

James McDonald, Mayor  
Mary Konrad, Clerk  
Christine McKinley, Treasurer



Trustees:  
Allena Barbato  
Scott Bartlett  
Glenn McCollum  
Jeff Nielsen  
Tom O'Reilly  
Doug Savell

**AGENDA**  
**VILLAGE OF LAKE VILLA**  
**COMMITTEE OF THE WHOLE MEETING**  
**June 10, 2024**  
**7:00 pm**

1. Call to Order and Roll Call
2. Pledge of Allegiance
3. Public Comment
4. Discussion Items:
  - a. Discussion: Policy Priorities (FY24 – FY27)
  - b. Discussion: Economic Development Strategy
  - c. Discussion: Building Code Update
  - d. Discussion: Zoning Audit
5. Other Matters
6. Executive Session
7. Adjournment

Village Board Strategic Priorities Summary

FY2025 - FY2027

Green = On-Track - no issues likely to affect scope, budget or timeline  
Orange = At-Risk - known or potential issues are likely to affect scope, schedule and/or budget  
Red= Critical - significant unresolved issues impact scope, schedule and/or budget

Strategic Priority	Initiative	Actions	Measure of Success	Target Timeline			Department(s)
				FY2025	FY2026	FY2027	
Financial Planning & Sustainability	a) Maintain financial stability and fiscal stewardship	Develop fee schedule and implement annual review	Establish a centralized schedule and review all fees on a rotating basis	Jul-24			Finance
		Increase Village Board awareness of financial policies and procedures through regular communication; review financial policies annually	Develop a calendar of ongoing policy review	Oct-24			Finance
		Undergo Investment Policy Review with the Village Board	Completion of new Investment Policy Amendments	Jan-25			Finance
		Develop strategy for revenue diversity & and growth and cost control measures to meet changing market conditions	Bond Rating - Maintain Aa3	Apr-25			Finance
		Create 5-year Financial Forecast and access fund balance targets	Complete 5-year review fund balance targets	Apr-25			Finance
		Present recommended budget document with integrated strategic priorities	Budget and Audit Presented and Approved Annually	Apr-25			Finance
		Determine how to achieve other revenue growth (new or enhanced, rate increases, grant funding)	Review opportunities for creating new revenue	Apr-25			Finance
	b) Maintain Lehmann Mansion as self-sustaining	Explore Home Rule Authority for potential adoption by the Village				Jan-27	Finance/Admin
		Review quarterly and annual financial performance and goals with the Village Board	Positive net income annually	Apr-25	Apr-26	Apr-27	Finance
	c) Maintain capital funding viability	Present 5-Year Forecast to Village Board for Lehmann Mansion Annually	Completion of 5-Year Forecast		Apr-26		Finance/PW
		Prioritize capital projects through annual CIP Process	Approved Annual CIP	Apr-25	Apr-26	Apr-27	Finance
		Develop 20-year capital improvement plan	Completion of 20-year CIP Forecast		Apr-26		Finance
	d) Evaluate long-range financial outlook	Present 5-Year Forecast to Village Board as part of the Budget Process	Completion of 5-Year Forecast	Apr-25	Apr-26	Apr-27	Finance

Economic  
Development

a) Implement Economic Development  
strategy focused on economic vitality,  
EAV growth and Sales Tax Growth

Issue RFP for retail recruitment and coaching  
assistance for downtown redevelopment  
opportunities and commercial corridors on Grand  
Avenue and Milwaukee Avenue

Publish RFP and select  
preferred vendor/firm

Jul-25

Admin

Develop redevelopment plan for 209 Cedar  
Avenue

Add new commercial sq.  
ft. and/or new  
businesses and  
residential units

Jan-25

Admin

Revise Village Zoning Code and regulations that  
inhibit commercial development and identify  
catalyst sites in the central business district

Alignment with the  
Comprehensive Plan;  
Zoning Code Audit by  
end of 2025

Apr-26

Admin

Increase the number of new residential units in  
the downtown and adjacent to the train station

Seek mixed-use  
residential and  
commercial

Apr-26

Admin

Develop redevelopment plan for the Pleviak  
Elementary School Site at 304 E. Grand Avenue

Add new commercial sq.  
ft. and/or new  
businesses and  
residential units

Apr-25

Admin

Promote and manage TIF Districts by evaluating  
new commercial projects and redevelopment  
opportunities

EAV Increase  
community-wide, CBD  
Downtown TIF Area by  
5% per year; Engage in  
new TIF Eligible projects  
each year

Ongoing

Ongoing

Ongoing

Admin

Support investment and expansion of the Park  
Place Business Center and Industrial Parks

EAV increase in  
industrial parks

Ongoing

Ongoing

Ongoing

Admin

Seek partners like the Chamber and Small  
Business Office on opportunities to assist CBD  
Businesses and all businesses to enhance  
business climate in the community

Maintain # of events in  
and around the  
downtown; host at least  
2 educational sessions  
per year

Ongoing

Ongoing

Ongoing

Admin

Economic  
Development

<b>b) Seek opportunities that support successful growth, development, annexation &amp; business retention</b>	Review and modify building codes and architecture review guidelines to create more flexibility and protection for residents and businesses	Code update by end of 2024	Oct-24				Admin
	Consider developing or establishing boundary agreements with adjacent communities to plan for future annexation opportunities to increase the tax base and control future development	Finalize boundary agreements through IGA instrument		Apr-26			Admin
	Implement an online building permit system to provide customer flexibility and improved service to all customers	Upgrade ERP and create new online system				Apr-27	Admin
	<b>c) Access and improve commercial district infrastructure to support business retention and growth, investment in streetscape, wayfinding signage, and other beautification efforts</b>	Explore TIF eligibility for "Four Corners" commercial area	Coordinate TIF Evaluation Study for Area	Apr-25			Admin
		Identify beautification projects to improve the quality of life and drive new business investments; "Fix up" Village Gateways and assets	Develop a plan for beautification efforts at Village Gateways			Apr-27	PW
	<b>d) Effective stewardship of economic incentives to support business recruitment and retention</b>	Evaluate incentive requests by assessing risk to the Village and ROI.	Policy compliance that leverages ROI	Ongoing	Ongoing	Ongoing	Admin
		Grow business relationships with economic development partners including the Chamber of Commerce, Visit Lake County, Business Development Center at CLC, Community Partners, Lake County Partners, and Library	Establish ongoing meetings with partner agencies	Ongoing	Ongoing	Ongoing	Admin
		Continue business retention visits with existing businesses	Conduct a minimum of 24 visits annually (2/month)	Ongoing	Ongoing	Ongoing	Admin

Infrastructure Investment	a) Develop and implement the Capital Improvement Plan (CIP)	Develop, monitor, and enhance funding options as necessary to execute the CIP	Budget compliance	Apr-25	Apr-26	Apr-27	Finance/PW
		Execute the Capital Improvement Plan (CIP) including IT improvements, facility improvements, roadway improvements, fleet and equipment replacement annually	Quarterly review with internal staff committee	Ongoing	Ongoing	Ongoing	Admin/PW
	b) Maintain and Invest in safe & reliable roads, public utilities and facilities	Improve streets on a 20-25 year cycle by conducting regular street assessments and executing on approved CIP priorities	Complete projects on time and on budget	Oct-24	Oct-25	Oct-26	PW
		Develop and adopt a Stormwater Master Plan and project priorities for Village stormwater utilities and areas prone to flooding/drainage issues	Consider major stormwater projects and prioritize them	Oct-24			PW
		Assess Village facilities and develop a comprehensive facility plan and maintenance/replacement schedule	Complete facility condition assessments for select facilities		Oct-25		PW
		Complete a water/sewer rate assessment to ensure a sustainable financial structure	Complete W/S Rate Study		Oct-25		PW
	c) Pursue transit-oriented investments, and focus on sustainability and resiliency	Assess the Village's police department and ensure the facility meets current and future workforce needs	Complete Space Needs Analysis of current facility			Apr-27	Admin/Police
		Adopt new tree and landscaping standards that prioritize preservation and conservation of existing canopies	Complete Zoning Code audit and prioritize amendments	Apr-25			Admin
		Explore and evaluate options for extending utilities for future development and redevelopment opportunities	Consider extending water/sewer north to Grass Lake Road		Apr-26		Admin/PW
		Explore opportunities to enhance sustainable design concepts in building and redevelopment projects; electric vehicle (EV) charging stations, etc.	Adopt Best Management Practices (BMPs) for Village infrastructure projects		Apr-26		Admin
		Evaluate opportunities and partnerships to connect commercial corridors to residential subdivisions and recreational sites	Consider walkability and connectivity with development projects	Ongoing	Ongoing	Ongoing	Admin/PW
		Support service and infrastructure improvements that enhance the quality and availability of transportation options to Village residents (e.g. Pace, Metra)	Annual report to the Village Board as part of the budget process	Ongoing	Ongoing	Ongoing	Admin/PW

Effective Community Governance	a) Facilitate robust citizen participation and inclusivity	Improve organization's understanding of resident needs and expectations by completing a Citizen Survey and tracking progress	Complete survey and prepare results			Apr-27	Admin
		Continue to evaluate and increase opportunities for partnership with intergovernmental entities	Track involvement with various entities	Ongoing	Ongoing	Ongoing	Admin
	b) Support an engaged and well-informed community	Continue to publish bi-monthly newsletters; explore e-news capacity or expansion (email marketing)	Increase distribution	Apr-25	Apr-26	Apr-27	Admin
		Offer robust community events including the Community Partner events, picnic in the parks, and fall festival events, and seasonal parades	Positive net income annually	Apr-25	Apr-26	Apr-27	Admin
	c) Develop positive Public Relations	Update New Resident information and engage Realtors on an annual basis	Develop contact list for real estate firms to share information		Apr-26		Finance
		Develop a targeted marketing approach for the Village building off current branding concepts and design elements; including communications and media plan	Adoption of communications plan; Attendance at ICSC, Retail Live, or other development-centric events			Apr-27	Admin

Workforce & Operations

<b>a) Develop a competent, high-quality workforce and support adequate staffing to meet current and future service demands</b>	Develop staffing options and plan for Building and Community Development Services (e.g. Building Official, Plan Reviewer, Code Enforcement)	Evaluate options and facilitate dialogue with the Village Board on staffing options	Apr-25				Admin
	Review pay & classifications for all positions and review overall compensation plan annually as part of the budget process	All positions' compensation reviewed every three (3) years		Apr-26			Admin
	Review organization-wide training needs and formalize a list of certifications and/or specialized skills of all current positions	Develop a comprehensive training calendar		Apr-26			Admin/PW
	Conduct Employee Satisfaction Survey	Complete and develop survey annually		Apr-26			Admin
	Create succession plans in all Departments and continually review staffing allocation and needs	Track key positions and prepare plans to fill positions as necessary			Apr-27		Admin
	Conduct periodic department assessment and staffing studies	Complete benchmark analysis for Admin/Finance/PW Depts.	Ongoing	Ongoing	Ongoing		Admin
	<b>b) Evaluate technology needs and build greater technological capacity and use within the organization</b>	Explore alternative service request system to expedite registering, processing and tracking of residential service requests	Launch of service request system replacement for SeeClickFix	Jul-24			Admin/PW
		Develop a plan for additional e-services in all Departments to streamline process and improve customer satisfaction	Develop schedule and implement: Public Works services; GIS; redesign Village website; legislative actions (agendas); digital payments; online permits		Apr-26		Admin/PW
	<b>c) Examine shared service opportunities to build greater effectiveness of the organization and workforce</b>	Continue to evaluate and increase opportunities for partnersihp with intergovernmental entities and government consortiums to implement shared services model	Annual report to the Village Board as part of the budget process	Ongoing	Ongoing	Ongoing	Admin



January 2, 2024

Mike Strong, Village Administrator  
Village of Lake Villa  
65 Cedar Avenue  
Lake Villa, IL 60046

Dear Mike,

Over the past year, we have made significant process in updating the zoning and plan development process and standards. This has included a Plan Commission Training and follow-up meetings that are providing a clearer approach and bringing the zoning process to be consistent with the Comprehensive Plan, including allowing for mixed uses and updates to the landscape requirements.

There remain a number of issues related to the current ordinance that makes the Ordinance difficult to interpret for the ZBA, Plan Commission, property owners and developers. This results in more complex processes, more staff time, and less predictability to all users.

### **Zoning Audit:**

To understand and convey ways in which the current zoning ordinance can be improved, we will evaluate that code and the procedures it sets out by:

- Reviewing the full code to consider it against best practices for managing development and development review processes. We are not attorneys, but will note any red flags we find regarding procedures, based on our experience, that merit further consideration with the Village's attorney.
- Identify specific areas of the code that require updating including inconsistencies between the two sets of parallel zoning districts, net and gross density calculations, and performance standards.
- Identify the need to improve the landscape standards for higher quality development with greater buffers, improved landscaping and incorporation of Best Management Practices
- Meeting with you and others at the Village who work with the Code to understand your experience in enforcing the document.
- Reviewing application forms and hearing materials to consider how they might be revised (or new materials set up) to best convey Village procedures and expectations of applicants.
- Meet with select members of the Plan Commission and Village Board to understand their perspectives on development in the Village and the extent to which they see the code providing desired outcomes).
- Meeting with key persons, whom you would identify, who are "customers" of the code. This includes developers, designers, residents, etc. who have been



through the development process and can provide an assessment of their experience.

- Prepare a series of recommended next steps and priorities.
- Prepare a report with our findings and options for how to proceed with addressing any parts of the code that can be improved. We expect this approach would focus on identifying sections of the code to be updated, rather than completely rewriting the code at this time. We will provide recommendations and work with staff to prioritize updates to the code.
- Present report findings to Village Board and / or Plan Commission.

**Cost:**

The total cost of the zoning audit will be \$9,500 or approximately 55 hours of work.

**Timing:**

Depending on the scheduling of meetings, the audit is projected to take approximately three-four months to complete.

Sincerely,



Scott Goldstein, FAICP LEED AP  
Principal



Michael Blue, FAICP  
Principal

Scope of Work Agreed to by:

---

Title

Date