

TO: Alderman Dan Chanzit, Chairman, Government Services Committee

FROM: Laura Newman, City Administrator

DATE: January 21, 2021

RE: RES 21-003-R Adopting the Vision, Mission, Fundamental Values, and Strategic Action Plan for 2021 to 2023

The purpose of this resolution is to formally adopt the update to the City's Strategic Action Plan for 2021 to 2023. This document is the culmination of working meetings held with City Council, the Mayor and City Staff. The process began with a comprehensive Community Survey early in 2020 which included feedback from residents on the current state of the City and their vision for improvements they feel the City should consider in the future. Importantly, citizens were asked whether the City should pursue building a second bridge and the results were that residents were equally split on whether they supported or did not support the City making such an investment at this time.

Following the analysis of the results of the Community Survey, the City Council, Mayor and City Staff held a working meeting to identify the City's strengths, weaknesses, opportunities and threats. Further discussion about how these interact elicited five areas of focus: Economic Vitality, Transportation, Infrastructure, the River and Diversity. For each of these five areas, specific initiatives were identified to be accomplished over the next three years. Staff then added actionable items to be accomplished in the first year of the plan.

Another part of this process was to review the City's Vision, Mission and Fundamental Values statements. Although bearing a strong resemblance to the prior versions, some wording was changed to better articulate the Council's intent. These statements are critical to the success of the strategic action plan. Our vision is what we want to be. Our mission is what we commit to do. Our fundamental values guide our actions and decisions in pursuit of our vision, mission and strategic action plan goals.

City Staff are committed to realizing the aspirations of the plan that is set forth in this document and we appreciate the opportunity to work with our elected officials to provide the support and resources that will be necessary to accomplish these goals.

Staff recommends that the Committee of the Whole moves this resolution to the City Council with a positive recommendation for their approval of RES-21-003-R Adopting the Vision, Mission, Fundamental Values, and Strategic Action Plan for 2021 to 2023

**CITY OF BATAVIA, ILLINOIS
RESOLUTION 21-003-R**

**ADOPTING THE CITY OF BATAVIA VISION, MISSION,
FUNDAMENTAL VALUES AND STRATEGIC ACTION
PLAN FOR 2021-2023**

WHEREAS, the City Council and staff have conducted strategic planning work sessions in September, October, and November 2020 and completed a review of the City of Batavia Vision, Mission, Fundamental Values and Strategic Action Plan; and

WHEREAS, strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it performs the services and/or programs it does; and

WHEREAS, there are numerous benefits to strategic planning, including: organizations can increase effectiveness and efficiency, improve understanding through better learning, make better decisions, enhance organizational capabilities, improve communications and public relations as well as increase political support; and

WHEREAS, the City Council and staff have identified five (5) priority strategic goals of the Strategic Plan to enhance the community which are: Economic Vitality, Transportation, Infrastructure, The River and Diversity; and

WHEREAS, the City Council has further identified strategic initiatives supporting each of the strategic goals and staff have identified 2021 action plans supporting the strategic initiatives.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Batavia, Kane and DuPage Counties, Illinois, as follows:

SECTION ONE: The City Council of the City of Batavia approves and adopts the Vision, Mission, Fundamental Values and Strategic Action Plan attached as Exhibit A.

CITY OF BATAVIA, ILLINOIS RESOLUTION 20-003-R

PRESENTED to and **PASSED** by the City Council of the City of Batavia, Illinois, this 1st day of February, 2021.

APPROVED by me as Mayor of said City of Batavia, Illinois, this 1st day of February, 2021.

Jeffery D. Schielke, Mayor

Ward	Aldermen	Ayes	Nays	Absent	Abstain	Aldermen	Ayes	Nays	Absent	Abstain
1	O'Brien					Baerren				
2	Callahan					Wolff				
3	Meitzler					Chanzit				
4	Malay					Knopp				
5	Uher					Beck				
6	Cerone					Russotto				
7	McFadden					Miller				
Mayor Schielke										
VOTE:		Ayes	Nays	Absent	Abstentions					
Total holding office: Mayor and 14 aldermen										

ATTEST:

Ellen Posledni, City Clerk

EXHIBIT A



Vision

The City of Batavia, with its rich history and natural resources, is committed to fulfilling the needs of the community by providing a variety of housing, business, cultural and recreational opportunities in a safe, inclusive, sustainable and adaptive environment.

Mission

To enhance the quality of life within our community through the development and delivery of reliable and efficient municipal services in a fiscally responsible manner.

Fundamental Values

- **Integrity** – We value transparency, honesty and integrity in everything we do.
- **History** – We value the history of our city and strive to preserve and celebrate it.
- **Community** – We value creating a sense of community and seek the input of our residents and businesses in developing creative solutions to current and future challenges.
- **Natural Resources** – We value the natural resources of our city and our responsibility to protect them.
- **Diversity** – We take pride in the historic diversity of our residents and strive to provide a sense of belonging in which people from all backgrounds and ages can live and thrive.
- **Economic Vitality** - We support local economic revitalization and prosperity.
- **Fiscal Responsibility** – We value sustainable budgets that aim to enhance our services while keeping costs reasonable.
- **Service** – We value services that are dependable and consistent in both day-to-day operations and in times of special need or emergency.
- **Safety** – We value safety in the community for our residents, businesses and visitors.



Strategic Action Plan 2021-2023

1. Economic Vitality

1.1 Hire a Business Development Manager

Key to any of our economic development plans will be hiring a Business Development Manager. This newly created position will join the Community and Economic Development Department which has recently been restructured to combine the functions of traditional community development (planning, zoning, code enforcement, permitting, building inspection) with economic development (the cultivation of existing and new business opportunities) in order to form one seamless team that can most efficiently respond to the needs of business and developers in a customer-friendly manner. The Business Development Manager will coordinate the creation of an Economic Development Strategic Plan and assist City Council in articulating its policies and expectations for future downtown development and redevelopment. The position will Act as the City's liaison and partner with Batavia Mainstreet and the Batavia Chamber of Commerce on business retention programs.

In 2021 we will hire someone to fill this position in the first quarter. As she or he gains familiarity with our business community and identifies our needs and challenges, the BDM will work with stakeholder groups to develop the Economic Development Strategic Action Plan within one year after being hired.

1.2 Actively Market Batavia to New Businesses

The global pandemic has affected many sectors of our local economy. What had been a steady trend of growing e-commerce was accelerated when people were either required to or later chose to make purchases online rather than visit stores in-person. Our Randall Road retail corridor has been particularly impacted with the number of vacancies continuing to rise. It will be necessary for the City to make an active effort to recruit new businesses to fill these vacancies and we will have to be open to opportunities that may not conform to our traditional expectations for tenants for these spaces. We will also look for opportunities for businesses that are growing to move to larger locations within the City. We will actively promote both the electric utility and safety as competitive advantages.

In 2021 the Communications Manager will collaborate with the Community and Economic Development department to promote Batavia's competitive advantages to recruit new businesses and increase overall awareness of Batavia as a great place to do business.

1.3 Promote opportunities for downtown redevelopment and work to cultivate and facilitate projects such as One Washington Place

There are many potential redevelopment opportunities within the downtown area. To capitalize on those opportunities, the City will need to work collaboratively with developers to facilitate projects. Projects such as One Washington Place can bring with them a tide of economic growth with the addition of hundreds of new residents to the downtown area. One Washington Place is a \$47 million mixed-use project that when completed will provide a 331-space public parking garage, 15,000 square feet of new retail space, 2,720 square feet of office space and 186 luxury apartments. The City will need to take the steps necessary to facilitate the One Washington Place project, including approval of TIF #6.

In 2021 we will establish TIF #6 and fulfill all the City's obligations under the One Washington Place Redevelopment Agreement. We will also work with owners of other properties within our TIF districts to attract new development projects that will increase the value of downtown property while also fulfilling the vision of the City's Comprehensive Plan.

1.4 Continue to Implement Aspects of the Streetscape Plan

In 2014 the City hired a consultant to create a detailed streetscape plan for the downtown. Many aspects of that plan have been implemented – Houston Street, Wilson Street, and the crown jewel, the “Woonerf” on N. River St. The Woonerf has been successful at attracting new businesses to our downtown and has become one of our primary downtown gathering places. It has captured regional attention to the extent that other cities are using it as a model for placemaking in their own downtowns. The City would like to continue implementing the recommendations of the downtown streetscape plan by creating a list of priority projects, a timeline for implementation and a mechanism for funding these projects.

In 2021 the City will develop a plan that identifies short-, mid- and long-term goals and identifies a source for funding the identified projects. The Streetscape Advisory Commission began meeting in 2020 and is developing placemaking recommendations that will also likely include streetscape elements that the City Council will consider in 2021.

2. Transportation

2.1 Continue to Pursue Implementation of a Road Diet on IL Rte. 31 (Batavia Ave.)

Pursuit of a Road Diet on Batavia Ave. was a goal added mid-term to our last Strategic Action Plan for 2019-2021 as a means for providing a safer passage for pedestrians and bicyclists. The City has experienced a few incidents and near-misses of collisions between motorists and either bicyclists or pedestrians attempting to cross the four lanes of fast-moving vehicles. A road diet would convert the four-lane road into a three-lane road with the middle lane used for turning maneuvers. Depending on the width of the remaining shoulder of the road, this reconfiguration could potentially leave room for the creation of bike lanes on either side of the road and islands where pedestrians could safely navigate the crossing of the road. A shorter segment of road diet has successfully been implemented just

north of Batavia on Batavia Ave. IDOT has expressed a willingness to consider a road diet and the City has applied for grant funding under the Illinois Transportation Enhancement Program.

In 2021 the City will engage in the initial step toward seeking IDOT approval of the road diet which is to conduct a traffic study to establish the impact a road diet would have on current and future traffic patterns. Based upon the results of the grant application, and IDOT review of the traffic study, we may be able to engage in the next phase of the project which is to do preliminary engineering.

2.2 Add X Miles of Sharrows or Bike Lanes Per Year

The City provides safe bike lanes and notifying motorists of their obligation to safely share the road with bicycle traffic. While riding in the street, bicycles are obligated to follow all rules of the road that apply to motorists. Where dedicated bike lanes are not appropriate or practical, sharrows can be applied to the pavement to provide notice to motorists and bicyclists alike that they are sharing the roadway and must be cautious of one another. (For those unfamiliar, a “sharrow” is a pavement marking of two chevrons with a bicycle under it.) As a measurable demonstration of its commitment to bicycle safety the City of Batavia will install X miles of sharrows, bike lanes or a combination of both in each year of this Strategic Action Plan and appropriate the long-term funding needed to properly maintain them into the future.

In 2021 the City will accomplish the following in pursuit of this objective:

- Determine how many miles do we have now
- Determine how many miles are practical to add each year
- Research what is in the current bike plan
- Estimate the cost of time and materials.
- Create a formalized plan that includes timelines, targets, and funding so that it can be included in future years’ budgets

2.3 Collaborate with the Batavia Bicycle Commission on Development of an Active Transportation Plan

The City of Batavia Bicycle Plan, which is part of the Comprehensive Plan, was adopted in 2015. The Bicycle plan was planned to be updated in 2020 until funding for the project was placed on hold earlier this year due to revenue shortfalls created by the global pandemic. The City would now like to broaden the scope of that plan to include all forms of active (not motor vehicle) transportation. We also intend to examine accessibility, such as whether the necessities are available to all members of our community within a twenty-minute walk or bike ride. Numerous resources and models exist to assist the City with development of an Active Transportation Plan. The City will collaborate with the Batavia Bicycle Commission on the project to create this plan. The plan will address the needs of people in our community

who may not have a car to commute by walking, biking or public transportation to employment, shopping, and events.

In 2021 the City has budgeted to update the Bicycle Plan and create an Active Transportation Plan. The City will hire a consultant that will provide expertise and assist with this project. Due consideration will be given to the fact that a Bicycle/Active Transportation Plan cannot be considered without reference and integration with other forms of active transportation (including vehicular traffic), and that the Bicycle/Active Transportation Plan is part of the overall Comprehensive Plan which ultimately is reviewed and recommended by the Plan Commission and adopted by the City Council.

3. Infrastructure

3.1 Develop an Infrastructure Funding Policy

The City has done a good job of addressing some significant drainage problems that existed for many years both on the southeast and near-west parts of town and increased its levy to service debt incurred to complete these projects. It was a good example of both identifying a significant infrastructure project and identifying a funding mechanism to accomplish it. However, there are numerous other infrastructure projects that have been identified as necessary, for which no source of funding for construction or future maintenance has been identified. These include projects for streets, stormwater, and riverbank stabilization. A policy needs to be created for these and future projects to address funding for construction and ongoing maintenance. For example, a particular tax revenue source could be dedicated to funding these projects.

In 2021 the City will study its infrastructure needs and create a funding policy.

3.2 Review Service Level Expectations

Local government is facing financial pressure from every angle: the impact of the global pandemic may last years. Public safety pension costs are expected to rise by 15% into the foreseeable future. State sources of revenue are at risk of being reduced to help solve the state's budget crisis. Meanwhile, the City of Batavia continues to operate on a very lean budget. Twenty positions that were eliminated as part of the reductions made to the budget in 2010 have still not been restored. It has been the policy of the City to seek to have the lowest municipal tax rate of any of our neighboring communities. However, this is incongruous with an expectation of a high level of service. The City should review the current service levels that it provides and determine whether the same, higher, or lower expectations are appropriate. Following that the cost for that level of service can be budgeted for in the future and corresponding long-term revenue sources can be identified and implemented.

In 2021 there will be at least one and perhaps several follow up discussions at Committee of the Whole meetings to look at the relationship between expected future revenues, future costs, and service level expectations to determine a strategy for financial sustainability.

3.3 Enhance the Safety of Bikers and Walkers in Our Neighborhoods

The City receives calls throughout the year from residents concerned about motorists who drive too fast, bicyclists who do not observe rules of the road and various other situations that create unsafe conditions, either for pedestrians or bicyclists in our residential neighborhoods. A few years ago, the City implemented the Slow Down campaign aimed at raising awareness and appealing to motorists to slow down in our neighborhoods to keep children safe. We will be exploring other strategies for traffic calming and improving the safety of our streets for non-vehicular traffic.

In 2021 we will research potential calming measures and bring these ideas to city council for consideration.

4. The River

4.1 Create a Master Plan for the Development of our Riverfront

In 2019 the Batavia Park District and the City of Batavia entered into an Intergovernmental Agreement to share the cost to hire a consultant, Hitchcock Design Group, to assist in the development of a Fox River Master Plan. A two-phase scope of work has already been created and is ready to be implemented beginning January 2021. The first phase looks at removal of the Batavia dam and developing a plan for that project to be completed first, while the Illinois Department of Natural Resources is providing funding for dam removal projects. The second phase of the project is aimed at creating plans for the balance of our riverfront areas. The plan will include a timeline for implementation of the recommendations in the plan as well as the funding mechanism for both the construction and future maintenance of these improvements.

In 2021 we will work with the Batavia Park District and Hitchcock Design Group to implement the scope of work in their proposal toward development of a Fox River Master Plan. At the same time, we will continue to work with the Illinois Department of Natural Resources to make sure that the City of Batavia is doing all the things necessary to be able to receive grant funding for the removal of the dam when the opportunity arises.

4.2 Actively Market Riverfront Development Opportunities

The City of Batavia stands in the enviable position of having significant expanses of undeveloped riverfront. With the catalyst provided by the One Washington Place project, Batavia will have the opportunity to market the potential for development of these areas to contribute to the economic vitality and attractiveness of our downtown. To capitalize on those opportunities and to attract the right type of projects, the City needs to articulate its vision for development of these areas and actively market them to potential developers. Given the importance and prominence of these developments to the character of our City, we will contract with a professional services firm with expertise in this area to guide us in the development of a marketing plan.

In 2021 the City will propose a scope of work to engage a professional to assist in development of a vision for downtown riverfront development. TIF funding may be used for those portions of such a project that fall onto a TIF redevelopment area.

4.3 Identify Inexpensive Ways to Capitalize on Having a River in the Heart of our Downtown

When asked to identify our strengths, most Batavians will count having a river running through the heart of our downtown in at least the top three, if not number one. However, there seems to be more focus on what is happening elsewhere than actively seeking to create engagement between the community and our part of the Fox River. Over the course of this Strategic Action Plan term, we will seek to create low or no cost ways to increase public engagement and interaction with the river.

In 2021 we will collaborate with the Park District and seek public input on creative ways we can engage our community with the Fox River.

5. Diversity

5.1 Create and Adopt a Diversity, Equity, and Inclusion Plan

Celebrating the diversity that exists in our community is one of our City's fundamental values. It is important that we articulate a plan for cultivating diversity in our workplace and in our City in a structured document, like this Strategic Action Plan, with specific goals and tactics as well as metrics that demonstrate our progress.

In 2021 we will work with constituent groups to prepare a draft plan for city council's consideration.