



# STRATEGIC PLAN GENEVA 2025

Adopted 2018 - Revised 2021





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*Cover Image Photo Credits: Megan Bjornstrom (sidewalk and trees), "BT" Trier Weiler (Metra Train on Bridge), and Ashley Nakayama (children with wagon)*

## Introduction

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It is our pleasure to present the 2025 City of Geneva Strategic Plan, the result of a collaborative effort to provide a framework for guiding the decisions that will shape our community's future. Through this process, we reflected on our community's accomplishments, identified Geneva's strengths, and acknowledged areas where we must strive to improve. Each and every step in this process has been an affirmation of our commitment to transparency, accountability, and developing a quality plan that will inform decision making.

As you may recall, work on this plan began in November 2016 when the City Council approved a process to develop a new strategic plan. Following that decision, the Strategic Plan Advisory Committee began working with a consultant to engage residents and stakeholders. Through our efforts to engage the community, the committee has volunteered countless hours of time to understand what matters most to Geneva. The voice of our residents, business owners, and stakeholders is woven throughout each aspect of this plan.

With your help, we have developed a roadmap for our future which focuses on: Economic Vitality, Strong Governance, Environmental Stewardship, Excellent Municipal Services, and Quality of Life. This plan is more than a collection of aspirations, it is a resource that will help Geneva navigate changes and overcome challenges. Each item in this plan has been carefully crafted to reflect the priorities and values of our residents, businesses, and community partners. It includes ambitious goals that will guide decision making and ensure Geneva remains a prosperous and vibrant community.

We sincerely appreciate every community member who provided their time and input to the process, and City staff for their hard work and commitment to the community. With development of the plan complete, we look forward to working with everyone to help bring our shared vision to life.

Sincerely,

The Strategic Plan Advisory Committee

## Understanding this Plan

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*The purpose of the strategic plan is to articulate a vision for the community's future. In addition to the plan's visions, the document provides a framework for allocating resources and guiding policy decisions to move the community towards realizing its vision. The plan contains several key components to guide the development of work plans and prioritize actions. A brief description of each component is detailed below.*

### **Vision:**

The “Visions” contained within this plan paint the picture of the community and organization the City desires to be. These visions are aspirations and provide an overall framework to achieve strategic objectives.

### **Outcome:**

Each vision includes a series of outcomes or results. As written, the outcomes are anticipated changes that will occur as the City achieves each vision's strategic objectives.

### **Objective:**

Each vision outlines a series of specific objectives to guide our collective efforts. Objectives detail strategies and activities that must be completed to achieve the corresponding vision. The City Council is responsible for setting policy and prioritizing objectives to guide staff in executing the action items.

### **Action Items:**

The action items are specific tactics that will take place in pursuit of the plan's desired outcomes and objectives. To ensure accountability action items will be reviewed and updated on an annual basis. Annual updates to the plan may include the addition, removal, or changes to existing action items.

### **Performance Indicators:**

The City's strategic plan will be tied to relevant and tangible performance indicators. The performance indicators will be regularly updated to communicate progress to the public and maintain alignment with the plan.



## Vision

In 2025, Geneva is a destination community with an economy that reflects, preserves and enhances the City’s unique culture and historic character. The City’s economic development strategy results in greater economic vitality, diversification of the tax base and an improved quality of life for residents. New and redeveloped areas feature greater housing diversity, supporting independent business and large employers alike. Visitors are continually drawn to Geneva as a place to work, shop, stay and play.

### Key Outcomes

- A. Increased sales tax revenue
- B. Consistent population growth
- C. Increased Equalized Assessed Valuation (EAV)
- D. Increased revenues generated in established TIF districts
- E. New investment and reinvestment opportunities throughout the City
- F. Increased square footage of total commercial retail and industrial space
- G. Optimized ratio of property tax from commercial, industrial, residential categories
- H. Greater diversity of available housing options (*apartments, townhomes, condos, and multi-family*)

### Objective I:

**Maintain an economically healthy population through support of new housing opportunities and changes that may allow for greater variety of housing available to individuals at all stages of life and income levels.**

Outcomes								Action Items
A	B	C	D	E	F	G	H	
				X			X	Define Code requirements for residential uses above existing commercial structures
	X						X	Create report to summarize and track characteristics of approved residential developments
X	X	X	X		X		X	Promote mixed use and transit oriented development

**Objective II:**

Develop a resilient local economy through the development of new commercial and industrial opportunities that add to the City’s tax base.

Outcomes								Action Items
A	B	C	D	E	F	G	H	
X				X	X	X		Finalize design and initiate construction of the East State Street Corridor and streetscape improvements
		X		X	X	X		Complete the Kautz Road extension
		X		X	X	X		Begin work to extend Geneva Drive
		X	X		X	X		In furtherance of the Southeast Area Master Plan (SEMP) complete annexation proceedings with developers
		X	X		X	X		Evaluate public/private partnership opportunities to complete Southeast Area Master Plan (SEMP)
X		X	X	X	X	X		Evaluate and hold study session to review recommended updates to the 2014 Economic Development Policy
X		X	X	X	X	X		Review and update the 2010 Historic Property Design Guidelines

**Objective III:**

Encourage tourism by enhancing the City’s image and better accommodating the needs of visitors.

Outcomes								Action Items
A	B	C	D	E	F	G	H	
X					X			Identify preferred location and funding strategy for additional downtown parking deck
X			X					Work with stakeholders to develop a new destination marketing campaign
X			X					Improve wayfinding signage and informational kiosks downtown
X			X	X				Evaluate feasibility of providing wireless internet access throughout downtown and developing digital landing page
X				X				Revise Geneva City code as it relates to bed and breakfast regulations to provide for more opportunities for said establishments

Outcomes								Action Items
A	B	C	D	E	F	G	H	
X		X	X	X	X			Catalog existing parking space leases and develop recommendations regarding public parking policies
				X				Develop plan for the extension of SSA #1
X		X	X	X				Evaluate and make recommendations regarding a Tourism Grant Program

**Supporting City Plans, Documents, and Policies**

- Comprehensive Plan
- Downtown Station Area Master Plan
- Homes for a Changing Region Plan
- Historic Preservation Plan
- Southeast Area Master Plan
- East State Street Redevelopment Project and Plan (TIF 2)
- Fox River Redevelopment Project and Plan (TIF 3)

**Partners**

- Local, State and County Taxing bodies and Government
- Property Owners/Developers
- Residents
- Chamber of Commerce/Business Owners
- Real estate brokers
- Geneva Park District
- Cultural Arts Committee



## Economic Vitality Performance Indicators

Indicator	2016	2017	2018	2019	2020	Target	Status
Sales Tax Revenue	\$7,343,971	\$7,504,115	\$8,056,513	\$9,765,936	\$8,334,141	Increase	●
Estimated Population	21,910	22,012	21,899	21,809	21,393	Increase	●
EAV	\$978,064,190	\$1,010,041,569	\$1,047,796,274	\$1,072,103,159	\$1,090,050,433	Increase	●
TIF 2 EAV	\$5,623,035	\$5,698,572	\$5,893,341	\$5,852,897	\$5,894,950	Increase	●
TIF 3 EAV	\$7,361,518	\$7,476,013	\$7,702,354	\$8,149,741	\$8,268,687	Increase	●
Number of Permits Issued*:							
Residential*	1,079	1,070	818	940	904	Maintain or Increase	●
Commercial*	174	143	183	166	163		
Industrial*	3	1	0	0	0		
Other*	656	649	540	682	596		
Value of Permits Issued*	\$48,200,371	\$67,170,653	\$70,135,041	\$91,038,869	\$43,705,512	Increase	●
Affordable Housing Appeals Act Compliance‡	-	-	-	-	27/153‡	Achieve	●

**All data presented in calendar year unless noted otherwise**

\* The City's fiscal year is May 1 – April 30.

\*\* Evaluating current software capabilities to begin tracking data.

‡ 180 units required to achieve compliance (27 approved units to date)



## Vision

In 2025, Geneva's City Council and Administration are respectful and transparent in their communication. Elected officials work collaboratively with staff to implement the strategic plan, utilizing a wide array of traditional and electronic communication methods to engage residents and solicit feedback. City Council and staff find value in opportunities to partner with neighboring municipalities to promote financial stability and maximize efficiency.

### Key Outcomes

- A. Strategic plan priorities and action items reflected in the annual budget
- B. Transparent, predictable and efficient processes exist for citizens and stakeholders
- C. Citizen engagement increased through use of traditional and electronic communication tools
- D. Maintained or improved Aa2 credit rating
- E. Increased percentage of residents rate the City's communication efforts as "good or excellent"

### Objective I:

The City regularly seeks opportunities to increase transparency, solicit feedback and educate its community members.

Outcomes					Action Items
A	B	C	D	E	
		X		X	Develop a "Citizens Academy" to create an informed public and connect with residents interested in public service
X	X				Develop an orientation guide and training program for newly elected City Council and Board and Commission members
	X				Hold a study session for City Council and key stakeholders to educate on the principles of Home Rule
	X				Provide resources and annual training for City's FOIA Officers
	X	X		X	Develop procedures and best practices for employees and City officials participating in virtual meetings
	X				City officials meet quarterly with other taxing bodies to develop new partnerships and advance shared goals

**Objective II:**

Elected officials regularly engage with members of the community to ensure the City’s strategic goals align with the priorities of residents and businesses.

Outcomes					Action Items
A	B	C	D	E	
X			X		SPAC participates in annual workshop with City Council to ensure priority action items are reflected in the City’s annual budget
	X	X		X	Council members personally interact with residents in their ward outside of regular meetings on an on-going or as-needed basis

**Supporting City Plans, Documents, and Policies**

- Annual Budget
- Capital Improvement Plan
- Website
- Social Media Channels
- Geneva Broadcasting Network
- Kane County
- Comprehensive Annual Financial Report
- Popular Annual Financial Report

**Partners**

- Other governmental bodies (school district, park district, library district, etc.)
- Neighboring municipal governmental bodies (St. Charles, Batavia, West Chicago)

## Strong Governance Performance Indicators

Indicator	2016	2017	2018	2019	2020	Target	Status
Bond Rating	Aa2	Aa2	Aa2	Aa2	Aa2	Maintain	●
GenevaMail Unique Open Rate	-	45%	47%	45%	46%	Increase	●
Quarterly Newsletter Subscribers	2,153	2,128	2,140	2,089	2,088	Increase	●
Percentage of Residents rating Elected Officials & Staff as “Responsive”	-	62%	-	66%	-	Increase	●



## Vision

In 2025, Geneva has a vibrant and diverse tree canopy spanning every neighborhood. Relationships with neighboring communities are continually strengthened through united efforts to reduce our carbon footprint and preserve the environment. Geneva benefits from environmentally friendly development that enhances access to all of the community’s natural resources from the Fox River to Prairie Green. The City champions best practices and policies to promote long-term sustainability.

### Key Outcomes

- A. Expanded parkway tree canopy
- B. Reduction in energy consumption at City facilities
- C. Diverted a greater percentage of waste from landfills
- D. Decreased the community’s carbon and greenhouse gas emissions
- E. Reduced fuel consumption for City vehicles and equipment
- F. Improved quality of storm water runoff reaching the Fox River in Geneva
- G. Increased the percentage of the City’s energy provided from renewable sources of power

### Objective I:

Maintain and enhance a healthy and diverse tree canopy throughout the City.

Outcomes							Action Items
A	B	C	D	E	F	G	
X			X				Adopt amendments to the City’s tree preservation ordinance
X							Complete requirements to maintain “Tree City USA” designation
X			X				Promote participation in the 50/50 Tree Replacement Program

### Objective II:

Take actions to promote long-term sustainability & reduce the City’s carbon footprint.

Outcomes							Action Items
A	B	C	D	E	F	G	
			X			X	Work with area partners to develop a strategy for benchmarking carbon emissions

Outcomes							Action Items
A	B	C	D	E	F	G	
	X		X			X	Identify and implement improvements to reduce energy use at City facilities
			X			X	Review residential and commercial standards for the installation of solar and wind power
			X			X	Update billing software to accommodate net metering for residential customers
			X			X	Evaluate solar generation capacity of distribution system and update City code as it pertains to net metering

**Objective III:**

**Implement initiatives to protect the Fox River and preserve groundwater resources.**

Outcomes							Action Items
A	B	C	D	E	F	G	
	X				X		Identify sources of inflow and infiltration to the sanitary sewer system
					X		Identify preferred methods to improve sanitary sewer system capacity and reduce bypass events
					X		Restore natural bio-swales to improve stormwater runoff quality
	X				X		Develop an illicit discharge detection and remediation program
					X		Develop webpage outlining resources and actions residents can take to help improve groundwater resources and the Fox River

**Objective IV:**

**Geneva residents actively contribute to preserving the City's natural environment.**

Outcomes							Action Items
A	B	C	D	E	F	G	
	X	X	X		X		Launch public awareness campaigns that encourage residents to make sustainable choices and engage in environmentally friendly behaviors (e.g. skip the straw, carry your cup)
		X	X				Promote and expand participation in the household hazardous waste collection program
		X	X				Partner with Kane County to raise awareness and promote <i>Kane County Recycles</i> with residents

## ***Supporting City Plans, Documents, and Policies***

- Bikeway Implementation Plan
- Chicago Climate Charter
- Geneva City Code
- Greenest Region Compact 1
- Greenest Region Compact 2
- Kane County Stormwater Ordinance

## ***Partners***

- Natural Resources Committee
- Geneva Park District
- Friends of the Fox
- Fox River Ecosystem Partnership
- Geneva Community School District 304
- Sierra Club-Valley of the Fox Group
- National Trust for Historic Preservation
- Green Building Council
- Metro West Council of Governments
- Kane County Division of Environmental and Water Resources
- Illinois EPA
- Illinois Department of Natural Resources
- Student Government Committee



# Environmental Stewardship Performance Indicators

Indicator	2016	2017	2018	2019	2020	Target	Status
Waste Diverted from Landfill (Tons)	3,741	3,460	4,011	4,383	4,867	Increase	●
Tree City USA	✓	✓	✓	✓	✓	Continue	●
No. of Parkway Trees Planted	60	100	90	86	106	Maintain or Increase	●
Percent of Energy Provided by Renewables	-	25%	25%	26%	26%	Increase	●
Fuel Use by City Vehicles (Gallons)*	47,928 Gas 18,423 Diesel	49,821 Gas 22,366 Diesel	49,522 Gas 22,276 Diesel	47,607 Gas 18,712 Diesel	50,640 Gas 21,742 Diesel	Decrease	●
Energy Consumption at City Facilities*	8,224,758kW	7,990,269kW	8,390,820kW	7,916,748kW	7,691,122kW	Decrease	●

All data presented in calendar year unless noted otherwise

\* The City's fiscal year is May 1 – April 30.



Photo Credit: TheFlyingKing (Water Tower)



## Vision

In 2025, the City delivers outstanding public services and maintains its high customer satisfaction rating. The City engages its employees to ensure they feel valued and remain dedicated to serving the community. Staff at all levels play an essential role in making the City of Geneva an efficient, innovative and data-driven organization. The City Council partners with staff to maintain fiscal integrity, while implementing improvements for the community.

### Key Outcomes

- A. High levels of satisfaction reported when interacting with City staff
- B. A data driven organization relying on quantifiable data and analysis to make informed decisions
- C. Improved perceptions and greater awareness about the quality and value of municipal services
- D. High performing employees that strive for continuous improvement throughout the organization

### Objective I:

The City routinely engages and surveys employees to benchmark satisfaction and promote a culture of excellence.

Outcomes				Action Items
A	B	C	D	
X		X		Capitalize on new and existing opportunities to increase staff’s interaction with residents and promote City services
X	X			Create an inventory of customer feedback and satisfaction surveys
	X		X	Develop a cross-departmental “leadership development” program for City staff

**Objective II:**

The City provides equipment, infrastructure and facilities necessary to maintain efficient and reliable public services.

<b>Outcomes</b>				<b>Action Items</b>
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	
	X	X		Develop strategy to implement recommendations from facilities assessment study
		X		Include a multi-year pavement maintenance program in the Capital Improvement Plan
		X		Develop a residential lead-line water service replacement program
	X	X		Complete the Citywide Watershed Study and prioritize recommended capital improvements
X		X	X	Evaluate the cost, viability, and policies in preparation for implementation of body cameras in the Police Department

**Objective III:**

The City regularly assesses and updates emergency procedures to ensure the safety and health of community members.

<b>Outcomes</b>				<b>Action Items</b>
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	
	X			Complete assessment and identify funding strategy for implementing improvements to the City’s Emergency Operations Center
	X	X		Update the City of Geneva Domestic Preparedness Planning and Response Plan
			X	Engage all Departments in Citywide emergency preparedness drills
	X		X	Review Departmental safety policies and develop recommendations to reduce injuries and improve reporting
	X	X	X	Update the 2015 Standard of Cover and Community Risk Assessment
X		X	X	Implement a web-based commercial inspection compliance service to improve management of code inspections and testing of fire protection systems

**Objective IV:**

The City is a data driven organization that relies on quantifiable data and analysis to make informed decisions. The City tracks and measures success in achieving the outcomes and objectives defined in this plan.

<b>Outcomes</b>				<b>Action Items</b>
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	
	X	X		Establish benchmarks to optimize the use of data in daily operations and connect performance indicators to budget document
X	X	X		Develop a comprehensive technology plan to improve business processes and explore opportunities to pilot new technologies
	X	X		Adopt an open data policy to promote greater transparency

**Supporting City Plans, Documents, and Policies**

- Personnel Policy Manual
- Geneva City Code
- Annual Budget
- Technology Master Plan
- Website
- Employee Survey



**Partners**

- City staff
- Kane County
- City Council
- Geneva Park District
- Forest Preserve
- Students



## Excellent Municipal Services Performance Indicators

Indicator	2016	2017	2018	2019	2020	Target	Status
<b>Administrative Services Department</b>							
Percentage of residents who believe services have improved over the past 5 years	-	52%	-	64%	-	Maintain or Increase	●
<b>Community Development Department</b>							
Code Violations resolved before adjudication	99%	99%	99%	99%	99%	Maintain	●
<b>Finance Department</b>							
Percentage of customers receiving e-bills	N/A	8.40%	10.40%	12.28%	14.33%	Increase	●
Percentage of transactions completed online	16%	18%	21%	22.5%	27.2%	Increase	●
<b>Fire Department</b>							
Fire Department Response Time	6:49	7:20	7:21	7:21	7:05	Decrease	●
Geneva's ISO Rating	2	2	2	2	2	Maintain or Improve	●
<b>Police Department</b>							
Average Response Time for Priority Calls	-	2 Minutes	2 Minutes	2 Minutes	2 Minutes	Maintain or Decrease	●
No. of Part 1 Property Crimes	-	183	160	132	138	Decrease	●
Number of Part 1 Violent Crimes	-	9	6	14	19	Decrease	●
<b>Public Works Department</b>							
Satisfaction with Snow Removal	-	75%	-	75%	-	Increase	●
Exceed State & Federal Drinking Water Standards	✓	✓	✓	✓	✓	Continue	●

All data presented in calendar year unless noted otherwise



## Vision

In 2025, residents take great pride in calling Geneva “home.” The City adapts to the changing needs of the community by adopting a progressive outlook, while preserving Geneva’s distinct sense of place and historic charm. Residents and visitors benefit from efforts to improve bicycle and pedestrian safety that enhance access to civic and cultural amenities. Geneva’s commitment to diversity ensures the community is a welcoming place for all individuals.

### Key Outcomes

- A. Bicycle and pedestrian safety improvements implemented
- B. Increased development and enhancement of public places and public arts programs
- C. Greater sense of inclusivity, multi-cultural amenities and programs available
- D. Increased access to programs that support aging in place for residents
- E. Increased access to a variety of new and economically diverse housing options that appeal to families and individuals at all stages of life
- F. Increased percentage of the population resides within walking distance to open space, parks, recreational trail or Fox River access points

### Objective I:

Geneva promotes active lifestyles and physical well-being by ensuring a safe environment for bicyclists and pedestrians, as well as access to natural areas.

Outcomes						Action Items
A	B	C	D	E	F	
X					X	Increase visibility and signage to better communicate bike storage locations
X					X	Revise parking standards to promote cycling, walking, and alternative transit
X					X	Revise Bikeways Plan to reflect updated priorities, implementation timelines, and identify funding
X	X				X	Support efforts to designate the Fox River as a National Water Trail
X						Evaluate the feasibility of a bike sharing program (see also Environmental Stewardship, Objective III)

**Objective II:**

Geneva’s distinct sense of place is enhanced through the development of engaging public places and an active public arts program.

Outcomes						Action Items
A	B	C	D	E	F	
	X					Complete design of French Market Pavilion
	X	X				Pilot new and unique public arts programs that engage residents and stakeholders in promoting art throughout Geneva
	X					Facilitate the installation of additional public art throughout the City
X	X					Identify opportunities to incorporate art into existing infrastructure

**Objective III:**

The City of Geneva is recognized as an inclusive community that is welcoming to people of all ages, backgrounds, abilities, and ethnicities.

Outcomes						Action Items
A	B	C	D	E	F	
		X				Evaluate the City’s hiring process and procedures to help attract a diverse workforce
		X				Update the City’s Human Resource webpage to better promote career opportunities



Photo Credit: Kim Meadows (Halloween Children)

## ***Supporting City Plans, Documents, and Policies***

- Bikeways Implementation Plan
- Geneva City Code
- Downtown Station Area Master Plan
- Homes for a Changing Region
- East State Street Redevelopment Project Area (TIF #2)
- Geneva Fox River Redevelopment Project Area (TIF #3)
- Personnel Policy Manual

## ***Partners***

- Kane County
- Chamber of Commerce
- Cultural Arts Commission
- Geneva Park District
- Planning Commission
- Historic Preservation Commission
- Students
- Friends of the Fox River
- Active Transportation Alliance
- Cultural Arts Commission
- CMAP Regional Mobility Program

## Quality of Life Performance Indicators

Indicator	2016	2017	2018	2019	2020	Target	Status
Number of Participants in the Ride in Kane Program	269	180	206	221	220	Maintain As Demanded	
Number of pedestrian injuries/fatalities	6/0	7/0	7/1	5/0	4/1	Decrease	
Number of bicycling injuries/fatalities	6/0	6/0	5/0	5/0	4/0	Decrease	
Percentage of Residences live within ¼ mile of open spaces, parks, or bike trail	-	91.50%	91.50%	91.50%	91.50%	Maintain or Increase	
Percentage of residents who describe Geneva as a “diverse and inclusive” community	-	-	-	50%	-	Increase	

All data presented in calendar year unless noted otherwise

# Completed Action Items

The strategic plan has been designed as a living document and will be updated on an annual basis to ensure accountability. As action items are completed, they will be documented in this portion of the plan document. The items listed below include significant accomplishments and milestones related to each vision.



## Economic Vitality Stimulating Strong and Competitive Opportunities

### Objective I:

Maintain an economically healthy population through support of new housing opportunities and changes that may allow for greater diversity of housing.

Outcomes								Action Items
A	B	C	D	E	F	G	H	
	X						X	Review and update the <i>Homes for a Changing Region Plan</i>
	X	X					X	Adopt amendments to zoning regulations to allow for greater diversity of housing
							X	Hold a study session with City Council and stakeholders to discuss affordable housing (see also Quality of Life, Objective III)
X	X	X	X		X		X	Promote mixed use and transit oriented development
	X	X		X			X	Identify properties that may be developed or redeveloped in support of housing opportunities

### Objective II:

Develop a resilient local economy through the development of new commercial and industrial opportunities that add to the City’s tax base.

Outcomes								Action Items
A	B	C	D	E	F	G	H	
	X	X						Draft template annexation agreements for key properties in the long term planning area

Outcomes								Action Items
A	B	C	D	E	F	G	H	
				X	X		X	Streamline permitting and development review processes
X		X	X		X	X		Develop programs and policies to facilitate repurposing properties in commercial corridors to meet changing needs of retail and commercial stakeholders



**Strong Governance**  
Setting Vision and Valuing Collaboration

**Objective I:**

The City regularly seeks opportunities to increase transparency, solicit feedback and educate its community members.

Outcomes					Action Items
A	B	C	D	E	
X		X		X	Develop a bi-annual community survey instrument to benchmark satisfaction and gather feedback on City programs and services
X		X		X	Administer a bi-annual community survey to benchmark satisfaction and gather feedback on City programs and services
	X	X		X	Develop a series of videos to help create an informed public by providing timely information on City led initiatives and services
	X				City officials meet quarterly with other taxing bodies to develop new partnerships and advance shared goals
X	X	X			Develop a “dashboard” webpage and post regular budgetary and strategic plan performance indicator updates. (see also Excellent Municipal Services, Objective IV)

**Objective II:**

Elected officials regularly engage with members of the community to ensure the City’s strategic goals align with the priorities of residents and businesses.

Outcomes					Action Items
A	B	C	D	E	
X			X		SPAC participates in annual workshop with City Council to ensure priority action items are reflected in the City’s annual budget (2018, 2019, 2020, 2021)



**Objective I:**

Maintain and enhance a healthy and diverse tree canopy throughout the City.

Outcomes							Action Items
A	B	C	D	E	F	G	
X							Complete requirements to maintain “Tree City USA” designation (2018, 2019, 2020, 2021)
X			X				Promote participation in the 50/50 Tree Replacement Program

**Objective II:**

Take actions to promote long-term sustainability and reduce the City’s carbon footprint.

Outcomes							Action Items
A	B	C	D	E	F	G	
			X				Evaluate the feasibility of a bike sharing program (see also Environmental Stewardship, Objective III)

**Objective III:**

Implement initiatives to protect the Fox River and preserve groundwater resources.

Outcomes							Action Items
A	B	C	D	E	F	G	
				X	X		Acquire equipment to expand anti-icing program
				X	X		Expand anti-icing program through expanded storage capacity

**Objective IV:**

Geneva residents actively contribute to preserving the City’s natural environment.

Outcomes							Action Items
A	B	C	D	E	F	G	
		X					Provide receptacles to promote recycling in downtown Geneva



**Objective I:**

The City routinely engages and surveys employees to benchmark satisfaction and promote a culture of excellence.

Outcomes				Action Items
A	B	C	D	
	X		X	Develop and administer an employee survey
X			X	Implement a 2 year peer support program in the Police Department

**Objective II:**

The City provides equipment, infrastructure and facilities necessary to maintain efficient and reliable public services.

Outcomes				Action Items
A	B	C	D	
		X		Include a multi-year pavement maintenance program in the Capital Improvement Plan (2019, 2020, 2021)
		X		Develop a residential lead-line water service replacement program
X		X	X	Implement and evaluate use of in house social worker to supplement on-call resources and assist the Police Department

**Objective III:**

The City regularly assesses and updates emergency procedures to ensure the safety and health of community members.

Outcomes				Action Items
A	B	C	D	
	X		X	Complete the Commission on Fire Accreditation International (CFAI) 2021 Accreditation Cycle

### Objective IV:

The City is a data driven organization that relies on quantifiable data and analysis to make informed decisions. The City tracks and measures success in achieving the outcomes and objectives defined in this plan.

Outcomes				Action Items
A	B	C	D	
X	X	X		Develop new GIS datasets and make available for public use
X	X		X	Provide GIS training opportunities to promote use of existing GIS technology
X	X		X	Develop a “dashboard” webpage and post regular budgetary and strategic plan performance indicator updates (see also Excellent Municipal Services, Objective IV)



Quality of Life  
Fostering a Resilient, Safe, Inclusive, and Vibrant City

### Objective I:

Geneva promotes active lifestyles and physical well-being by ensuring a safe environment for bicyclists and pedestrians, as well as access to natural areas.

Outcomes						Action Items
A	B	C	D	E	F	
X						Evaluate the feasibility of a bike sharing program (see also Environmental Stewardship, Objective III)

### Objective II:

Geneva’s distinct sense of place is enhanced through the development of engaging public places and an active public arts program.

Outcomes						Action Items
A	B	C	D	E	F	
	X					Support the “Art on Fire”, “Bike + Rack = Art” and “Gimmie Shelter” programs

**Objective III:**

The City of Geneva is recognized as an inclusive community that is welcoming to people of all ages, backgrounds and ethnicities.

<b>Outcomes</b>						<b>Action Items</b>
<b>A</b>	<b>B</b>	<b>C</b>	<b>D</b>	<b>E</b>	<b>F</b>	
		X	X	X		Hold a study session with City Council and stakeholders to discuss affordable housing (see also Economic Vitality, Objective I)
		X		X		Create a Diversity Task Force to advise the City Council

# Plan Amendments

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The strategic plan has been designed as a living document and will be updated on an annual basis to ensure accountability. Throughout the life of this plan, any changes or amendments to the plan document will be annotated here.

## Economic Vitality

- 3.15.21 Text amendment to outcome H, add examples: *apartments, townhomes, condos, and multi-family*
- 3.15.21 Text amendment Objective I from “allow for greater diversity of housing” to “allow for greater variety of housing available to individuals at all stages of life and income levels”
- 3.15.21 Added indicator, compliance with Affordable Housing Appeals Act
- 3.15.21 Text amendment to East State Street action item to reflect current status
- 3.15.21 Remove performance indicators relating to average permit days, incorporate into future departmental budget performance measures

## Strong Governance

## Environmental Stewardship

- 3.15.21 Update indicator to read “Percentage of Waste Diverted from Landfill”  
Changes will be calculated and reported as a percentage in 2021

## Excellent Municipal Services

- 11.19.18 Text amendment to remove the term “world class” from Objective II
- 11.01.19 Changed indicator to reflect survey question. “Percentage of residents who believe services have improved over the past 5 years”

## Quality of Life

- 12.06.21 Text amendment to add the term “abilities” to Objective III

# Acknowledgements

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Development of the Strategic Plan was led by the Strategic Plan Advisory Committee, authorized by the City Council, supported by staff, and guided by a diverse team of Geneva stakeholders. The plan is the result of a collaborative effort and leadership of many individuals who selflessly donated their time and expertise to help shape a vision for our community's future. Unlike past plans, this plan has primarily been a volunteer effort and for that reason special recognition goes to the dedicated members of the Strategic Plan Advisory Committee members who developed this plan.

## City Council

Kevin Burns, Mayor  
Mike Bruno, 1<sup>st</sup> Ward  
Tara Burghart, 1<sup>st</sup> Ward  
Brad Kosirog, 2<sup>nd</sup> Ward  
Richard Marks, 2<sup>nd</sup> Ward  
Becky Hruby, 3<sup>rd</sup> Ward  
Dean Kilburg, 3<sup>rd</sup> Ward  
Gabe Kaven, 4<sup>th</sup> Ward  
Amy Mayer, 4<sup>th</sup> Ward  
Craig Maladra, 5<sup>th</sup> Ward  
Robert Swanson, 5<sup>th</sup> Ward

## Strategic Plan Advisory Committee

Jill Johnson, Chair  
Winnie Frankel, Vice-Chair  
Billy Malecki, Secretary  
David Monaco, Treasurer  
Madeline Cooper, Student Representative  
Dave Ellet  
James Kafer  
Melanie Mannon  
Alexa Schwab

*Former members of the City Council and SPAC who were involved or contributed to development of the plan.*

## City Council

Mike Clements, 2<sup>nd</sup> Ward  
Jeanne McGowan, 4<sup>th</sup> Ward  
Jim Radecki, 4<sup>th</sup> Ward

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Elizabeth Clements  
Davis Dickinson  
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