



# Village of Brookfield

---

Strategic Plan

2020 – 2023

September 2020

CONFIDENTIAL



**EXECUTIVE PARTNERS**  
EXPERT STRATEGY. EXECUTED. EMBRACED.

# SWOT Analysis

## Where we are Today

### Strengths

- Zoo
- Community Location
- Good Schools
- Fiscal Stewardship
- Community Oriented
- Good Parks & Open Space
- Natural Environment - Salt Creek Trails, Bike Trails
- Well Respected Professional Staff
- Public Transportation; Trains, Highways
- Architectural Character of homes
- Affordable Lifestyle and Housing Stock
- Diverse Housing Stock
- Library

### Weaknesses

- Perception of the Village of Brookfield only consisting of the Zoo
- Land Locked
- No One Central Business District
- Aging Infrastructure
  - Water Mains
  - Public Buildings
- Commercial Lot Sizes for Development – Small
- Unpaved Alleys
- Limited Sales Tax Revenue
- Traffic Layout
- Lack of Documented Policies, Procedures and Processes



### Opportunities

- Zoo
- Availability of Commercial Development Lots
- Further Development of 5 Business Areas – Grand Ogden, 47, 31, 8 Corners
- Census
- Cannabis
- Improve Home/Life Quality Yet Stay within Community
- Adding Micro Breweries
- Forecasting New Business Trends
- Adding Services Through Technology
- Recreation Community
- Water Recreation
- Salt Creek Collaboration
- Congress Park Train Station Development
- Public Trust as Community Develops
- Event Opportunities with New Young Families
- More Effectively Communicate Our Story
- More Multi Family Housing
- More Diversity Focus
- Bike Trails
- Village Financial Position

### Threats

- State of Illinois/Cook County
- Storm Water/Flooding Issues
- Competing with Neighboring Communities for Development
- Change of Community Politics
- Compliancy of Ideas
- Fear of Change
- Adaptability
- Pension Obligations
- General Public Liability Exposure
- Civil Unrest
- Cyber Security

# Assets of Brookfield

---

- Zoo
- Forest Preserves
- Band Shell
- Salt Creek
- Bike Trails
- Sports Parks
- 5 Downtowns – Commercial Areas
- 3 – Train Stations
- Giant Arcade
- VFW/Lyon/Elks
- Schools
- Library
- Oaks Savannah
- Grossdale Station
- Viable Commuter Routes
- Memorial Circle
- Recent Street Improvements
- Liberty Bell Replica
- Historical Sites, Housing and Society
- Lustron Homes
- 1924 Brookfield Fire Truck

# Vision by Category

Where We are Going

What the Village Looks Like 10 Years from Now



Development	Residential	Economics
<ul style="list-style-type: none"> <li>• Ogden Ave. Plan and Execution – Highest Priority</li> <li>• Vacant Property on Grand (Triangle Site) also a Priority</li> <li>• Character and Streetscape Consistency</li> <li>• Increased Density Around Train Stations with New Affordable Housing – With Ground Floor Retail Businesses – Targeted to Affordable Mixed Market and Millennials</li> <li>• Overall Increased Business Capacity</li> <li>• Retail as a Destination</li> <li>• Developer Standards for Consistent Aesthetics and Greening</li> <li>• Demanding more regarding our Business Expectations - Zoning Code Consistent with these Expectations</li> <li>• Codes &amp; Policies that Encourage Net Zero, Sustainable Development in Place</li> <li>• Adequate Parking for all Business Districts in Place</li> <li>• Bike Paths and Racks in Place</li> </ul>	<ul style="list-style-type: none"> <li>• Sidewalk Replacement and Tree Canopy Programs Continued</li> <li>• Diverse House Stock Consistent with Neighborhoods</li> <li>• Increased Business District Density and at Train Stations</li> <li>• Current Housing Direction Maintained</li> <li>• Assistance Provided to Achieve Maintenance Compliance</li> <li>• Streamlined Online Maintenance Compliance Process</li> <li>• Increased Focus on Green Space</li> </ul>	<ul style="list-style-type: none"> <li>• New Street Plan Developed</li> <li>• Cash Reserves established per policy</li> <li>• Create positive TIF increments in each District</li> <li>• Continued Funding Pension Obligation</li> <li>• Capital Plan Developed to upgrade infrastructure with Revenue Sources Articulated</li> <li>• Efficiency Audit of Internal Processes</li> <li>• Continued Timely Accurate Management/Financial Reporting</li> </ul>
City Services	Community	Leadership
<ul style="list-style-type: none"> <li>• State of Art Development Process – Online Automated Web Accessible with Staff Support</li> <li>• Improved Recycling Program</li> <li>• Recreational Programs Continue with New Creative Ideas</li> <li>• More Partnerships with Chamber and other Community Organizations</li> <li>• Connecting those in Distress with Helping Organizations (ie Trauma Victims)</li> <li>• Water Mains &amp; Sewer Comprehensive Plan Developed and Execution Begun</li> <li>• Home Maintenance and Repairs Educational Programs Sourced Online</li> </ul>	<ul style="list-style-type: none"> <li>• Increased Senior Services</li> <li>• A New Recreational Center Built</li> <li>• Bike Lanes Developed</li> <li>• Canoe Launch in Place</li> <li>• Continued Emphasize on Recreational Programs</li> <li>• More Community Events Utilizing the Band Shell</li> <li>• Effective Resident Communication Continued</li> <li>• Community Group Calendar Event Posting Process Online</li> <li>• Celebrate Diversity Art with Community Art Events</li> </ul>	<ul style="list-style-type: none"> <li>• Improved Orientation of New Board Members</li> <li>• Best Professional Staff Maintained</li> <li>• Continue to Find Common Ground with Other Government Organizations</li> <li>• Continue Progressive Policies for Stormwater and Commercial Drainage</li> <li>• A Youth Mentoring/Fostering Program within the Community Developed</li> </ul>

# 2021-2022 Goals

## Actions Toward Our Vision



**1. Create Development Plans and Begin Steps to Execute the Following Development Opportunities**

*Priority 1 - Ogden Avenue (Congress Park Site and Ogden Corridor Plan)*

*Priority 2 - Grand Boulevard (Triangle), 31<sup>st</sup> Street and 8 Corners*

**2. Implement Strategies to Create Business Opportunities for the Village of Brookfield from Brookfield Zoo Attendees**

**3. Continue Development of Diverse Housing Stock Consistent with Neighborhoods - Character**

**4. Develop Infrastructure Replacement Strategy and Capital Plan**

**5. Continue Technology Improvements Providing Business Process Efficiency and Better Customer Service (i.e. GIS System, Permit Processing Online, Maintenance Management)**

**6. Continue Sidewalk/Tree Replacement Programs**

**7. Facilitate Support of Health and Wellness in our Community**

**8. Develop a Branding/Marketing Campaign to attract new businesses/residents to the community**

# Goals/Objectives 2021-2023

GOALS	OBJECTIVES	TARGET DATE	RESPONSIBLE DEPARTMENT(S)
<p><b>1. Create Development Plans and Begin Steps to Execute the Following Development Opportunities</b>  <i>Priority 1 – Ogden Avenue (Congress Park Site and Ogden Corridor Plan)</i></p> <p><i>Priority 2 – Grand Blvd (Triangle), 31<sup>st</sup> Street and 8 Corners</i></p>	<p>1P1A – Select Development Design Consultant</p> <p>1P1B – Complete Study with Staff Support - Including Market Analysis</p> <p>1P1C – Finalize Development Strategy/Plan</p> <p>1P1D – Identify Developers for Strategy Execution</p> <p>1P1E – Work Quick Implementation Successes</p> <p>1P2A – Staff to Develop Strategies and Plans for Respective Areas</p> <p>1P2B – Based on the above strategies and plans staff to conduct marketing outreach to potential development targets and developers</p>	<p>Q4 2020</p> <p>Q3 2021</p> <p>Q4 2021</p> <p>Q1 2022</p> <p>Q2 – Q4 2022</p> <p>Q2 2022</p> <p>Q2 – Q4 2022</p>	<p>Community Development</p> <p>Community Development</p> <p>Community Development</p> <p>Community Development</p> <p>Community Development</p> <p>Community Development</p> <p>Community Development</p> <p>Community Development</p>

# Goals/Objectives 2021-2023

GOALS	OBJECTIVES	TARGET DATE	RESPONSIBLE DEPARTMENT(S)
<b>2. Implement Strategies to Create Business Opportunities for the Village of Brookfield from Brookfield Zoo Attendees</b>	2A – Develop Marketing Programs (ie Brookfield Bucks) to promote Brookfield Business Opportunities	Q1 2021	Village Managers Office
	2B – Create a Stronger More Strategic Relationship with the Zoo <ul style="list-style-type: none"> <li>– Conduct Strategic Planning Session with Brookfield and Brookfield Zoo</li> <li>– Identify mutually beneficial opportunities</li> <li>– Identify Shared Services</li> <li>– Identify Joint Marketing Opportunities</li> </ul>	Q1 2021 – 2022 and 2023	Village Managers Office
	2C – Complete Phase 1 Engineering feasibility study for easy foot and bike traffic access to the zoo (north and south entrance)	Q3 2021	Village Managers Office
	2D – Determine funding source zoo access project	Q1 – Q4 2022	Village Managers Office

# Goals/Objectives 2021-2023

GOALS	OBJECTIVES	TARGET DATE	RESPONSIBLE DEPARTMENT(S)
<b>3. Continue Development of Diverse Housing Stock Consistent with Neighborhoods Character</b>	<ul style="list-style-type: none"> <li>• Conduct a review of the zoning code with attention to density around the train station areas.</li> <li>• Develop marketing and developer outreach</li> </ul>	Q3  Q4 – 2022	Community Development  Community Development
<b>4. Develop Infrastructure Replacement Strategy and Capital Plan</b>	<ul style="list-style-type: none"> <li>• Develop street improvement plan and funding source for Streets II (those not addressed by existing street improvement project)</li> <li>• Develop water main improvement plan and funding source</li> <li>• Review water rates for consistency with water main improvements project</li> <li>• Develop stormwater plan and funding source for mitigation</li> </ul>	2022  Q3  Q3  2022 (As grant funds are available)	Public Works  Public Works/ Finance Public Works/ Finance Public Works/ Finance



# Goals/Objectives 2021-2023

GOALS	OBJECTIVES	TARGET DATE	RESPONSIBLE DEPARTMENT(S)
<p>5. <b>Continue Technology Improvements Providing Business Process Efficiency and Better Customer Service (i.e. GIS System, Permit Processing Online, Maintenance Management)</b></p>	<ul style="list-style-type: none"> <li>• Conduct business process review of ERP system</li> <li>• Evaluate and Implement Document Retention and Management System</li> <li>• Implement Orientation/Training for Staff on Effective Utilization of GIS System</li> <li>• Evaluate and Implement a Customer Resource Management System</li> </ul>	<p>Q2 2021</p> <p>Evaluation 2021/Install 2022</p> <p>Q3 2021 – Q2 2022</p> <p>Evaluation 2021, Install 2022</p>	<p>Village Managers Office</p> <p>Village Managers Office</p> <p>Village Managers Office</p> <p>Village Managers Office</p>
<p>6. <b>Continue Sidewalk/Tree Replacement Programs</b></p>	<ul style="list-style-type: none"> <li>• Continue proactive implementation of sidewalk replacement and development program</li> <li>• Effectively Develop and Manage the Tree Canopy               <ul style="list-style-type: none"> <li>- Develop Tree Inventory (GIS)</li> <li>- Increase Tree Planting</li> <li>- Develop Parkway Tree Program with Resident Cost Sharing</li> <li>- Continue Management of Tree Trimming</li> </ul> </li> </ul>	<p>2021 – 2022</p> <p>Q1/Q2 2021</p> <p>Q2-Q3 2021/ Q2-Q3 2022</p> <p>Q1 2021</p> <p>2021-2022</p>	<p>Public Works</p> <p>Public Works</p> <p>Public Works</p> <p>Village Managers Office</p> <p>Public Works</p>

# Goals/Objectives 2021-2023

GOALS	OBJECTIVES	TARGET DATE	RESPONSIBLE DEPARTMENT(S)
<b>7. Facilitate Support of Health and Wellness in our Community</b>	<ul style="list-style-type: none"> <li>Secure Chaplin Resources for Crisis Management</li> <li>Develop online health and wellness community resource guide</li> <li>Utilizing community resources develop forums for discussion of diversity and policing</li> <li>Per board specifications develop plan to support “Aging Well”.</li> </ul>	Q1 2021 Q2 2021 Q1-Q4 2021 Q4 2020	Police Village Managers Office Police Parks
<b>8. Develop a Branding/Marketing Campaign to Attract New Businesses/Residents to the Community</b>	<ul style="list-style-type: none"> <li>Develop key messages to attract millennials to Brookfield</li> <li>Evaluate consultants to support branding marketing planning effort</li> <li>Develop Brookfield branding and marketing plan</li> </ul>	Q4 2020 – Q3 2021 Q2 2021 Q3-Q4 2021	CD/VMO CD/VMO CD/VMO