BARRINGTON

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STRATEGIC PLAN 2021-2025

BARRINGTON, ILLINOIS
STRATEGIC PLAN

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STRATEGIC PLANNING WORKSHOPS & PARTICIPANTS

WORKSHOPS HELD: JANUARY 6, 2020 AND FEBRUARY 3, 2020

Karen Darch, Village President
Tony Ciganek, Village Clerk
Jason Lohmeyer, Trustee
Todd Sholeen, Trustee
Jennifer Wondrasek, Trustee
Kate Duncan, Trustee
Emily Young, Trustee
Mike Moran, Trustee
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Scott Anderson, Village Manager
Jim Arie, Fire Chief
Dave Dorn, Police Chief
Marie Hansen, Director of Development Services
Jason Hayden, Director of Financial Services
Jeremie Lukowicz, Director of Public Works
Melanie Marcordes, Asst to the Village Manager
Heather McGovern, HR Manager
Patty Dowd Schmitz, Director of Communications and Community Engagement
Jennifer Tennant, Assistant Director of Development Services

BARRINGTON'S STRATEGIC PLAN

This document answers the question "How can your Village government accomplish what is most important to the Village of Barrington residents and our community?" Asking and answering this question is a principled action for community-minded and forward-thinking local governments.

The question – "What's most important?" was central to the village's recent strategic planning effort. Through strategic planning, the President and Board of Trustees, together with their management team, sought to discover and focus on the "high-stakes challenges" that are shaping Barrington's future.

By engaging in strategic planning, the leaders of Barrington are declaring that they will pursue policies and practices that will maintain and promote its preferred future. The President and the Board of Trustees, identified four high-stakes challenges.

The Village of Barrington will:

1. Preserve and Promote its Character and Small-Town Charm
2. Provide Excellent Public Services Through Infrastructure Management and Improvements
3. Proceed with Renewed Economic Development Efforts Throughout Barrington
4. Pursue Sound Financial Practices and Long-Range Financial Planning

While there are many other important challenges, this plan is focused on the issues that Barrington officials believe are most important to maintaining and creating Barrington's preferred future. These are the high-stakes challenges Barrington intends to specifically intervene with and shape.

In crafting this Strategic Plan, the village researched and dissected each key opportunity. In doing so, for each opportunity, the village has crafted:

- ☑ A clear description and definition of the challenge
- ☑ A vision and direction
- ☑ Polices that will drive the effort
- ☑ Relevant data
- ☑ Strategic actions

Based on this process, vision and mission statements have been identified as follows:

Vision: As one of the most charming, historic, and quaint towns in Illinois, Barrington seeks to preserve its small-town character, excellent public services and vibrant economy.

Mission: The mission of the Village of Barrington is to preserve its unique small-town heritage and historical character, provide a safe environment for its residents, maintain a high quality of life through efficient use of resources, and respond to future challenges through citizen participation in all civic, social, and cultural endeavors.

We dedicate this effort to our community.

STRATEGY NO. 1

Committed to Preserving and Promoting the Village of Barrington's Character and Small-Town Feel

Key Words: Charming. Quaintness. Pleasant. Attractive.

Key Phrases: Warm first impression. Attractive physical design. Everyone knows your name. Consistent planning and zoning. Low density. Transportation, parks and downtown are all easily accessible.

OUR VISION

The Village of Barrington is a community inspired by giving, sharing, history, families and doors that are always open. As leaders of Barrington's local government, we have helped create and protect Barrington's charm and "first-impression." This has been accomplished by maintaining its look and feel, providing excellent public services, making improvements, and providing an environment where people, businesses, visitors and other units of local government can prosper. In doing so, generations have built a community that feels right.

Vision - Standing in the future, the Village of Barrington has flourished while staying keenly focused on what created its unique sense of beauty and charm. Barrington has maintained the design standards and neighborhoods that made it a highly coveted place to live and visit. Barrington's small-town charm is evident in its walkability, residential and commercial design, cultural influences, citizen involvement, historic nature, downtown vibrancy, tree-lined streets and community events. People of all ages and backgrounds live and visit here because of the strong sense of shared values and opportunity.

OUR STRATEGY

Defining the Challenge:

While the idea of character and small-town feel can be elusive, we believe that Barrington's character can be demonstrated in such ways as:

- How we encourage community involvement
- How elected officials and staff respond to citizens
- How, as leaders, we act respectfully toward each other
- How decisions, consistent with community ideals and plans, are made

When different interpretations of this strategy come together, we believe Barrington has an intense attraction. It is a place we want to be and a destination for future generations. By defining our strategy in this way, decision-makers must thoughtfully work to identify and predict the effect of actions and decisions on Barrington's sense of community.

This challenge of maintaining our vision is on-going. From time-to-time, the village will feel pressure to change. Those pressures will be from various stakeholders who may have different ideas and plans for what actions are in Barrington's best interest. Some ideas will be embraced and others dismissed. Some ideas will be "nice" but not consistent with what Barrington wants. Other ideas will signal degrees of change that must be weighed and potentially voted on. The excitement regarding "feel" is that it must be continuously visited as part of the village's decision-making processes.

GUIDING POLICY

As elected officials, we view Barrington's hometown feel as one of the most essential ingredients of our shared way of life. To maintain this feeling, we must, in all appropriate matters before the village board, align our decisions with our best understanding of what promotes and maintains Barrington's hometown feel. We do not equate hometown feel as being stuck in the past, resistant to change. Indeed, we understand that many changes over the past few decades have helped to maintain the charm we now embrace. We understand that to prosper, the concept of hometown feel is dynamic and we must breathe fresh analysis and ideas into our challenges.

CREATING STRATEGIC ACTIONS

As elected officials, we commit to use resources, shape policies, and make maneuvers that cause us to strengthen our hometown feel.

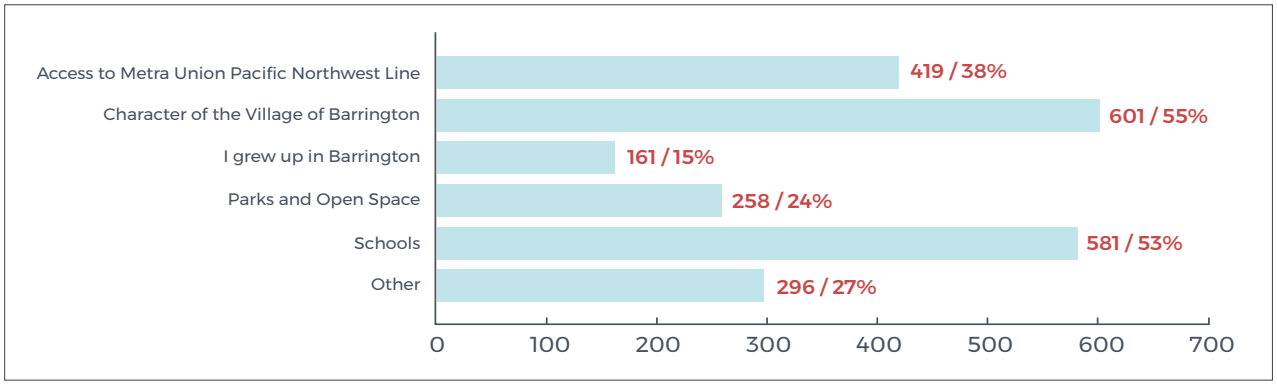
Our expectation is that the village board, staff, and community members work together to continuously shape and maintain the feel of our community. To this end, we will examine and continuously focus on policies and practices that:

1. Protect the ideals and standards that laid the ground-work for what we now have.
   - Continue to understand and promote what created our current charm including zoning, design features, managed density, open space, neighborhoods, street features, and walkability.
   - Continue to weigh projects on whether they enhance the community.
2. Maintain Barrington's brand – "Be Inspired"
   - Continue to beautify our community to improve its charm and character.
   - Continue to enhance the look of parkways and greenspace.
   - Continue to support cultural and historic amenities, including Barrington's White House.
3. Focus on what brings us together.
   - Continue to make the downtown walkable.
   - Continue to promote a variety of restaurants and retail stores.
   - Continue to communicate about events and village services.
   - Continue to promote philanthropy.
4. Enhance our livability.
   - Continue to deliver high quality and effective public services to those who live, work, or visit the Village.
   - Continue to mitigate the negative impact of rail traffic.
   - Continue to increase citizen and business volunteerism.
   - Continue to work with other regional governments to improve quality of life.

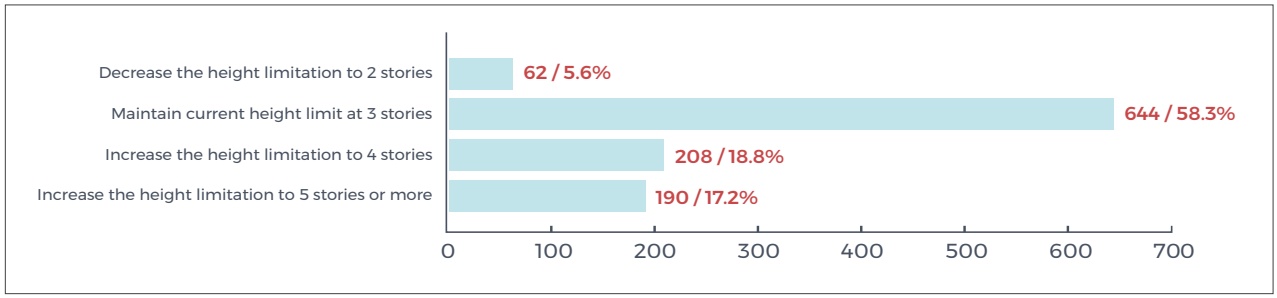
RELEVANT DATA

- 83 percent of respondents to the 2019 Resident Survey, want to maintain a height limit of four stories or less, 63.9 percent want to maintain a height limit of three stories or less.
- 55 percent of respondents to the 2019 Resident Survey moved to Barrington because of its character surpassing the Metra line, school system, or any other reason.
- According to the 2019 ESRI Report, more than 70 percent of the housing units in the area are owner occupied.

Why did you move to the Village of Barrington? *Please select all the apply.*



The Village currently has a three (3) story height limit in the Village Center. Should the Village maintain the height limitation in this area?



2021 - 2025 ACTION PLAN

Each fiscal year, the Village Board and staff will develop annual tasks and goals that will align with the action plan. This Action Plan anticipates the village board and staff going deeper into what hometown feel is, how it can be learned and ways to align it with village policies and practices. Actions include:

- ☑ Align this Strategic Plan with the 2021 Comprehensive Plan by embedding references to the basic tenants that created the village's character and small-town feel.
- ☑ Create a checklist – a type of guide - that officials and employees should keep in mind when providing services and making decisions. This checklist/guide will attempt to represent what "hometown feel" looks and feels like – so that it is understood, maintained and enhanced.
- ☑ Potential revisiting and re-writing the Village's overall mission and vision.
- ☑ Make recommendations for changes and improvements to village policies and practices.
- ☑ Create measures and predictors of success.
- ☑ Create a process that recognizes policies, actions and maneuvers that promote/don't promote hometown feel.

STRATEGY NO. 2
Provide Excellent Public Services Through Infrastructure Management and Improvements

Key Words: Efficient. Innovative. Effective. Costly. Responsible. Priority.

Key Phrases: Proper planning and cost recovery. Public need and discussion. Provide great and appropriate services. Look for innovation and creativity. Citizen engagement/ communication.

OUR VISION

As a full-service local government, the Village of Barrington is responsible for providing residents, businesses, and visitors with public services that provide for and promote the general welfare of the community. This responsibility encompasses owning, constructing, planning, and management of infrastructure including:

- A wastewater treatment plant.
- Water wells used for extracting water from the aquifer and treating it for consumption.
- Underground systems for potable water, wastewater, and stormwater.
- Streets, sidewalks, street lights, urban forest, and commuter parking lots.
- Municipal buildings including village hall, public works, public safety building, and Barrington's White House.

Vision - Standing in the future, the Village of Barrington has provided residents, businesses, and visitors with dependable government services by efficiently and effectively planning, constructing, and maintaining its infrastructure. In doing so, the village strives to balance sources of funds to include appropriate taxing policies, grants (e.g. intergovernmental, foundations), user fee rates, and creative and innovative service delivery systems wherever practicable.

OUR STRATEGY

Defining the Challenge:

Village owned capital assets and infrastructure exist for the purpose of providing essential public services to our residents, businesses, and visitors. Essential infrastructure includes buildings that contribute to the essence of the community. When well planned, constructed and maintained, these resources will exist for their fullest life cycle and demonstrate the efficient and effective use of taxes, grants and user fees.

Infrastructure ownership and management is as critical as it is costly. As policy makers, we require analysis and recommendations that include state-of the art planning, factual/technical analysis, determination of service levels, alternatives for construction, and financial options for acquisition. All decisions must be balanced with the village board's responsibility for setting municipal taxes and user fees.

Over the last few years, several new trustees have been elected or appointed. At the same time, Barrington hired a new village manager and several department directors. With new officials and staff comes the need to create fresh analysis of infrastructure plans, needs and costs. By means of this strategic plan, we commit to a fresh and thorough review of all major village infrastructure needs and opportunities. The village board encourages staff to provide information, iteratively, so that policies and action plans can be discussed and determined in phases, and based on overall village priorities.

GUIDING POLICY

As elected officials, we understand the importance of infrastructure construction and maintenance as a critical part of our quality of life and our responsibility for delivery of services.

As part of our fresh look, the village board directs the village manager to create a plan to bring all key infrastructure proposals and recommendations to the village board in a proper business manner and in a timely fashion. Our intent is to create a multi-year plan to identify all essential infrastructure needs.

All matters brought before the village board regarding infrastructure resources should focus on, at a minimum, the following discussion criteria:

- What specific problems, needs, and goals are being addressed?
- What are the effects on public service levels?
- What options and approaches, including the use of modern technology and innovations, may improve our effectiveness?
- What are the routine maintenance needs of our streets, sidewalks, street lights, trees, and commuter parking lots?
- What are the options for funding proposed improvements and programs? What are our opportunities for cost savings and innovative alternatives for how the services are provided?

CREATING STRATEGIC ACTIONS

As elected officials, we commit to review plans and options to address Barrington's critical infrastructure priorities as they relate to the provision of essential public services.

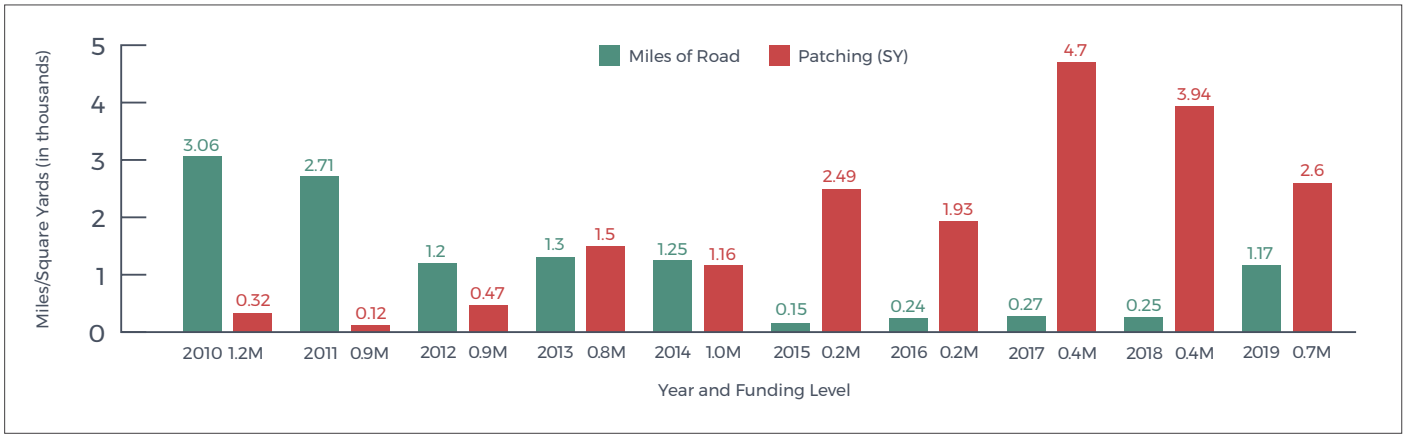
The scope of this review includes:

1. Funding
   - For all projects, aggressively pursue federal, state and regional cost-sharing and grant opportunities.
   - For all projects, create various funding scenarios including user rates, debt issuance, fund balances, Special Service Areas and available cash.
2. Upgrades and Improvements
   - Route 14 Underpass: Provide on-going village leadership and participation to ensure that the underpass is built on time and within budget.
   - Overall transportation and traffic conditions: Continuously explore local and regional options to mitigate traffic.
   - Data driven: High-level oversight, coordination and management of all village capital improvement needs based on data that addresses service levels, costs and funding options.
3. Underground Utility Services
   - Ensure continuity of water service.
   - Stormwater systems.
   - Wastewater treatment facility continuity of service and assessment.
4. Above Ground – Right-of-Way Improvements
   - Local road maintenance and pavement standards.
   - Sidewalks in neighborhoods and school routes. Overall pedestrian safety.
   - Bike and pedestrian paths.
5. Buildings
   - Public Works space needs: Analysis and functional assessment..
   - Develop appropriate maintenance schedules.

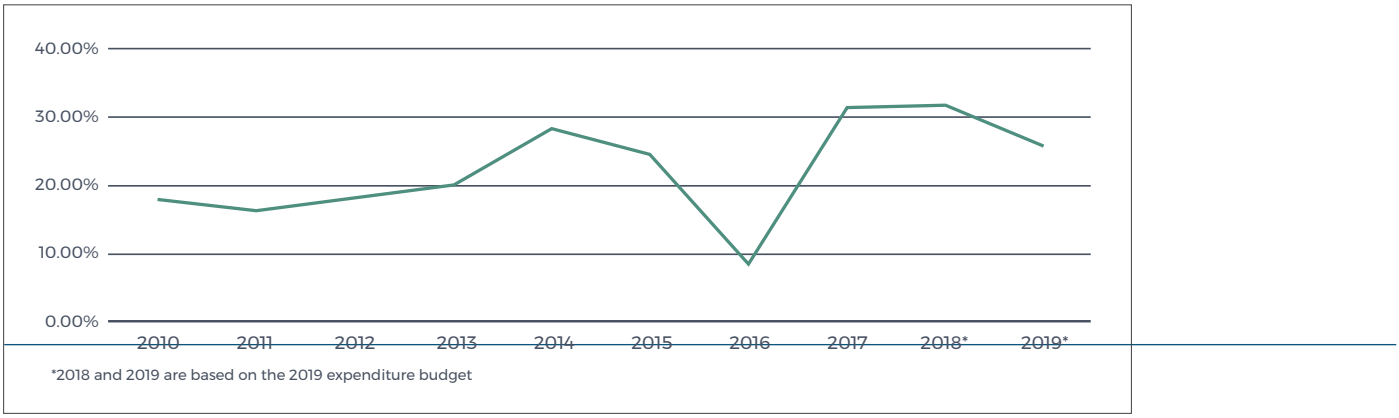
6. Vehicles
   - Develop appropriate maintenance and replacement schedules
7. Downtown Area
   - Continue to address walkability in downtown and to/from neighborhoods.
   - Provide improvements that attract people to the downtown, e.g. ease of access, beautification, safety.
8. Relationships
   - Improve relationships with key stakeholders including neighborhoods, library board, park board, school board, IDOT and other governmental groups

RELEVANT DATA

Miles of Road and Patching



Capital Expenses as a Percentage of Total Expenses



*2018 and 2019 are based on the 2019 expenditure budget

2021 - 2025 ACTION PLAN

Based on this Strategic Plan and in conjunction with the village board's oversight, staff will propose to the village board a road-map for addressing village infrastructure needs. The road-map will proceed methodically and iteratively allowing ample opportunity for public discussions and further review.

STRATEGY NO. 3

Proceed with Renewed Economic Development Efforts for all of Barrington

Key Words: Downtown. Corridors. Retail. Office. Restaurant. Design. Values. Attractive. Destination.

Key Phrases: Next-phase. Aligned with Comprehensive Land Use Plan. Consistent with current charm and standards. Limited density.

OUR VISION

The Village of Barrington has taken many steps to create a diverse tax base by attracting and retaining businesses. Local businesses generate tax revenues, provide employment opportunities, supply professional services, and offer an abundance of retail stores and dining options near our homes. A diverse economy strengthens our community.

Vision - Standing in the future, the Village of Barrington's downtown and business corridors have experienced growth and prosperity. The village is considered a regional hub for restaurants, niche retail stores, service industry and automobile sales. Business prosperity has helped the village maintain and enhance its hometown charm through revenue diversity.

OUR STRATEGY

Defining the Challenge:

The Village of Barrington is very familiar with the ebb and flow of economic development and what it takes to lead and control a community's destiny. Indeed, about twenty-five years ago, the village took-charge of its downtown and through village-initiated plans, policies and practices, and ushered in today's much improved business experience and environment.

Today, there is a growing sense that the village should again take steps to create the next phase of Barrington's economic prosperity by updating its land use plan and extending its economic development reach throughout the community. The challenge is at least two-fold. First, the greater region has many employment, retail, social and restaurant options that compete with the Village's offerings. Second, Barrington intends to manage its development so that the community's culture and hometown feel are maintained. In other words, Barrington will not sacrifice what it is to achieve just any economic development.

GUIDING POLICY

As elected leaders, we intend to lead the difficult and challenging effort of economic development while maintaining our hometown feel. Our economic development reach must emphasize the downtown, traditional business corridors and niche opportunities. We understand that some decisions will be based on projects that are put in front of us that necessitate negotiations and other projects that will come as a result of our marketing efforts. We also understand the essential and underlying role of our Comprehensive Land Use Plan as a guide for the community, village board, staff and prospective developers.

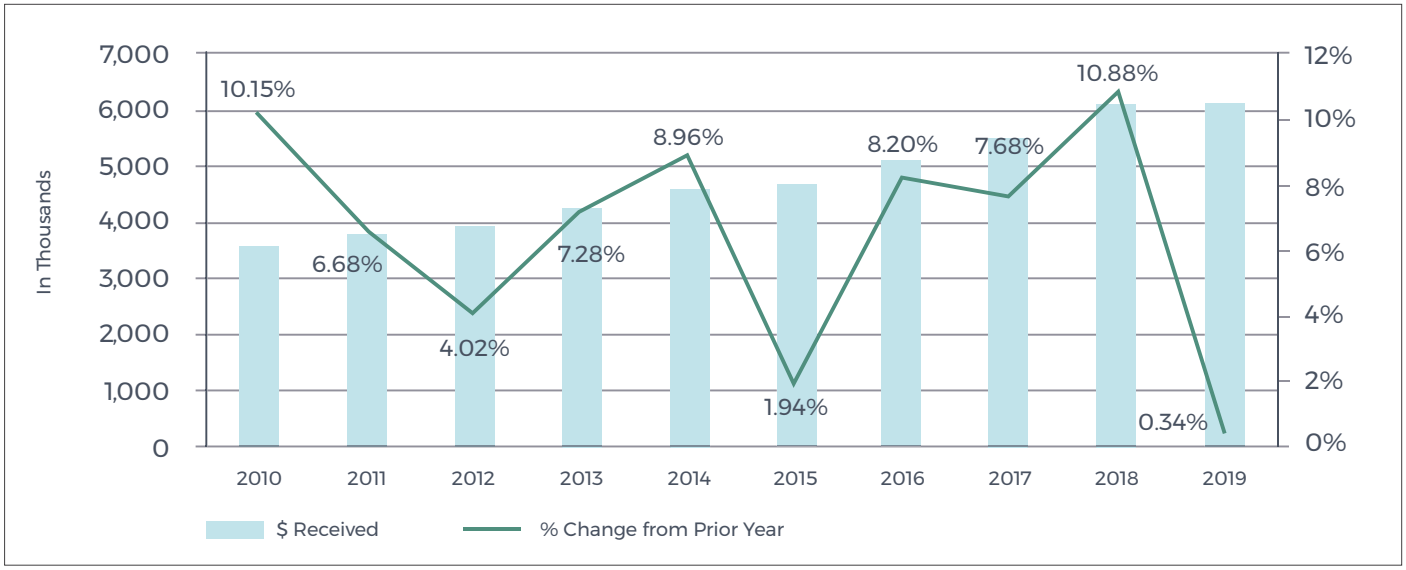
CREATING STRATEGIC ACTIONS

As elected officials, we commit to use resources, shape policies, and make maneuvers that cause Barrington to experience economic development that is right for the village.

The scope of our intention includes:

1. Grow Barrington's non-residential revenue base
   - Foster an environment that attracts residents and visitors to use local businesses and work in Barrington.
   - Continue to work with brokers, agents, and interested buyers to promote the availability of parcels through the village's website.
   - Work with property owners to address vacancies and site improvements.
   - Promote uses consistent with Barrington's Comprehensive Land Use Plan.
   - Dedicate village staff to this effort – and coordinate with local advocates.
2. Create fresh opportunity for social, employment, service, restaurant and retail growth in the downtown area and business corridors
   - Promote continuous learning to understand markets and area competition.
   - Understand approaches other communities are using to maintain their image and create long-term prosperity.
   - Develop relationships with regional and niche brokers.
   - Continue to invest in beautification efforts, events and cultural activities that draw people to Barrington.
   - Continue to leverage the White House as an economic development catalyst (36,000 patrons for White House programming since inception.)

Sales Tax Revenue 2010-2019



2021 - 2025 ACTION PLAN

- Based on this Strategic Plan and in conjunction with the village board's oversight, staff will research and develop an economic development plan that will build a framework for relationships and responsibilities in interactions with property owners and existing businesses in the downtown and along transportation/business corridors.
- As with other efforts referenced in this Strategic Plan, the village will align its economic development goals and community ideals with the updated Comprehensive Land Use Plan.

STRATEGY NO. 4
Commitment to Sound Financial Practices and Long-Range Financial Planning

Key Words: Affordable. Cost-effective. Policy. Options. Plans. Analysis.

Key Phrases: What are our capital needs? Village board review of policies and needs. Potential for Home-Rule status. New revenue sources.

OUR VISION

The Village of Barrington has a proven history of excellent financial management and has received national recognition including:

- Bond Rating: AA+ (S&P) / Aa1 (Moody's)
- Certificate of Achievement for Financial Reporting from the Government Finance Officers Association (GFOA) for more than 30 years
- Distinguished Budget Presentation Award from GFOA for more than 10 years.

Barrington's claim to excellent financial stewardship extends to preparation and oversight of the annual budget, revenue management, execution and oversight of purchasing processes, bond financing and assisting all departments with their financial needs. As part of its commitment to be transparent, the village makes all key financial documents available to the public on-line or for in-person viewing.

Vision - Standing in the future, the Village of Barrington has continuously demonstrated the ability to control costs and find innovative ways to efficiently and effectively pay for municipal services.

Most importantly, Barrington's operating budget and capital plan have been funded in a manner that ensures the on-going delivery of municipal services.

OUR STRATEGY

Defining the Challenge:

While municipal revenues may be growing, the demands on these revenues, both in terms of operating and capital costs, appear to be growing even faster. These pressures are seen in both the General Fund (where most day-to-day operations are expended) and Enterprise Funds where utility expenses and revenues are captured.

Municipalities in Illinois continue to face legal restrictions and financial obligations in the form of state mandates. For example, based on an arbitrary population level (25,001 or more or a referendum) related to obtaining Home Rule status, the state of Illinois has handcuffed the village board in terms of exercising discretion over its operations. Further, the legislature of the state has a long history of creating new laws that place major financial obligations on Barrington and all local governments. Paying for state mandates (i.e., state created costs such as pensions) puts enormous pressure on the village's budget and raises many questions about how all essential government services will be paid for. This means that while the state places mandatory spending and regulatory requirements on Barrington, it also places unnecessary restrictions and limitations on how Barrington can balance its budget.

GUIDING POLICY

As elected leaders in Barrington, we will continue to provide oversight and direction regarding village revenues and expenses. We will set policies that create optimal protection and use of public funds. As necessary and appropriate, we will consider if we should pursue Home Rule status and/or the types of revenue options and policies that may be available to us through a referendum. As responsible agents, we will continue to monitor the use of public funds and service levels, with particular interests in long-term capital needs.

CREATING STRATEGIC ACTIONS

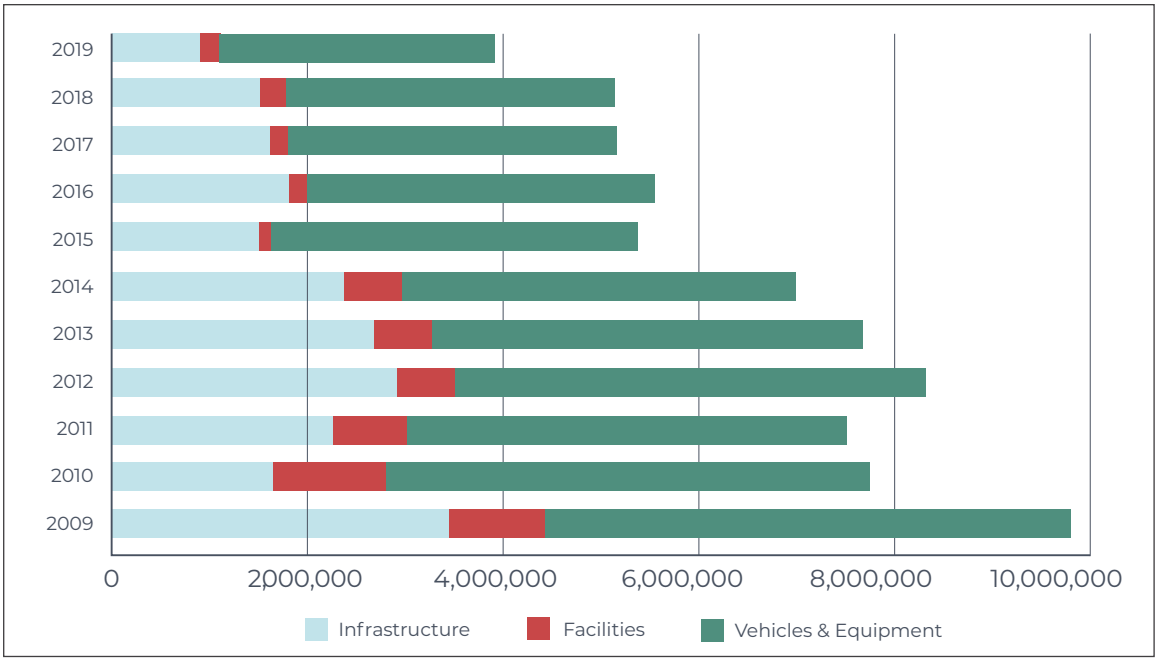
As elected officials, we commit to use resources, shape policies and make maneuvers that cause Barrington to have long-term financial strength.

The scope of our intention includes:

1. Continue to strengthen modern policies and practices to guide the use of public funds
   - Investment policy.
   - Fund Reserve policy.
   - Create/Update Multi-year operating and capital plans.
   - Establish practices that continue the village's excellent bond rating and GFOA recognition.
2. Lead Efforts to Achieve Efficiencies and Effectiveness Efforts
   - Work with departments to assist in driving operational and capital costs down through use of technology and other innovations.
3. Lead study/analysis of new sources of revenues and use

RELEVANT DATA

Capital Reserve Balances, 2009-2019



Liquidity (Cash/Current Liabilities)

2021 - 2025 ACTION PLAN

Staff will address the following:

- Develop and/or update policies that address the Village's financial future.
- Incorporate the use of pro-forma modeling in decision-making.
- Present to the village board for discussion and decision-making key policies related to overall cash reserves, Fund balance, investments and capital improvement funding.

BARRINGTON

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