



City of Prospect Heights, Strategic Directions Committee (SDC)

Agenda: January 12, 2017, 7pm Meeting

City Hall, 8 N. Elmhurst, Prospect Heights, IL

1. **Call to Order** Rosenthal
2. **Roll Call for Quorum** Rosenthal
3. **Finalize Priority Ranking Scheme** Rosenthal/Wade
4. **Review Unbudgeted Capital Projects**
 - A. **Discussion of Drainage Projects and Proposed Cost Sharing Policy**✓
 - B. **Discussion of City of Prospect Heights Sidewalk Plan**✓
 - C. **Discussion of Metropolitan Water Reclamation District/Cook County Department of Transportation/City of Prospect Heights Partnership and Plan for Storm Water Management Improvements for Willow, Hillcrest and Owen**
 - D. **Apple Drive at Milwaukee Avenue-Consideration of Median Removal**
 - E. **Engineering Analysis and Calculations Requested by Illinois Department of Natural Resources for Evaluation of Weir System at Hillcrest Lake**
 - F. **Tree Program**
 - G. **Holiday Lighting Electrical work**
5. **Review Department Needs Assessment Response** Wade
 - A. **Priority Ranked**
 - B. **Determine which will be included in SDC Recommendations**
6. **Review Unbudgeted Capital Projects**
 - A. **Present by Priority Ranking (high to low)**

B. Define Financial requirements

C. Define Community Impact

7. Define Recommendations to be Presented for Council Approval

8. Comprehensive Plan Update

9. Other Matters

10. Adjournment



**Strategic Directions Committee (SDC)
Meeting**

City Council Chambers
8 North Elmhurst Road
Prospect Heights, IL 60070

**Wednesday September 21, 2016 at 7:00 PM
Summation Report**

A. Call to Order

The meeting was called to order at approximately 7 PM by Alderman Rosenthal, Chair and presiding.

B. Roll Call

Present:

Lawrence E. Rosenthal, PhD, Chair and presiding
Wendy Morgan Adams, City Clerk
Pat Ludvigsen, Alderman
Joe Wade, City Administrator
Scott Williamson

C. Approval of Summation Report August 10, 2016

A motion was made and seconded to approve the Summation Report as presented. It was noted that the Report was in the Council's September 12 meeting Consent Agenda. At that time the Report was approved and accepted by the Council.

Action: The motion was approved by a unanimous vote of the Committee

D. Old Business

A. Review of Implementation Status of the Approved Comprehensive Plan Walkthrough

City Administrator Wade presented an in depth review of the current status of

the Plan. Among the matters noted were the following:

1. Administrator Wade reported on the status of Utilized Property (Plan Ref A.1Z p.1) His comments included:
 - Arena land
 - Prospect Crossing
 - Sanders Road property
 - Sidewalk Master Plan (Plan Ref H. 2 and 3 p.3)
 - Palatine Road Project (Plan Ref C 6)

Administrator Wade stated that the Council would soon receive action recommendations regarding the Sidewalk project. There will also be an informational report on the Arena land and Prospect Crossing activity.

2. Discussion next ensued regarding the widening of Palatine Road and the introduction retail business along a widened roadway. Alderman Ludvigsen stated that several years ago that IDOT developed a master plan which included Palatine Road. The schedule was to have a detailed Plan in place by 2014. It was now two years behind the Plan schedule.

Action: A motion was made, seconded and approved to recommend to the Council that staff be directed to initiate discussions with IDOT as to inquire the status, if any, of a plan for widening Palatine Road.

3. Discussion next ensued regarding the matter of the Sanders Road Property.

Action: A motion was made, seconded and approved to recommend to the Council that staff be directed to initiate discussions with All State Insurance regarding their possible interest in the property.

4. The Committee was of the opinion that staff should provide an updated version of the Comprehensive Plan that will be as a status and progress report on the implementation of the Comprehensive Plan. It should be as a part of the Consent Agenda being presented "For Information Purposes"

Action: Administrator Wade agreed that it should be made a part of the Council agenda at the Workshop meeting

E. New Business

A. Establish Project/Program Prioritization Procedure

This discussion item was placed on the Committee's agenda at the previous Committee meeting.

To initiate the discussion, Alderman Rosenthal prepared a draft model for such a management tool. The draft is attached and made a part of this report as Attachment A.

Discussion ensued regarding some of the details of the draft.

Alderman Ludvigsen suggested that before the Committee addresses the prioritization methodology we should have a method of what and how to

identify what should be prioritized. There was consensus about this among all committee members.

Further discussion ensued.

The Committee concluded that the various departments should develop a list of strategic and tactical (operational) list of items that would enable the departments to perform their functions in a more efficient and effective manner for the benefit of the City residents. In a sense, the departments would develop a departmental Needs Assessment document that would be the input document to the prioritization process which in turn would drive the City's budgeting activity as it related to assignment of financial resources.

Alderman Rosenthal stated that such an instrument (Needs Assessment) would have to be standardized as to its structure and use. He requested that each Committee member provide him with no more than four questions the member believed should be part of the Needs Assessment document that the departments would complete. The questions would be submitted to Alderman Rosenthal who would develop a draft of the Needs Assessment document that would be circulated among the Committee members for review and approval. It would then be submitted to the Council with a Committee recommendation.

Action: All Committee members agreed to provide Alderman Rosenthal with their draft questions no later than the conclusion of the September 26, 2016 Council meeting.

B. Tracking of Future Strategic Matters That require Council Attention

Discussion was initiated on this matter with a focus on the following items:

1. Should this be something along the line of a calendar?
2. What criteria should be employed as to whether or not the item should be considered for inclusion?
3. What types of entries should be included?
4. What methods of distribution should be used that will keep the Council informed?

The following conclusions and directions were reached as a result of Committee discussion and deliberation;

1. A calendar approach would make the most effective and efficient use of the tool. The Calendar would be "fed" by administrative and senior staff. It would be intended for elected officials use and not available to the public
2. "Lead time" should begin in terms of months and evolve to a year and beyond when feasible.
3. The criterion for inclusion of items would be as follows:
Any item that will require a Council vote or for which there is a statutory or regulatory requirement required by staff or the Council
4. Technology supported by "state of the art" electronic communications applications would be utilized for distribution.

Alderman Rosenthal will initiate discussion with staff regarding potential

electronic technological tools for this project,

VI. Other Items

Committee members decided that a regular scheduled time for the meeting should be established.

Beginning in November, Committee meeting will be scheduled for the third Wednesday of the month at 7 PM in the Council chambers.

In the event the Committee will have no business to transact or a majority of the Committee cannot make the meeting it may be re-scheduled at different time and date that is agreeable to the members and conforms to the Open Meeting requirements.

VII. Adjournment

There being no further business the meeting adjourned at approximately 8:23 pm

Prepared by:
Lawrence E. Rosenthal
Alderman Ward 2
Committee Chair

To: Strategic Directions Committee

From: Joe Wade, City Administrator

Subject: Proposed Cost Sharing Program for Storm Water Management/Ditch Repair Improvements

Background:

Last summer, City Engineer Berecz presented a listing of twenty-nine properties, of which owners have contacted the City, to request improvements to drainage ditches. Since that presentation, other citizens have contacted the City for improvements. (Memo Attached)

Mr. Berecz utilized a prioritization methodology, including: water standing on roadways for an extended period of time; presence of green standing "algae"; extreme erosion of ditch banks; standing water in the ditch for long durations after a rain event, and; inability to maintain a sufficient strand of grass in the ditch. Using these categorization criteria, the requests were categorized into four levels of priority. At the time of presentation, nine properties were identified as Priority 1, with an engineer's estimate of probable cost for all locations to be \$450,000. This was followed by six properties in Priority 2, nine properties in Priority 3, and five properties in Priority 4.

Analysis

Prospect Heights presents a number of challenges in moving and draining water. The flatness of the community does not assist the flow and drainage of water. Additionally, over time, impediments within ditches such as grade changes may impede the flow of water elsewhere. Consequently, it is difficult to retrofit storm sewers into areas not previously designed for their use.

With regard to ditch improvements, it is often beneficial to do all of a City block, or work with assembled properties. This larger-area effort at ditch improvements addresses drainage in a more systematic fashion and reduces the possible second order effects that may result by repairing one ditch but creating a drainage issue elsewhere.

The City has invested approximately \$1,230,000 in ditch repair projects in the past four years. This was also intended to remediate the worst situations. However, given the backlog of requests for assistance, the City's budgetary resources are stretched. Depending upon circumstances, the cost of replacing an open ditch with a storm sewer pipe may cost \$15,000-

20,000 per 100 ft. frontage property. Engineering preparation, including survey and design work, costs approximately \$1,500 per property.

Recommendation:

The City may wish to consider a cost-sharing program to address ditch repair improvements. As the benefit of replacement of an open ditch with closed storm drain and culvert are shared with the City and homeowner, there is a rational basis for a shared-cost program between the City and homeowner.

A 50/50 program, with a capped amount of City funding, could be offered to residents on a prioritized needs assessment basis. For example, an established amount budgeted by the City could be offered to Priority 1 homeowners first, followed by Priority 2, etcetera. As competition for projects and funding may be competitive, the City may make selections on a first-come-first-serve basis, or by lottery.

Should the City desire incenting projects encompassing several contiguous properties or an entire City block, it might consider absorbing all engineering costs, a 60/40 shared program, or other incentive alternatives.

To: Strategic Directions Committee

From: Joe Wade, City Administrator

Subject: Discussion Item: Draft City of Prospect Heights Sidewalk Strategic Plan

Date: January 4, 2017

Attached is a draft Sidewalk Strategic Plan. As the time to complete a section of sidewalk from the time of project authorization to completion of construction may take three to five years, due to grant applications, engineering and other necessary steps, it may be worthwhile for the City to begin planning for future sidewalk projects.

Attached is a map drawing of existing and proposed sidewalks.

City of Prospect Heights Sidewalk Strategic Plan

The City of Prospect Heights has initiated a sidewalk network within the community. Recent sidewalk construction projects have included Willow Road and Schoenbeck Road. These projects have been initiated with the intent of providing safe sidewalk linkages to Ross, Sullivan and MacArthur Schools, and Hersey High School. However, most of the City has been developed without consideration of a pedestrian sidewalk network, and much of Prospect Heights' primary arterials, such as Camp McDonald Road, Wolf Road, Elmhurst Road and others do not provide pedestrian sidewalk access.

Extending the City's sidewalk network was identified as a goal of the City's 2014 Comprehensive Plan. Included among the Comprehensive Plan's recommendations are: a new sidewalk to connect Camp McDonald Road to Eisenhower School; an Elmhurst Road sidewalk to provide access to Randhurst Center; an extension of sidewalk along Camp McDonald Road, to provide linkage of the Metra Station, River Trails Park District, Town Center area, Library and Morava Center; and, a sidewalk network to provide linkages on the east side of town, including Milwaukee Avenue, Apple Drive and E. Old Willow.

The Comprehensive Plan also referenced sidewalk linkage efforts on North Schoenbeck to the Prospect Heights bike path, and the Wolf Road Metra Station area to offer linkage to the Prospect Heights Bike path. Overall, the Comprehensive Plan suggested sidewalk connectivity to access City Schools, institutions, such as City Hall, Park District Morava Center, and Library, and commercial areas as Palwaukee Plaza and the Milwaukee Avenue corridor.

Recognizing that there are limited resources to address sidewalk deficiencies, the Sidewalk Strategic Plan represents flexibility and targeted, but adjustable goals. Among the contingencies related to sidewalk planning are: the availability of City capital funding; the possibility of leveraging supportive grants; and, project conditions related to obtaining easements or property purchase.

An important consideration for future sidewalk planning is the Phase I engineering requirement that is necessary for Congestion Mitigation and Air Quality (CMAQ), Safe Routes to Schools and Transportation Alternatives Program (TAP) grant funding. Both grant programs require Phase I Engineering to have been completed as a condition of consideration and eligibility for grant award. Consequently, Prospect Heights may wish to consider authorizing Phase I studies for future sidewalk projects in order to meet application requirements for CMAQ, Safe routes to Schools and/or TAP funding. Phase I Engineering must be completed in conformance with strict Federal guidelines in order to be eligible for Federal grant funding.

Purpose

The purpose of the Sidewalk Strategic Plan is to create a process for and to prioritize sidewalk projects within the City of Prospect Heights, including:

- Installing new sections of sidewalk
- Addressing pedestrian safety concerns
- Providing for reasonable goals for the development of a sidewalk network.

Sidewalk Network Extension Options

The City's first effort to construct a sidewalk network focused on providing pedestrian pathways along Schoenbeck Road to assist children accessing Ross, Sullivan and MacArthur schools. Additionally, a sidewalk was constructed along Willow Road, Schoenbeck to Dale, to assist Hersey High School students. An additional sidewalk extension is presently in the design engineering phase to connect the present Schoenbeck sidewalk, from Willow Road to Camp McDonald Road.

This sidewalk effort of the City successfully provided a safe alternative to the practice of walking in or along Willow or Schoenbeck Roads. The following sidewalk extension options are offered with similar rationality of addressing pedestrian safety considerations while providing connectivity between places of activity and interest. The options do not reflect a rank order. There are multiple considerations in developing a sidewalk ranking system, including: relationship to existing sidewalk network; ability to leverage possible funding assistance, such as the Safe Routes to Schools Program; linkage of destinations (ex: park facilities, government buildings, retail areas etcetera); project difficulty and cost; and, safety considerations.

1. Camp McDonald Road-Dale to Schoenbeck
2. Camp McDonald Road- Wheeling to Wolf
3. Camp McDonald Road-Police Station to Wolf
4. Willow Road-Schoenbeck to Wheeling
5. Wolf Road-Piper to Old Willow
6. Wolf Road-Old Willow to Camp McDonald
7. Elmhurst Road-Andover to Prospect Drive
8. Schoenbeck Road- Lake Arlington to Hintz
9. East Side Sidewalk Linkages including: Apple Drive, Milwaukee Avenue, and River Road

Recommendation

After completion of the Schoenbeck Road sidewalk extension, there will be no sidewalk projects in the planning stage.

Because sidewalk projects may often take 3-5 years from the time of project authorization until completion, and because grant eligibility requirements include completion of Phase I Engineering, it is recommended the City maintain a project with Phase I engineering completed. Staff recommends the selection of one or two sidewalk areas for Phase I Engineering. The estimated cost of Phase I Engineering is \$25,000 to \$35,000

To: Strategic Directions Committee

From: Joe Wade, City Administrator

Subject: Proposed Cost Sharing Program for Parkway Tree Program

Background:

City investment in public trees has been minimal. Last year, the only trees planted were in the Camp McDonald Road parking lot. Without a replacement program, the community may experience a net loss of trees due to damage, insect infestation, disease or death. As trees add value to homes, neighborhoods and assessed valuation of a community, as well as environmental benefits, the City may wish to consider a 50/50 Parkway Tree Replacement Program.

Analysis

The City might consider a 50/50 Parkway Tree Replacement Program as a means to stabilize or improve the community's inventory of parkway trees. The cost sharing program would share expenses of trees, and their planting, between property owners and the City.

Funds available for the program may vary annually with budget approval, and eligibility may be established on a first come first serve basis, based on available funding.

For example, residents might select from a list of approved trees. Trees selected for areas under power lines may face additional restrictions because of height concerns.

The 50/50 program may establish a minimum type and caliper of tree. Additional costs due to tree species or greater diameter might be paid by the property owner.

Should the City consider initiating a shared-cost tree program, further program consideration is necessary. This memo is offered as a suggestion to how a 50/50 program might work.

To: Strategic Directions Committee

From: Joe Wade

Subject: Cost Estimate for Holiday Lighting

Public works Superintendent Jim O'Neill obtained a quote from an area electrical company for outlets in the City parking lot and the five trees on Camp McDonald in front of the shopping center. The cost estimate provided for the installation of ten double outlets is \$35,000.

To: Strategic Directions Committee

From: Joe Wade

Subject: Apple Drive and Milwaukee Intersection-Possible Median Removal

At a recent Council meeting, an inquiry was made about the possibility of removing the approximately 6 ft. wide center median to provide improved traffic flow of cars exiting toward Milwaukee.

City Engineer Berecz has evaluated this possibility. Work would entail removal of most of the median (an approximate 25 ft. section of median at Milwaukee would remain) and installation of pavement and double yellow center stripe. This work would widen the roadway width exiting toward Milwaukee, allowing two vehicles to be side-by-side. Presently, the median prevents this.

Because of adjacency to a State highway, this project proposal would likely require IDOT review. Public bid for construction work would also be necessary.

In order to prepare the engineering drawings, permit plans, public bid, and survey work, a design cost is estimated to be \$5,000.

The cost of construction is estimated to be in the range of \$35,000 to \$60,000. The reason for the wide range is there may be an existing drainage problem that when the median is removed, a new storm sewer may need to be installed. This cannot be determined until after the existing conditions survey is completed.

Please note: In a follow-up conversation with alderman Messer concerning this project, the possibility of attempting to address this matter through pavement striping and signage was addressed. The City Engineer and Administrator agreed restriping the area could be completed and tested after the Winter season.

Department Needs Assessment

Department	Management or Technology Tools	Reason for Selecting Tool	Financial Resources Needed
Administration	Drop Box file sharing subscription	Increased file sharing capabilities between departments and between City Council	\$8.25 to \$12.50 per user/per month
Administration	Contract with third party administrator for employee Flex Spending Accounts	Reduce City's exposure to potential HIPAA and IRS violations	\$100 per month
Administration	Municipal Clerks Institute	To ensure currency with FOIA, records retention, and election requirements	\$2,000
Building and Community Development	Large format print that can scan and electronically file blue prints/plans for better records management	Records management is an area where the City and Building Department can become more efficient and maximize our personnel resources. There is a void in historical data that prevents the department from providing the service that the residents and businesses are seeking.	Approximately \$20,000. Lease of a large scanner printer and funding for expanded GIS with GHA. \$7,500 was requested last year for the GIS Expansion. ED memberships/Etc.
Building and Community Development	A permit and inspections software program	The ability to scan and electronically file permit applications, rental inspection documents, and PZBA records will streamline our processes and reduce redundancy.	Approximately \$30,000. Contingent upon software program implemented, training and subsequent maintenance.
Building and Community Development	Expand Economic Development Activities	Expand economic development activities by budgeting money to provide memberships in the International Council of Shopping Center, Loopnet or other real estate marketing tracking firm. Provide funding to attend the ICSC Deal Making Shows, attend the IEDC training, etc.	Estimate: \$4,500/year - \$1,000 for IEDC membership/seminars - \$500 for ICSC membership/convention - \$3000 Loopnet/CoStar Subscription

Department Needs Assessment

Department	Management or Technology Tools	Reason for Selecting Tool	Financial Resources Needed
Engineering	Expand GIS layers and information within it.	Create more accurate storm and sanitary sewer maps for use by public works, engineering and to meet regulatory requirements of MWRD. Also, many other possible information layers could be added to assist Police, Fire Department, Building Department and others.	Budget \$25,000 to \$50,000 per year for incorporation of new data into GIS system.
Finance			
Finance			
Finance			
Police	Video technology for in car (dash cam) or body cameras. Digital data management hardware and software.	Anticipated voluntarily adoption of or statutorily imposed upon law enforcement for video technology.	Estimated equipment cost \$15K; digital data management cost \$15K (\$30,000 total).
Police	Public video system service agreement with vendor Xtivity.	Video system is a contributing factor in the recent dramatic drop in crime over the past two years. Proposed service agreement has been reviewed by our IT provider DeKind and was found to be within the norm for an agreement of this type.	\$50,000 for a three year contract.
Police	Upgrade to current telephone system with new software and new equipment.	Current telephone system and equipment is effectively at the end of its lifecycle.	\$60-75,000K along with new service agreement.

Department Needs Assessment

Department	Management or Technology Tools	Reason for Selecting Tool	Financial Resources Needed
Public Works	New rubber tire backhoe.	Replacement for the current 1990 whose parts are obsolete. Used for water main breaks which are happening more frequently. The new backhoe would also be a backup for our front end loader.	The cost would be about \$135,000.
Public Works	New lift truck with a boom height of about 55' to 58'.	Current truck is a 1999 with a boom height of 33'. New truck would be able to trim the taller dead limbs in the trees and street lights and PD cameras.	The cost would be about \$130,000.
Public Works	New Sewer sucker/rodder.	Current is a 1999 and they have rebuilt the pump 4 times.	The cost would be about \$370,000

Crosswalk of Action Items to Overarching Grand Strategies

Action Implementation Areas/Action Items	Priority	Assigned To	Start MM/DD/YY	Complete MM/DD/YY	Comments
Promote Economic Development (includes zoning Matters)					
A.1Z Analyze underutilized properties in residential neighborhoods for potential redevelopment sites Comp Plan and Staff have Identified potential sites.	Low	Community Development	Feb 2017 Revisit		
A.2Z Review residential zoning regulations for consistency with the Comprehensive Plan vision and identify any needed revisions	Low	TBD	Feb 2017 Revisit		Review has been conducted. Staff suggests not pre-establishing zoning but adjust recommended zoning to meet redevelopment goals.
A.3 Actively market residential opportunity sites within the City to developers and coordinate proposals for new development with the STAFF NOTE: Only major properties are Arena site and All-State	Medium	Administration/Community development	Ongoing		Cornerstone to unveil marketing site Q1 2017.
A.4 Acquire properties within areas designated for redevelopment	Low	TBD Pending Decision and Direction	TBD		No properties require action.
B.2 Conduct a space utilization and parking needs assessment for each major community institution in the community to determine their future needs	Low	TBD	TBD		Planning firms routinely recommend this. Not a very meaningful exercise. Makework.

Crosswalk of Action Items to Overarching Grand Strategies

Action Implementation Areas/Action Items	Priority	Assigned To	Start MM/DD/YY	Complete MM/DD/YY	Comments
C.5 Assess existing shopping centers for opportunities to develop additional out lot or infill developments to improve the character of arterial streets.	High	Community Development	Ongoing – Prospect Plaza meeting held April		Sanders Road 2016 Report schedule for 1 st Quarter 2017
C.6 Identify underutilized commercial parcels in the Palatine Road corridor that would benefit from acquisition and redevelopment.	High	Community Development	Summer 2017		
C.7 Create a system for effectively evaluating new retail and mixed use development projects to support the goals of the Comprehensive Plan	High	Community development Administration/elected Officials. Possibly outside Personnel	Ongoing	Ongoing	In Progress
D.1Z Create an industrial overlay district surrounding the Chicago Executive Airport to create the regulatory framework for new, high quality businesses to locate in this area.	High				In progress CEA Strategic Plan
D.2 Identify opportunities for synergy between new industrial development and the Chicago Executive Airport by working closely with Airport leadership	Low				Inter related with D1Z

Crosswalk of Action Items to Overarching Grand Strategies

Action Implementation Areas/Action Items	Priority	Assigned To	Start MM/DD/YY	Complete MM/DD/YY	Comments
D.4 Conduct a property inventory of industrial parcels using the 'Site Viability Matrix' tool found in the appendix of this document to identify opportunity sites most ready for development or redevelopment.	Medium				Target: 1 st half of 2017
G.7 Research the benefits of different types of public incentives, their suitability for different areas within the city, and analyze the situations in which they might be useful.	High		Ongoing- depending upon developer application		Incentives should be evaluated on a project-by-project basis. Ex: TIF, Sales tax sharing, County 6(b), 7(a) etc.
H.2 Create a master plan, phasing and funding program for sidewalks in the community including prioritization of connections between schools, commercial nodes and recreational areas.	High				In progress Target: Master Plan 1 st half of 2017
H.3 Explore pedestrian and bicycle improvements within the rights of way along Euclid Avenue and Camp McDonald Road to connect Rob Roy Golf Club and the Woodland Trails Park with the park system east of Milwaukee Avenue and the Des Plaines River. Part of H.2 scope	Low	Administration/Engineering		Present at January, 2017 Strategic Directions Meeting	Develop sidewalk improvement prioritization plan

Crosswalk of Action Items to Overarching Grand Strategies

Action Implementation Areas/Action Items	Priority	Assigned To	Start MM/DD/YY	Complete MM/DD/YY	Comments
Town Center Discussion	High	TBD – Study withdrawn from 16/17 budget			Yellow items are within the scope of Action Implementation Item
C.1Z Review existing zoning related to commercial uses and create a new designation to allow for mixed-(retail and residential or retail and office) in strategic areas of the City. (FADTC)	High				
C.2 Create special overlay districts (for example the Town Center or Metra Station Area) to provide the appropriate regulatory framework for new retail developments that meet the goals of the Comprehensive Plan recommendations. (FADTC)	High				
C.3 Develop a 'Town Center Master Plan' for the district located at the intersection of Elmhurst and Camp McDonald Roads to provide a concept for future streetscape improvements, transit connections, branding/signage, building design and redevelopment of strategic parcels. As part of the process discussions with relevant development professionals should be conducted. (FADTC)	High	High Priority, however, town center planning study cut from 2016/17 budget	TBD	TBD	

Crosswalk of Action Items to Overarching Grand Strategies

Action Implementation Areas/Action Items	Priority	Assigned To	Start	Complete	Comments
G.3 Develop Accurate Business Listing	Medium	Administration	MM/DD/YY Summer 2016	MM/DD/YY Fall 2017	Street Inventory of Business Review framework has begun.
G.7 Research the benefits of different types of public incentives, their suitability for different areas within the city, and analyze the situations in which they might be useful. (FADTC)	High				In Progress and ongoing
H.2 Create a master plan, phasing and funding program for sidewalks in the community including prioritization of connections between schools, commercial nodes and recreational areas. (FADTC)	High	Administration/Engineering	June 2016	Sept 2016	In Progress Develop sidewalk improvement prioritization plan
H.1 Coordinate with IDOT to explore resolution to issues associated with modifying the frontage road ramping along Palatine Road to better serve the adjacent land uses, especially the Arena site for industrial development. (FADTC)	Low	Engineering			Engineering to contract IDOT for Palatine Road planning information, IDOT has been contacted through formal letter, City awaiting response.
H.4 Adopt a Complete Streets Policy for any roadway improvement project.	Medium	Administration/Engineering	Ongoing		

Crosswalk of Action Items to Overarching Grand Strategies

Action Implementation Areas/Action Items	Priority	Assigned To	Start	Complete	Comments
Initiate & Implement Activities That Will Improve PH Governmental Efficiency & Effectiveness			MM/DD/YY	MM/DD/YY	
E.3 Foster better communication between the City's public works department and Park District to implement open space and park improvements	High	Administration/NRC/Park District	Ongoing		Ongoing effort – Presently Admin/NRC/Park Dist coordinated Edison grant application
E.8 Consider expansion of the municipal water service. Work with neighboring communities and Northwest Water Commission to provide access to municipal water service for commercial properties by securing membership and continuing conversations on a regular basis with neighboring communities.	Medium	Water Committee	Ongoing		In progress
New: Empower and encourage all staff to take initiatives and be proactive in undertaking activities that are normally considered to be in the province of the duties and responsibilities of staff	High	All Departments	Ongoing		Ongoing
New: Conduct a study of the effectiveness and efficiency of consolidating various City services	High	Administration/Engineering/Finance	June 2016	Sept 2016	Refers to evaluation of possible consolidation of special service areas

Crosswalk of Action Items to Overarching Grand Strategies

Action Implementation Areas/Action Items	Priority	Assigned To	Start MM/DD/YY	Complete MM/DD/YY	Comments
Protect, Preserve & Enhance PH Natural Resources					
E.5 Adopt a program to protect the existing natural habitat surrounding Hillcrest Lake, McDonald Creek and the Izaak Walton Slough. Coordinate with the Park District and local organizations for project maintenance. Utilize the Natural Resource Commission to assist with identification of habitats. Identify funding resources through the DNR to off-set maintenance costs associated with protection of these areas	High	Administration/Engineering/NRC	Ongoing		In Progress
E.7 Accept and enforce the new MWRD Watershed Management Ordinance by incorporating management strategies into the City's operational practices.		Engineering			On going

Crosswalk of Action Items to Overarching Grand Strategies

Action Implementation Areas/Action Items	Priority	Assigned To	Start	Complete	Comments
Enhance the Image of PH			MM/DD/YY	MM/DD/YY	
F.3 Improve the perception of the City in the region by actively marketing	Low				Ongoing
F.6 Create a sense of place by identifying key corridors in the City with branded signage.	Medium	Administration	Summer 2016	Spring 2017 depending on IDOT approval	Community Entrance Signs. Milwaukee Avenue entrance signs are in preplanning stage.
G.6 Develop a comprehensive marketing and branding strategy for the city including websites, brochures, contacts, and available parcel matrix to help better market development opportunities in Prospect Heights.	Low	TBD			Requires City to define our strengths and weaknesses

Crosswalk of Action Items to Overarching Grand Strategies

Action Implementation Areas/Action Items	Priority	Assigned To	Start MM/DD/YY	Complete MM/DD/YY	Comments
Interact with Other Agencies On Specific Projects					
E.1 Identify opportunities for easements and setbacks on private property to allow for greater utilization of existing natural features where additional land would benefit the City the most. Park Dist.	Low	Park District			Ongoing
E.4 Identify locations for additional park and open space and create a plan for acquisition, development, maintenance and programming. Park District					Ongoing
F.2 Create a marketing plan in coordination with local tourism and business attraction organizations to advertise development opportunities within the City. Tourism Bureau					Ongoing
G.5 Reach out to existing business owners to identify their areas of concern. Follow-up with the owners as to how the City is addressing their issues. Chamber of Commerce	Medium	Administration/Community Development			Ongoing