

## **Village of Montgomery Strategic Plan for 2006-2010**

### **Who We Are**

The Village of Montgomery is a growing community of more than 13,000 residents, located in the Fox River Valley approximately 40 miles west of Chicago. Montgomery is unique in its pleasing integration of urban, suburban and rural character. The Village is governed by a Village President and an elected at-large Board of Trustees, and is managed by a skilled professional staff. Its economy is founded on a diverse commercial, residential and industrial base.

### **Purpose (or Mission)**

To create an environment of service, leadership and civic commitment for a diverse, sustainable Village and vibrant, high-quality community life.

### **Guiding Principles**

Our behavior is governed by our guiding principles and values, and our success depends on consistently living these values both as an organization and as a community.

- We act ethically, with integrity, honesty, and are worthy of trust.
- We are respectful of people, property and the environment.
- We are open, cooperative, collaborative and value teamwork.
- We are accountable to ourselves, each other and the community.
- We embrace a standard of excellence and competence.
- We generate excitement, vitality and pride in our community.

### **Our Vision**

Our Downtown projects a beautiful sense of place, a vibrant center of retail, business, services and social and recreational activity.

Our high-quality transportation network offers efficient mobility options and minimizes travel delays.

Montgomery stakeholders enjoy a rich palette of public services and amenities as a result of intergovernmental collaboration.

Quality open space and environmentally sound policies and actions exemplify our avid commitment to sustainability.

We are exceptional stewards of Village resources.

<b>Vision</b>	<b>Our Downtown projects a beautiful sense of place, a vibrant center of retail, business, services and social and recreational activity.</b>
<b>Goal #1</b>	<b>Design and build a beautiful, functional Village Hall that anchors the community's center.</b>
	Objective 1: Create a center focus for the development of the downtown district.
	a) Design a building complementary of Gray's Mill.
	b) Design a state of the art building with modern technology.
	c) Provide a building inviting to the public with ample community meeting areas.
	d) Integrate interior and exterior space.
<b>Goal #2</b>	<b>Stimulate community cohesiveness by creating Founders Square, a plaza for a wide variety of community gathering purposes, which is integral to the Village Hall site design.</b>
	Objective 1: Create a large, attractive, accessible and functional gathering space.
	a) Integrate historical elements that designate its significance, such as historical markers.
	b) Analyze the feasibility of brick pavers or similar design features.
	Objective 2: Stimulate community cohesiveness through the use of Founders Square.
	a) Make the Square available for a wide variety of community gathering uses.
	b) Research and develop potential uses.
	c) Set policies for uses.
<b>Goal #3</b>	<b>Establish a vibrant retail base for the Mill District Plan area.</b>
	Objective 1: Envision and design the kind of retail center that meets the needs and interests of the community.
	a) Conduct a market feasibility analysis to determine the types of businesses including, but not limited to, retail, boutique and professional services.
	b) Research how other communities designed and implemented their downtowns.
	c) Create Design Guidelines and or an Overlay District for the Mill District Area.

	d) As development in the Mill District continues, every effort should be made to preserve the historic character of the area.
	Objective 2: Establish programs that stimulate the physical and financial changes necessary for retail development.
	a) Create and fund a Downtown Façade Loan Program.
	b) Develop grants and incentives for businesses locating in the downtown (i.e., Revolving Loan Fund).
	c) Coordinate implementation of a Downtown Enhancement Grant.
	d) Establish a business recognition program for beautification efforts.
	Objective 3: In partnership with MEDC, market the business district.
	a) Utilize publications to advertise (Village newsletter, Business Broadcast and the MEDC newsletter).
	b) Use the Mill District Master Plan and the Downtown/Old Town Reinvestment Plan as a marketing tool.
	c) Create gateway signage into the business district.
<b>Goal #4</b>	<b>Enrich the cultural and recreational experience of being downtown through amenities that beautify and enliven the area.</b>
	Objective 1: Establish a Riverwalk that honors the natural beauty of the riverfront and provides easy access at key points to restaurants, shopping and points of interest.
	a) Develop/coordinate a Riverwalk Master Plan.
	b) Work cooperatively with VFW to incorporate the Riverwalk into their site and examine redevelopment opportunities.
	c) Work with Fox Valley and Oswegoland Park Districts to enhance the parks, the current trail system and recreational amenities.
	d) Consider upgrades to the Mill Street bridge as a focal point.
	Objective 2: Preserve the 209 Clinton house, referred to as Settler's Cottage.
	a) Commit funds for exterior restoration, at minimum, prior to opening a new Village Hall.
	Objective 3: Invest in beautification of the downtown center as a destination.
	a) When possible, reuse limestone foundation material and carry as a common design element throughout the downtown district.

	b) Create gateway signage into business district.
	c) Utilize professional landscape planners to design and plant downtown planters, parkways, etc.

<b>Vision</b>	<b>Our high-quality transportation network offers efficient mobility options and minimizes travel delays.</b>
<b>Goal #1</b>	<b>Implement capacity improvements.</b>
	Objective 1: Widen Orchard Road (under the jurisdiction of Kane County).
	a) Maximize capital investments by coordinating improvements and resources with other transportation agencies.
	b) Complete the Village of Montgomery water main relocation.
	c) Institute aggressive advocacy of Federal, State and County officials for project support and funding.
	Objective 2: Widen Route 30 (under the jurisdiction of the Illinois Department of Transportation).
	a) Initiate segment improvements in conjunction with private development projects (TIF, Wal-Mart, Ogden Hill).
	b) When possible, offer cost sharing Intergovernmental Agreements with the State to use local funding in order to induce commitment to the project.
	c) Institute aggressive advocacy of Federal, State and County officials for project support and funding.
<b>Goal #2</b>	<b>Facilitate the development of effective public transportation.</b>
	Objective 1: Institute aggressive advocacy approach for support and funding of the Montgomery Metra station.
	a) Engage local business and industrial stakeholders and prospective local riders to partner with elected officials in formal appeal.
	b) Convene affected parties for dialogue with Metra officials.
	c) Partner with the agency to facilitate siting a Metra station in Montgomery.
	Objective 2: Develop Park 'n Ride site on Avaya property pursuant to the RTAP grant.
	a) Complete Phase I engineering (access into the site).
	b) Work with Avaya on land donation and other forms of cooperation.
	Objective 3: Explore the expansion of Pace bus service to Montgomery.

<b>Vision</b>	<b>Montgomery stakeholders enjoy a rich palette of public services and amenities as a result of Intergovernmental collaboration.</b>
<b>Goal #1</b>	<b>Support and build the Montgomery Library.</b>
	Objective 1: Implement the Route 30 Tax Increment Financing District (TIF).
	a) Adopt Redevelopment and Sub-Area plans.
	b) Pass the ordinance authorizing the TIF District.
	c) Secure financing of the TIF District.
	Objective 2: Pass the Oswego Library District referendum.
	a) Participate in the referendum process.
	b) Village and other agencies officially and publicly display support through resolutions, letters and other means as appropriate.
	Objective 3: Complete Intergovernmental Agreement on land donation with the Oswego Library District.
<b>Goal #2</b>	<b>Create community amenities that are important or desired by Village of Montgomery residents.</b>
	Objective 1: Create a Blue Ribbon Committee to research and cultivate those amenities considered desirable in a community of Montgomery's size and character.
	a) Identify amenities, such as medical services, senior center and daycare that have value to the public.
	b) Actively pursue those amenities to locate in the Village of Montgomery.
	Objective 2: Promote school, community and government educational opportunities and programs.

<b>Goal #3</b>	<b>Site schools in close proximity to Montgomery residences in those Districts within which there exists developable land (Yorkville and Kaneland School Districts).</b>
	Objective 1: During development process identify potential school sites within the Districts.
	Objective 2: Commit to land donations to encourage Districts to build in the Village of Montgomery.

<b>Vision</b>	<b>Quality open space and environmentally sound policies and actions exemplify our avid commitment to sustainability.</b>
<b>Goal #1</b>	<b>Create and maintain quality Open Space that represents community values.</b>
	Objective 1: Utilize Sub-Area Plans for preservation of open space.
	a) Implement the TIF District and create the Montgomery Preserve.
	b) Implement the open space recommendations in the Orchard Road / Blackberry Creek Corridor Plan when developers approach the Village through site plan review. Also work on incorporating the plan's recommended changes into the zoning and subdivision ordinances.
	c) Implement the Bike Path Plan through annexations and future development requests.
	d) Implement the Green Community Vision Plan through future annexations and site plan review.
	Objective 2: Be an example of an environmentally conscious, sustainable community.
	a) Incorporate sustainable design elements in the Village Hall building and site design.
	b) Utilize natural plantings in construction of storm water facilities and other preserveable open space areas.
	c) Hold public education workshops for community members to inform them about the benefits of open space and how they can help preserve open space.
	d) Seek out available grants to purchase land for additional open space that the Village may be interested in preserving, before the land is developed.
<b>Goal #2</b>	<b>Revise the current codes and ordinances in order to enforce preserving additional open space.</b>
	Objective 1: Revise zoning and subdivision ordinances to reflect greater preservation opportunities for open space.
	a) Revise codes and ordinances through zoning amendments and the Plan Commission process.
	b) Create an internal work group that consists of Community Development staff to meet and discuss the necessary changes and revisions.
	c) Hold public meetings to gain the support of the public for increased controls for preserving additional open space.

	Objective 2: Commence annual reviews of the existing codes and ordinances and update through zoning amendments.
<b>Goal #3</b>	<b>Utilize engagement efforts to advance community beautification.</b>
	Objective 1: Involve residents in the beautification process through the Beautification Committee.
	a) Create an Arbor Day Celebration day or week program to enhance the public awareness of tree preservation.
	b) Create a planter program in which residents are able to participate around the community.
	c) Organize an annual community clean up of trash on Village property.
	Objective 2: Continue ongoing intergovernmental cooperation to preserve open space.
	a) Continue to work with the Park and Forest Preserve Districts to beautify the community through existing and future annexation agreements.
	b) Work with The Conservation Foundation by supporting the Protect Kendall Now initiative.
	c) Work with The Conservation Foundation by supporting the Murst Farmstead.

<b>Vision</b>	<b>We are exceptional stewards of Village resources.</b>
<b>Goal #1</b>	<b>Maintain fiscal integrity.</b>
	Objective 1: Determine method of increasing current revenue streams and develop new sources of revenue or funding.
	a) Review a sales tax increase through referendum.
	b) Explore Home Rule potential.
	Objective 2: Maintain appropriate and adequate financial reserves.
	a) Annually review policy of the General Fund reserve balance.
	Objective 3: Update financial forecasting and planning documents annually.
	a) Undertake a 5-year financial forecast by fund.
	b) Project the number and level of personnel to meet workload demand.
	c) Delineate and bring recognition to the need for management and professional level employees where required.
<b>Goal #2</b>	<b>Recruit, train, support, and retain a capable staff.</b>
	Objective 1: Create a formalized training and orientation program.
	a) Establish a new employee orientation program.
	b) Implement supervisory orientation/training for promoted employees.
	c) Develop promotion criteria enumerating well-defined, progressive requirements.
	Objective 2: Offer competitive employee compensation and benefit package.
	a) Conduct pay and compensation study once every five years at a minimum.
	b) Conduct a salary comparability survey annually.
	c) Hold an annual benefits fair.
	Objective 3: Redesign internal organizational structure to allow for vertical alignment.
	a) Deepen the structure to accommodate the breadth of functions and managerial requirements.
	b) Identify who will manage new projects.

<b>Goal #3</b>	<b>Maintain, replace and extend infrastructure consistent with the Capital Improvement Plan.</b>
	Objective 1: Identify and secure adequate, reliable financial resources.
	a) Identify long term, continuous revenue sources for the 10-year general Capital Improvement Program (CIP) projects.
	b) Aggressively seek and secure federal, state and local grants.
	Objective 2: Prioritize and update projects on a consistent basis.
	a) Reevaluate current and anticipated needs of the community annually.
	b) Update street inventory every three years.
	c) Begin a deliberate system of long range planning efforts.
	Objective 3: Annually review and update project costs.
	Objective 4: Evaluate and ascertain adequacy of municipal buildings for the present and the future.
	a) Conduct a space needs assessment for the Public Works function.
	b) Review the current site and determine whether alternate locations are needed.
<b>Goal #4</b>	<b>Foster an environment that seeks, encourages and welcomes resident input and involvement.</b>
	Objective 1: Use technology to find new ways of providing information to residents.
	a) Develop a resident email list.
	b) Reorganize the Village's website to make it more interactive.
	c) Research incorporating blogs and other innovative means of communication.
	Objective 2: Develop programs that include resident participation.
	a) Create a Citizen Police Academy Program.