

Jeff Fiegenschuh, City Manager

2019 Strategic Plan Bi-Annual Report



Strategic Planning

- NIU Center for Governmental Studies
- Focus Groups
 - Residents
 - Business Owners
 - City Staff
 - City Leadership & Council



**Northern Illinois
University**

5 Key Strategic Priorities

- Economic & Business Development
- Financial & Management Stability
- Community Inclusivity & Engagement
- Infrastructure Effectiveness & Improvement
- Core Service Delivery



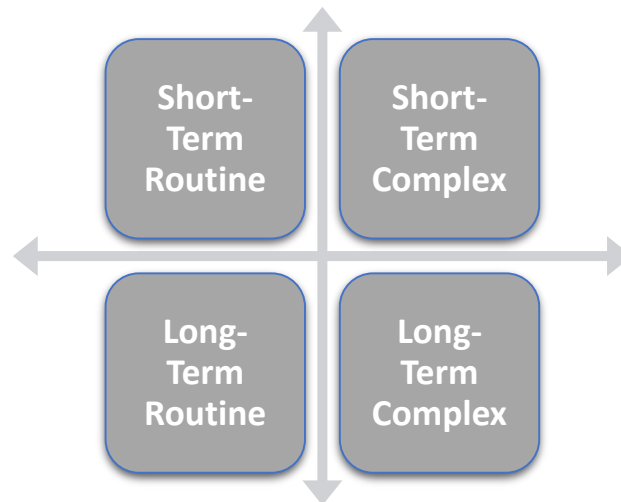


Strategic Planning: Strengths Identified

- Educational opportunities & programs
- Healthcare & social services
- Access to interstates & railroads
- City leadership & staff
- Active civic organizations & community
- Downtown growth
- Well-maintained infrastructure and utilities
- Available green space and recreation
- Public Safety
- Technology Park & fiberoptics
- City-owned utility
- Fiscally Sound
- Political Stability

Strategic Goal Classification

- Participants were Next Asked to Classify Each Goal According to a Matrix Model of Time and Complexity:
 - **Short-term Goals** - Could or Should be Completed or Substantially Underway in the Next 1-3 Years
 - **Long-term Goals** - Could or Should be Completed or Substantially Underway Within 4-8 Year Timeframe
 - **Complex Goals** - Require Extraordinary Resources, Specialists, Funding, or the Agreement of Outside Organizations or Agencies
 - **Routine Goals** - Although Not Necessarily Simple, Routine Goals Could be Accomplished Upon Unilateral Decision of the Council and Within Present Budget Streams or With Minor Revenue Enhancements or Reallocations



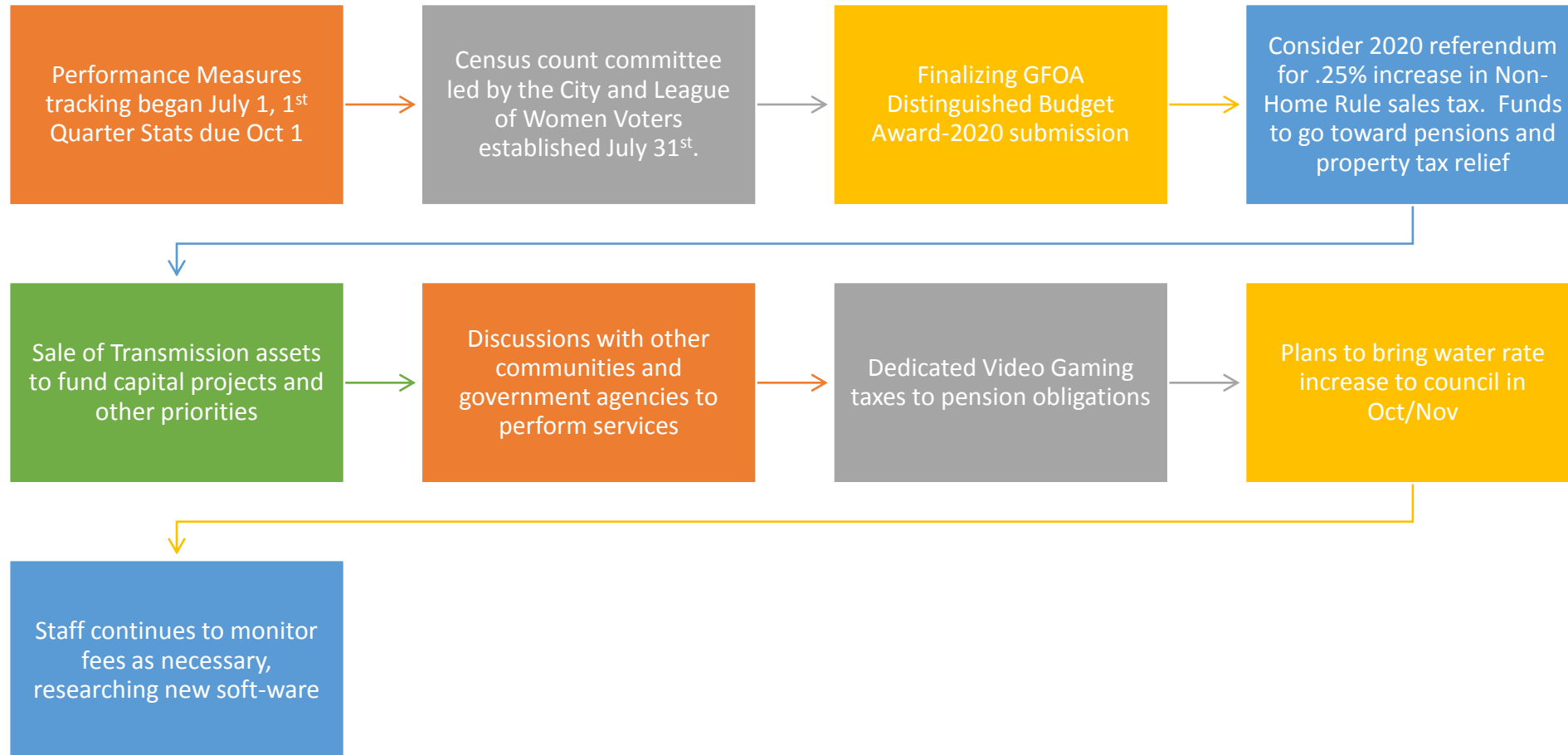


GOAL: Maintain Fiscal Stability & Balanced Budget (Short-Term Routine)

- **Objectives:**
- Grow funding sources
- Hire budget analyst/financial planner
- Explore sharing services with other government agencies
- Explore improving service delivery models
- Implement performance-based budget
- Annually review all tax rates, fees and utility rates
- Promote 2020 Census

GOAL PROGRESS:

Maintain Fiscal Stability & Balanced Budget





**GOAL: Create a 20-
Year Capital
Improvement Plan
Short-Term Routine &
Long-Term Complex**

Objectives:

Create internal service fund for vehicle & capital equipment purchases

Conduct infrastructure needs analysis for current & future needs

Institute 10-20 year infrastructure replacement plan

Continually work to secure funding streams

Review & modify plan as needed

GOAL PROGRESS: Create a 20-Year Capital Improvement Plan

- Hired NISolutions to evaluate and catalog fiber infrastructure
- City initiated 8-year Alternate Revenue Bonds for infrastructure
- City purchased new CIP software that is easier to understand and allows for better tracking
- City instituted Fleet Maintenance Program
- City Council passed utility tax increase





GOAL: Community Outreach & Inclusiveness Short-Term Complex

Objectives:

- Conduct a community survey
- Institute programs to reach every home & business in Rochelle and RMU service territory
- Market website & publish in additional languages
- Establish a core volunteer group
- Increase social media for City of Rochelle & RMU
- Partner with Civic & Community Groups
- Explore the Creation of an Arts Council or Public Art Commission



GOAL PROGRESS: Community Outreach & Inclusivity

- Contracted with NIU to oversee community survey, questions being formulated. Will go out to public this fall
- Staff is seeking opportunities for public art and murals
- Ask Us Anything
- Sharing resources and ideas with community groups
- Websites Available in Multiple Languages
- Presence at Community Functions
- Increased social media presence (5,000+)
- City Spotlights w/City Manager & Staff
- Bi-Monthly Newsletter
- Hello Rochelle APP
- Working with IL Institute for Rural Affairs on Community Mapping project





GOAL: Address Community Blight Short-Term Complex

Objective:

- Update zoning & safety codes
- Create vacant & abandoned building inventory
- Institute property upkeep incentives
- Establish community volunteer groups for neighborhood cleanup

Goal Progress: Address Community Blight

- City Council approved residential property tax abatement program
- Northern Gateway TIF
- Funds allocated in 2019 budget to update zoning codes (community partners interviewed)
- City received \$33,400 grant from IL Housing Authority for abandoned & vacant property
- City working with RTHS and Rotary on graffiti removal program
- CD Staff implementing “Thank You” program for nice property
- CD staff working on vacant property registry





GOAL: Improve/Create
Intergovernmental
Partnerships for
Economies of Scale
Short-Term Complex

Objectives:

- Coordinate bi-monthly meeting with county partners
- Work to establish utility footprint in other communities
- Work with county partners on landfill upgrades
- Work with regional Economic Development organizations to establish a collaborative relationship to promote and market the region for industrial and commercial growth
- Work with LOTS to expand services in Rochelle

GOAL PROGRESS: Improve/Create Intergovernmental Partnerships for Economies Of Scale

- Local Government Summits (quarterly)
- Attendance at Hillcrest and Creston Village Board meetings
- Approval of SRO in middle and elementary schools
- Possible collaboration with park district on expansion of programs & internal services.
- ED Director involved in numerous regional and state wide ED organizations
- Mulford Road Expansion set for 2020, Exhumation of Cell 1 to follow



GOAL: Promote, Retain, Enhance Small Business Development Long-Term Routine



Objectives:



Establish Community Mapping program



Use community development funds from transmission sale to create business incentive programs (micro loan, façade improvement, incubator)



Initiate ways to streamline the development process



Continue the downtown branding initiative



Develop a long-term economic development strategy to promote realistic and sustainable growth



Establish marketing campaign to attract retail & commercial growth



Create Façade Improvement Program

GOAL PROGRESS: Promote, Retain, Enhance Small Business Development

- Numerous updates to downtown completed
- Finalized Opportunity Zones, TIF district and Historic District
- Working with IL Institute for Rural Affairs on Community Mapping-Continuation of BLT and Brooks





Promote, Retain, Enhance Small Business Development-Continued

- New TIF standards adopted
- New City Marketing Pieces
- Staff to propose reduced permit fees for small business
- Façade Improvement Program a success, applied for \$50,000 grant to continue.



**GOAL: Explore,
Develop & Improve
Strategies for Industrial
Growth
Long-Term Routine
Goal**

Objectives:

- Develop long-term strategy to promote realistic & sustainable growth, including infrastructure needs
- Establish a comprehensive strategy to extend CIR to incorporate additional rail-accessible land on both the east & west sides of I-39 for future growth
- Develop a criteria process to qualify RFIs and RFPs

GOAL PROGRESS: Explore, Develop & Improve Strategies for Industrial Growth

- The City retained Strategic Finance Consultants to assist in finding new revenue sources for and to assist in the future development of the CIR
- Working with the Greater Rochelle Economic Development Corporation, the City will continue to look at ways to expand the rail system.
- Staff is working with the BR, local businesses and GREDCO to expand intermodal services at the CIR.
- Staff will continue to submit RFIs for industrial projects.



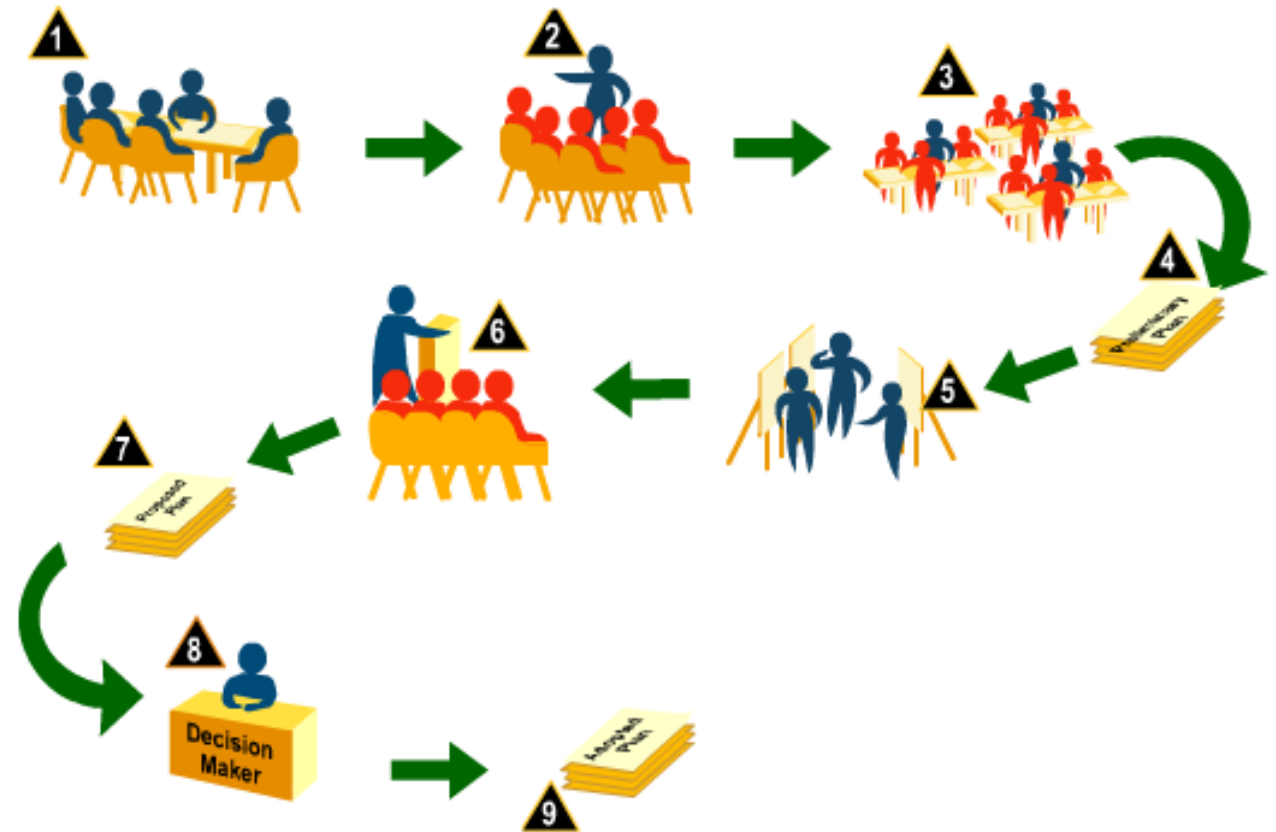
**GOAL: Incorporate
Dynamic Planning and
Evaluation in City-Wide
Planning Efforts
Long-Term Routine**

Objectives:

- Establish timelines for review of variety of plans
- Establish programs to improve best-practices
- Create a guide/process/steps worksheet for permits for residential and industrial
- Continue hosting Community Events to seek feedback from the business community

GOAL PROGRESS: Incorporate Dynamic Planning & Evaluation in City-Wide Planning Efforts

- Staff hosted a realtor summit in 2018 and is hosting a developer summit in August 2019 to discuss ideas on how to improve the business climate within the City of Rochelle and to promote new programs adopted by the City Council
- Staff is looking at ways to reduce plan review time to 30 days or less
- Staff is reviewing existing process and steps for permits. This includes online permit forms, more data available to businesses at the initial sitdown



**GOAL: Encourage
Diversified Housing
Developments with
Friendly Walkways
Long-Term Complex**

Objectives:

Work to stimulate a range of housing types

Maintain & encourage a quality housing stock

Create program to encourage housing development

Work with Park District to expand amenities

GOAL PROGRESS: Encourage Diversified Housing Developments with Friendly Walkways

- City Council approved a plan to waive building permit fees and utility hook up fees for 2019 for new housing.
- City Council and Park District approved a 3-year property tax rebate program for all new housing built beginning in 2019. Mayor and City Manager will meet with other taxing districts to seek their cooperation
- Staff is working with the park district to expand walking trails in the community.



GOAL: Explore Business and Development Incentives to Increase Job Opportunities in the City that are Sustainable while Offering a Living Wage Long-Term Complex

Objectives:

- Create partnerships with workforce development
- Create long-term comprehensive economic development strategy
- Engage local industry/collaborate
- Tie future incentives to job types/overall compensation



GOAL PROGRESS: Explore Business and Development Incentives to Increase Job Opportunities in the City that are Sustainable while Offering a Living Wage

- Beginning discussions with Kishwaukee College and GREDCO to promote workforce development with local industry
- Staff continues to have monthly industry luncheons, ED department is now hosting quarterly retention seminars
- Staff is hosting a developer summit in August 2019

GOAL: Reduce Debt (Re-evaluate Debt) Long-Term Complex



OBJECTIVE:



DEVELOP COMPREHENSIVE
STRATEGY TO PURSUE SMART DEBT

GOAL PROGRESS: Utilize Debt Efficiently

- The City will continue to utilize EPA SRF loans to fund water/water reclamation projects (Well 4 & 12)
- The City utilized low interest alternate revenue bonds for capital projects (8-year basis)
- The City entered into a vehicle leasing program through Enterprise
- The sale of the transmission assets will allow RMU to fund capital projects without debt.



**GOAL: Further
Downtown
Redevelopment
Short-Term &
Long-Term
Complex**

Objectives:

Secure funding for Downtown Redevelopment Plan

Implement Downtown Redevelopment Plan

Improve Downtown Infrastructure

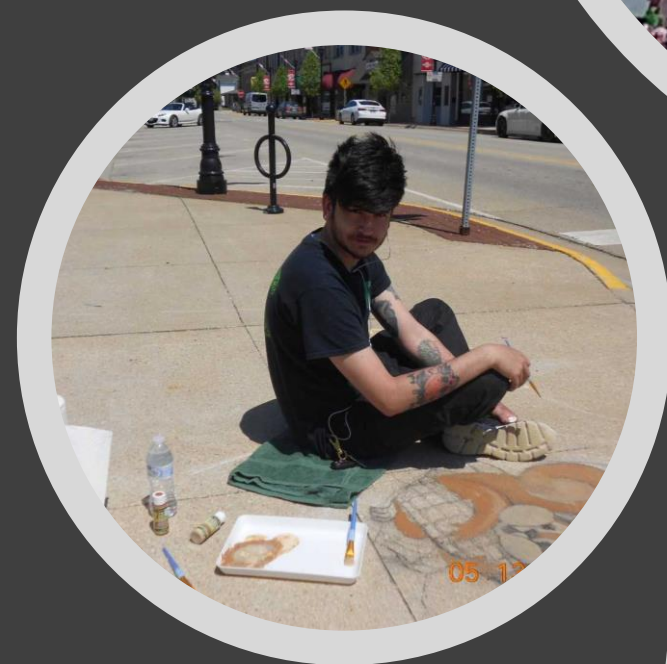
Create business incentive programs

Focus efforts on Establishing a business incubator program

Work cooperatively with developers to fill storefronts

GOAL PROGRESS: Downtown Redevelopment

- New streetlights along with updated wayfinding signage
- Historic District and Opportunity Zones established in 2019
- Beginning discussions to create a business incubator program
- Creation of a façade improvement program
- Working to create a micro lending program with community development dollars.
- Other ideas? (working with We Care Rochelle)
- Let's focus on all corridors!



When we work as a team...all potential roadblocks can be overcome!

