2013-2016 Strategic Plan

Goal 1: ECONOMIC DEVELOPMENT

OBJECTIVE 1A
Develop an I-80 Development Initiative

2013

- Complete draft of proposed I-80 corridor zoning district to guide future development in this area and outline the vision and design guidelines for this corridor.
- Develop a business retention initiative for the I-80 corridor.
- Collaborating with third party "facilitator" agencies (e.g., Will County C.E.D., etc.), initiate a communication strategy with the current property owners of the land located in the I-80 corridor to determine areas of mutual cooperation and possible barriers to future development.

2014

- Complete a targeted industry study of the Village to determine which industries are most likely to locate in the Village, their requirements and expectations in order to locate, and which areas in the Village would each industry find most attractive for locating.
- Complete the fiber optic installation along the I-80 corridor for use by existing and future businesses.
- Attend at least three appropriate industry sector trade shows each year as part of business attraction efforts.*

2015

- Create a strategy to attract the development of new employment centers and marketing of existing employment centers in the I80 Corridor. *(Hiring an Economic Development Specialist, who will focus on economic development initiatives and fostering existing and future business relationships, is proposed.)*

OBJECTIVE 1B
Develop program for the recruitment of targeted professional services, restaurants, and entertainment businesses in the Village of Orland Park

2013

- Research and complete a white paper to submit to the Village Board to illustrate what could be offered to encourage and incentivize targeted professional services, restaurants, and entertainment businesses to locate in Orland Park.
- Review and evaluate additional revenue sources that could be earmarked or utilized for business recruitment (i.e. Restaurant tax, amusement tax, etc).
- Attend ICSC trade shows (national and regional) to continue marketing to commercial businesses.*

*Action will repeat annually

- Update the Economic Development Loan Program to attract targeted businesses.
- Support legislative efforts to even the playing field for sales taxes (i.e., Marketplace Fairness Act).*

2014

- Better refine the demographic and shopping statistics of the Village's estimated trade area to influence top tier targeted restaurants and entertainment businesses to locate in Orland Park.
- Establish two (2) new economic development loans or incentives for high quality restaurant and entertainment businesses.
- Submit a year-end economic development report summarizing the financial and qualitative impact of economic development plans or strategies.*
- Prepare an analysis of the Village's commercially generated revenues (i.e., sales tax, property tax, etc.) including segment (type of industry), number of entities within each segment, type of revenue received by segment. Forecast projected growth of each segment and the effect of the growth on the Village's revenue sources. Utilize this analysis to determine the segments the Village should consider focusing on.*

2015

- Create a strategy to attract the targeted professional services, restaurants, and entertainment businesses to Orland Park. *(Hiring an Economic Development Specialist, who will focus on economic development initiatives and fostering existing and future business relationships, is proposed.)*

OBJECTIVE 1C

Develop program for the revitalization of legacy retail centers in Orland Park.

2013

- Submit a revised Façade Improvement Program for Village Board consideration.
- Define "legacy shopping centers" and complete inventory of legacy shopping centers in Orland Park.

2014

- Complete a study and produce renderings/plans for legacy properties to assist private owners with redevelopment opportunities and reinvestment. *(Hiring an architecture intern or a consultant to create sketch books and plans is proposed.)*
- Identify two legacy shopping centers for renovations through the Commercial Façade Program and meet with the property owners to present ideas and opportunities for reinvestment.*

*Action will repeat annually

Goal 2: **DOWNTOWN DEVELOPMENT**

OBJECTIVE 2A
Create a long term plan for the development of the downtown

2013

- Complete construction of the *Ninety 7 Fifty* project.
- Complete construction of Ravinia Avenue and the first phases of demolition at Orland Plaza.
- Establish a Special Service Area for the Main Street Area for future maintenance and marketing needs and evaluate expanding to adjacent areas.
- Finalize business occupancy of the 1st floor space for restaurant/bar at *Ninety 7 Fifty*.
- Present to the Village Board a concept plan for approval of Phase II plans for the Main Street Area, including traffic study impacts.
    1. Continue to pursue Letters of Intents for new businesses for Phase II of the Main Street Area.*
    2. Evaluate and develop improvement plans for the Main Street Area pond.
    3. Promotion and marketing of the downtown at ICSC, in particular the Main Street Area.*
- Analyze the boundaries of the downtown area and modify the zoning districts as necessary.
- Complete conceptual redevelopment scenarios for the Old Orland Business Area.
- Work with current/new ownership of Orland Park Crossing to complete Phase II of project.
- Complete sub-area plans for other smaller parcels within downtown area.
- Enhance the "Downtown Orland Park" pages of the Village's website to provide existing and potential developers and residents with an electronic source of data related to this area, including available parcels, tax information, etc.*
- Create a program to address landscaping, snow removal and seasonal decorations for the downtown.

2014

- Complete acquisition of the last phase of the Orland Plaza.
- Complete demolition of the last phase of the Orland Plaza.
- Develop conceptual plans for phase III of the Main Street Area.
- Complete Phase I design engineering of 143rd Street widening improvement project, including analysis of the impact on the Old Orland Area.
- Prepare annual report to the Village Board that provides analysis of development-specific financial effects on the Village's tax base, infrastructure demands and operating budget.*
- Complete enhanced landscaping around bike path area and pedestrian bridge over LaGrange Road.

2015

*Action will repeat annually

- Implement traffic enhancement recommendations from the 2014 traffic study update, based upon Phase II development plans.
- Complete activation and improvements of the Main Street Area pond.
- Complete Phase II engineering of the 143rd Street widening improvement project.

2016

- Complete reconstruction of 143rd Street improvement enhancing traffic flows and pedestrian access to and from downtown.

OBJECTIVE 2B

Program Downtown Orland Park with Community Events

2013

- Create a branding program that captures the downtown and each of the four downtown areas (or districts?).
- Utilizing Zoom Prospector software, create a business directory for the downtown that can be posted on the Village's website.

2014

- Create a downtown event planning committee with representation from key stakeholders in the four areas of the downtown.
- Organize and/or facilitate at least six (6) special event opportunities in the downtown.
- Produce a three-year plan for each area of the downtown to host events in every area of the downtown.

2015

- Organize and/or facilitate at least ten (10) special event opportunities in the downtown.
- Provide a plan for Village support of community group or business-led 2016 planned events in the downtown.*

2016

- Organize and/or facilitate at least twelve (12) special event opportunities in downtown.
- Working with the Downtown Event Planning Committee, produce a new three-year plan for each area of the downtown to host events.

*Action will repeat annually

Goal 3: QUALITY OF LIFE

OBJECTIVE 3A
Enhance core services

2013

- Implement a village-wide performance management program that establishes performance measures across all functional areas of village services.
- Implement new waste hauling agreement with Waste Management that provides better services at reasonable costs and leads to increased diversion rate of recyclable materials.
- Develop a proactive property/exterior code enforcement program to educate residents on code requirements and provide sufficient time for correction.
- Enhance external communication and information sharing via Innoprise software implementation in the areas of work orders and development services among other components.*
- Finalize adoption and approval of the Village's Comprehensive Plan - Quality Places, Natural Spaces.
- Complete an annual analysis of fees and charges for services to ensure that they are affordable while at the same time providing revenue levels that are sufficient to provide quality levels of service.*
- Develop a long-term financial plan to identify the Village's financial capacity to continue funding operations at or above current levels, as well as to fund future capital improvement projects.
- Complete a water rate study to develop rates that will continue to allow the Village to meet the operating and capital demands of Village stakeholders.
- Formalize the Pavement Management Program and present a multi-year plan for the Neighborhood Resurfacing Program.
- Utilizing the existing flood study, initiate Phase I engineering of La Reina Re'al and Villa West; initiate Phase II engineering of Maycliff and Fernway; bid, award and begin construction of Creekside Drive (south) and Grasslands.
- Finalize renewed long-term water supply agreement with Oak Lawn that adds redundancy, reliability, and capacity through 2050.
- Critically review all recreation offerings, policies and events to ensure that they are desirable, diverse and meeting the needs of the community. Complete two to three surveys each quarter to obtain feedback.*
- Advance the new projects and stewardship recommended in the storm water Basin Best Practices plan.*

2014

- Conduct annual review and analysis of performance measures to ensure they are consistent with strategic plan and can be effectively benchmarked.*
- In an effort to maximize electric utility savings for residents, evaluate and recommend to Village Board a future of energy aggregation program for the community.

*Action will repeat annually

- Advance flood study projects including Phase I engineering of Highland Avenue and Hickory Drive; Phase II engineering of La Reina Réal and Villa West, Creekside Drive (north), and Ashford court; bid, award and begin construction of Catalina, Parkview, and Fernway (part 1).
- Create a plan for relocation of the bulk material storage facility.
- Complete the renovation and addition at Franklin Loebe Center providing a consolidated preschool campus and enhancing other amenities.

2015

- Advance flood study projects including Phase I engineering (as determined from subsequent evaluations); Phase II engineering of Highland Avenue and Hickory Drive; bid, award and begin construction of Maycliff, La Reina Réal, Fernway (part 2).
- Relocate bulk material storage facility and begin re-purposing the site for added recreational use at Centennial Park.

2016

- Continue Flood Study Projects with Phase I engineering (as determined from subsequent evaluations), Phase II engineering (as determined), bid, award and begin construction (Creekside Drive (north), Villa West, Ashford Court, and Fernway (part 3))
- Update Pavement Management Program with comprehensive review to provide a new five-year program.

OBJECTIVE 3B
Maintain and Improve Parks, Facilities and Open Lands

2013

- Design and implement a five-year nature center plan at the Open Lands property located at 13951 LaGrange Road.*
- Complete the 153rd Street bike path connection.
- Complete the construction of the dog park at Centennial Park.

2014

- Produce a Master Plan for Centennial Park and Centennial Park West including a plan for the aquatic center.
- Prepare an inventory of park play unit, pavilion and equipment replacement recommendations.
- Complete the transfer/maintenance of the Stellwagen Farm to the Village of Orland Park.
- Evaluate, plan, and provide for additional permanent lavatory facilities at appropriate park locations.

2015

- Implement the Master Plan recommendations for Centennial Park and Centennial Park West.*
- Work with IDOT in designing bike path connection from 104th Avenue across 159th Street to Lake Sedgwick path system.

2016

- Construct 104th Avenue bike path connection to Lake Sedgewick.

*Action will repeat annually

OBJECTIVE 3C
Maintain or Enhance Intra-Orland Park Transportation

2013

- Complete a Village-wide transportation plan.
- Complete the 156th Street extension project.
- Participate in the LaGrange Road improvement project providing for aesthetic improvements throughout the corridor.*
- Complete the multi-use path from Spring Creek Park to 108th Avenue along Wolf Road and 153rd Street.

2014

- Participate in the 159th Street improvement project with IDOT providing infrastructure and multi-use paths throughout the corridor.*
- Develop a scope and projected costs for an intra-Orland trolley service including feasibility of this type of service.
- Develop a downtown parking improvement plan.
- Provide for enhanced promotion of bicycle and pedestrian accessibility throughout the community through marketing and way finding signage.
- Complete design engineering of 143rd Street widening and reconstruction from SW Highway to Will/Cook Road.*
- Complete design engineering of 151st Street from Ravinia Avenue to West Avenue.

2015

- Begin construction improvements recommended in the downtown parking improvement plan.
- Complete the Ravinia Avenue/161st Street extension from Costco to LaGrange Road.
- Purchase land for I-80/Wolf Road interchange using an Installment Purchase Contract.

2016

- Complete the 108th Avenue improvement – south of 159th Street to the railroad tracks.
- Complete the construction of 151st Street from Ravinia Avenue to West Avenue.
- Complete the construction of the roundabout at 147th and Ravinia Avenue.
- Begin Phase I engineering work to widen Wolf Road from 143st Street to 167th Street.

OBJECTIVE 3D
Enhance two-way communication with the community

2013

- Adopt a multi-year survey program to gather feedback from business owners and residents.
- Institute a two-way communication plan aimed at engaging and informing stakeholders and constituents.

*Action will repeat annually

- Implement Innoprise Customer Information Systems and Citizen Access to enhance the electronic delivery and receipt of information and payments to and from Village stakeholders.
- Complete enhancements to the Village's website in order to provide better navigation, transparency, and up-to-date information.
- Develop an easy-to-read snapshot "dashboard" of the Village's fiscal year-end financial health to provide to Village stakeholders.
- Improve communication with recreation program and event participants by producing 4-5 email communications each quarter through Constant Contact.*
- Produce a cable series, "Orland Park Tonight," to cover current village events.
- Conduct inaugural Main Street Business Monitor survey with the National Research Center.

2014

- Complete Village's second bi-annual scientific Community Wide Survey.
- Develop a performance management "dashboard" so residents can review Village performance.
- Formulate Village information and marketing materials to create a brand image/corporate identity for all facets of Village government by overseeing the creation of a new slogan.
- Develop two separate bulletin board sites—one for the mayor and key executive staff, and another for the Orland Park community, both of which will serve as multi-faceted informational resources.

2015

- Conduct off-year scientific survey.
- Create a monthly podcast series entitled "Village Voices" that will feature the Mayor, trustees, and community group members. The series will provide brief Village updates and noting the special events that will be taking place during that month.
- Create periodic podcasts featuring the trustees discussing upcoming events, new business developments, important economic developments, safety topics, etc.

2016

- Complete Village's third bi-annual scientific Community Wide Survey
- Implement a YouTube live stream to facilitate panel discussions in the village's television studio. Participants would be invited to email questions and the featured panelists would answer the questions.

OBJECTIVE 3E
Improve public safety

2013

- Plan, publicize and execute two (2) roadside safety checks that will focus on enforcement of DUI, passenger restraint and distracted driving violations.*

*Action will repeat annually

- As part of an ongoing public information campaign, schedule two (2) enforcement patrols that will focus on distracted driving violations (texting while driving)
- Provide for safety enhancements at pedestrian crosswalks, continue public information efforts and conduct two (2) extra enforcement patrols to target traffic violations that impact pedestrian safety.
- Establish a new sworn police officer position to be known as Retail Security Specialist that will lead communication and act as a liaison to the retail and business community of Orland Park.
- Conduct two (2) business safety forums at Orland Park Police headquarters with an agenda of opening a dialogue and providing safety and security information.
- Conduct uniformed police officer foot patrols and the initiative known as “Retail Detail” throughout the retail establishments with particular focusing during the holiday shopping season.
- Hold the annual Senior Luncheon to provide an opportunity to interact directly with the senior community to provide for safety information and address any concerns they may have.
- Provide a three-year series of Orland Park In Focus programs to promote crime prevention.*

2014

- Provide an analysis of the Crime Free Housing program to contemplate renewal in January 2015. Analyze fees and charges for services so that they are affordable while at the same time providing revenue levels that are sufficient to provide quality levels of service.

2015

- Review the security measures at all retail/commercial areas and provided written feedback for enhancements.*
- Install pedestrian and crosswalk signs at all locations meeting specified criteria.

2016

- Conduct enforcement and conduct surveys seeking 90% compliance at pedestrian and crosswalk locations.
- Integrate retail and commercial security information into the CAD system to provide instant access to all patrol officers for security measures deployed at each location.

*Action will repeat annually