



# Village of Lake in the Hills

600 Harvest Gate, Lake in the Hills, Illinois 60156

AD HOC – STRATEGIC PLANNING MEETING MINUTES

JUNE 29, 2021

## Call to Order

The meeting was called to order at 7:00 pm.

Roll call was answered by Trustees Murphy, Anderson, Bojarski, Huckins, Dustin, Harlfinger, and President Bogdanowski.

Also present were Village Administrator Fred Mullard, Assistant Village Administrator Shannon Andrews, Deputy Chief of Support Services Mary Frake, Finance Director Pete Stefan, Public Works Director Tom Migatz, Community and Economic Development Director Josh Langen, and Village Clerk Shannon DuBeau.

## Up for Discussion

### Strategic Goal Setting

Presented by Village Administrator Fred Mullard

In 2017, the Village developed a strategic plan to help guide our actions as we plan for the future. A successful strategy is like a three-legged stool. To be sound, the WHO, HOW, and WHAT need to be established. The current problem statement and guiding policy have a focus on the financial health of the Village, the HOW we can best prepare for the future. Since we have a plan for the HOW and WHO, the next critical piece is WHAT long-range priorities we want to focus on. The development of a limited number of strategic goals and objectives can sharpen the focus of staff's efforts to meet the specific vision of the Board.

### The Planning Process

Administrator Mullard will direct each member of the Board to identify roughly two goals from the list of priorities for the WHAT. The Board will then vote on their top four goals from the collective list in an effort to narrow the goals being considered. The third step will be a review and refinement of the selected goals while identifying their objectives. After tonight's meeting, the final step will be in the hands of the department heads; as they will be tasked with establishing the initiatives needed to successfully meet each goal and objective.

### Goal Identification

Trustee Huckins' first recommended goal is to increase revenue from the development of the Rt. 47 and Rt. 31 corridors, with a stronger focus on Rt. 47. Trustee Dustin requested a written plan for expansion of Rt. 47. Administrator Mullard explained that the specifics will be included with the initiatives. Trustee Huckins' second recommended goal is to go green by making the Village more environmentally friendly through many channels (e.g. trash, lighting, traffic).

Trustee Murphy's recommended goals are to grow our recreation programming and continue to provide premiere parks.

Trustee Bojarski's first recommended goal is to keep building on the Parks & Recreation programs, stating that they are well received by residents. Her second recommended goal is to produce more community engagement in an



# Village of Lake in the Hills

600 Harvest Gate, Lake in the Hills, Illinois 60156

AD HOC – STRATEGIC PLANNING MEETING MINUTES

JUNE 29, 2021

effort to make people feel more connected. She explained that this can be done through our parks. Trustee Bojarski also agrees with Trustee Huckins on the need for a green initiative.

Trustee Dustin's recommended goals are to improve the financial health of the Village and balance the budget.

Trustee Anderson's first recommended goal is to identify ways to expand revenue. Her second recommended goal is to establish a community gathering area (e.g. a square or downtown area); stating that she would like the Village to feel more like a unit than a puzzle piece. Trustee Huckins mentioned the REC2U van as a step toward bringing the community together in the local parks. Trustees Anderson and Murphy stressed the importance of collaborating with Parks & Recreation.

Trustee Huckins added public safety to the list of goals. He recommended using quarterly community outings as a platform for safety training. These outings can double as a way to improve community engagement.

Trustee Murphy recommended the Village bring growth and awareness to the small businesses in our community. In response, Trustee Huckins mentioned bringing back some aspect of the Business Relations Committee to help with this effort.

Trustee Dustin recommended planning innovative community events, citing the success of the inaugural Century Ride. Trustee Huckins added that events of this nature help bring people from surrounding areas to our community.

President Bogdanowski's first recommended goal is to improve and grow Parks & Recreation. His second recommended goal is to develop Rt. 47. President Bogdanowski would also like to bring more awareness to residents regarding Village events.

Trustee Harlfinger would like to see all of the presented ideas move forward. Concerning a community gathering area, he sees Sunset Park as the best option based on the availability of surrounding land parcels.

Trustee Harlfinger feels that it is vital for the Village to give businesses incentive to join our community. He addressed the issue of the Village boundaries being described as a jigsaw puzzle. In response, he demonstrated on a Village map, showing which parcels he recommends negotiating with Cary and Algonquin. His aim is to fill in the gaps, creating a larger buildable parcel along Rt. 31 for commercial use. In regard to developing the Rt. 47 corridor, Trustee Harlfinger noted a concern over water and sewer. He went on to ask Administrator Mullard if there is anything we can do about the shuttered tree farm located in that area. Administrator Mullard stated that Community and Economic Development Director Josh Langen has discussed options with the property owners.

Trustee Harlfinger would also like to see the Village work with neighboring communities on parks and recreation shared services, stating that we have a Parks Department, not a Park District. Lastly, Trustee Harlfinger recommended capitalizing on the airport and its surrounding land. He mentioned the possibility of bringing the Air Expo back with increased attendance and improved revenue.



# Village of Lake in the Hills

600 Harvest Gate, Lake in the Hills, Illinois 60156

AD HOC – STRATEGIC PLANNING MEETING MINUTES

JUNE 29, 2021

Trustee Huckins asked if there is a timeline for the Quarry opposite of Vulcan Lakes. Administrator Mullard stated that the Village is looking into selling it. Adding that this item can fall under the goal of economic development or better use of unimproved lands.

Trustee Harlfinger recommended adding the construction of a new police station to the goals. He also questioned the best use of the former fire station. Trustee Huckins asked where the prior police station discussion ended. Deputy Chief of Support Services Frake stated that there is a capital request for directional input from the Board for 2022. She explained that the Police Department has completed but not yet deployed a public awareness campaign explaining why a new facility is needed.

Trustee Dustin inquired about ownership of the land south of the Bellchase subdivision near Huntley Rd. Administrator Mullard stated that ownership is divided between the surrounding areas. He will look into the specifics and supply the details.

## Goal Elimination

At this point, the Board was presented with the following list of their selected goals:

1. Provide a wide array of outstanding parks and recreation programs and services
2. Develop parks and gathering spaces
3. Developmental growth on Rt. 31, Rt. 47, and the airport
4. Financial health, balanced budget, revenue expansion
5. Community engagement, increase awareness of Village offerings
6. Develop small businesses
7. Green initiative
8. Innovative community events
9. Community safety
10. Police station

The Board then ranked the goals as follows:

1. Developmental growth on Rt. 31, Rt. 47, and the airport
2. Provide a wide array of outstanding parks and recreation programs and services
3. Financial health, balanced budget, revenue expansion
4. Develop small businesses
5. Police station
6. Develop parks and gathering spaces
7. Community engagement, increase awareness of Village offerings
8. Green initiative
9. Innovative community events
10. Community safety

Though the plan was to identify and develop only the top four goals, there was a tie between developing small businesses and improving the police station. When asked for clarity on the goal to develop small businesses by listing two objectives, Trustee Huckins started a conversation pertaining to a lack of communication between the



# Village of Lake in the Hills

600 Harvest Gate, Lake in the Hills, Illinois 60156

AD HOC – STRATEGIC PLANNING MEETING MINUTES

JUNE 29, 2021

Village and small businesses. Possible promotional resources were discussed, including the former Business Relations Committee and the Algonquin/Lake in the Hills Chamber of Commerce. President Bogdanowski mentioned the possibility of the Chamber hosting a business summit. Administrator Mullard asked the Board to choose between the two tied goals: develop small businesses or police station. The Board collectively decided that each was equally important, keeping both. Thus, the ranked list was reduced to the following top five goals:

1. Developmental growth on Rt. 31, Rt. 47, and the airport
2. Provide a wide array of outstanding Parks & Recreation programs and services
3. Financial health, balanced budget, revenue expansion
4. Develop small businesses
5. Police station

## Goal Refinement

From the ranked list, the Board further evaluated the top five goals starting with the goal to develop small businesses.

Trustee Harlfinger recommended the Village start working with the Huntley Chamber of Commerce or create a new Chamber. Trustee Huckins voiced doubt that current Algonquin/Lake in the Hills Chamber members would want to move to the Huntley Chamber of Commerce. To this point, President Bogdanowski recommended putting someone in place with the purpose of helping these businesses. Trustee Murphy recommended rethinking the makeup of a Business Relations Committee to include members of those businesses. In an effort to define how small businesses need help, Trustee Dustin pointed to promoting the businesses and in turn drawing customers to them. Trustee Murphy stated that she recently took part in producing a social media promotion for small businesses via short videos showcasing their offerings. President Bogdanowski recommended including staff-level business communications as an objective for this goal.

From this discussion, the following objectives were identified:

- **Develop small businesses**
  1. Expand beyond Algonquin/Lake in the Hills Chamber
  2. Improve business relations
    - Help businesses grow
    - Reestablish the business relations committee
    - Recruit partners to improve business relations
  3. Improve communications
  4. Dedicate staff resources to improving relations

Trustee Huckins stressed the need for a Business Relations Committee, stating that we can help to remove roadblocks and let the businesses know that we are here to help.

After further discussion, the structure of the objectives was refined to the following:

- **Develop small businesses**
  1. Expand beyond Algonquin/Lake in the Hills Chamber
  2. Improve business relations

Ad Hoc Strategic Planning Meeting Minutes  
June 29, 2021



# Village of Lake in the Hills

600 Harvest Gate, Lake in the Hills, Illinois 60156

AD HOC – STRATEGIC PLANNING MEETING MINUTES

JUNE 29, 2021

- Help businesses grow
- Reestablish the business relations committee
- Recruit partners to improve business relations
- Improve communications
- Dedicate staff resources to improving relations

The Board moved on to identifying objectives to support the goal of improving the police station.

Trustee Dustin suggested constructing a new police station as an adjoining building to the Village Hall. Deputy Chief of Support Services Frake stated that this was an option in the previous plan. Trustee Murphy recommended reviewing all of the original options. President Bogdanowski suggested the old police station be used by the Parks Department. Trustee Bojarski recalled that repurposing the old police station would incur a large cost. Trustee Huckins requested that repurposing the old police station be added as an objective. Issues with previous plans were rehashed, leading Trustee Murphy to suggest adding an objective to better define the objective of the project. After reviewing the objectives, there was a decision to rename the goal to *improve police facilities* with an objective of building a new police station.

The final list of objectives was defined as follows:

- **Improve police facilities**
  1. Proceed with construction of new police facility
  2. Better define objective of project
    - Determine appropriate future use of existing building

The Board moved on to identifying objectives to support the goal of improving financial health, balancing the budget, and expanding revenue.

Several Board members brought up the topic of taxes. Trustee Dustin pitched increasing revenue instead of taxes. Trustee Huckins pointed to expense efficiencies as another alternative. Trustee Anderson asked how often the Village's expenses are looked at and where we can cut cost. Trustee Dustin followed by asking for the 5-year outlook, stating that in the previous reported projection, the budget was being depleted. Administrator Mullard explained that the report being referenced was based on several assumptions. He stated that additional sources of revenue, in lieu of increasing property taxes, may include streaming fees for service providers. While President Bogdanowski does not advocate raising the sales tax, he did list increasing the percentage and bringing in more businesses as possible avenues for increasing revenue. Administrator Mullard stated that he will look into our fees and fine structures.

From this discussion, the following objectives were identified:

- **Financial Health, balanced budget, revenue expansion**
  1. Revenue expansion without increasing property taxes
  2. Review expenses
  3. Review fee structure
  4. Efficient spending

Ad Hoc Strategic Planning Meeting Minutes  
June 29, 2021



# Village of Lake in the Hills

600 Harvest Gate, Lake in the Hills, Illinois 60156

AD HOC – STRATEGIC PLANNING MEETING MINUTES

JUNE 29, 2021

After further discussion, the structure of the objectives was refined to the following:

- **Financial Health, balanced budget, revenue expansion**
  1. Revenue expansion without increasing property taxes
    - Review fee structure
  2. Review expenses
    - Efficient spending

The Board moved on to identifying objectives to support the goal of providing a wide array of outstanding parks and recreation programs and services.

Trustee Huckins suggested reviewing past programs that have been eliminated and partnering with the Park Districts to identify where services can be combined. He recalled previous talks pertaining to the use of RedTail Golf Club as a venue for programs. Trustee Anderson pitched branching out via events such as tournaments with an aim at attracting people from neighboring communities. She also explained that our area is lacking special needs parks and suggested designing Larsen Park to be fully inclusive. While refining the objectives, there was a short discussion to clarify whether this goal is in reference to the organization named *Parks & Recreation* or if the term is being used to describe public areas and activities. Administrator Mullard explained that there is overlap. As disc golf was mentioned in this discussion, Trustee Huckins suggested hosting a disc golf tournament. Trustee Anderson requested that the use of facilities be added as an objective.

The final list of objectives was defined as follows:

- **Provide a wide array of outstanding parks and recreation programs and services**
  1. Review prior years & expand recreation programs
    - Sports tournaments
    - Disc golf
  2. Improve the Parks master plan and use of facilities
    - Partnerships with Parks Districts
    - Special needs opportunities
    - Attract from region

The Board moved on to identifying objectives to support the goal of developing key growth corridors on Rt. 31, Rt. 47, and the airport

Trustee Anderson stated that we need to identify what we want to accomplish with this goal. Harlfinger identified sewer and water as items needed. Trustee Dustin recommended having a plan written up to peak interest and incubate the development process. He voiced interest in developing the area northwest of Ackman Rd. and Haligus Rd. After discussing boundaries and a distribution of commercial vs residential development, Administrator Mullard recommended broadening the goal by eliminating the Rt. 31, Rt. 47, and airport wording. Trustee Huckins asked if sewer and water lines have been established in the area near Ackman Rd. Administrator Mullard stated that the area has a potential for sewer and water. Trustee Dustin again recommended creating a visual plan for the purpose of identifying all possibilities.



# Village of Lake in the Hills

600 Harvest Gate, Lake in the Hills, Illinois 60156

AD HOC – STRATEGIC PLANNING MEETING MINUTES

JUNE 29, 2021

The final list of objectives was defined as follows:

- **Develop key growth corridors**
  1. Identify needs / challenges
  2. Develop a visual plan
    - Sewer and water expansion
    - Establish a design plan with a vision

Administrator Mullard stated that he will present the outlined goals at the Committee of the Whole Meeting on July 13<sup>th</sup>. Once the goals and objectives are accepted, staff will begin identifying initiatives.

## Village President Reports

President Bogdanowski announced that Chief Brey's retirement open house will take place tomorrow at 2:30 pm.

## Audience Participation

None.

## Adjournment

There being no further business to discuss, the Ad Hoc Strategic Planning meeting was adjourned at 8:57 pm.

Submitted by,

A handwritten signature in black ink that reads "Shannon DuBeau".

Shannon DuBeau  
Village Clerk