

Strategic Plan 2017-2022

Executive Summary



In the summer of 2017, the Village of Flossmoor engaged in a strategic planning process that drew on feedback from the community in public meetings, interviews and surveys, and sets forth the Village's top strategic priorities for the next three to five years with action steps for the next one to two years. The Strategic Plan was adopted by the Village Board on October 2, 2017. The plan will be reviewed at regular intervals, and new action steps will be identified as needed. A full copy of the plan can be found at www.flossmoor.org.

The Vision

Residents choose Flossmoor for beautiful homes and neighborhoods, for good schools and easy access to Chicago, for a diverse and inclusive community in a family-friendly small town. The quality of life in Flossmoor is supported by a fiscally responsible Village government that delivers first-class services, improves infrastructure, assures public safety and attracts homeowners and businesses.

Finances and Services

The Village Board's top strategic initiative is finances and services. Their mission is to have a plan in place to address revenue and expense imbalances ahead of the FY19 budget, which begins May 1, 2018. The Village has been undertaking long range financial planning, the results of which were considered as part of this strategic planning process. Five year projections show a significant use of fund balance to support operations which is not sustainable. Like many communities, the Village's revenues are, for the most part, flat or declining, making it difficult to sustain the services provided today. Although the Village Board made it clear that they will explore alternative methods to deliver services and reduce costs, they wish to preserve services as much as possible. As part of those efforts, they have asked staff to return quickly with a discussion on revenues that maximize the impact of our most recent economic development, most notably non-home rule sales tax which would allow the Village to benefit from non-resident shoppers. A handful of other revenues are still available to pursue, although the Village Board is sensitive to the taxpayers' burden. The public can expect some immediate discussion on some of these financial issues as well as some additional discussion on service delivery.

Infrastructure

Flossmoor is an older community and despite several years of concentrated work on infrastructure, there is still much to be done. Infrastructure includes streets, sidewalks, stormwater management, and water and sewer mains. The issue is strategic in that the work is ongoing and expensive. Over the next year, the Village Board and staff will be evaluating current infrastructure needs along with the financing needed to move those projects forward. These projects will most likely entail financial debt, a decision the Village Board does not take lightly.

Business

The third major strategy is business development and retention in an effort to create healthier businesses and maximize commercial development. Business is not only important to the quality of life in our community, but it also eases the financial burden on property taxpayers. The Village has been very prudent in land banking property in southwest Flossmoor (the former TIF area) for the purpose of commercial development. As part of the strategic planning process, the Board discussed efforts to maximize economic development opportunities near Meijer, in the central business district and along Governors Highway and Kedzie Avenue as well as business retention efforts to sustain healthy businesses. Although all commercial areas have importance, the Village is first focused on southwest Flossmoor where we own property and can have the greatest impact on diversifying the tax base. The Board discussed both creating a vision for these areas as well as economic development tools to achieve that vision. Immediate action steps include evaluating the timing of outreach to the developer community as we await additional property acquisition, leveraging our resources and partnerships, developing a marketing program for southwest Flossmoor, evaluating a business retention strategy and considering sub-area planning for downtown, Kedzie Avenue and Governors Highway corridors.

Diversity and Communications

The Board also placed a high priority on building a more unified community through communication and various partners with the goal of building a community of inclusion which leads to long term cultural prosperity. This strategic issue is comprised of two parts: communications and diversity. Strong connections to each other, our neighbors, with the larger Flossmoor community and with the City of Chicago are central to our identity. In order to achieve a vibrant community, we must take a leadership role in creating community connections and an authentic sense of belonging to Flossmoor. Village communication is paramount to these efforts and engaging all residents to connect and ultimately belong to Flossmoor is a major goal. To that end, the Village will be working with various partners to identify models and measures in these areas, resources for communications and building unity, evaluating perceptions of each, and continuing successful methods while improving less successful methods.

Housing

As a bedroom community, the Village's largest assets are its homes, and the Village recognizes the importance of maintaining quality housing stock to attract and retain residents. The strategic priority of housing, will first be addressed by identifying, and implementing if possible, additional code enforcement options available to the Village given its non-home rule status in an effort to maintain high quality housing stock. Developing a marketing plan to attract new residents will follow.

Thank you for taking the time to learn more about these important initiatives of the Village of Flossmoor. Additional information can be found within the Strategic Plan. Questions can be directed to [Mayor Paul Braun](#), members of the Village Board or [Village Manager Bridget Wachtel](#).