

STRATEGIC PLAN

2012 → 2018 → 2027

EXECUTIVE SUMMARY

*Village Board of Trustees
and Leadership Team*



BENSENVILLE
GATEWAY TO OPPORTUNITY

*Bensenville, Illinois
January 2013*



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STRATEGIC FRAMEWORK

VISION 2027

“Desired Destination for Bensenville”

PLAN 2017

“Map to Bensenville’s Destination”

EXECUTION

“Route for Next Year”

MISSION

“Responsibilities of Village Government”

BELIEFS

“Expectations of Village Employees”

Village of Bensenville Vision 2027

**BENSENVILLE 2027 is a *BEAUTIFUL VILLAGE* ^(A)
where *FAMILIES MAKE IT THEIR HOMETOWN.* ^(B)**

**The Village has an *ALIVE AND THRIVING DOWNTOWN,* ^(C)
STABLE RESIDENTIAL NEIGHBORHOODS ^(D)
and *ENJOYABLE LIVING* ^(E)**

– “Making Bensenville a Great Place to Live.”

**The *VILLAGE* is recognized as a
MAJOR BUSINESS AND CORPORATE CENTER ^(F)
adjacent to O’Hare Airport, has *VIBRANT,*
INVITING MAJOR COMMERCIAL CORRIDORS ^(G)
and *EASY CONNECTIVITY WITHIN THE VILLAGE,*
TO THE CHICAGO REGION AND TO THE WORLD ^(H)**

– “Making Bensenville a Great Place for Business.”

Gateway to Opportunity

Vision 2027

Guiding Principles

PRINCIPLE A

BEAUTIFUL VILLAGE

► Means

1. Distinctive, recognizable entry gateways to the Village
2. Well designed, well maintained streetscapes, public buildings
3. Well maintained homes and landscaping and commercial buildings
4. Well designed, well maintained parks and facilities
5. Clean community with no blight or trash
6. Small town feeling

PRINCIPLE B

FAMILIES MAKE BENSENVILLE THEIR HOMETOWN

► Means

1. Families make the choice to locate and to stay in Bensenville; new residents making Bensenville their “hometown”
2. Recognition as a stable and safe community
3. Strong schools with quality educational programs
4. A range of affordable activities for all members of the community
5. Residents and community organizations taking pride and contributing to make it an even better community in the future
6. Residents participating in community events
7. Inclusive community with diverse population feeling welcome

PRINCIPLE C

ALIVE AND THRIVING DOWNTOWN

► **Means**

1. Attractive, clean and well maintained public areas, buildings, streetscapes
2. Home of Village government
3. Train station as a community destination providing access to Chicago region, North Industrial Park, O’Hare Airport
4. Variety of unique restaurants, retail shops and entertainment venues
5. Theaters both movie and performing arts
6. Easy access with convenient parking and walkable; and bike friendly
7. Residents going to Downtown as a destination for entertainment and enjoyment

PRINCIPLE D

STABLE RESIDENTIAL NEIGHBORHOODS

► **Means**

1. Distinctive neighborhoods with their own identity and residents take pride
2. Attractive, safe and well maintained neighborhoods from the public infrastructure to the homes
3. Quality homes with older homes remodeled, rehabilitated and modernized with a high percentage of homeownership (75%)
4. Preservation of historic homes and buildings
5. Convenient access to Village parks and trails
6. Walkable and pedestrian friendly Village and neighborhoods
7. Stable neighborhoods with increasing property values

PRINCIPLE E

ENJOYABLE LIVING

► **Means**

1. Top quality parks with a variety of recreational venues
2. Range of public facilities: Edge, White Pines, Water Park, Leisure Center, Redmond Park and new facilities
3. Community events and festivals with a high level of resident participation
4. Quiet neighborhoods for residents to enjoy
5. Cultural and performing arts venues, programs, activities
6. Bike paths connecting neighborhoods and community destinations
7. Golf courses affordable for residents

PRINCIPLE F

MAJOR BUSINESS AND CORPORATE CENTER

► **Means**

1. Recognized as a “Corporate Center” for Western O’Hare Airport region
2. Major regional offices for global businesses
3. Major hotels with restaurants and conference centers serving businesses and O’Hare Airport – a destination point
4. Medical facilities and healthcare services
5. Destination for sports, recreation and tournaments
6. State of the art technology infrastructure supporting business

PRINCIPLE G

**VIBRANT AND INVITING MAJOR
COMMERCIAL CORRIDORS**

► **Means**

1. Unique identity for each corridor
2. Attractive gateways and entrances
3. Well designed, well maintained streetscape, landscaping and public spaces
4. Variety of retail businesses and offices
5. Restaurants
6. Small businesses providing necessary products and services for residents (e.g. grocery, hardware, shoes, etc.)
7. Mixed type housing: single family homes, town houses, condos, apartments
 - a. York Road
 - b. Irving Park Road
 - c. Thorndale Avenue
 - d. Green Street
 - e. Grand Avenue
 - f. Foster Avenue
 - g. County Line Road
 - h. Route 83

PRINCIPLE H

**EASY CONNECTIVITY WITHIN THE
VILLAGE, TO THE CHICAGO REGION AND
TO THE WORLD**

► **Means**

1. Easy access to the region via the interstate system, public transportation and rail
2. State of the art communications infrastructure linking Bensenville to the world
3. Walkable community connected by sidewalks and linked to regional trail system
4. Accessible community for seniors and special needs population
5. Convenient access to O'Hare Airport with international connections
6. Well maintained village and neighborhood streets

Village of Bensenville Mission

The Mission of Village Government

is to be *FINANCIALLY SOUND* ⁽¹⁾ and provide

***CUSTOMER FRIENDLY SERVICES* ⁽²⁾**

of the *HIGHEST QUALITY*.⁽³⁾

The Village Government

ENGAGES RESIDENTS* ⁽⁴⁾ and *PARTNERS

***FOR COMMUNITY BENEFIT*.⁽⁵⁾**

Village of Bensenville Core Beliefs

As Bensenville Employees, We Are Committed To:

- **Producing RESULTS**
- **Being PROFESSIONAL**
- **Taking RESPONSIBILITY**
- **Practicing TEAMWORK**

As We SERVE the Community

Village of Bensenville Goals 2017

Vibrant Major Corridors



**Financially Sound Village Providing Quality Customer
Oriented Services**



Become a Major Business and Corporate Center



Enrich the Lives of Village Residents



Safe and Beautiful Village

GOAL 1

VIBRANT MAJOR CORRIDORS

► **Objectives**

Objective 1

More attractive gateways and entrances to the village

Objective 2

Revitalize major corridors with a variety of businesses, restaurants, retail shops

Objective 3

Have the private business owners investing in the buildings and business expansion

Objective 4

Upgrade the corridor infrastructure, including roadways

Objective 5

Attract new businesses that are consistent with the Village’s vision, plans and direction

► **Short-Term Challenges and Opportunities**

1. Attracting new businesses to the corridors
2. Aging commercial buildings and empty storefronts along the corridors
3. Unattractive gateways and entrances
4. Funding for corridor revitalization
5. Increasing the numbers of restaurants and retail shops

► **Actions 2012 – 2013**

PRIORITY

Policy Agenda

1. Irving Park Road Revitalization
2. Village Signage: Wayfinding, Entrances/Gateways, Marquee
3. Façade Improvement and Incentive Program
4. Green Street Corridor Revitalization
5. Route 83 Streetscape
6. Grand Avenue Redevelopment Area

Top Priority

Top Priority

Top Priority

High Priority

High Priority

Management Agenda

1. Property Maintenance on Major Corridors

Top Priority

Management in Progress

1. Green/York Landscape Project: Six Month Review
2. Banners for Light Poles: York, Grove, Irving

GOAL 2

**FINANCIALLY SOUND VILLAGE PROVIDING
QUALITY CUSTOMER ORIENTED SERVICES**

► **Objectives**

Objective 1 Provide services of the highest quality within given financial resources

Objective 2 Increase cost effectiveness and efficiency in Village service delivery

Objective 3 Increase customer service by Village government

Objective 4 Increase residents' trust and confidence in Village government

Objective 5 Maintain a productive, motivated Village workforce

► **Short-Term Challenges and Opportunities**

1. Funding for aging village infrastructure and facilities
2. Meeting expectations with reduced resources
3. National recession and impact on village revenues
4. Absorbing significant water increases
5. Celebrating and communicating Village successes
6. Defining and prioritizing village services

► **Actions 2012 – 2013**

PRIORITY

Policy Agenda

1. Bensenville Marketing Program/Logo
2. Water and Sewer Rates
3. Waste Meter Replacement Program
4. Waste Water Treatment Plant Facility: upgrade
5. Theater Business Plan
6. Ethics Ordinance: Revision

Top Priority

High Priority

High Priority

Management Agenda

1. Joint Police/EMA Facility
2. Water Loss Initiative
3. On Line Payments and Services
4. Community Investment Plan (5 year): Update
5. Five Year Financial Plan and Projections
6. Village Security System
7. Cable Franchise Agreement and Studio
8. Fiber Optic Network

Top Priority

Top Priority

High Priority

High Priority

High Priority

Management in Progress

1. MUNIS Platform: Module Integration
2. Bond Rating
3. Liability Insurance Renewal
4. Mobile Phone Apps
5. Utility Audit
6. Employee/Customer Suggestion Box
7. GIS Database Ordinance/Resolution
8. Internal Controls: Village Hall/Recreation
9. Auditor Selection
10. Employee Policy Manual
11. Electric Aggregation: Public Information
12. Performance Measurement System
13. Vehicle Replacement Plan and Purchase
14. Records Management Plan
15. Food Concession Analysis and Business Model
16. Employee Compensation Study: Completion
17. APSCME Contract
18. Employee Wellness Program Development
19. Village wide Safety Committee and Program Development
20. eAgenda: Completion

GOAL 3

BECOME A MAJOR BUSINESS AND CORPORATE CENTER

► **Objectives**

Objective 1 Enhance Bensenville’s new reputation as a business friendly village

Objective 2 Plan for future development around O’Hare Airport

Objective 3 Increase the number of businesses in Bensenville which are consistent with the long term direction of the village

Objective 4 Retain and grow local businesses which are consistent with the long term direction of the village

Objective 5 More job opportunities for village residents

Objective 6 Attract major hotel(s) with conference center

Objective 7 More businesses and residents in Downtown

► **Short-Term Challenges and Opportunities**

1. Enhancing the new image and reputation of Bensenville
2. Delay in Elgin-O’Hare, Ring Road and Western Access and uncertainty for the future
3. Role of Village government in economic growth and development
4. Funding and priorities for economic development activities and incentives
5. Future expectations vs. current and immediate project
6. Delivering visible results with new business development

► **Actions 2012 – 2013**

PRIORITY

Policy Agenda

1. Comprehensive Economic Development Strategy
2. Western Terminal Advocacy
3. Hotel Attraction Strategy
4. Land Acquisition: TIF #12

Top Priority

Management Agenda

1. North Industrial Area (SSA 9)
2. Codes and Permitting Streamlining/Simplification
3. Downtown Revitalization Plan

Top Priority

Top Priority

Management in Progress

1. Local Business Visitation Program: Implementation (Biz – Viz)
2. O’Hare Modernization Plan: Environmental Analysis, Monitor Demolition, Landscaping and Maintenance
3. Thornton’s Economic Incentive Agreement
4. Greater O’Hare Chamber of Commerce
5. Committee Business Survey

GOAL 4

ENRICH THE LIVES OF VILLAGE RESIDENTS

► **Objectives**

Objective 1 Have “new residents” feeling welcome – the first step in becoming their hometown

Objective 2 Have strong community events with a high level of participation by residents

Objective 3 Have the Village partnering with the Park District, Schools, Library and community organizations to enhance the quality of residents’ lives

Objective 4 Increase the number of residents participating in leisure and recreational programs

Objective 5 Have resident oriented recreational activities available in the village

Objective 6 Provide opportunities for resident involvement and engagement in Village government

► **Short-Term Challenges and Opportunities**

1. Tapping the economic potential of recreational assets
2. Residents expectations versus Village resources and capacity
3. Funding for quality of life amenities
4. Who pays and degree of cost recovery by the Village: degree of subsidy

► **Actions 2012 – 2013**

PRIORITY

Policy Agenda

1. Quiet Zone
2. Mohawk School/Park
3. Veterans Recognition
4. Neighborhood Stabilization Program

Top Priority

High Priority

High Priority

Management in Progress

1. Community Festivals/Events
2. Edge 1/Aquatics Roof Resolution

GOAL 5

SAFE AND BEAUTIFUL VILLAGE

► **Objectives**

Objective 1 Upgrade village and neighborhood infrastructure – streets, sidewalks

Objective 2 Have a reputation as “great place to live, great place for business”

Objective 3 Improve the visual appeal of the village – more attractive

Objective 4 Improve flood protection and stormwater management system

Objective 5 Upgrade the quality of the older housing stock

Objective 6 Reduce crime rate (Part 1 and Part 2)

Objective 7 Maintain and upgrade water distribution system

Objective 8 Improve the sense of personal safety for residents

► **Short-Term Challenges and Opportunities**

1. Aging and abandoned homes and buildings
2. Image of Bensenville
3. Property owners taking responsibility
4. Location of Bensenville with convenient access to rail and airport
5. Funding for community safety and appearance programs
5. Condition of aging water and wastewater system

► **Actions 2012 – 2013**

PRIORITY

Policy Agenda

1. Addison Center Flooding Project
2. White Pines Utilities
3. Occupants Regulation
4. Real Estate Transfer Inspection
5. Video Gaming: Direction

Top Priority

High Priority

Management Agenda

1. Residential Street Lighting

High Priority

Management in Progress

1. Local Ordinance on Industrial Pre Treatment
2. NIMS Compliance
3. Zoning Ordinance: Amendments
4. Police Organization Structure
5. Police Accreditation (State of Illinois)
6. Emergency Management Table Top Exercise
7. Retroreflectivity Sign Replacement Program
8. Redmond Park Cameras/Security Phones

Village of Bensenville Policy Agenda 2012 – 2013 Targets for Action

TOP PRIORITY

Bensenville Marketing Program/Logo
Quite Zone
Village Signage
Irving Park Road Revitalization
Façade Improvement and Incentive Program
Comprehensive Economic Development Plan
Addison Center Street Flooding

HIGH PRIORITY

Green Street Revitalization
Mohawk School/Park
Water Meter Replacement Program
Veterans Recognition
White Pines Utilities
Route 83 Streetscape
Water and Sewer Rates

**Village of Bensenville
Management Agenda 2012 – 2013
Targets for Action**

TOP PRIORITY

**North Industrial Area (SSA – 9)
Codes and Permitting Streamlining/Simplification
Community Events/Festivals
Property Maintenance Code on Major Corridors
Joint Police/EMA Facility
Water Loss Initiative**

HIGH PRIORITY

**On Line Payments and Services
Community Investment Plan (CIP)
Residential Street Lighting
Five Year Financial Plan and Projections
Edge 1/Aquatic Center: Roof Resolution**

Village of Bensenville Management in Progress 2012 – 2013

- 1. Green/York Landscape Project**
- 2. Banners for Light Poles: York, Grove, Irving**
- 3. MUNIS Platform: Module Integration**
- 4. Bond Rating**
- 5. Liability Insurance Renewal**
- 6. Mobile Phone Apps**
- 7. Utility Audit**
- 8. Employee/Customer Suggestion Box**
- 9. GIS Database Ordinance/Resolution**
- 10. Internal Controls: Village Hall/Recreation**
- 11. Auditor Selection**
- 12. Employee Policy Manual**
- 13. Electric Aggregation: Public Information**
- 14. Performance Measurement System**
- 15. Vehicle Replacement Plan and Purchase**
- 16. Records Management Plan**

- 17. Food Concession Analysis and Business Model**
- 18. Employee Compensation Study: Completion**
- 19. AFSCME Contract**
- 20. Employee Wellness Program: Development**
- 21. Village Wide Safety Committee and Program: Development**
- 22. e Agenda: Completion**
- 23. Local Business Visitation Program: Implementation (Biz – Viz)**
- 24. O’Hare Modernization Plan: Environmental Analysis, Monitor Demolition, Landscaping and Maintenance**
- 25. Thornton’s Economic Incentive Agreement**
- 26. Greater O’Hare Chamber of Commerce**
- 27. Community Business Survey**
- 28. Neighborhood Town Hall Meetings**
- 29. RTA/ULI Downtown Area Plan: Completion**
- 30. Local Ordinance on Industrial Pre Treatment**
- 31. NIMS Compliance**
- 32. Zoning Ordinance: Amendments**
- 33. Police Organization Structure**
- 34. Police Accreditation (State of Illinois)**
- 35. Emergency Management: Table Top Exercise**
- 36. Retroreflectivity Sign Replacement Program**
- 37. Redman Park Cameras/Security Phones**