



2012-2017 *Strategic Plan*





The Village of Oswego, located approximately 50 miles southwest of Chicago, is ideally placed at the southern end of the Fox River Valley. With a population of 30,400, Oswego is



the largest community in Kendall County, and has been recognized as one of the fastest growing communities in the country. The

Village was founded in 1833 and today provides a rich and expansive history, landscape, activities, events, culture, shopping and dining opportunities for its residents and visitors.



Mission Statement

The Village of Oswego provides a vibrant, sustainable community, rich in heritage, prosperity and genuine partnership, for the benefit and enjoyment of present and future generations.

Guiding Principles

In Oswego we:

- demonstrate integrity, respect and goodwill
- focus on the well-being of the whole community
- are open-minded and listen well to the ideas, beliefs and opinions of others
- trust that the intentions of others are good
- are accountable, transparent and fiscally responsible
- serve with dedication and unwavering commitment



Our Vision for 2017

- ❖ Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

- ❖ Prospering Economy: Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

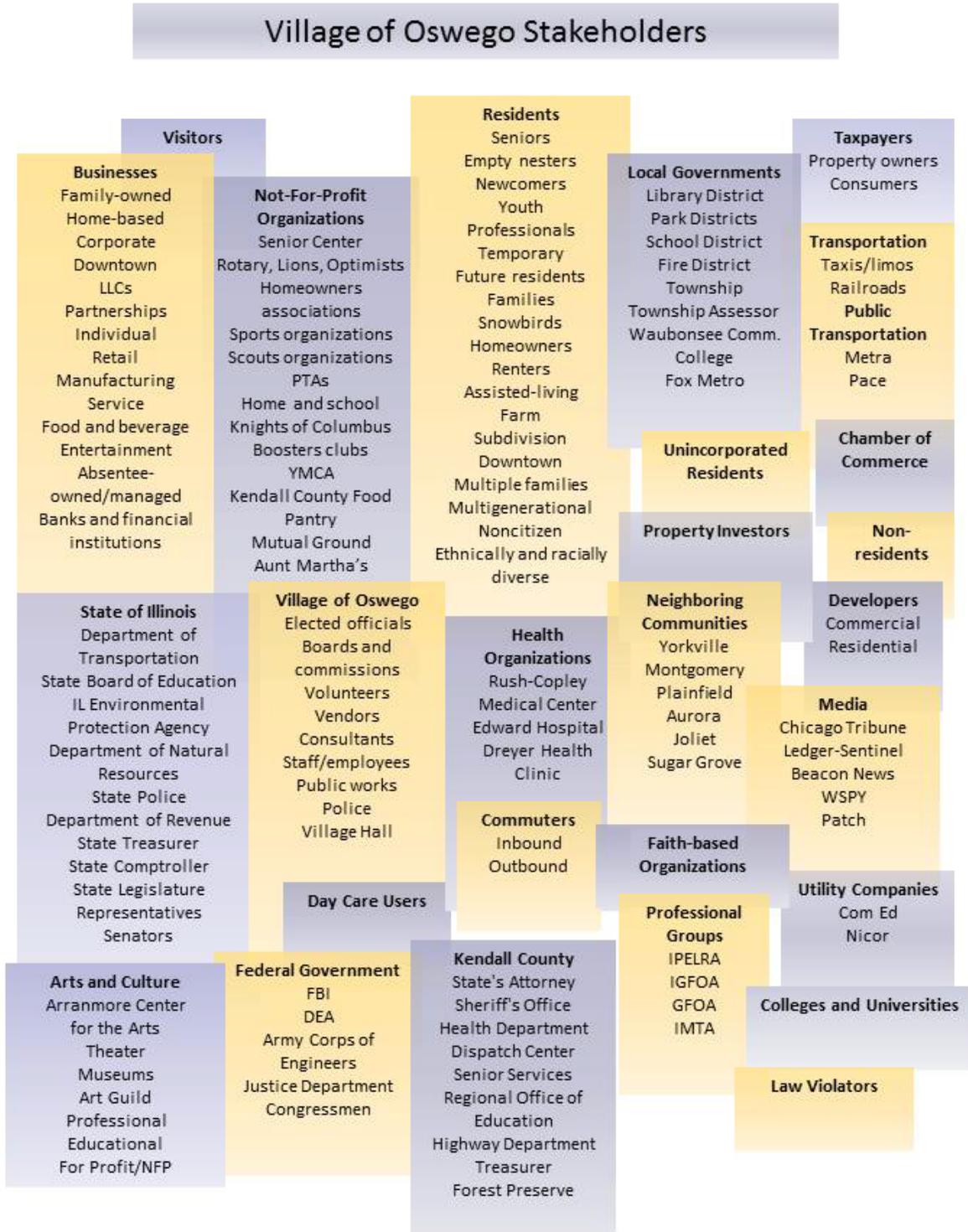
- ❖ Community Enrichment: Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

- ❖ Environmental Sensibility: Plans, decisions and practices are environmentally conscious and honor the natural environment.

- ❖ Culture of Partnership: People eagerly participate in community life and enjoy creating a Village that works for all.

- ❖ Strategic Infrastructure: Highly effective public facilities and modes of transportation keep pace with community needs.

Stakeholders



Strategies

1. **Governance and Municipal Services:** Elected officials and staff partner effectively to guide and serve our community.
 - 1.1. **Goal 1: Maintain mindful fiscal policy that strikes a healthy balance between resources and needs.**
 - 1.1.1. Adopts balanced budgets and maintains expenditure levels within the revenue stream.
 - 1.1.2. Commit to rigorous fiscal analysis to understand the short and long term implications of fiscal policies and decisions.
 - 1.1.3. Research revenue options in order to diversify the revenue stream.
 - 1.1.4. Focus on strategies to increase assessed value.
 - 1.1.5. Ensure that fees imposed by the Village cover actual costs.
 - 1.2. **Goal 2: Model strategic, thoughtful, value-based leadership.**
 - 1.2.1. Reference the Strategic Plan as a guide to Oswego’s vision, direction and budgeting.
 - 1.2.2. Provide annual or as needed performance reports on fulfillment of the Strategic Plan.
 - 1.2.3. Review the Strategic Plan annually and update as appropriate.
 - 1.2.4. Ensure newly elected officials receive orientation on the Strategic Plan and Village operations.
 - 1.3. **Goal 3: Maintain a high level of municipal services to provide for the health, safety and welfare of the public.**
 - 1.3.1. Provide reliable, efficient and sustainable municipal services.
 - 1.3.2. Uphold our commitment to public safety.
 - 1.3.3. Support and assist partner agencies to ensure public well-being.
 - 1.4. **Goal 4: Create a work environment that is conducive to a high-performing municipal organization.**
 - 1.4.1. Recruit and retain the best employees and utilize their knowledge, skill and experience in service delivery and policy development.
 - 1.4.2. Provide the equipment, technology, training/education and work conditions for safe, efficient, high-quality service and results.
 - 1.4.3. Encourage innovation and cross-department collaborations.
 - 1.4.4. Recognize employee contributions and foster a positive work environment.
 - 1.5. **Goal 5: Cultivate a synergistic and collaborative partnership between Village Board and Staff.**
 - 1.5.1. Create collegial and healthy working relationships.
 - 1.5.2. Convene periodic sessions for building mutuality and trust.

2. **Prospering Economy:** Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.1. **Goal 1: Create a Plan that articulates the Village’s desires and provides clear guidance for economic development and retention efforts.**

- 2.1.1. Target highly desirable businesses, including light industrial and commercial.
- 2.1.2. Aggressively market available properties, the Orchard Road corridor and future rail service opportunities.
- 2.1.3. Build upon the success of the Route 34 corridor.
- 2.1.4. Actively recruit employers that will establish living wage jobs and careers to make it possible for more residents to work in town.
- 2.1.5. Create a business friendly climate by streamlining review processes and ordinance requirements.
- 2.1.6. Facilitate revitalization efforts with existing businesses and property owners.

2.2. **Goal 2: Portray Downtown as the heart of the community and enhance its potential for redevelopment opportunities.**

- 2.2.1. Highlight and market the Fox River as a special downtown asset.
- 2.2.2. Emphasize vacant and under-utilized property opportunities.
- 2.2.3. Utilize a Downtown plan to promote and maintain historical integrity and small town character while preserving development potential.
- 2.2.4. Investigate and discern available funding techniques for development potential.

2.3. **Goal 3: Reinvigorate development and housing.**

- 2.3.1. Reach out to and assist developers to encourage completion of existing projects and take advantage of available opportunities.
- 2.3.2. Provide a mix of housing for current and prospective residents for all stages of life.
- 2.3.3. Review and keep the Village of Oswego Comprehensive Plan current.

2.4. **Goal 4: Develop a collaborative relationship with local business.**

- 2.4.1. Create and market a “Shop Oswego” program.
- 2.4.2. Partner with the Chamber of Commerce and other business associations to stimulate business growth and attract and retain local business in Oswego.
- 2.4.3. Provide a means to facilitate local business awareness and participation in local public and private sector business opportunities.



3. **Community Enrichment:** Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

3.1. **Goal 1: Establish contemporary and vibrant community spaces while maintaining community charm and character.**

- 3.1.1. Create and maintain partnerships with other organizations to promote recreation, parks, trails, the Riverfront and other public space.
- 3.1.2. Facilitate conversations about possible new endeavors such as a major attraction downtown or a sports complex or minor league sports team.
- 3.1.3. Investigate the feasibility of recreational facilities or multi-use gathering places that can cater to a wide range of interests.

3.2. **Goal 2: Become a desirable destination for entertainment, arts and culture.**

- 3.2.1. Transform Oswego into an ideal place for dining, social night life, performing arts and culture.
- 3.2.2. Recruit high-end and unique restaurateurs to Oswego.
- 3.2.3. Attract a variety of retailers to make Oswego an exciting shopping destination.
- 3.2.4. Encourage development of a banquet facility.

3.3. **Goal 3: Heighten the tradition of quality special events as a complementary feature for residents and visitors.**

- 3.3.1. Collaborate with business groups and organizations to host and be an integral part of community events.
- 3.3.2. Engage existing groups to expand ideas, find new event venues and market our events outside of Oswego.



3.4. **Goal 4: Foster the value of lifelong learning and support local opportunities for educational enrichment.**

- 3.4.1. Open dialogue and create partnerships with nationally recognized schools, colleges and universities to explore locating a satellite campus in Oswego.
- 3.4.2. Encourage sponsorship of local professional and enrichment program opportunities.

4. **Environmental sensibility:** Plans, decisions and practices are environmentally conscious and honor the natural environment.

4.1. **Goal 1: Heighten awareness and take action to become a more green community.**

- 4.1.1. Expand walking and bike trails as a means to attain more open space.
- 4.1.2. Review ordinances and create eco-friendly policy with standards/guidelines for new developments.
- 4.1.3. Encourage development of green business and industry and promote Leadership in Energy and Environmental Design (LEED)-certified facilities.
- 4.1.4. Educate citizens and businesses on best practices.
- 4.1.5. Promote recycling, waste reduction and water conservation.
- 4.1.6. Research and consider alternative water sources.

4.2. **Goal 2: Model desired behavior by adopting eco-friendly Village practices.**

- 4.2.1. Incorporate environmentally conscious features in new public facilities.
- 4.2.2. Utilize existing green technology, including electronic means of communication wherever possible.



5. **Culture of Partnership:** People eagerly participate in community life and enjoy creating a Village that works for all.

5.1. **Goal 1: Be poised to facilitate stakeholder interest in helping create the future we have articulated.**

- 5.1.1. Utilize media to educate and inform about events and engagement opportunities, and to promote citizenship.
- 5.1.2. Conduct stakeholder events to facilitate idea generation, inform and keep pace with the rapidly changing environment.
- 5.1.3. Form partnerships with local organizations, utilizing community events and other visible means of involvement.

5.2. **Goal 2: Celebrate the benefits and achievements resulting from civic engagement.**

- 5.2.1. Foster partnership between the Village and the community characterized by open communication and active participation.
- 5.2.2. Cultivate understanding of important local issues and bring attention to different perspectives.
- 5.2.3. Encourage candidate forums in preparation for a higher level of understanding and voter participation.
- 5.2.4. Embrace diversity as a means to community sustainability.

5.3. **Goal 3: Invest in intergovernmental relationships for the betterment of the community as a whole.**

- 5.3.1. Look for opportunities that facilitate fiscal integrity and service efficiencies.
- 5.3.2. Grow our understanding and appreciation of partner districts.
- 5.3.3. Coordinate and synchronize long-range planning with partner districts where possible.



6. **Strategic Infrastructure:** Highly effective public facilities and modes of transportation keep pace with community needs.

6.1. **Goal 1: Create a safe and free-flowing transportation system.**

- 6.1.1. Ensure connectivity of new and existing streets.
- 6.1.2. Ease traffic flow in major corridors through implementation of the Transportation Plan, e.g., Wolf Crossing, Route 71 and the proposed 4-county Wikaduke trail.
- 6.1.3. Identify and secure funding sources over time to implement needed transportation improvements.
- 6.1.4. Ensure that ordinances provide that growth contributes its share of infrastructure costs.

6.2. **Goal 2: Undertake the necessary planning to serve the spectrum of public transportation needs.**

- 6.2.1. Engage federal and state entities, neighboring communities and elected officials to advance the process and funding for rail service to Oswego.
- 6.2.2. Investigate potential public transportation opportunities, such as Kendall Area Transit (KAT) to provide transportation options for seniors and those reliant on alternatives to the automobile.

6.3. **Goal 3: Build and maintain municipal facilities necessitated by the growth and development of the Village.**

- 6.3.1. Develop and build out municipal buildings as the need arises and revenues are available.
- 6.3.2. Analyze current and projected parking needs, and phase facilities in as required by new development.
- 6.3.3. Prepare for the eventual need for increased water and sewer capacity.
- 6.3.4. Finalize plans for unfinished sidewalks, paths and trails.





2012-2017

Governance and Municipal Services

Prospering Economy

Community Enrichment

Environmental Sensibility

Culture of Partnership

Strategic Infrastructure

***Implementation
Plan***

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Governance and Municipal Services

Elected officials and staff partner effectively to guide and serve our community, within our budget and resources; but will adequately plan for the future.

Goal 1.1 Maintain mindful fiscal policy that strikes a healthy balance between resources and needs.
Goal 1.2 Model strategic, thoughtful, value-based leadership.
Goal 1.3 Maintain a high level of municipal services provide for the health, safety and welfare of the public.
Goal 1.4 Create a work environment that is conducive to a high-performing municipal organization.
Goal 1.5 Cultivate a synergistic and collaborative partnership between Village Board and Staff.

Goal 1.1

Maintain mindful fiscal policy that strikes a healthy balance between resources and needs.

Objectives 1.1

Objective		Year	Funding Status	Responsibility
1.1.1	Adopts balanced budgets and maintains expenditure levels within the revenue stream.	1	ER	Finance Director
1.1.2	Commit to rigorous fiscal analysis to understand the short and long term implications of fiscal policies and decisions.	2	ER	Finance Director
1.1.3	Research revenue options in order to diversify the revenue stream.	1	ER	Finance Director
1.1.4	Focus on strategies to increase assessed value.	1	ER	Community Development Director
1.1.5	Have all department heads and managers review cost of operations.	1	ER	Village Administrator

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
2 = 2013 / 2014	CO = Capital Outlay
3 = 2014 / 2015	GR = Grant
4 = 2015 / 2016	ER = Existing Resources
5 = 2016 / 2017	NF = Not Funded

1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.1 Maintain mindful fiscal policy that strikes a healthy balance between resources and needs.

Objective 1.1.1 Adopts balanced budgets and maintains expenditure levels within the revenue stream.	
Objective Definition: Budget Officer presents annually, to the Village Board, an Annual Budget which details total revenues exceeding total expenditures.	
Performance Indicators: Village Board adopts a balanced Budget before the 1 st day of the respective Fiscal Year, as required by Illinois State Statutes.	
Initiation Date:	04/2012
Target Date:	04/2012
Responsibility:	Budget Officer
Strategy Members: Village Board, Village Administrator, Finance Director/Budget Officer	

1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.1 Maintain mindful fiscal policy that strikes a healthy balance between resources and needs.

Objective 1.1.2

Commit to rigorous fiscal analysis to understand the short and long term implications of fiscal policies and decisions.

Objective Definition:

Provide management with detailed analysis on the financial impacts of Village Board decisions detailing short term and long term consequences.

Performance Indicators:

Financial reports created and discussed with Village Board annually. Short term and long term financial forecasts completed annually and presented no later than July 31st.

Initiation Date:

05/2012

Target Date:

07/2013

Responsibility:

Finance Director/Budget Officer

Strategy Members: Village Board, Village Administrator, Finance Director/Budget Officer

1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.1 Maintain mindful fiscal policy that strikes a healthy balance between resources and needs.

Objective 1.1.3 Research revenue options in order to diversify the revenue stream.	
Objective Definition: Staff review and research new revenue sources.	
Performance Indicators: This is an on-going activity that will occur throughout the fiscal year. Research presented to Village Board annually in conjunction with the Village Budget process.	
Initiation Date:	05/2012
Target Date:	09/2013
Responsibility:	Finance Director/Budget Officer
Strategy Members: Village Board, Village Administrator, Finance Director/Budget Officer	

1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.1 Maintain mindful fiscal policy that strikes a balance between resources and needs.

Objective 1.1.4

Focus on strategies that increase assessed value.

Objective Definition:

The Village will work to facilitate improvements to existing and development of new structures within the community. The improvement of existing residential, commercial, and industrial property will increase the overall assessed value in the community and serve to increase revenues to the various taxing districts. Improvements that increase the assessed value of properties will serve to increase the value of neighboring properties.

Performance Indicators:

Efforts will be made to work with property owners and builders to assist in development of vacant properties and redevelopment of existing sites. This will include identifying opportunities and outlining the requirements for the various developable properties. A database will be established within the first year identifying residential development opportunities within the Village. New programs will be examined to determine if they will aid residents and property owners in their efforts to improve their properties. If programs are deemed feasible, they will be implemented within 3 years. Existing programs will be reviewed and analyzed to determine their effectiveness and enhanced if possible.

Initiation Date:	03/2012
Target Date:	12/2015
Responsibility:	Community Development Director

Strategy Members: Community Development Director, Economic Development Director, Building and Zoning Manager

1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.1 Maintain mindful fiscal policy that strikes a healthy balance between resources and needs.

Objective 1.1.5 Have all department heads and managers review cost of operations.	
Objective Definition: A department head or manager will complete an analysis that outlines the cost of operations and service provided by the Village. This written analysis will be presented to the Village Administrator for their review. This review will be completed annually and will include options, if any, for consideration.	
Performance Indicators: A completed written report summarizing all departments' actual costs with current fees. If there are any deficiencies identified, staff will present the information to the Village Board with options for consideration. This will be presented to the Village Board annually outlining any changes.	
Initiation Date:	06/2012
Target Date:	01/2013 and repeat every 2 years
Responsibility:	Village Administrator
Strategy Members: Finance Director, Village Engineer, Public Works Director, Community Development Director, Economic Development Director, Chief of Police, Village Clerk, Building and Zoning Manager, Community Relations Manager	

Goal 1.2

Model strategic, thoughtful, value-based leadership.

Objectives 1.2

Objective		Year	Funding Status	Responsibility
1.2.1	Reference the Strategic Plan as a guide to Oswego's vision, direction and budgeting.	1	ER	Village Administrator
1.2.2	Provide annual or as needed performance reports on fulfillment of the Strategic Plan.	1	ER	Village Administrator
1.2.3	Review the Strategic Plan annually and update as appropriate.	2	ER	Village Administrator
1.2.4	Ensure newly elected officials receive orientation on the Strategic Plan and Village operations.	2	ER	Village Administrator

Legend	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
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5 = 2016 / 2017	NF = Not Funded

1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.2 Model strategic, thoughtful, value-based leadership.

Objective 1.2.1

Reference the Strategic Plan as a guide to Oswego’s vision, direction and budgeting.

Objective Definition:

Continual reference of Strategic Plan throughout the Villages’ day to day business.

Performance Indicators:

After a one year period from initiation date the strategic plan will be referenced in the budget as well as Village sponsored events, employee evaluations, memorandums, website and public and private areas of Village buildings.

Initiation Date:

05/2012

Target Date:

04/2013

Responsibility:

Village Administrator

Strategy Members: All Department Heads.

1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.2 Model strategic, thoughtful, value-based leadership.

Objective 1.2.2

Provide annual or as needed performance reports on fulfillment of the Strategic Plan.

Objective Definition:

When an objective is completed or significant progress is made towards the accomplishment of a goal it will be documented and presented to the Board and published on the Village website for review and inspections.

Performance Indicators:

A written report will be presented to the Board annually in the month of March. After said presentation it will be published at a minimum on the Village website.

Initiation Date:	05/2012
Target Date:	03/2013 and annually thereafter
Responsibility:	Village Administrator

Strategy Members: Community Relations Manager, Executive Assistant to Village Administrator, Finance Director

1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.2 Model strategic, thoughtful, value-based leadership.

Objective 1.2.3

Review the Strategic Plan annually and update as appropriate.

Objective Definition:

Staff will discuss with other department heads about current trends within their work environment and make recommendations about portions of the Strategic Plan that may need to be changed. These recommendations will be presented to the Board for review and consideration.

Performance Indicators:

The written report and suggestions for strategic plan.

Initiation Date:	05/2013
Target Date:	03/2014
Responsibility:	Village Administrator

Strategy Members: All Department Heads, Village Board

1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.2 Model strategic, thoughtful, value-based leadership.

Objective 1.2.4

Ensure newly elected officials receive orientation on the Strategic Plan and Village operations.

Objective Definition:

Elected Officials for the Village will receive a copy of the Strategic plan and the progress of the plan. They will also be provided a copy of the Village personnel manual and an update on all pending projects and Village business going back 3 months.

Performance Indicators:

Village Administrator and Objective members will create an orientation packet which will be provided to newly elected officials. We will also solicit information from current Board members about what information they feel will be necessary for a newly elected official. At the 6 month mark after a newly elected official has been in office, staff will solicit feedback as to the effectiveness of the process and make necessary changes.

Initiation Date:	02/2013
Target Date:	05/2013 & 05/2015
Responsibility:	Village Administrator

Strategy Members: Village Clerk, Human Resources Director, Executive Assistant to the Village Administrator

Goal 1.3

Maintain a high level of municipal services to provide for the health, safety and welfare of the public.

Objectives 1.3

Objective		Year	Funding Status	Responsibility
1.3.1	Provide reliable, efficient and sustainable municipal services.	1	ER	Public Works Director
1.3.2	Uphold our commitment to public safety.	1	ER	Chief of Police
1.3.3	Support and assist partner agencies to ensure public well-being.	1	ER	Chief of Police

Legend	
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1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.3 Maintain a high level of municipal services to provide for the health, safety and welfare of the public

Objective 1.3.1

Provide reliable, efficient and sustainable municipal services.

Objective Definition:

The Village will work towards providing reliable, efficient and sustainable municipal services.

Performance Indicators:

The Village has always prided themselves on providing reliable and efficient municipal services to the Village of Oswego residents. These services will be continually evaluated and reviewed as an on-going activity. The Village will work with surrounding agencies to assure the best services are provided to the residents of the Village of Oswego.

Initiation Date:	01/2012
Target Date:	12/2017
Responsibility:	Director of Public Works

Strategy Members: Public Works Director, Assistant Director, Superintendents, Supervisors

1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.3 Maintain a high level of municipal services to provide for the health, safety and welfare of the public

Objective 1.3.2 Uphold our commitment to public safety.	
Objective Definition: Adapt to changes in the community and outside influences to adjust strategies and tactics to maintain a safe environment.	
Performance Indicators: Conduct an annual meeting with the Police and Community Development Departments to review community growth and identify any necessary changes in public safety practices. On-going adjustments will be made when deemed necessary.	
Initiation Date:	05/2012
Target Date:	03/2013 and annually thereafter
Responsibility:	Chief of Police
Strategy Members: Chief of Police, All Division Commanders, Community Development Director	

1. Governance and Municipal Service: Elected officials and staff partner effectively to guide and serve our community.

1.3 Maintain a high level of municipal services to provide for the health, safety and welfare of the public

Objective 1.3.3 Support and assist partner agencies to ensure public well-being.	
Objective Definition: Continually work with partner agencies to uphold the well-being of the community.	
Performance Indicators: Conduct annual meetings with partner agencies to access cooperation and support of the health, safety and welfare initiatives of the community.	
Initiation Date:	09/2012
Target Date:	09/2013 and annually thereafter
Responsibility:	Chief of Police
Strategy Members: Chief of Police, All Partner Agency Leaders	

Goal 1.4

Create a work environment that is conducive to a high-performing municipal organization.

Objectives 1.4

Objective		Year	Funding Status	Responsibility
1.4.1	Recruit and retain the best employees and utilize their knowledge, skill and experience in service delivery and policy development.	1	ER	Human Resources Director
1.4.2	Provide the equipment, technology, training/education and work conditions for safe, efficient, high-quality service and results.	2	NF	Village Administrator
1.4.3	Encourage innovation and cross-department collaborations.	1	ER	Village Administrator
1.4.4	Recognize employee contributions and foster a positive work environment.	1	ER	Human Resources Director

Legend	
Year	Funding Status
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1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.4 Create a work environment that is conducive to a high-performing municipal organization.

Objective 1.4.1

Recruit and retain the best employees and utilize their knowledge skill and experience in service delivery and policy development.

Objective Definition:

The Village will utilize available resources to employ rigorous & discerning selection procedures; provide competitive compensation & benefits; identify needs and provide training & development opportunities; utilize fair & equitable employment practices; identify and drive a continuous process improvement philosophy; and apply continuous, effective performance management policies to ensure employees are experienced, well trained and equipped; enabling employees to deliver appropriate, timely services to Village residents; and to engage in effective policy development and execution for the organization.

Performance Indicators:

- Employee Turnover Rates
- Retention Rates
- Employee Training Hours/Satisfaction
- Resident Service Delivery Recognition/Complaints
- Percent of Managers Mentored
- Performance Evaluation Quality/Results
- Percent of Employee Certifications
- Number of Continuous Improvement Initiatives
- Employee Recommendation Utilization
- Number of Disciplinary Actions

Initiation Date:	05/2012
Target Date:	05/2014 and ongoing every two years
Responsibility:	Human Resource Director

Strategy Members: Village Administrator, All Department Heads, Human Resource Generalist, Outside Resources (ie, vendors, regional peer group, professional organizations)

1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.4 Create a work environment that is conducive to a high-performing municipal organization.

Objective 1.4.2

Provide the equipment, technology, training/education and work conditions for safe, efficient, high-quality service and results.

Objective Definition:

Resources identified by Staff or Village Board members are considered to improve service provided by the Village.

Performance Indicators:

A written report will be prepared by staff and presented to the Village Board for consideration. If resources requested are approved, they will be implemented and an update will be provided to the Board explaining the effectiveness of the resource applied and how it assisted in the improvement of services provided.

Initiation Date:	06/2013
Target Date:	05/2014
Responsibility:	Village Administrator
Strategy Members: All Department Heads, Village Board	

1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.4 Create a work environment that is conducive to a high-performing municipal organization.

Objective 1.4.3

Encourage innovation and cross-department collaborations.

Objective Definition:

An environment will be created that fosters creative thinking by Village employees and establishes a learning culture within the departments.

Performance Indicators:

Ideas and programs will be presented by employees to department heads which will be brought forward for consideration. These ideas and programs will be reviewed by the Village Administrator. If implemented, a review will be conducted within 6 months to identify if the goal was met and if changes need to be implemented.

Initiation Date:

07/2012

Target Date:

01/2013

Responsibility:

Village Administrator

Strategy Members: All Department Heads

1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.4 Create a work environment that is conducive to a high-performing municipal organization.

Objective 1.4.4

Recognize employee contributions and foster a positive work environment.

Objective Definition:

The Village will utilize available resources to: implement meaningful employee recognition & appreciation programs to foster and maintain positive employee/management/Board interaction to minimize negative and/or incorrect perceptions and achieve a high-performing culture of mutual support and respect.

Performance Indicators:

- Employee Satisfaction Survey Scores
- Exit Interview Comments
- Management/Board Recognition of Employee Contributions
- Number of Employee Appreciation Activities
- Number of Employee Recognition Programs
- Percent Participation in Employee Appreciation Activities
- Number of Employee Welfare Programs (ie, wellness programs, EAP)
- Number of Grievances

Initiation Date:	09/2012
Target Date:	12/2014
Responsibility:	Human Resource Director

Strategy Members: Village Administrator, All Department Heads, Human Resource Generalist

Goal 1.5

Cultivate a synergistic and collaborative partnership between Village Board and Staff.

Objectives 1.5

	Objective	Year	Funding Status	Responsibility
1.5.1	Create collegial and healthy working relationships.	1	ER	Village Administrator
1.5.2	Convene periodic sessions for building mutuality and trust.	2	OP	Village Administrator

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
2 = 2013 / 2014	CO = Capital Outlay
3 = 2014 / 2015	GR = Grant
4 = 2015 / 2016	ER = Existing Resources
5 = 2016 / 2017	NF = Not Funded

1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.5 Cultivate a synergistic and collaborative partnership between Village Board and Staff.

Objective 1.5.1

Create collegial and healthy working relationships.

Objective Definition:

An environment is created where all involved in delivering Village services are comfortable with bringing forward recommendations and ideas for review and consideration.

Performance Indicators:

The plan should include the guiding principles that are set forth in this Strategic Plan including utilizing a collaborative, positive, productive and problem solving approach in a timely manner.

Initiation Date:

07/2012

Target Date:

07/2015

Responsibility:

Village Administrator

Strategy Members: Village President, Village Trustees, All Department Heads

1. Governance and Municipal Services: Elected officials and staff partner effectively to guide and serve our community.

1.5 Cultivate a synergistic and collaborative partnership between Village Board and Staff.

Objective 1.5.2

Convene periodic sessions for building mutuality and trust.

Objective Definition:

Decision makers and service providers of the Village trust one another, and believe intentions are honorable even when not in agreement.

Performance Indicators:

Periodic sessions are held with the Village President, Board of Trustees and Department Heads. Village Administrator will gather feedback about the session and its effectiveness and implement changes when necessary.

Initiation Date:

06/2013

Target Date:

11/2014

Responsibility:

Village Administrator

Strategy Members: Village Board and All Department Heads

Prospering Economy

Industrial and commercial growth advances and sustains our economic vitality.

Goal 2.1 Create a Plan that articulates the Village’s desires and provides clear guidance for economic development and retention efforts.
Goal 2.2 Portray Downtown as the heart of the community and enhance its potential for redevelopment opportunities.
Goal 2.3 Reinvigorate development and housing.
Goal 2.4 Develop a collaborative relationship with local business.

Goal 2.1

Create a Plan that articulates the Village's desires and provides clear guidance for economic development and retention efforts.

Objectives 2.1

Objective		Year	Funding Status	Responsibility
2.1.1	Target highly desirable businesses, including light industrial and commercial.	1	OP	Economic Development Director
2.1.2	Aggressively market available properties, the Orchard Road corridor and future rail service opportunities.	1	ER	Economic Development Director
2.1.3	Build upon the success of the Route 34 corridor.	1	ER	Economic Development Director
2.1.4	Actively recruit employers that will establish living wage jobs and careers to make it possible for more residents to work in town.	1	ER	Economic Development Director
2.1.5	Create a business friendly climate by streamlining review processes and ordinance requirements.	1	ER	Building and Zoning Manager
2.1.6	Facilitate revitalization efforts with existing businesses and property owners.	1	ER	Economic Development Director

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
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3 = 2014 / 2015	GR = Grant
4 = 2015 / 2016	ER = Existing Resources
5 = 2016 / 2017	NF = Not Funded

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.1 Create a Plan that articulates the Village’s desires and provides clear guidance for economic development and retention efforts.

Objective 2.1.1

Target highly desirable businesses, including light industrial and commercial.

Objective Definition:

The Village will encourage the development of businesses that provide employment and career opportunities to the residents and diversifies the tax base either through sales taxes or through property taxes.

Performance Indicators:

The Village will initiate target market analyses to identify which businesses would be successful in the community. The information will then be provided to these industries to encourage them in locating facilities in Oswego.

Initiation Date:

06/2012

Target Date:

12/2012

Responsibility:

Economic Development Director

Strategy Members: Economic Development Director

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.1 Create a Plan that articulates the Village’s desires and provides clear guidance for economic development and retention efforts.

Objective 2.1.2

Aggressively market available properties, Orchard Road corridor and future rail service opportunities.

Objective Definition:

To facilitate the development of vacant and under-utilized properties, the Village will assist in marketing the properties to commercial and industrial users. Many of the opportunities are currently along Orchard Road which also contains access to rail service.

Performance Indicators:

The available sites will be identified and potential user types will be selected for marketing to the various sites. The Village will pro-actively contact potential users and outline the opportunities in Oswego.

Initiation Date:	05/2012
Target Date:	05/2013 and annually thereafter
Responsibility:	Economic Development Director

Strategy Members: Economic Development Director, Community Development Director, Community Relations Manager, Village Administrator

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.1 Create a Plan that articulates the Village’s desires and provides clear guidance for economic development and retention efforts.

Objective 2.1.3

Build upon the success of the Route 34 corridor.

Objective Definition:

Using the success that has occurred along Route 34, the Village will utilize this area as an example for future commercial developments in other portions of the community.

Performance Indicators:

Identify opportunities to build on the success of the current commercial market in the Route 34 corridor. The Village will look for a similar cohesive development along Orchard Road, where there is potential commercial opportunities.

Initiation Date:

05/2012

Target Date:

05/2013 and annually thereafter

Responsibility:

Economic Development Director

Strategy Members: Economic Development Director, Community Development Director, Public Works Director, Finance Director, Village Administrator

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.1 Create a Plan that articulates the Village’s desires and provides clear guidance for economic development and retention efforts.

Objective 2.1.4

Actively recruit employers that will establish living wage jobs and careers to make it possible for more residents to work in town.

Objective Definition:

The Village will encourage the development of businesses that provide employment and career opportunities to the residents. This will provide opportunities for the community to grow. The local employment opportunities will also result in reduced commuter vehicle trips.

Performance Indicators:

The Village will actively pursue opportunities to establish contacts with potential businesses. These contacts will allow Oswego to identify development potential within the community and possibly result in companies locating or expanding in Oswego.

Initiation Date:	05/2012
Target Date:	05/2013 and annually thereafter
Responsibility:	Economic Development Director

Strategy Members: Economic Development Director

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.1 Create a Plan that articulates the Village’s desires and provides clear guidance for economic development and growth.

Objective 2.1.5
Create a business friendly climate by streamlining review processes and ordinance requirements.

Objective Definition:
Working with developers, contractors and staff, the Village will strive to identify and define all areas of the building process which may be expedited and accelerated in order to provide a smooth and efficient method of completing an exemplary end product.

Performance Indicators:
The Village will begin detailed examination of each step of the plan review, permit application, contractor registration and inspection process to identify opportunities to precipitate the overall building process. This may include recommending ordinance updates/revisions to the Board of Trustees in order to support this initiative.

Initiation Date:	05/2012
Target Date:	03/2014, review every two years
Responsibility:	Building & Zoning Manager

Strategy Members: Building Inspectors, Public Works Department, Fox Metro representative, Community Development, Permit Coordinator

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.1 Create a Plan that articulates the Village’s desires and provides clear guidance for economic development and retention efforts.

Objective 2.1.6

Facilitate revitalization efforts with existing businesses and property owners.

Objective Definition:

The Village will encourage existing businesses and property owners to make improvements to their existing buildings which will result in the stabilization of commercial areas.

Performance Indicators:

The Village will meet with property owners to determine ways the Village can assist in the revitalization efforts. The Village will continue the façade improvement program for the downtown and review proposals for appropriateness.

Initiation Date:

05/2012

Target Date:

05/2013 and annually thereafter

Responsibility:

Economic Development Director

Strategy Members: Economic Development Director, Community Development Director, Finance Director, Building & Zoning Manager

Goal 2.2

Portray Downtown as the heart of the community and enhance its potential for redevelopment opportunities.

Objectives 2.2

Objective		Year	Funding Status	Responsibility
2.2.1	Highlight and market the Fox River as a special downtown asset.	1	OP	Economic Development Director
2.2.2	Emphasize vacant and under-utilized property opportunities.	1	OP	Economic Development Director
2.2.3	Utilize a Downtown plan to promote and maintain historical integrity and small town character while preserving development potential.	2	ER	Community Development Director
2.2.4	Investigate and discern available funding techniques for development potential.	1	ER	Economic Development Director

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
2 = 2013 / 2014	CO = Capital Outlay
3 = 2014 / 2015	GR = Grant
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5 = 2016 / 2017	NF = Not Funded

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.2 Portray Downtown as the heart of the community and enhance its potential for redevelopment opportunities.

Objective 2.2.1

Highlight and market the Fox River as a special downtown asset.

Objective Definition:

The Fox River provides a unique opportunity for the Village by providing an amenity that is often not found in other communities. This asset should be promoted to differentiate the downtown from other communities.

Performance Indicators:

The downtown should be used for marketing purposes when meeting with potential businesses that may wish to locate in Downtown. It should also be used to indicate the quality of life the residents have for potential businesses that may wish to locate in Oswego. Quality of life issues are often a factor company's use in locating business opportunities, mixed use and residential development.

Initiation Date:	05/2012
Target Date:	05/2013 and annually thereafter
Responsibility:	Economic Development Director

Strategy Members: Economic Development Director, Community Relations Manager

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.2 Portray Downtown as the heart of the community and enhance its potential for redevelopment opportunities.

Objective 2.2.2

Emphasize vacant and under-utilized property opportunities.

Objective Definition:

The Village will work with property owners to identify businesses that would add to the existing character of the downtown. These businesses could locate in vacant properties.

Performance Indicators:

The Village will market existing vacant properties to the business community. Identifying specific types of businesses for the downtown.

Initiation Date:

06/2012

Target Date:

06/2013 and annually thereafter

Responsibility:

Economic Development Director

Strategy Members: Economic Development Director

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.2 Portray Downtown as the heart of the community and enhance its potential for redevelopment opportunities.

Objective 2.2.3

Utilize a Downtown Plan to promote and maintain historical integrity and small town character while preserving development potential.

Objective Definition:

The Village will follow the recommendations of the Downtown Plan when accessing development and re-development opportunities in the downtown in regards to building scale and character. Working with the Historic Preservation and Plan Commission, staff will bring forward opportunities that reflect the characteristics that the Village has identified as appropriate for the downtown.

Performance Indicators:

Development and re-development opportunities will be measured against the Downtown Plan to determine their appropriateness. The Historic Preservation Commission will continue existing preservation efforts and look to achieve qualification as a Certified Local Government Status within two years. If it is determined that adjustments to the Downtown Plan need to be considered to address changes in conditions, the Plan will be reviewed and amended as necessary.

Initiation Date:	03/2013
Target Date:	12/2016
Responsibility:	Community Development Director

Strategy Members: Community Development Director, Community Development Staff, Economic Development Director

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.2 Portray Downtown as the heart of the community and enhance its potential for redevelopment opportunities.

Objective 2.2.4

Investigate and discern available funding techniques for development potential.

Objective Definition:

Development in downtown areas is often unique and difficult due to infrastructure issues. The Village will look for funding techniques to assist projects in their development activities.

Performance Indicators:

The Village will identify and review various grants, programs, and funding techniques that will provide capital necessary for the completion of development projects. As proposals are brought before the Village for consideration, the various funding sources will be considered for development assistance.

Initiation Date:	06/2012
Target Date:	06/2013 and annually thereafter
Responsibility:	Economic Development Director

Strategy Members: Economic Development Director, Public Works Director, Finance Director, Village Administrator

Goal 2.3

Reinvigorate development and housing.

Objectives 2.3

Objective		Year	Funding Status	Responsibility
2.3.1	Reach out to and assist developers to encourage completion of existing projects and take advantage of available opportunities.	1	ER	Community Development Director
2.3.2	Provide a mix of housing for current and prospective residents for all stages of life.	3	ER	Community Development Director
2.3.3	Review and keep the Village of Oswego Comprehensive Plan current.	2	OP	Community Development Director

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
2 = 2013 / 2014	CO = Capital Outlay
3 = 2014 / 2015	GR = Grant
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5 = 2016 / 2017	NF = Not Funded

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.3 Reinvalidate development and housing.

Objective 2.3.1

Reach out to and assist developers to encourage completion of existing projects and take advantage of available opportunities.

Objective Definition:

The Village will work to assist developers and builders to complete existing development projects to aid in the growth and development of the community. The Village will also assist developers and investors with acquisition of portions of developments that have stalled or become available due to changes in the market.

Performance Indicators:

Establish a database of available developable sites to assist in marketing the properties to potential developers within the first year. Identify all of the costs and liabilities that need to be addressed by potential builders for the various opportunity sites. Work with existing developers to identify public improvements that are required to be completed.

Initiation Date:	03/2012
Target Date:	12/2013 and ongoing
Responsibility:	Community Development Director

Strategy Members: Community Development Director, Public Works Director, Village Engineer

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.3 Reinvalidate development and housing.

Objective 2.3.2 Provide a mix of housing for current and prospective residents for all stages of life.	
Objective Definition: The Village currently has a variety of housing choices from large-lot single family homes to condominiums, from new construction to historic homes, rental homes to owner occupied. The Village also has housing choices for seniors from independent, assisted, and nursing facilities. The Village will continue to address the community’s needs through future residential development projects.	
Performance Indicators: Review future residential developments to determine if they meet the guidelines as established by the Comprehensive Plan. Determine if the Village meets the affordable housing requirements as established by the State of Illinois. If the Village does not meet the State requirements, then establish a plan to meet the State requirements. Consider new housing types as the needs of the community changes.	
Initiation Date:	03/2012
Target Date:	12/2017
Responsibility:	Community Development Director
Strategy Members: Community Development Director	

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.3 Reininvigorate development and housing.

Objective 2.3.3

Review and keep the Village of Oswego Comprehensive Plan current.

Objective Definition:

The Comprehensive Plan will be reviewed on a regular basis and process amendments to the Plan as they are determined to be necessary to preserve the character of the community. The Plan will continue to serve as a guide for the future land use on the Village.

Performance Indicators:

Staff, in conjunction with any necessary consultants, will review the various elements of the Comprehensive Plan. As amendments are deemed necessary, the Village will establish a detailed process to update the planning document. The process will provide opportunity for public input and establish specific goals and timelines for completion. A major revision of the Village’s Comprehensive Plan is anticipated to incorporate a two year review process.

Initiation Date:	08/2012
Target Date:	08/2015
Responsibility:	Community Development Director

Strategy Members: Community Development Director

Goal 2.4

Develop a collaborative relationship with local business.

Objectives 2.4

Objective		Year	Funding Status	Responsibility
2.4.1	Create and market a “Shop Oswego” program.	1	OP	Community Relations Manager
2.4.2	Partner with the Chamber of Commerce and other business associations to stimulate business growth and attract and retain local business in Oswego.	1	OP	Economic Development Director
2.4.3	Provide a means to facilitate local business awareness and participation in local public and private sector business opportunities.	1	OP	Economic Development Director

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
2 = 2013 / 2014	CO = Capital Outlay
3 = 2014 / 2015	GR = Grant
4 = 2015 / 2016	ER = Existing Resources
5 = 2016 / 2017	NF = Not Funded

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.4 Develop a collaborative relationship with local businesses

Objective 2.4.1

Create and market a “Shop Oswego” program.

Objective Definition:

Establish a campaign to promote and advertise the local businesses with an emphasis of the importance for shopping locally.

Performance Indicators:

Cultivate a relationship with the business community to learn about their products and services and work together to promote shopping in Oswego. Coordinate an annual campaign that promotes awareness and understanding of the importance of shopping locally and market how it helps residents by keeping local taxes within the Village. The campaign will involve social media announcements and advertisements as well as utilizing the Village’s website.

Initiation Date:	03/2012
Target Date:	04/2013
Responsibility:	Community Relations Manager

Strategy Members: Community Relations Manager, Economic Development Director, Tourism Bureau Assistant

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.4 Develop a collaborative relationship with local business.

Objective 2.4.2

Partner with the Chamber of Commerce and other business associations to stimulate business growth and attract and retain local business in Oswego.

Objective Definition:

The Chamber of Commerce and its subcommittees provide an opportunity to determine issues that the local business community deals with. Other regional trade groups can provide contacts to the business community for potential new opportunities.

Performance Indicators:

Meetings will be held with the Chamber and its partner groups as well as regional business organizations to determine issues in the business community and to address them as necessary.

Initiation Date:

06/2012

Target Date:

06/2013 and annually thereafter

Responsibility:

Economic Development Director

Strategy Members: Economic Development Director

2. *Prospering Economy:* Innovative industrial, professional and commercial growth advances and sustains our economic vitality.

2.4 Develop a collaborative relationship with local business.

Objective 2.4.3 Provide a means to facilitate local business awareness and participation in local public and private sector business opportunities.	
Objective Definition: To increase the existing business customer base, the Village will assist in identifying opportunities for local businesses to participate and provide goods and services for a local project.	
Performance Indicators: The Village will identify opportunities for participation by direct contact with local vendors regarding specific events or projects. The Village will also advertise bids for goods and services to local businesses for their consideration.	
Initiation Date:	08/2012
Target Date:	08/2013 and annually thereafter
Responsibility:	Economic Development Director
Strategy Members: Economic Development Director, Community Development Director, Community Relations Manager, Public Works Director, Finance Director, Village Administrator	

Community Enrichment

Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

Goal 3.1
Establish contemporary and vibrant community spaces while maintaining community charm and character.
Goal 3.2
Become a desirable destination for entertainment, arts and culture.
Goal 3.3
Heighten the tradition of quality special events as a complementary feature for residents and visitors.
Goal 3.4
Foster the value of lifelong learning and support local opportunities for educational enrichment.

Goal 3.1

Establish contemporary and vibrant community spaces while maintaining community charm and character.

Objectives 3.1

Objective		Year	Funding Status	Responsibility
3.1.1	Create and maintain partnerships with other organizations to promote recreation, parks, trails, the Riverfront and other public space.	2	OP	Community Relations Manager
3.1.2	Facilitate conversations about possible new endeavors such as a major attraction downtown or a sports complex or minor league sports team.	4	OP	Economic Development Director
3.1.3	Investigate the feasibility of recreational facilities or multi-use gathering places that can cater to a wide range of interests.	4	ER	Community Development Director

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
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5 = 2016 / 2017	NF = Not Funded

3. Community Enrichment: Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

3.1 Establish contemporary and vibrant community spaces while maintaining community charm and character.

Objective 3.1.1

Create and maintain partnerships with other organizations to promote recreation, parks, trails, the Riverfront and other public space.

Objective Definition:

Encourage partnerships with local organizations such as the ECO Commission, Oswegoland Park District, Conservation Foundation and others to promote and market public space with an emphasis on parks, trails and the Riverfront.

Performance Indicators:

Schedule regular meetings with local organizations to learn about new opportunities; design a campaign to promote recreation to Oswego and the surrounding communities through events, and existing and new opportunities. Design and implement a new brochure and website campaign that advertises all environmental events and promotes the use of the Village's open spaces and riverfront.

Initiation Date:	05/2013
Target Date:	04/2014
Responsibility:	Community Relations Manager

Strategy Members: Community Relations Manager, Community Development Director, Tourism Bureau Assistant

3. Community Enrichment: Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

3.1 Establish contemporary and vibrant community spaces while maintaining community charm and character.

Objective 3.1.2

Facilitate conversations about possible new endeavors such as a major attraction downtown or a sports complex or minor league sports team.

Objective Definition:

The development of a major attraction or draw will serve to bring visitors from areas outside of the community. This will provide an economic boost to the Village’s business, including restaurants and hotels.

Performance Indicators:

The Village will meet with stakeholders to look for opportunities to bring a major attraction to the downtown. If a specific type of attraction is identified, the Village and stakeholders will emphasize ways to achieve that goal.

Initiation Date:	03/2015
Target Date:	12/2017
Responsibility:	Economic Development Director

Strategy Members: Economic Development Director, Community Relations Manager

3. Community Enrichment: Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

3.1 Establish contemporary and vibrant community spaces while maintaining community charm and character.

Objective 3.1.3

Investigate the feasibility of recreational facilities or multi-use gathering places that can cater to a wide range of interests.

Objective Definition:

The Village will look for opportunities to provide areas for recreational or gathering places in both exciting areas within the Village and in future developments. The Village will also look for enhancements to current recreational and gathering places that will provide greater benefit and opportunities to residents and visitors.

Performance Indicators:

The Village will work with other agencies such as the Park District and the Township to access needs and to determine the feasibility to address the community’s needs. These agencies will establish a regular set of meetings to discuss and coordinate activities. If an amenity is identified, it shall be incorporated into the Village’s future planning efforts. The Village will also work with the private sector in their efforts to provide these amenities to the community. If a specific action is necessary, the Village will work to alleviate any impediments to accomplishing the desired goals.

Initiation Date:	03/2015
Target Date:	12/2017
Responsibility:	Community Development Director

Strategy Members: Community Development Director, Community Relations Manager, Economic Development Director

Goal 3.2

Become a desirable destination for entertainment, arts and culture.

Objectives 3.2

Objective		Year	Funding Status	Responsibility
3.2.1	Transform Oswego into an ideal place for dining, social night life, performing arts and culture.	4	OP	Economic Development Director
3.2.2	Recruit high-end and unique restaurateurs to Oswego.	3	OP	Economic Development Director
3.2.3	Attract a variety of retailers to make Oswego an exciting shopping destination.	1	OP	Economic Development Director
3.2.4	Encourage development of a banquet facility.	5	OP	Economic Development Director

LEGEND	
Year	Funding Status
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3 = 2014 / 2015	GR = Grant
4 = 2015 / 2016	ER = Existing Resources
5 = 2016 / 2017	NF = Not Funded

3. Community Enrichment: Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

3.2 Become a desirable destination for entertainment, arts and culture.

Objective 3.2.1

Transform Oswego into an ideal place for dining, social night life, performing arts and culture.

Objective Definition:

Attracting customers from the community and outside the community will serve to increase the customer base that the local businesses can draw upon. Creating an environment that is known for dining, arts, and culture will increase the Village's awareness to surrounding communities.

Performance Indicators:

The Village will seek to identify specific dining, social, and performing arts opportunities and look for ways to attract these types of users to the community.

Initiation Date:	06/2012
Target Date:	06/2013
Responsibility:	Economic Development Director

Strategy Members: Economic Development Director, Community Relations Manager

3. Community Enrichment: Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

3.2 Become a desirable destination for entertainment, arts and culture.

Objective 3.2.2

Recruit high-end and unique restaurateurs to Oswego.

Objective Definition:

The addition of high-end and unique restaurateurs will build upon the community’s current restaurant base. The expanded range of dining opportunities will serve a wider customer base and draw additional visitors to the Village.

Performance Indicators:

The Village will identify specific types of restaurants and begin conversations about possible expansion into the Village. This will be a collective effort with the Chamber of Commerce, property owners, and developers to identify restaurant opportunities.

Initiation Date:

06/2014

Target Date:

12/2015 and annually thereafter

Responsibility:

Economic Development Director

Strategy Members: Economic Development Director

3. Community Enrichment: Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

3.2 Become a desirable destination for entertainment, arts and culture.

Objective 3.2.3

Attract a variety of retailers to make Oswego an exciting shopping destination.

Objective Definition:

Providing a wider range of retail opportunities will allow the Village to serve the consumer needs of not only the residents, but of neighboring communities.

Performance Indicators:

The Village will meet with decision makers in the development and retail industries to identify ways that a wider range of retail choices can be established. The Village will market the development opportunities to target industries to raise their knowledge of the Village of Oswego.

Initiation Date:	08/2012
Target Date:	08/2013 and annually thereafter
Responsibility:	Economic Development Director

Strategy Members: Economic Development Director, Community Development Director

3. Community Enrichment: Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

3.2 Become a desirable destination for entertainment, arts and culture.

Objective 3.2.4

Encourage development of a banquet facility.

Objective Definition:

The community currently does not offer a full-service banquet facility to meet the needs of its residents. The development of such a facility will allow residents to remain in Oswego for this service and will attract customers from surrounding communities.

Performance Indicators:

The Village will meet with property owners and banquet facility providers to determine ways to develop a facility in the community.

Initiation Date:	04/2016
Target Date:	12/2017
Responsibility:	Economic Development Director

Strategy Members: Economic Development Director, Community Development Director, Finance Director, Public Works Director

Goal 3.3

Heighten the tradition of quality special events as a complementary feature for residents and visitors.

Objectives 3.3

Objective		Year	Funding Status	Responsibility
3.3.1	Collaborate with business groups and organizations to host and be an integral part of community events.	1	OP	Community Relations Manager
3.3.2	Engage existing groups to expand ideas, find new event venues and market our events outside of Oswego.	1	OP	Community Relations Manager

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
2 = 2013 / 2014	CO = Capital Outlay
3 = 2014 / 2015	GR = Grant
4 = 2015 / 2016	ER = Existing Resources
5 = 2016 / 2017	NF = Not Funded

3. Community Enrichment: Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

3.3 Heighten the tradition of quality special events as a complementary feature for residents and visitors.

Objective 3.3.1

Collaborate with business groups and organizations to host and be an integral part of community events.

Objective Definition:

Work with business groups and organizations to promote opportunities at existing community events and encourage ideas for future events.

Performance Indicators:

Meet regularly with business groups and organizations to discuss opportunities for businesses at existing community events. Foster ideas for new events and encourage collaboration between businesses and the Village to host new community events. Encourage the addition of 2-3 new community events in the first year. Solicit feedback from participants to determine ways to improve all community events.

Initiation Date:	03/2012
Target Date:	04/2014
Responsibility:	Community Relations Manager

Strategy Members: Community Relations Manager, Tourism Bureau Assistant

3. Community Enrichment: Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

3.3 Heighten the tradition of quality special events as a complementary feature for residents and visitors.

Objective 3.3.2

Engage existing groups to expand ideas, find new event venues and market our events outside of Oswego.

Objective Definition:

Work with organizations to develop ideas for event expansion and new events and market our events outside of Oswego.

Performance Indicators:

Develop a guide to promote event venues to existing groups and attract potential new events to Oswego. Through the Tourism Bureau work with existing event organizers to help promote their events through the Visitor Guide and the Tourism Bureau website.

Initiation Date:

05/2012

Target Date:

04/2014

Responsibility:

Community Relations Manager

Strategy Members: Community Relations Manager, Tourism Bureau Assistant

Goal 3.4

Foster the value of lifelong learning and support local opportunities for educational enrichment.

Objectives 3.4

Objective		Year	Funding Status	Responsibility
3.4.1	Open dialogue and create partnerships with nationally recognized schools, colleges and universities to explore locating a satellite campus in Oswego.	4	OP	Economic Development Director
3.4.2	Encourage sponsorship of local professional and enrichment program opportunities.	3	OP	Economic Development Director

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
2 = 2013 / 2014	CO = Capital Outlay
3 = 2014 / 2015	GR = Grant
4 = 2015 / 2016	ER = Existing Resources
5 = 2016 / 2017	NF = Not Funded

3. Community Enrichment: Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

3.4 Foster the value of lifelong learning and support local opportunities for educational enrichment.

Objective 3.4.1

Open dialogue and create partnerships with nationally recognized schools, colleges and universities to explore locating a satellite campus in Oswego.

Objective Definition:

The development of a secondary educational school will provide residents additional opportunities for education due to its close proximity. The result will be a higher educated workforce for existing and future businesses.

Performance Indicators:

The Village will have dialogue with various educational providers to explore opportunities for campuses within the community.

Initiation Date:

06/2015

Target Date:

12/2017

Responsibility:

Economic Development Director

Strategy Members: Economic Development Director

3. Community Enrichment: Quality development and use of public and private space, culture and entertainment make Oswego a sought-after destination.

3.4 Foster the value of lifelong learning and support local opportunities for educational enrichment.

Objective 3.4.2

Encourage sponsorship of local professional and enrichment program opportunities.

Objective Definition:

Provide and inform residents and businesses about educational opportunities from various sources that will assist them to improve professionally and personally.

Performance Indicators:

The Village will have dialogue with various educational institutions and community organizations to begin educational programs of interest to residents and businesses.

Initiation Date:	06/2014
Target Date:	06/2015 and annually thereafter
Responsibility:	Economic Development Director

Strategy Members: Economic Development Director

Environmental Sensibility

Plans, decisions and practices are environmentally conscious and honor the natural environment.

Goal 4.1

Heighten awareness and take action to become a more green community.

Goal 4.2

Model desired behavior by adopting eco-friendly Village practices.

Goal 4.1

Heighten awareness and take action to become a more green community.

Objectives 4.1

Objective		Year	Funding Status	Responsibility
4.1.1	Expand walking and bike trails as a means to attain more open space.	4	ER/NF	Community Development Director
4.1.2	Review ordinances and create eco-friendly policy with standards/guidelines for new developments.	2	ER	Community Development Director
4.1.3	Encourage development of green business and industry and promote Leadership in Energy and Environmental Design (LEED)-certified facilities.	1	OP	Economic Development Director & Building and Zoning Manager
4.1.4	Educate citizens and businesses on best practices.	1	ER	Community Development Director
4.1.5	Promote recycling, waste reduction and water conservation.	1	ER	Community Development Director & Public Works Director
4.1.6	Research and consider alternative water sources.	1	OP	Public Works Director

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
2 = 2013 / 2014	CO = Capital Outlay
3 = 2014 / 2015	GR = Grant
4 = 2015 / 2016	ER = Existing Resources
5 = 2016 / 2017	NF = Not Funded

4. Environmental Sensibility: Plans, decisions and practices are environmentally conscious and honor the natural environment.

4.1 Heighten awareness and take action to become a more green community.

Objective 4.1.1

Expand walking and biking trails as a means to attain more open space.

Objective Definition:

The Village will continue and expand the trail network throughout the community providing links between various points of interest with the intent that the trails will add to and amend the community’s open space.

Performance Indicators:

Working closely with the Park District, Forest Preserve, the Conservation Foundation, and other organizations, the Village will explore opportunities to expand the open space network. The trail systems shall follow the direction of the Village’s Comprehensive Plan to link the existing and future open space opportunities to provide a way for all residents to share the open space. The Village shall review the subdivision regulations to clarify the trail design requirements. As part of the Comprehensive Plan revision, the document shall separate the open space and trail plan into a separate section in the Plan to identify the importance of the trail network and to clearly define its potential location. All future developments will be required to incorporate the path network into their engineering plans.

Initiation Date:	03/2015
Target Date:	12/2017
Responsibility:	Community Development Director

Strategy Members: Community Development Director, Public Works Director

4. Environmental Sensibility: Plans, decisions and practices are environmentally conscious and honor the natural environment.

4.1 Heighten awareness and take action to become a more green community.

Objective 4.1.2

Review ordinances and create eco-friendly policy with standards/guidelines for new developments.

Objective Definition:

The Village’s Codes and Ordinances should express the desire that new development projects shall reflect the policy to be sensitive to environmental concerns. These codes and ordinances will include both construction and operational elements.

Performance Indicators:

The Village will review the Municipal Code and Subdivision and Development Regulations to identify areas where revisions to the Codes shall be initiated. Working with the Environmentally Conscious Oswego Commission, a list of ordinances shall be created and revisions will be proposed. These revisions will be processed through the Plan Commission and presented to the Village Board for review.

Initiation Date:	03/2013
Target Date:	12/2017
Responsibility:	Community Development Director
Strategy Members: Community Development Director, ECO Commission, Village Clerk	

4. Environmental Sensibility: Plans, decisions and practices are environmentally conscious and honor the natural environment.

4.1 Heighten awareness and take action to become a more green community.

Objective 4.1.3
Encourage development of green business and industry and promote Leadership in Energy and Environmental Design (LEED)-certified facilities.

Objective Definition:
The Village will make every resolve to educate, advocate and recommend all existing and incoming building projects to make every effort to proceed within the guidelines of LEED certified building guidelines, while minimally impacting overall project costs.

Performance Indicators:
LEED certification requirements will be identified for architects and developers to possibly propose plans in which the initiative requirements are inclusive to the entire project. The Village will design an outline for existing structure remodel/build outs in which the permit applicant will have a clear understanding of what is recommended to make a continual effort to update and certify any existing structure in the Village.

Initiation Date:	03/2012
Target Date:	03/2015
Responsibility:	Building & Zoning Manager

Strategy Members: Building Inspectors, Public Works Department, Fox Metro representative, Community Development

4. Environmental Sensibility: Plans, decisions and practices are environmentally conscious and honor the natural environment.

4.1 Heighten awareness and take action to become a more green community.

Objective 4.1.4

Educate citizens and businesses on best practices.

Objective Definition:

Provide the Village’s residents, businesses, and visitors with information regarding various environmental practices to follow, which will reduce the carbon footprint of the community.

Performance Indicators:

Using the Village’s ECO Commission as a resource, the Village can provide information to its residents regarding techniques that people can follow that are environmentally friendly. This can be accomplished through newsletter articles, web site activities, and public educational seminars. The ECO Commission could also re-establish the green business award to identify example businesses and residents for the community to follow.

Initiation Date:	06/2012
Target Date:	12/2017
Responsibility:	Community Development Director

Strategy Members: Community Development Director, Community Relations Manager, ECO Commission

4. Environmental Sensibility: Plans, decisions and practices are environmentally conscious and honor the natural environment.

4.1 Heighten awareness and take action to become a more green community.

Objective 4.1.5

Promote recycling, waste reduction and water conservation.

Objective Definition:

The Village is committed to promote environmental activities that reduce waste and increase recycling in the community. The Village is also looking for ways to increase water conservation to reduce the demand for water from the aquifer source that the Village’s wells draw from.

Performance Indicators:

The Village, working with the ECO Commission, will provide information through articles in the Village newsletter, seminars, and other means to educate the community about the benefits of recycling. The Village could establish a per capita base regarding the amount of material is recycled and use that as a measurement on the success of the programs. The Village can maintain the watering restrictions to conserve water usage. The Village’s ECO Commission can publicize the usage of rain barrels to reduce the amount of water used from the Village’s water supply.

Initiation Date:	06/2012
Target Date:	12/2017
Responsibility:	Community Development Director
Strategy Members: Community Development Director, Community Relations Manager	

4. Environmental sensibility: Plans, decisions and practices are environmentally conscious and honor the natural environment.

4.1 Heighten awareness and take action to become a more green community.

Objective 4.1.6 Research and consider alternative water sources.	
Objective Definition: Consider reliable, efficient and alternative water sources for Village of Oswego Residents	
Performance Indicators: The Village will research alternate water sources to alleviate impacts on deep water aquifers that the Village wells draw from. The Village will work with IEPA and other agencies to find approved resources.	
Initiation Date:	01/2012
Target Date:	12/2017
Responsibility:	Public Works Director
Strategy Members: Public Works Director, Water Operators	

Goal 4.2

Model desired behavior by adopting eco-friendly Village practices.

Objectives 4.2

Objective		Year	Funding Status	Responsibility
4.2.1	Incorporate environmentally conscious features in new public facilities.	1	NF	Public Works Director
4.2.2	Utilize existing green technology, including electronic means of communication wherever possible.	1	OP	Village Clerk

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
2 = 2013 / 2014	CO = Capital Outlay
3 = 2014 / 2015	GR = Grant
4 = 2015 / 2016	ER = Existing Resources
5 = 2016 / 2017	NF = Not Funded

4. Environmental sensibility: Plans, decisions and practices are environmentally conscious and honor the natural environment.

4.2 Model desired behavior by adopting eco-friendly Village practices.

Objective 4.2.1 Incorporate environmentally conscious features in new public facilities.	
Objective Definition: The Village will work towards incorporating environmentally conscious features in all new public facilities.	
Performance Indicators: The Village will work with the ECO Commission and contractors to incorporate “Green” features in all new public facilities. The Village will not only review new buildings but also environmentally conscious features in storm water utilizing Best Management Policies and procedures.	
Initiation Date:	01/2012
Target Date:	12/2017
Responsibility:	Public Works Director
Strategy Members: Public Works Director, ECO Commission	

4. Environmental sensibility: Plans, decisions and practices are environmentally conscious and honor the natural environment.

4.2 Model desired behavior by adopting eco-friendly Village practices.

Objective 4.2.2

Utilize existing green technology, including electronic means of communication whenever possible.

Objective Definition:

The Village will utilize existing software and technology to promote communication and dissemination of information through electronic means whenever possible. This will include expanded use of the Laserfiche document management system that is already in place and researching additional components to the system that will allow links to Village maps and document searches from the Village web site. Also included would be a secure login for the Board, committees and commissions to retrieve their meeting information which would reduce our energy consumption and staff time by eliminating the delivery of packets. Submittal of applications and forms from the web site.

Performance Indicators:

The Village will realize a savings in office supplies; staff time to search, pull and copy documents; staff time delivering meeting packets; gasoline and vehicle savings. It should also reduce the number of FOIA responses due to the fact that more information will be available on the web site.

Initiation Date:	03/2012
Target Date:	12/2017
Responsibility:	Village Clerk

Strategy Members: Village IT Coordinator and Community Relations Manager

Culture of Partnership

People eagerly participate in community life and enjoy creating a Village that works for all.

Goal 5.1 Be poised to facilitate stakeholder interest in helping create the future we have articulated.
Goal 5.2 Celebrate the benefits and achievements resulting from civic engagement.
Goal 5.3 Invest in intergovernmental relationships for the betterment of the community as a whole.

Goal 5.1

Be poised to facilitate stakeholder interest in helping create the future we have articulated.

Objectives 5.1

Objective		Year	Funding Status	Responsibility
5.1.1	Utilize media to educate and inform about events and engagement opportunities, and to promote citizenship.	1	OP	Community Relations Manager
5.1.2	Conduct stakeholder events to facilitate idea generation, inform and keep pace with the rapidly changing environment.	2	ER	Village Administrator
5.1.3	Form partnerships with local organizations, utilizing community events and other visible means of involvement.	2	ER	Community Relations Manager

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
2 = 2013 / 2014	CO = Capital Outlay
3 = 2014 / 2015	GR = Grant
4 = 2015 / 2016	ER = Existing Resources
5 = 2016 / 2017	NF = Not Funded

5. Culture of Partnership: People eagerly participate in community life and enjoy a Village that works for all.

5.1 Be poised to facilitate stakeholder interest in helping create the future we have articulated.

Objective 5.1.1

Utilize media to educate and inform about events and engagement opportunities, and to promote citizenship.

Objective Definition:

Coordinate with the various media outlets to help promote events and opportunities for residents to be an active member of the community.

Performance Indicators:

Work with various departments to host meetings and events to promote new and existing programs for the Village residents. Provide regular press releases and email blasts to the public regarding opportunities for civic engagement. Investigate and utilize other ways to promote activities including social media.

Initiation Date:

05/2012

Target Date:

04/2015

Responsibility:

Community Relations Manager

Strategy Members: Community Relations Manager, All Departments

5. Culture of Partnership: People eagerly participate in community life and enjoy creating a Village that works for all.

5.1 Be poised to facilitate stakeholder interest in helping create the future we have articulated.

Objective 5.1.2

Conduct stakeholder events to facilitate idea generation, inform and keep pace with the rapidly changing environment.

Objective Definition:

Create a process to identify changes in the environment so a plan to address the changes can be established.

Performance Indicators:

As change occurs in the Village, staff is prepared to meet those changing variables as not to diminish service or effectiveness.

Initiation Date:	05/2103
Target Date:	03/2014
Responsibility:	Village Administrator

Strategy Members: Community Relations Manager, Community Development Director, Economic Development Director, Finance Director

5. Culture of Partnership: People eagerly participate in community life and enjoy a Village that works for all.

5.1 Be poised to facilitate stakeholder interest in helping create the future we have articulated.

Objective 5.1.3

Form partnerships with local organizations, utilizing community events and other visible means of involvement.

Objective Definition:

Cultivate relationships with local organizations and offer opportunities for groups to be involved in community events and other opportunities as they arise.

Performance Indicators:

Regularly attend meetings with local organizations to foster relationships and communication; discuss and promote involvement opportunities at community events and any new opportunities within the Village. Utilize the Village’s Community Calendar on the Village’s website and the Visitors Center as an opportunity for all organizations to promote events and activities. Continually invite residents and visitors to visit the Village’s Community Calendar and the Visitors Center as a resource for all to know what is going on in Oswego.

Initiation Date:	07/2012
Target Date:	07/2013
Responsibility:	Community Relations Manager

Strategy Members: Community Relations Manager, Tourism Bureau Assistant

Goal 5.2

Celebrate the benefits and achievements resulting from civic engagement.

Objectives 5.2

Objective		Year	Funding Status	Responsibility
5.2.1	Foster partnership between the Village and the community characterized by open communication and active participation.	2	ER	Village Administrator
5.2.2	Cultivate understanding of important local issues and bring attention to different perspectives.	2	ER	Village Administrator
5.2.3	Encourage candidate forums in preparation for a higher level of understanding and voter participation.	1	ER	Community Relations Manager
5.2.4	Embrace diversity as a means to community sustainability.	3	ER	Community Relations Manager

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
2 = 2013 / 2014	CO = Capital Outlay
3 = 2014 / 2015	GR = Grant
4 = 2015 / 2016	ER = Existing Resources
5 = 2016 / 2017	NF = Not Funded

5. Culture of Partnership: People eagerly participate in community life and enjoy creating a Village that works for all.

5.2 Celebrate the benefits and achievements resulting from civic engagement.

Objective 5.2.1

Foster partnership between the Village and the community characterized by open communication and active participation.

Objective Definition:

Board and Staff identify ways to create an environment which will facilitate participation by stakeholders. These ideas will be presented to Board and Staff for open discussion and implementation.

Performance Indicators:

We see an increase in communications between the stakeholders and the Village Board. Evaluate the processes and make changes if necessary to achieve the goal.

Initiation Date:

05/2013

Target Date:

01/2014

Responsibility:

Village Administrator

Strategy Members: Village President, Board of Trustees, All Department Heads

5. Culture of Partnership: People eagerly participate in community life and enjoy creating a Village that works for all.

5.2 Celebrate the benefits and achievements resulting from civic engagement.

Objective 5.2.2

Cultivate understanding of important local issues and bring attention to different perspectives.

Objective Definition:

Any issue that affects our Village and its stakeholders.

Performance Indicators:

The Board and Staff will share information and decide how to address issue which the Village has decision making control over and this can be done by direction provided by the Village Board or official action taken by the Board. Staff will report progress back to the Board as to the outcomes.

Initiation Date:	06/2012
Target Date:	03/2013
Responsibility:	Village Administrator

Strategy Members: Village President, Board of Trustees, Community Relations Manager, Community Development Director, Economic Development Director

5. Culture of Partnership: People eagerly participate in community life and enjoy a Village that works for all.

5.2 Celebrate the benefits and achievements resulting from civic engagement.

Objective 5.2.3

Encourage candidate forums in preparation for a higher level of understanding and voter participation.

Objective Definition:

Work with local organizations to promote and encourage candidate forums for better voter participation in all local elections. The Village will provide information to the public and candidates without expressing any political opinions.

Performance Indicators:

Encourage local organizations such as the Oswego Chamber of Commerce, Oswego Toastmasters and other groups to host candidate forums, help promote these events through local media outlets and educate the public on the importance of civic engagement for local elections. Host voter registration events, as needed, prior to elections to help promote voter participation.

Initiation Date:	09/2012
Target Date:	04/2013
Responsibility:	Community Relations Manager

Strategy Members: Community Relations Manager, Village Clerk

5. Culture of Partnership: People eagerly participate in community life and enjoy a Village that works for all.

5.2 Celebrate the benefits and achievements resulting from civic engagement.

Objective 5.2.4

Embrace diversity as a means to community sustainability.

Objective Definition:

Welcome differences and emphasize its importance within our community.

Performance Indicators:

Reach out to all areas within the community and seek involvement from various groups and organizations to cultivate better communication and participation. Offer opportunities for various groups to participate in all areas within the Village of Oswego. Host events that cater to a wide variety of attendees.

Initiation Date:

01/2014

Target Date:

12/2016

Responsibility:

Community Relations Manager

Strategy Members: Community Relations Manager, Village Administrator, Village Clerk

Goal 5.3

Invest in intergovernmental relationships for the betterment of the community as a whole.

Objectives 5.3

	Objective	Year	Funding Status	Responsibility
5.3.1	Look for opportunities that facilitate fiscal integrity and service efficiencies.	2	ER	Village Administrator
5.3.2	Grow our understanding and appreciation of partner districts.	2	ER	Village Administrator
5.3.3	Coordinate and synchronize long-range planning with partner districts where possible.	3	ER	Village Administrator

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
2 = 2013 / 2014	CO = Capital Outlay
3 = 2014 / 2015	GR = Grant
4 = 2015 / 2016	ER = Existing Resources
5 = 2016 / 2017	NF = Not Funded

5. Culture of Partnership: People eagerly participate in community life and enjoy creating a Village that works for all.

5.3 Invest in intergovernmental relationships for the betterment of the community as a whole.

Objective: 5.3.1 Look for opportunities that facilitate fiscal integrity and service efficiencies.	
Objective Definition: Identify opportunities for intergovernmental cooperation for shared services with other governmental entities to create operational cost efficiencies.	
Performance Indicators: Number of opportunities identified, researched or implemented.	
Initiation Date:	06/2013
Target Date:	06/2014
Responsibility:	Finance Director
Strategy Members: Village Administrator, All Department Heads	

5. Culture of Partnership: People eagerly participate in community life and enjoy creating a Village that works for all.

5.3 Invest in intergovernmental relationships for the betterment of the community as a whole.

Objective: 5.3.2

Grow our understanding and appreciation of partner districts.

Objective Definition:

Learn the capabilities of other governmental services within the area and how their services can assist the Village and stakeholders. Create a list of these providers and assign staff as a liaison to them. The assigned staff will report their findings to the other department heads and identify a method of informing other employees.

Performance Indicators:

A list is created and assigned to staff. Staff will learn about the provider and report back to the department heads. Department heads will determine the relevance and need. A method is developed and reviewed for effectiveness.

Initiation Date:	05/2013
Target Date:	06/2014
Responsibility:	Village Administrator

Strategy Members: All Department Heads

5. Culture of Partnership: People eagerly participate in community life and enjoy creating a Village that works for all.

5.3 Invest in intergovernmental relationships for the betterment of the community as a whole.

Objective: 5.3.3 Coordinate and synchronize long-range planning with partner districts where possible.	
Objective Definition: Our Strategic Plan references our district partners long range plans.	
Performance Indicators: Research and identify the district partners that have long-range plans. Identify areas of their plans that can have potential effect to the Village and identify how their plans can fit into our service and long range goals. We will reference their plans in our strategic plan.	
Initiation Date:	05/2014
Target Date:	06/2015
Responsibility:	Village Administrator
Strategy Members: Economic Development Director, Community Development Director, Public Works Director, Community Relations Manager	

Strategic Infrastructure

Highly effective public facilities and modes of transportation keep pace with community needs.

Goal 6.1 Create a safe and free-flowing transportation system.
Goal 6.2 Undertake the necessary planning to serve the spectrum of public transportation needs.
Goal 6.3 Build and maintain municipal facilities necessitated by the growth and development of the Village.

Goal 6.1

Create a safe and free-flowing transportation system.

Objectives 6.1

Objective		Year	Funding Status	Responsibility
6.1.1	Ensure connectivity of new and existing streets	1	NF	Public Works Director
6.1.2	Ease traffic flow in major corridors through implementation of the Transportation Plan, e.g., Wolf Crossing, Route 71 and the proposed 4-county Wikaduke trail.	1	ER	Public Works Director & Community Development Director
6.1.3	Identify and secure funding sources over time to implement needed transportation improvements.	1	NF	Finance Director
6.1.4	Ensure that ordinances provide that growth contributes its share of infrastructure costs.	1	NF	Finance Director

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
2 = 2013 / 2014	CO = Capital Outlay
3 = 2014 / 2015	GR = Grant
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5 = 2016 / 2017	NF = Not Funded

6. Strategic Infrastructure: Highly effective public facilities and modes of transportation keep pace with community needs.

6.1 Create a safe and free-flowing transportation system

<p>Objective 6.1.1 Ensure connectivity of new and existing streets.</p>	
<p>Objective Definition: The Village will work towards connectivity of new and existing streets.</p>	
<p>Performance Indicators: The Village Public Works Department and the Village Engineer will work with developers to assure Village Residents that all new streets added to the Village are safe and designed properly. Also working with the Village Engineer all existing streets that are rebuilt will also be safe and built to Village of Oswego specifications.</p>	
<p>Initiation Date: 01/2012</p>	
<p>Target Date: 12/2017</p>	
<p>Responsibility: Public Works Director</p>	
<p>Strategy Members: Public Works Director, Village Engineer</p>	

6. Strategic Infrastructure: Highly effective public facilities and modes of transportation keep pace with community needs.

6.1 Create a safe and free-flowing transportation system.

Objective 6.1.2

Ease traffic flow in major corridors through implementation of the Transportation Plan, e.g. Wolf Crossing, Route 71, and the proposed 4-county Wikaduke Trail.

Objective Definition:

The Village will work to implement and develop the Village’s arterial roadway network to provide residents and visitors with a network to move vehicular traffic.

Performance Indicators:

The Village will identify the various arterial roadway network improvements and assign cost estimates to them within the first year. The cost estimates will be updated annually to reflect current and accurate costs. The Village will work with developers to provide necessary improvements to the road network that they effect. Funding sources will be identified and pursued for the various improvements.

Initiation Date:	03/2012
Target Date:	12/2017
Responsibility:	Community Development Director, Public Works Director

Strategy Members: Community Development Director, Public Works Director, Village Engineer

6. Strategic Infrastructure: Highly effective public facilities and modes of transportation keep pace with community needs.

6.1 Create a safe and free-flowing transportation system.

Objective 6.1.3

Identify and secure funding sources over time to implement needed transportation improvements.

Objective Definition:

Identify funding sources for needed infrastructure projects.

Performance Indicators:

Maintain an on-going list of transportation projects and sources of funding. List to be prioritized and reviewed annually.

Initiation Date:

05/2012

Target Date:

05/2015

Responsibility:

Finance Director/Budget Officer

Strategy Members: Village Board, Village Administrator, Finance Director/Budget Officer

6. Strategic Infrastructure: Highly effective public facilities and modes of transportation keep pace with community needs.

6.1 Create a safe and free-flowing transportation system.

Objective 6.1.4 Ensure that ordinances provide that growth contributes its share of infrastructure costs.	
Objective Definition: Maintain all Village fees at sufficient levels to provide funding for infrastructure projects.	
Performance Indicators: Village fees reviewed and analyzed annually. Look-back analysis completed to determine if growth met the goal.	
Initiation Date:	05/2012
Target Date:	05/2017
Responsibility:	Finance Director/Budget Officer
Strategy Members: Village Board, Village Administrator, Finance Director/Budget Officer	

Goal 6.2

Undertake the necessary planning to serve the spectrum of public transportation needs.

Objectives 6.2

Objective		Year	Funding Status	Responsibility
6.2.1	Engage federal and state entities, neighboring communities and elected officials to advance the process and funding for rail service to Oswego.	1	ER	Community Development Director
6.2.2	Investigate potential public transportation opportunities, such as Kendall Area Transit (KAT) to provide transportation options for seniors and those reliant on alternatives to the automobile.	1	CO	Village Administrator

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
2 = 2013 / 2014	CO = Capital Outlay
3 = 2014 / 2015	GR = Grant
4 = 2015 / 2016	ER = Existing Resources
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6. Strategic Infrastructure: Highly effective public facilities and modes of transportation keep pace with community needs.

6.2 Undertake the necessary planning to serve the spectrum of public transportation needs.

Objective 6.2.1.

Engage federal and state entities, neighboring communities and elected officials to advance the process and funding for rail service in Oswego.

Objective Definition:

The Village recognizes that it will be necessary to have a collaborative effort to realize rail service for the community. As the service will be a benefit to the surrounding communities, their assistance will be vital to the successful development of rail service.

Performance Indicators:

The Village will meet with representatives of surrounding communities to gain their input and support for the effort. Meetings will be held with state and federal officials to monitor opportunities to acquire funding for the proposed rail service. Meetings will be held with rail service providers to assist them in their efforts to expand service to our community. The Village will explore all opportunities to establish funding sources for the project.

Initiation Date:	03/2012
Target Date:	12/2017
Responsibility:	Community Development Director

Strategy Members: Community Development Director, Public Works Director, Village Administrator, Village Engineer

6. Strategic Infrastructure: Highly effective public facilities and modes of transportation keep pace with community needs.

6.2 Undertake the necessary planning to serve the spectrum of public transportation needs.

Objective 6.2.2

Investigate potential public transportation opportunities, such as Kendall Area Transit (KAT) to provide transportation options for seniors and those reliant on alternatives to the automobile.

Objective Definition:

The use of public transportation with Village/State/Federal funding support and ridership fees.

Performance Indicators:

Have a public transportation option available for use by the target date. Continue to research other options that will provide public transportation efficiently and effectively at lowest possible cost by still suiting the needs of a majority of stakeholders.

Initiation Date:	05/2012
Target Date:	01/2013
Responsibility:	Village Administrator

Strategy Members: Village President, Board of Trustees, Community Development Director

Goal 6.3

Build and maintain municipal facilities necessitated by the growth and development of the Village.

Objectives 6.3

Objective		Year	Funding Status	Responsibility
6.3.1	Develop and build out municipal buildings as the need arises and revenues are available.	2	NF	Village Administrator
6.3.2	Analyze current and projected parking needs, and phase facilities in as required by new development.	3	ER/NF	Community Development Director
6.3.3	Prepare for the eventual need for increased water and sewer capacity.	1	ER	Public Works Director
6.3.4	Finalize plans for unfinished sidewalks, paths and trails.	1	ER	Public Works Director

LEGEND	
Year	Funding Status
1 = 2012 / 2013	OP = Operating
2 = 2013 / 2014	CO = Capital Outlay
3 = 2014 / 2015	GR = Grant
4 = 2015 / 2016	ER = Existing Resources
5 = 2016 / 2017	NF = Not Funded

6. Strategic Infrastructure: Highly effective public facilities and modes of transportation keep pace with community needs.

6.3 Build and maintain municipal facilities necessitated by the growth and development of the Village.

Objective 6.3.1

Develop and build out municipal buildings as the need arises and revenues are available.

Objective Definition:

Identify future needs of Village facilities and communicate them to the Village Board and stakeholders. Provide funding options and implement those that are strictly used for facilities.

Performance Indicators:

Provide the Village Board a written facilities plan that identifies the need for said facilities and provides funding for identified facilities. The plan should have a forecast of 20 years.

Initiation Date:

09/2013

Target Date:

06/2015

Responsibility:

Village Administrator

Strategy Members: Public Works Director, Chief of Police

6. Strategic Infrastructure: Highly effective public facilities and modes of transportation keep pace with community needs.

6.3 Build and maintain municipal facilities necessitated by the growth and development of the Village.

Objective 6.3.2

Analyze current and projected parking needs, and phase facilities in as required by new development.

Objective Definition:

The Village, in an effort to provide the best opportunity for businesses to succeed and to serve customers who patronize the community, will require parking to meet the needs of the community. The Village will also monitor and review the parking supply and demand in the downtown area to determine future steps, if necessary, to address any supply issues.

Performance Indicators:

The Village will review the current parking standards and compare them to the national standards established by the Institute of Transportation Engineers and make adjustments to the Code requirements as necessary. The Village will also conduct regular parking utilization surveys in the downtown on a regular basis to gauge the parking demand and usage to determine if action is needed. The Village will also work for opportunities to expand parking options in the downtown when and where they are appropriate.

Initiation Date:	03/2014
Target Date:	12/2015
Responsibility:	Community Development Director

Strategy Members: Community Development Director, Public Works Director, Village Engineer

6. Strategic Infrastructure: Highly effective public facilities and modes of transportation keep pace with community needs.

6.3 Build and maintain municipal facilities necessitated by the growth and development of the Village

Objective 6.3.3

Prepare for the eventual need for increased water and sewer capacity.

Objective Definition:

The Village will work with the Village Engineer for increased water and sewer capacity needs.

Performance Indicators:

The Village Public Works Department and the Village Engineer will work to establish water and sewer capacity needs as the Village grows and develops. Modeling the Village’s water infrastructure system identifies the additional water needs and future sewer infrastructure requirements.

Initiation Date:	01/2012
Target Date:	12/2017
Responsibility:	Public Works Director

Strategy Members: Public Works Director, Village Engineer

6. Strategic Infrastructure: Highly effective public facilities and modes of transportation keep pace with community needs.

6.3 Build and maintain municipal facilities necessitated by the growth and development of the Village

<p>Objective 6.3.4 Finalize plans for unfinished sidewalks, paths and trails.</p>	
<p>Objective Definition: The Village will work with the Park District and Community Development to finalize plans for unfinished sidewalks, paths and trails.</p>	
<p>Performance Indicators: The Village will develop a comprehensive plan working with the Park District that will show where all existing sidewalks, paths and trails currently are and also where future sidewalks, paths and trails are to be placed. As development comes to the Village we will make sure that all developments adhere to this plan. This plan will show lengths and widths of existing and future sidewalks, paths and trails.</p>	
<p>Initiation Date:</p>	<p>01/2012</p>
<p>Target Date:</p>	<p>12/2017</p>
<p>Responsibility:</p>	<p>Public Works Director</p>
<p>Strategy Members: Public Works Director, Village Engineer, Oswego Park District, Community Development</p>	

