05/13/2014

Consent: YES NO

- | | |
|-------------------------------------|-------------------------|
| <input type="checkbox"/> | Ordinance |
| <input type="checkbox"/> | Resolution |
| <input type="checkbox"/> | Bid Authorization/Award |
| <input type="checkbox"/> | Policy Direction |
| <input checked="" type="checkbox"/> | Informational Only |

Item History:

None.

Executive Summary:

Due to a resignation and the 2013 election, the Village Council has three new members. It is customary to give a Council Orientation after a new Council seating. The Village Manager and Village Attorney will give a presentation on the Orientation and Council procedures.

Recommendation / Suggested Action:

Presentation and Council discussion.

Attachments:

None.



Agenda Item Executive Summary

Title: Council Goal Setting/ Strategic Planning

Presenter: Robert M. Bahan, Village Manager

Agenda Date: 05/13/2014

Consent: YES NO

<input type="checkbox"/>	Ordinance
<input type="checkbox"/>	Resolution
<input type="checkbox"/>	Bid Authorization/Award
<input type="checkbox"/>	Policy Direction
<input checked="" type="checkbox"/>	Informational Only

Item History:

At Study Sessions in September and October, 2013, the Village Council held strategic planning sessions to set goals and prioritize critical issues for the coming year.

Executive Summary:

While much Staff and Council time has been devoted to stormwater infrastructure projects, concluding the second budget during 2013, implementing new financial software, and rolling out the stormwater utility, progress has been made on many of the Council's identified goals and issues from 2013. The information that follows provides a summary of the actions and outcomes since Fall, 2013.

Recommendation / Suggested Action:

Council planning discussion.

Attachments:

- 1) Memo from Manager Bahan, dated May 8, 2014
- 2) September 10, 2013 strategic planning session outcomes
- 3) October 8, 2013 Urban Land Institute priority recommendations

VILLAGE OF WINNETKA
M E M O R A N D U M

TO: Village Council

FROM: Robert M. Bahan, Village Manager

CC: Megan E. Pierce, Assistant to the Village Manager

DATE: May 8, 2014

SUBJECT: Goal Setting/Strategic Planning Session

During September and October of 2013, the Village Council held strategic planning sessions to set goals, as well as identify and prioritize critical issues for the coming year.

The September 10, 2013 Study Session was devoted to a facilitated, free ranging session and resulted in several issues being identified and agreed-upon by the Village Council. Attached, please find summary documents from that session including a list of the broad “Top Four” Council goals, next step detail on select goals, and a summary of Council member contributions from that meeting.

As a follow-up from the September planning session, the Village Council held a subsequent strategic planning session at the October 8, 2013 Study Session that focused specifically on the Urban Land Institute’s (ULI) final report recommendations. Attached, please find the summary documents from that meeting, including the agreed-upon short term recommendations to pursue and feedback given by Council members.

While a majority of staffs and Councils time and effort has been devoted to stormwater infrastructure projects, concluding the second budget during 2013, implementing new financial software, and rolling out a new stormwater utility, progress has been made on many of the identified initiatives. Below, please find a high-level summary of the actions, and in some cases, outcomes, that have been achieved on Council priorities since the Fall. More detail on some items is also available in the Staff ULI Progress Reports presented in January and March, 2014. We look forward to our discussion with the Council during the May 13th Study Session.

1. IDENTIFY BEST USAGE OF KEY VILLAGE-OWNED SITES

a. Elm Street Post Office

Outcome: A new lease was signed with the United States Post Office for the current Chestnut Street facility. The lease provides for month-to-month terms, with a one-year termination notice—keeping the Post Office in the downtown but providing the Village flexibility for redevelopment.

b. Willow Road Landfill

2. REVITALIZE THE VILLAGE’S THREE BUSINESS DISTRICTS

a. Look at branding and promotional opportunities

Action: In April, 2014, the Business Community Development Commission (BCDC) was asked by the Council to evaluate marketing and branding avenues the Village might pursue.

b. Evaluate zoning requirements and regulatory environment

i. Evaluate the Overlay District

ii. Streamline Village regulations

iii. Revise liquor licensing requirements

iv. Evaluate roles & responsibilities of an economic development staffer

Actions: Along with its parking evaluation, the BCDC studied and made recommendations on building height/density in February, 2014. These recommendations were referred to the Plan Commission (PC) and Zoning Board of Appeals (ZBA) for further consideration. In addition, the BCDC reviewed the Retail Overlay District, based on ULI’s recommendation, and has suggested changes in both the permitted uses and the boundaries, which are being reviewed by the PC and ZBA this Spring. Also in 2014, the Village Council began considering existing fire sprinkler ordinance requirements for commercial businesses. New draft ordinance language on this subject is expected to be presented in June, 2014.

Outcomes: With Village Council input and direction, substantive amendments were made to the Village’s Liquor Code. The amendments were adopted in April, 2014. The changes follow ULI’s recommendations by making the process less onerous for existing license holders and revising the license classifications to be more open to and to attract more varied food service establishments.

c. Assess parking needs and requirements

i. Look at parking inventory & restrictions

Action: The Council assigned this evaluation first to the BCDC, which reported recommendations in February, 2014. The recommendations were then assigned to the PC and ZBA for further consideration.

d. Advance physical improvements to beautify the areas

i. Improve Hubbard Woods Parking Deck

ii. Advance repairs & maintenance to Village's streetscape

Actions: A number of beautification and maintenance projects have been advanced in Spring, 2014—many of which will be completed in the Summer. These projects include: 1) Traffic signal and utility pole painting; 2) Hubbard Woods Parking Deck maintenance & upgrades; 3) Year 2 of the Business District Floral Program; and 4) Repair of business district crosswalk pavers.

3. ENGAGE IN MORE IN-DEPTH FINANCIAL PLANNING

a. Analyze levels of taxation in community (among governmental units)

b. Improve capital planning in relation to long-term infrastructure needs

c. Review Village fees

d. Ensure adequate cash flow and return on investments, such as CD holdings

Action: The Council reviewed the Village's investment approach in February, 2014. Based on direction received, a small group will be interviewing firms that have the capacity to assist in the management of the Village's short-term investment strategy.

4. ANALYZE ELEMENTS OF THE VILLAGE'S OPERATING STRUCTURE TO ENSURE EFFICIENT, EFFECTIVE SERVICE DELIVERY

a. Improve data gathering and presentation as part of the budget process

Action: Staff has created a list of follow-up items that are regularly monitored as a result of the 2014 budgeting process. The implementation of our New World financial software will improve transparency and budget reporting for future years, as well as create many process efficiencies.

b. Continue to carefully monitor the human resources function, particularly retention, recruitment and succession planning

Actions: Work is ongoing to become increasingly proactive in our approach to human resources, especially in the area of succession planning. Restructuring in Public Works, including a new Assistant Director (also a Professional Engineer) and a new Public Works Analyst, will provide adequate resources given the many diverse and complex projects for which this department is responsible. Two retirements in the Manager's Office, including the Legal Assistant and Village Attorney, have also prompted evaluation of needs and realignment of structure.

c. Monitor pension and health care costs and reforms

Action: Monitoring the costs of our largest resource, our employees, is an ongoing function. A more in-depth pension analysis is expected to be presented to the Council early this Summer.

d. Evaluate service provision, especially opportunities for contractual services and regionalization

Outcome: In June, 2013, the Village entered into an agreement with SAFEbuilt to provide a number of the Village's inspectional services, including all building, plumbing, and electrical, as well as some forestry inspections. We believe this will be a long-term cost-savings for the Village, but it has also enhanced the responsiveness and customer service for inspections.

e. Assess the effectiveness of the lower board and commission structure

f. Increase advocacy and education efforts through Village communications

Outcomes: Communications are inter-woven with all of the Village's operations. Most notably, we have launched a redesigned Village website that contains completely updated content, is easier to navigate, and has better functionality. We have also improved our quarterly Winnetka Report and send weekly E-Winnetka emails to keep the community apprised of key news. The dedicated Stormwater Management Program website has also become a targeted communication venue that is a repository for all historical stormwater information. To facilitate understanding of stormwater, we have published two special newsletters and also developed a fee estimator tool.

g. Administer a community-wide survey

h. Improve intergovernmental cooperation

**2013 Strategic Planning
Village Council Goals
ATTACHMENT #2**

Council Top 4 Goals

- 1. Identify best usage of key Village-owned sites**
 - a. Elm Street Post Office
 - b. Willow Road Landfill

- 2. Revitalize the Village's three business districts**
 - a. Look at branding and promotional opportunities
 - b. Evaluate zoning requirements and regulatory environment
 - c. Assess parking needs and requirements
 - d. Advance physical improvements to beautify the areas

- 3. Engage in more in-depth financial planning**
 - a. Analyze levels of taxation in community (among governmental units)
 - b. Improve capital planning in relation to long-term infrastructure needs
 - c. Review Village fees
 - d. Ensure adequate cash flow and return on investments, such as CD holdings

- 4. Analyze elements of the Village's operating structure to ensure efficient, effective service delivery**
 - a. Improve data gathering and presentation as part of the budget process
 - b. Continue to carefully monitor the human resources function, particularly retention, recruitment and succession planning
 - c. Monitor pension and health care costs and reforms
 - d. Evaluate service provision, especially opportunities for contractual services and regionalization
 - e. Assess the effectiveness of the lower board and commission structure
 - f. Increase advocacy and education efforts through Village communications
 - g. Administer a community-wide survey
 - h. Improve intergovernmental cooperation

**2013 Strategic Planning
Village Council Goals
ATTACHMENT #2**

Next Step Detail on Select Goals

- *Post Office Site*
 - Highest and best use
 - Public and private elements
 - Tie-into other district businesses
 - Own/lease/sell/develop
 - Evaluate role of outside consultant
 - Participation of Trustees Buck and Corrigan
 - Density issue
- *Landfill Site*
 - Consider New Trier High School use to reclaim Duke Childs Field
 - Aging population trends
 - Developer interest in area?
 - Keep on radar
- *Zoning Regulations*
 - Make more attractive to businesses
 - Special study session devoted to ULI Recommendations
 - Look at zoning regulations (first priority) and building code (second priority) from an outside perspective
 - Leverage knowledge of lower boards such as ZBA and BCDC
- *Taxation*
 - Discuss levy projections (around 1% increase)
 - Cost containment efforts
 - Refined 5-year plan and projections
 - Pressure for other governments to do the same
- *Operating Structure*
 - Improve budgeting justification
 - Look at zero-based budgeting
 - Examine cost-drivers in the departments
 - Analyze services that are provided and how Village provides them
 - Areas, timelines and long-term savings potential
 - Pension funding
 - Consider additional funding
 - Real estate transfer tax

**2013 Strategic Planning
VC Goal Setting- Top Issues
ATTACHMENT #2**

Item	Sub-Item	Source
Implement the ULI Study- big picture	Post Office & Business attraction/retention	JA
Limiting pension costs	Understanding how it drives Village costs	JA
Continuing to monitor costs and improve Village finances		JA
Retain key employees and good talent	Run government organization like business	JA
Consider how to engage employees and the community		JA
Staff make business cases		SM
Look for ways to manage town in best ways to go forward		SM
Council acts as "board of directors"		SM
Finish stormwater so not problem for community in future	Solutions, communications, and resolve	GG
Revitalize business areas	Utilize high-level ULI Report	GG
Make change happen in downtown areas	Look at steps to ease business transition	GG
Evaluate highest & best use of Post Office site	Determine what site is worth	GG
Bring developers to Winnetka- make Post Office and economy viable		GG
Evaluate services and costs through budget process; determine services to deliver and level	Look at big ticket items: sidewalk snow removal and refuse	GG
Look at value of core services to residents	Reach "gut" of Village operations	GG
Try to reduce the impact of other districts on Winnetkans property tax bill	Village is only 13%	GG
Avoid mission creep and look for efficiencies	What should government be doing & who can best perform the function	JB
Look at every service provided- outsourcing opportunities		JB
Empower department heads to solve problems & look for ways to be more efficient		JB
Apply pressure to over government units to control costs (Village be the example)	Schools too large a portion; need to compete with surrounding communities	JB
Eliminate long-term, ballooning pension costs by considering more contract employees	Springfield cannot be relied upon to solve the problem	JB
Reduce next budget amount by amount of stormwater costs- minimize the impact to taxpayers		JB
Reduce complex, confusing nature of budget		JB

**2013 Strategic Planning
VC Goal Setting- Top Issues
ATTACHMENT #2**

Item	Sub-Item	Source
Form task forces to eliminate old laws and out-of-date Village processes and ordinances		JB
Pursue Woodley Road incorporation		JB
Promote reduced government agencies/layers (township)		JB
Council act more like executive board		JB
Analyze the timing of issues, long-term and short-term impacts		RK
Develop over-riding mission statement	Village first delivers excellent services	PC
Use budgeting process to trend property taxes over 5 - 10 year period		PC
Assume leadership role through strategic planning		PC
Develop goals, not just identify items		AB
Look at landfill property use		AB
Evaluate taxes and reduce levy, in regard to other districts		AB
Talk about downtown area	Never previously have decision to act	AB
Conduct Village survey to tap the knowledge of the community		MISC
Feels like Village has too many things trying to solve		MISC
Sense community desire for solutions; address the major policy issues		MISC
Use ULI Report for guidance on Post Office and to provide direction to lower boards		MISC

**2013 Strategic Planning
ULI Recommendation Follow-Up
Study Session: October 8, 2013
ATTACHMENT #3**

ULI Recommendations to Pursue in the Short-Term (Council direction):

- *Evaluating the Overlay District*
 - Gather additional data, history and information
 - Look at financial impact of elimination
 - Consider role of Council, Staff, BCDC and ZBA in evaluation

- *Streamlining Village Regulations*
 - Conduct internal, top-to-bottom process review
 - Attention to fire sprinkler ordinance

- *Revising Liquor Licensing Requirements*
 - Village Manager and Village Attorney to research and develop revised ordinance for Council review

- *Improving Hubbard Woods Parking Deck*
 - Use funds in FY 2014 budget for improving appearance (safety and lighting)
 - Consider change in access for long-term

- *Advancing repairs and maintenance to the Village's streetscape*
 - Upkeep and beautification that can be addressed through funds in the 2014 budget

- *Evaluating the potential roles and responsibilities of an economic development staff person*
 - Ombudsman
 - Events assistance and coordination with BCDC, Chamber and Park District
 - Marketing and branding
 - Redevelopment process
 - Business attraction and retention focus

- *Looking at the Village's current parking inventory and restrictions*
 - Determine whether more complete study is needed

**2013 Strategic Planning
ULI Recommendation Follow-Up
Study Session: October 8, 2013
ATTACHMENT #3**

Council Discussion on ULI Recommendations (sorted by Council member):

1. Trustee McCrary

- a. More liberal liquor license rules—community desire from survey and less restrictive outdoor seating requirements
- b. Streamlining code requirements
 - i. Look at simplifying processes
 - ii. Consider both residential and commercial
- c. Streetscape—requires allocation of more money and time than some other low-hanging fruit

2. Trustee Adams

- a. Simplify regulatory environment
 - i. More focus on the commercial side
 - ii. Streamline where possible with best practices
 - iii. Agree that liquor licensing requirements are antiquated
- b. Consider involvement of lower boards to resolve zoning recommendations

3. Trustee Braun

- a. Narrowing of items to try to prioritize—rather than such specific and practical items
- b. What is the desired outcome?

4. Trustee Corrigan

- a. Fix the Hubbard Woods parking structure and make it more inviting
 - i. Lighting, security and access points
- b. Improved signage and wayfinding
 - i. Number of existing signs
 - ii. Appearance of electrical outlets
- c. Make sidewalk repairs, including damaged pavers
- d. Clean-up layers of codes that involve zoning, site plans, and building permits

5. Trustee Kates

- a. Create guide for new businesses
- b. Make the permitting process easier
 - i. Expectations should be clear and reasonable

**2013 Strategic Planning
ULI Recommendation Follow-Up
Study Session: October 8, 2013
ATTACHMENT #3**

- c. Look at fire sprinkler ordinance and determine necessity based on risk evaluation
- d. Keep up Village appearance
 - i. Broken pavers
 - ii. Simple maintenance issues
- e. Give attention to the Overlay District
 - i. Would like to see successful communities references by ULI
 - ii. What makes the most sense to create synergy for the business districts?
- f. Consider more for the public—including events and activities
 - i. Village should roll out the red carpet
- g. Community Development needs someone to concentrate on business attraction
 - i. Reaching out is necessary
- h. Agree with ULI on more cooperation with neighboring communities, especially for Hubbard Woods district
- i. Address Hubbard Woods parking structure by moving commuters further back
 - i. Improve lighting
 - ii. Make more hospitable
- j. Move forward with Post Office by looking for private developer
- k. Evaluation of height and density requirements not immediate; let the developer come to Village with what is needed
- l. Improvements to Hubbard Woods train station
- m. Do not conduct a huge parking study
 - i. Look at what has been done and issues; preserve and tweak
- n. Do not favor subsidies from Village to businesses/developers
- o. Consideration of branding districts with “themes” should be careful not to exclude the unique businesses in existing areas
- p. Ongoing improved use of Hubbard Woods Park can have Village participation but should be led by Winnetka Park District and the Winnetka-Northfield Chamber
- q. Indian Hill does not require action at this time
- r. Proceed with caution to assign recommendations to lower boards and commissions
- s. Against costly improvements to existing lighting

6. Trustee Buck

- a. Attention to evaluation of the Overlay District

7. President Greable

**2013 Strategic Planning
ULI Recommendation Follow-Up
Study Session: October 8, 2013
ATTACHMENT #3**

- a. Refine permitting process for new businesses
- b. Recommend changes to liquor licensing
- c. Identify what streetscape improvements are needed
- d. Pursue marketing of retail districts
- e. Parking may not require more action; impression that current allocation is adequate
- f. Work more closely with Winnetka Park District and coordinate with their plans for the Hubbard Woods Park
- g. Be more proactive in economic development
- h. Address whether Village needs a dedicated economic development person
 - i. Any economic development program should be under supervision of the Village Manager
- i. Align activities among organizations that draw people into the community