



GENEVA 2030 STRATEGIC PLAN

**ADOPTED
SEPTEMBER 30, 2024**

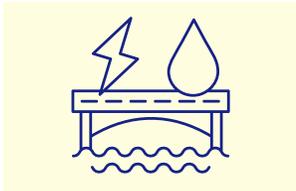




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Introduction

A strategic approach to meeting our goals

Outcomes for our community

The Strategic Plan is focused on driving meaningful outcomes for our community. The goals and objectives specified within were derived from priorities identified by the community through a broad public engagement process. Key Outcome Indicators provide quantifiable and tangible items to inform progress and guide improvement. When taken together, the Strategic Plan components articulate how we want our community to be in the years to come and how we will get there.



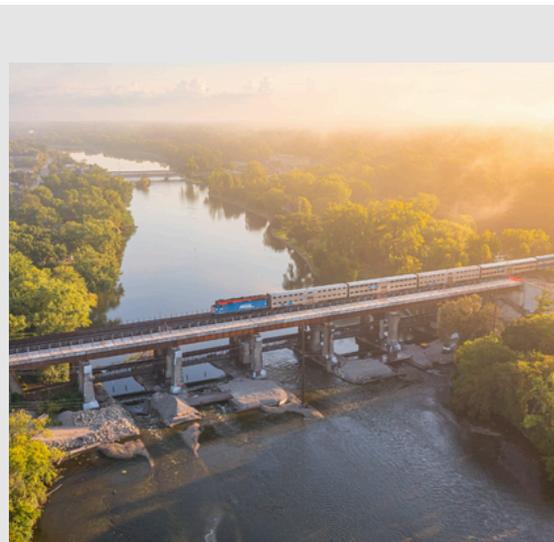
Vision and strategy alignment

This Plan provides City leadership with the highest level of policy direction. It defines six strategic goals around which all of the City's strategic outcomes and actions are organized. During its work, SPAC adopted the following Vision Statement to serve the committee and community in this process: ***Geneva is a vibrant and welcoming community where you can live your best life.*** With this overall Strategic Plan as a “north star” for the City, topically specific plans and initiatives will be intentionally designed to align with citywide strategy.



Actionable Plan

By focusing on outcome-oriented goals and indicators, the Strategic Plan lays the groundwork for action. On the pages that follow, potential actions have been identified to support the intended outcomes. These potential actions illustrate the types of work and investments that may be made in the next five years. Importantly, potential actions need to be prioritized, and funding requirements considered and approved within each budget cycle – the result of which will be the creation of a regularly updated Strategic Work Plan.



The process

The Strategic Plan is driven by community priorities. A 12-month planning process began with broad community engagement, supplemented with input from key community stakeholders. SPAC followed with careful analysis and refinement, input from the City's subject matter experts, and thoughtful consideration by the City Council.

The initial phase of work was dedicated to reviewing the City's Strategic Goals to ensure they reflected the community's voice. This process was supported by a community-wide survey and analysis of more than 1,700 survey responses from residents, stakeholders, and City staff. In addition to survey responses, 130 community members were invited to participate in a series of focus groups and individual interviews. Ultimately, input was captured from a representative cross-section of the community and included a special focus on reaching community members who are less often involved in civic affairs.

In the final stages of our process the Strategic Plan Advisory Committee held a community forum in August 2024 for the public to review and provide comments on the draft plan. The event was attended by nearly 50 individuals who provided feedback on the proposed goals, outcomes and performance indicators. This input was used to further refine the draft plan.

Where we want to go

With six strategic priority areas identified, the stage was set to develop bold and tangible goals in a structured and iterative process. This involved committee members working with staff work groups to gain a deeper understanding of City resources, strengths, and potential policies and initiatives.

How we will get there

With a clear vision established, City staff went to work identifying potential actions with the most impact to advance the goals and outcomes in the plan. These items are directly connected to desired outcomes and indicators correlated with plan implementation.



Implementation Framework

Tools for success

Roles and Responsibilities: City, Council, SPAC, Community



One of the City's primary goals in undertaking this strategic planning effort is to provide guidance for future decision-making as our community grows and changes. This deliberate, ongoing decision-making process relies on clearly defined roles and responsibilities.

City Council sets policy direction and priorities, and approves the annual budget.

City Staff advances the plan by developing recommendations and plans within the context of the City's budget, carries out initiatives, and evaluates and reports on performance.

SPAC works to breathe life into the plan by working with its sub-committees to research and bring forth recommended steps to help achieve key plan components.

Community members express their level of satisfaction with the delivery of outcomes and provide ongoing feedback to ensure the plan is a guiding document for the City.

Why do a Strategic Plan?

Strategic planning is a helpful organizational process that can increase the likelihood that the City will successfully meet its goals. Additional benefits include:

- Engaging all stakeholders
- Building consensus
- Clarifying priorities
- Identifying opportunities, strengths, and challenges
- Creating mechanisms for evaluating progress



Annual schedule

An annual planning cycle (illustrated below) will guide a deliberate process for determining priorities and implementing the Strategic Plan. Each year, a Strategic Planning Workshop brings the City Council, Staff Leadership, and community representation, through the SPAC liaison, together to identify priorities for the coming year and provide direction on work plans. Staff prepare recommendations for the budget, capital plans, and Departmental goals to advance priorities and drive plan implementation in the year ahead. Once staff develops these items, City Council reviews and formally adopts the recommended actions and initiatives as part of the budget process.

As implementation progresses, staff evaluate performance, tracking data points between updates, year to year. Results are reported to the community regularly through indicator updates and community engagement activities. Public feedback and experience are used to make informed decisions regarding updates to the plan. This “plan, do, check and adjust” cycle helps ensure there is a focus on continuous improvement and that the actions, objectives, and goals align with current conditions and community priorities.

Plan Prioritization

While all the work identified in the Strategic Plan is important, it cannot all be completed at once. The City Council’s annual prioritization exercise helps determine relative favorability of particular actions, when work will occur and what resources need to be allocated. Some of the factors considered when establishing priorities include:

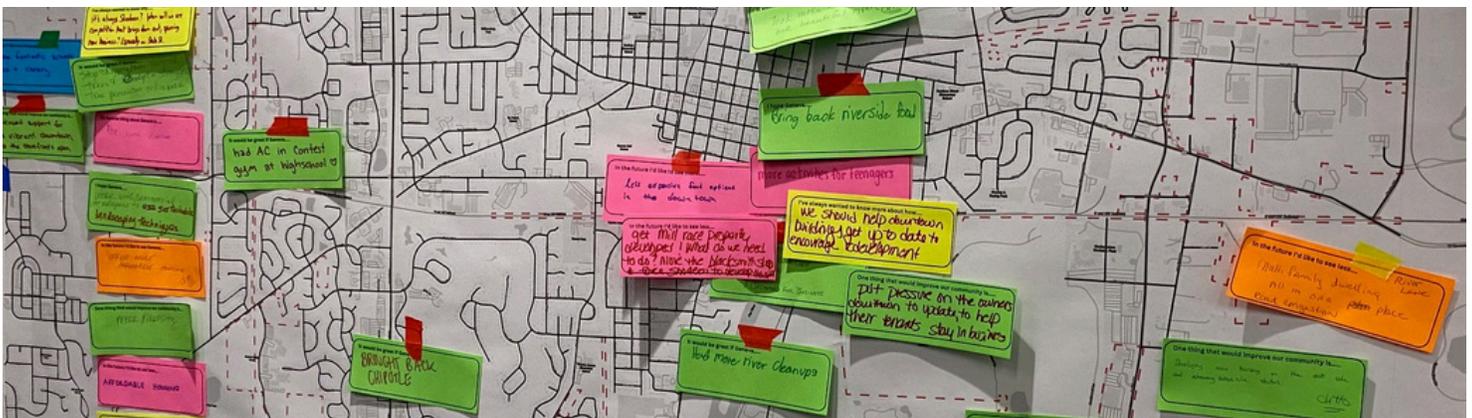
- Level of impact
- Control over outcome
- Likelihood of success
- Cost in time and money
- Timing and opportunities



Reporting structure

Periodic reporting to the City Council and Community is provided through City Council meetings, financial reports, quarterly goals updates, and routine updates to the City website. This allows the City to make the most effective use of its resources, taking advantage of timely opportunities as they are presented while working between milestone events to ensure the City is prepared to take future action. Most anticipated and potential actions will be considered during policy discussions, council presentations, or during budget development. Action and implementation will be reflected in reports and indicator tracking.

Ad Hoc	Quarterly	Annually
<p>Council Direction via:</p> <ul style="list-style-type: none"> • Budget Process • City Council Meetings • New Business Items • City Council Policy Discussions • SPAC Presentations <p>Informs Influences</p> 	<p>Internal Implementations Plans</p> <p>Internal Progress Reporting</p> <p>Departmental Goals and Work Plans</p> <p>Quarterly Goal Update Report</p> <p>Status Updates and Progress Reporting on City Website</p> <p>Drives Action</p> 	<p>City Council Annual Prioritization Workshop</p> <p>Joint City Council and SPAC Meeting</p> <p>Other Meetings and Activities Open to the Community</p> <p>Specifies Prioritizes</p> 



Plan components

Strategic Goals

These are thematic areas identified through public input. They help organize broad concepts and provide clarity to where we are going.

Desired Outcomes

Each goal has multiple desired outcomes. Each outcome describes something that would be anticipated as a result of achieving the goal.

Key Outcome Indicator

An outcome indicator is typically something tangible and measurable that may be used to gauge progress toward achieving a goal.

Key Outcome Target

A target describes the desired change in the indicator. Targets may be described as reducing, increasing, maintaining or achieving something. It should be noted that some items will require an initial baseline.

Potential Actions

The most dynamic part of the City's plan, these items are updated through the City's budget process and detail actions and initiatives being taken to implement this plan.

Plug-In-Plans

These are existing plans or policy documents that may be implemented in the course of working towards a goal. Including the plans affirms their importance and connection to the strategic plan.

Plan in Brief

Goal: Strong Governance

The City is proactive and transparent in its communication and management. Priorities are clearly communicated and a combination of community needs, desires, and legal requirements drives work. The City strives to innovate, collaborate, and engage public and intergovernmental partners.

Desired Outcomes

- Implementation of the Strategic Plan
- Financial resiliency
- Facilities meet community needs

Key Outcome Indicators

- Outcomes on target
- General Fund operating reserves
- City's credit rating
- Property tax base
- Adoption and implementation of facilities master plan

Goal: Inform and Engage Residents

Effective and deliberate community engagement promotes meaningful connections to enhance trust. Communications are at the root of a broadly shared belief that decisions are intended to enhance livability, equity, and the resilience of the community.

Desired Outcomes

- Reliable communications foster public trust
- Effectively engage the community
- City maintains a user-friendly website that serves residents and customers

Key Outcome Indicators

- Community engagement events
- Community understanding of priorities and goals
- Geneva Minute videos
- Satisfaction with communications
- Website user satisfaction
- Autopay customers
- e-bill participation

Goal: Purposeful Growth and Economic Vitality

The City provides for growth and reinvestment while preserving its sense of place and creating reasonable expectations of change. The City offers an environment where businesses may succeed and prosper. Programs, policies, and partnerships drive the growth of a diverse tax base and long-term financial sustainability.

Desired Outcomes

- A thriving downtown
- A diverse and resilient economy
- City attracts new investment and redevelopment

Key Outcome Indicators

- TIF performance
- Plan amendments, rezoning, variation, and special use requests
- Occupancy Rates
- Visitor Demographics
- Hotel Tax collections
- Sales Tax collections
- SEMP Implementation

Goal: Safe, Active, and Welcoming Community

Residents and visitors feel welcome, comfortable, and safe while enjoying the activities of daily living. All residents are able to fully access City services, provide input on policy, and feel a sense of belonging.

Desired Outcomes

- Housing choices available for all individuals
- A sense of belonging for all
- Safe and connected bike and pedestrian routes

Key Outcome Indicators

- Affordable Housing Appeals Act compliance
- New multi-family housing units
- DEI Task Force recommendations implemented
- Sense of belonging
- Completed pedestrian improvement projects
- Planned bike routes completed

Goal: Environmental Stewardship

The City strives to be a model city and steward of resources for the benefit of current and future generations. A sustainable Geneva recognizes that environmental health and human well-being are interconnected, and prioritizes a healthy environment through policies and solutions that reflect best practices and social responsibility.

Desired Outcomes

- Healthy and vibrant parkway tree canopy
- City operations reflect respect for the natural environment
- Residents actively work with the City to conserve resources

Key Outcome Indicators

- Parkway trees planted
- Diversity of parkway tree species
- % of City fleet that is hybrid/electric
- EV chargers at City facilities
- Non-revenue water loss
- Residential and commercial solar installations
- Public education events
- % of waste diverted via recycling

Goal: Quality Infrastructure and Services

The City works collaboratively and cost-effectively to deliver exceptional service while it invests in, maintains, and improves its assets. The City leverages technology to streamline service delivery and create capacity for staff to focus on impactful assignments. In delivering exceptional service, the City strengthens the community and its reputation as a professional and innovative organization.

Desired Outcomes

- City provides consistent and reliable service
- Employer of Choice
- Dependable infrastructure

Key Outcome Indicators

- Critical system reliability
- Resident service request response time
- Employee engagement index
- Professional development participation
- Advanced Life Support Response Time
- Public safety emergency call response time
- Lead line replacement progress
- Voluntary code enforcement

STRATEGIC GOAL

Strong Governance



The City is proactive and transparent in its communication and management. Priorities are clearly communicated and a combination of community needs, desires, and legal requirements drives work. The City strives to innovate, collaborate, and engage the public and intergovernmental partners.

Desired Outcomes:

SG-1: Implementation of the Strategic Plan

The City Council, SPAC, and staff work collaboratively to advance and implement the goals and initiatives within the Strategic Plan.

Potential Actions

- Refine targets and routinely publish updates to online indicator dashboard website
- Review and revise departmental budget performance measures to align with the strategic plan
- Establish internal working groups to evaluate and test innovative solutions and ideas
- Expand relationships with overlapping and neighboring agencies to align strategic goals and plans
- SPAC and subcommittee's coordinate to discuss policy recommendations with City Council

Key Outcome Indicators



SG-II: Enhance financial resiliency

The City relies on diverse revenues to adapt to changing economic conditions and support expected service levels, staffing, and technology required to meet those levels and improve financial resiliency.

Potential Actions

- Develop a long-term financial plan for the general fund
- Work with MetroWest Council of Governments to advocate for non-home rule revenue options
- Benchmark and analyze cost of services compared to other cities
- Establish standards for Request for Proposal language

Key Outcome Indicators

- General Fund operating reserves
- City's credit rating
- Property Tax base

SG-III: Facilities meet community needs

The City takes action to provide modern facilities capable of meeting current and future community needs, and accommodating new technologies and service models.

Potential Actions

- Adopt a Facilities Master Plan
- Evaluate and make recommendations regarding potential funding sources
- Budget to maintain and improve existing workplaces and facilities to ensure they are effectively utilized

Key Outcome Indicators

- Facilities Master Plan adoption and implementation

STRATEGIC GOAL

Inform and Engage Residents



The City is committed to effective and deliberate community engagement to promote meaningful connections that enhance public trust. Communications are at the root of a broadly shared belief that decisions are intended to enhance livability, equity, and the resilience of the community.

Desired Outcomes:

IE-1: Reliable communications foster public trust

The City intentionally communicates about policies, programs, and processes, and highlights successful outcomes to enhance public trust. The communication of budget processes, priorities, and initiatives is continuously evolving .

Potential Actions

- Inform the public regarding local government responsibilities, processes, and core services
- Develop a strategy to increase awareness regarding opportunities to participate in policy making and planning
- Develop communications to improve public understanding of development processes and city regulations
- Develop a mission and values to drive internal communications and foster a culture of service

Key Outcome Indicators

- Community engagement events
- Community understanding of priorities and goals

IE-II: Effectively engage the community

Through coordinated strategy and collaboration, the City works to inform and engage residents. Stakeholders have a greater awareness of opportunities to participate in policy-making and planning efforts.

Potential Actions

Key Outcome Indicators

- Include employees from all Departments in Geneva Minute videos
- Pilot new methods of engaging and informing residents about City programs and services
- Develop a presence at events taking place within the City

- Geneva Minute videos
- Communication satisfaction

IE-III: The City maintains a user-friendly website that serves residents and customers

A modern and informative website that communicates effectively and is continuously improved to better serve residents and electronically conduct business with the City.

Potential Actions

Key Outcome Indicators

- Develop and implement a strategy to increase e-bill participation
- Work with Community Development to evaluate feasibility of online payments
- Routinely survey the community and customers to ensure the website is navigable and content is relevant

- Website user satisfaction
- e-bill enrollment
- autopay customers

STRATEGIC GOAL

Purposeful Growth and Economic Vitality



The City provides for growth and reinvestment while preserving its sense of place and creating reasonable expectations of change. The City offers an environment where businesses may succeed and prosper. Programs, policies, and partnerships drive the growth of a diverse tax base and long-term financial sustainability.

Desired Outcomes:

PGEV-1: A thriving Downtown

The City works with regional partners to attract events, activities, and guests that support desirable retail experiences that strengthen Geneva's identity as a destination.

Potential Actions

Key Outcome Indicators

- Develop strategy for growing the market area
- Revise and update special event procedures to respond to business needs
- Evaluate use of new technologies to improve parking deck experience for users
- Evaluate Facade Grant and use of other economic development tools
- Prioritize needs and identify funding for investment and maintenance of downtown area streetscape and improvements



Occupancy rates



Visitor demographics

PGEV-II: A diverse and resilient economy

Utilize programs and policies to attract new investment and facilitate reinvestment that increases and diversifies the tax base.

Potential Actions

- Secure new industrial tenants
- Facilitate buildout and development of the Southeast Master Plan (SEMP)
- Work with regional partners to develop a destination marketing campaign
- Develop a business promotion and recognition program
- Launch a grant program for supporting tourism and economic development

Key Outcome Indicators

- Hotel Tax collections
- Sales Tax collections
- SEMP implementation progress

PGEV-III: City attracts new investment & redevelopment

Updated land use designations and processes offer clarity and improved predictability for new development and redevelopment projects that grow industry, commercial, and housing in the community.

Potential Actions

- Review and update the City's Comprehensive Plan
- Update zoning, land use, and other regulations to streamline processes and ensure consistency with development goals
- Leverage economic development programs to support new investment and redevelopment within TIF Districts

Key Outcome Indicators

- TIF performance
- Plan amendments, rezoning, variation, and special use requests

STRATEGIC GOAL

Safe, Active, and Welcoming Community



Residents and visitors feel welcome, comfortable, and safe while enjoying the activities of daily living. All residents are able to fully access City services, provide input on policy, and feel a sense of belonging.

Desired Outcomes:

SAWC-1: Housing choices available for all individuals

Residents' quality of life is improved by the development of a variety of housing options at densities that support a resilient local economy and vibrant downtown.

Potential Actions

Key Outcome Indicators

- Facilitate transit-oriented development offering accessibility to downtown and transit options
- Utilize public-private partnerships to achieve housing goals
- Develop a Missing Middle Housing toolkit
- Update City regulations to align with and meet market demands
- Update the Affordable Housing Plan

- Affordable Housing Appeals Act compliance
- New multi-family housing units

SAWC-II: A sense of belonging for all

Cultivate a safe and welcoming community focusing on equitable engagement and service delivery for all.

Potential Actions

- Foster partnerships with other government entities serving the community
- Develop bilingual options for City publications and materials
- Expand unconscious bias and other trainings to City Council, Board, and Committee members

Key Outcome Indicators



DEI Task Force recommendations implemented



Sense of belonging

SAWC-III: Safe and connected bike and pedestrian routes

Increased interconnectedness of bike routes and pedestrian paths that allow residents and visitors to travel safely by bike and on foot throughout the City.

Potential Actions

- Research and evaluate options for dedicated annual bike and pedestrian funding
- Update the City's Bike Plan
- Secure funding to address gaps in sidewalk network
- Policy discussion on Complete Streets policies and practices
- Build upon the Bike to Metra publication and develop additional maps for public

Key Outcome Indicators



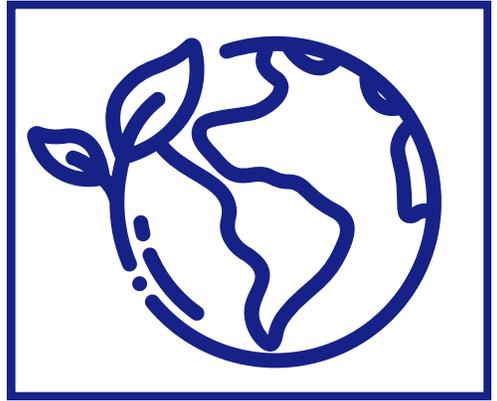
Pedestrian improvement projects completed



Planned bike routes completed

STRATEGIC GOAL

Environmental Stewardship



The City strives to be a model city and steward of resources for the benefit of current and future generations. A sustainable Geneva recognizes that environmental health and human well-being are interconnected, and prioritizes a healthy environment through policies and solutions that reflect best practices and social responsibility.

Desired Outcomes:

ES-1: Healthy and vibrant parkway tree canopy

Plan for, preserve, plant, and maintain a healthy and resilient tree canopy that is expanding and growing throughout the community.

Potential Actions

Key Outcome Indicators

- Evaluate funding requirements for fall and spring plantings
- Evaluate and make recommendations to City tree preservation ordinance
- Research opportunities to install native plant demonstration sites at City facilities or in right-of-ways



Parkway trees planted



Diversity of parkway tree species

ES-II: City operations reflect respect for the environment

City policies and practices promote community-wide sustainability and improve resilience to reduce the impacts of environmental changes.

Potential Actions

- Develop a policy regarding use of hybrid or electric vehicles in City fleet
- Determine feasibility and funding plan to install EV chargers at City facilities and public parking lots
- Track non-revenue water loss and evaluate leak detection technologies
- Research and establish LED Street lighting standards

Key Outcome Indicators

- % of City fleet that is hybrid/electric
- EV chargers at City facilities
- Non-revenue water loss

ES-III: Residents actively work with the City to conserve resources

An increasing number of informed residents participate in educational events and activities to act as partners in preserving natural areas, reusing resources, and reducing impact on the environment.

Potential Actions

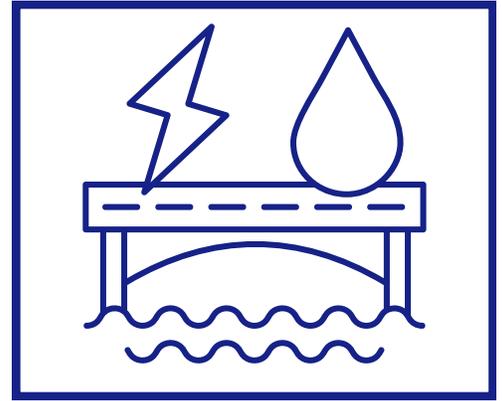
- Establish targets for percentage of utility customers with solar generation capabilities
- Coordinate with NRC to establish base data and set targets for event attendance
- Align efforts to advance Kane County Climate Action Implementation Plan
- Continue to track waste diversion and research options to reduce waste and increase % recycled

Key Outcome Indicators

- Residential and commercial solar installations
- Public education events
- % of waste diverted via recycling

STRATEGIC GOAL

Quality Infrastructure and Services



The City works collaboratively and cost-effectively to deliver exceptional service while it invests in, maintains, and improves its assets. The City leverages technology to streamline service delivery and create capacity for staff to focus on impactful assignments. In delivering exceptional service, the City strengthens the community and its reputation as a professional and innovative organization.

Desired Outcomes:

QIS-1: City provides consistent and reliable service

The City is a data-driven and innovative organization that works to improve services and reliability while enhancing financial and environmental resiliency in its operations.

Potential Actions

Key Outcome Indicators

- Build upon ERP system training and cyber security initiatives
- Leverage technology to streamline and digitize paper or PDF driven processes
- Develop a long-term technology replacement strategy for critical software
- Develop guidelines regarding use of AI
- Establish baseline response time data for web-based service requests



Critical system reliability



Resident service request response time

QIS-II: Employer of Choice

The City attracts, develops, and retains skilled and professional employees. The City plans for workforce changes to minimize disruption. Investment in employees leads to improved services and innovative solutions.

Potential Actions

- Develop and administer an employee engagement survey
- Encourage and recognize employees serving in leadership roles within professional associations
- Develop a current staffing and succession plan for all departments
- Review and refresh the City’s employee recognition “Blue Card” program

Key Outcome Indicators

- Employee Engagement Index
- Professional development participation

QIS-III: Dependable Infrastructure

Infrastructure investment improves the City’s ability to reliably deliver utility, emergency, life-safety, transportation, and professional services.

Potential Actions

- Update Fire Department Standards of Cover
- Implement Comprehensive Drainage Study Recommendations
- Evaluate automated response technology for Electric Utility service disruptions
- Develop City Street PCI Ratings for planning
- Evaluate Water Ambassador designation
- Completion of East State Street Reconstruction Project
- Plan for Sanitary Sewer River Crossing

Key Outcome Indicators

- Advanced Life Support response time
- Public Safety emergency call response time
- Lead Line Replacement progress
- Voluntary Code Enforcement

Appendix - I

Key Outcome Indicators: Targets

More information regarding each indicator and the targets may be found on the City’s website. Updates will be made available via an online dashboard as information becomes available. Some of the indicators will require the City to establish baseline data. Each indicator is unique, and may be updated monthly, quarterly, or annually depending on availability of data. Indicators and targets are the most dynamic components of the Plan, updated indicators and revised targets may be incorporated into the plan dashboard throughout the life of the plan.

Strong Governance

<i>Indicator</i>	<i>Target</i>
<p>Outcomes On Target <i>A measure of strategic plan outcomes classified as “on track” and with clearly defined key indicator targets.</i></p>	<p>All Outcomes with quarterly action and status updates</p>
<p>General Fund Operating Reserve <i>A healthy operating reserve provides the flexibility to navigate periods of economic change and meet unanticipated costs.</i></p>	<p>90+ Days Reserve</p>
<p>City’s Credit Rating <i>A high credit rating reflects adherence to best financial practices and ensures the City is able to complete projects cost-effectively.</i></p>	<p>Maintain or Improve current rating</p>
<p>Property Tax Base <i>A diverse tax base helps to keep the property tax burden lower than it otherwise would be to fund the quality and quantity of services provided.</i></p>	<p>Maintain or Improve current ratios</p>
<p>Facilities Master Plan Adoption and Implementation <i>The adoption of a Facilities Master Plan reflects important decisions regarding prioritization and funding for capital planning. Pending adoption this indicator will be updated to track plan implementation.</i></p>	<p>Development and Adoption of a Facilities Master Plan</p>

Inform and Engage Residents

<i>Indicator</i>	<i>Target</i>
<p>Community Engagement Events <i>These activities, initiated by City Council, SPAC, or City Staff, provide the public an opportunity to provide feedback, stay informed, and learn about City services.</i></p>	<p>Hold 4+ Events Annually</p>
<p>Community Survey Responses <i>Percentage of residents responding favorably regarding City website and communication efforts as it relates to understanding priorities and plan implementation.</i></p>	<p>Establish baseline data</p>

Inform and Engage Residents (cont.)

<i>Indicator</i>	<i>Target</i>
<p>Geneva Minute Videos <i>Video series that update residents, visitors & stakeholders, about City meetings, services, & the latest City activities.</i></p>	Produce 12+ Annually
<p>Communication Satisfaction <i>Routinely survey residents to ensure the City's communication is meeting expectations and provides desired information. Surveying is also an opportunity to help individuals discover different modes of communication.</i></p>	90% Satisfaction
<p>Website Satisfaction <i>The City will routinely survey residents to ensure the City's website meets user expectations in terms of content, capabilities, and usability.</i></p>	90% Satisfaction
<p>Utility Billing E-Bill Enrollment <i>Enrolling in e-billing helps the City reduce expenses and reduces the need for printing and use of paper.</i></p>	Increase 2% annually
<p>AutoPay Utility Customers <i>Combined with e-billing, enrollment in autopay allows staff to operate more efficiently and reduces opportunities for errors.</i></p>	Increase 2% annually

Purposeful Growth and Economic Vitality

<i>Indicator</i>	<i>Target</i>
<p>Occupancy Rates <i>Rate of occupancy in commercial, retail, and dining properties throughout the city and marketplace.</i></p>	Maintain below Market Average
<p>Visitor Demographics <i>A measure of distance traveled by visitors to the community, more visitors from a greater distance reflects a stronger market position.</i></p>	Increase visitors from 50+ Mile range
<p>Sales Tax Collections <i>Sales tax collection, beyond inflationary adjustments, reflects market trends, investment, and growth in commercial and retail sectors.</i></p>	Increase
<p>Hotel Tax Collections <i>Stronger collections, beyond inflationary adjustments, indicate more visitors from target market area staying in the community.</i></p>	Increase
<p>Southeast Master Plan Implementation <i>Buildout of the SEMP area reflects growth of industrial property and diversification of the local tax base.</i></p>	Complete buildout of Southeast Master Plan Area

Purposeful Growth and Economic Vitality (cont.)

<i>Indicator</i>	<i>Target</i>
<p>TIF Performance Reflects investment and development activity within the TIF's to determine percentage of progress to meet projected revenues as outlined in TIF plans.</p>	<p>On Target Annual Assessment</p>
<p>Plan amendments, Rezoning, Variation, and Special Use Requests <i>Updated comprehensive plan & regulations to meet market needs, provide predictable processes for development, & reduce need for plan amendments, rezoning, & special use requests.</i></p>	<p>Reduce Frequency Establish Baseline Data</p>

Safe, Active, and Welcoming Community

<i>Indicator</i>	<i>Target</i>
<p>Affordable Housing Appeals Act Compliance <i>Per the Act, the required number of units is a percentage of existing housing. This indicator is a measure of current qualified housing.</i></p>	<p>10% of Housing Stock</p>
<p>New Multi-Family Housing <i>Development of new non-single family units in and outside commercial corridors helps support commercial retail community and maximizes investment in public infrastructure.</i></p>	<p>Number of New Units Developed Annually</p>
<p>DEI Task Force Recommendations Implemented <i>DEI Taskforce recommendations implemented to date.</i></p>	<p>Number of Implemented Recommendations</p>
<p>Sense of Belonging <i>A measure the percentage of individuals who respond positively regarding a sense of belonging in Geneva.</i></p>	<p>Improve +10% by 2030</p>
<p>Pedestrian Improvement Projects Completed <i>A measure of capital projects, specifically enhancements to bike and pedestrian safety at intersections or system gaps.</i></p>	<p>Complete 5+ Annually</p>
<p>Planned Bike Routes Completed <i>Percentage of the planned bike routes which have been fully implemented and those routes which have been substantially refreshed to meet modern standards.</i></p>	<p>Implementation of Planned Routes</p>

Environmental Stewardship

<i>Indicator</i>	<i>Target</i>
Parkway Trees Planted <i>The City has more than 2,000 spots available to plant park way trees, it is necessary to increase the number of trees planted annually to offset storm damage and the natural cycle of tree replacement.</i>	Plant 150+ Annually
Diversity of Parkway Tree Species <i>A diverse variety of trees helps provides for a vibrant ecosystem and will help to minimize potential damage from disease or pests.</i>	Optimize Diversity
City Fleet Percentage of Hybrid/EV Units <i>Pending the development of analysis and development of a policy, establish a target portion of the fleet to be a qualifying EV or Hybrid vehicle.</i>	Establish Baseline
EV Chargers at City Facilities <i>Installation of charging stations at City facilities will allow the City to effectively utilize hybrid and electric fleet vehicles and aligns with EV Readiness program.</i>	1+ Per Facility
Non-Revenue Water Loss <i>Treated water can be lost in the distribution network, reducing water loss helps reduce system costs and is a reflection of overall system integrity.</i>	Reduce Establish Baseline
Residential and Commercial Solar Installations <i>A measure of tracking the growth of residential and commercial solar installations.</i>	Increase Establish Baseline
Public Education Events <i>The City will work to facilitate education events for residents and stakeholders to learn about City programs, initiatives, or other opportunities to advance environmental stewardship goals.</i>	4+ Annually
Percentage of Waste Diverted via Recycling <i>A percentage of waste diverted to recycling.</i>	Increase 2.0% Annually

Quality Infrastructure and Services

Indicator

Target

Critical Systems Reliability

The City relies on a number of electronic and cloud based systems. This indicator is a measure of those systems, redundancies and backups limit disruptions.

99%+ Reliability

Resident Initiated Service Request Response Time

Residents may initiate requests for a variety of services through the City's website. This data will be used to determine existing conditions and establish standards for providing initial responses or resolution of requests.

Establish Baseline Data

Employee Engagement Index

The City's Human Resources Division will develop and administer an employee engagement survey, results from this data can provide key insights for the development and retention of staff.

+70% Rating

Professional Development Participation

The City supports the professional growth and development of staff, this indicator reflects the number of employees participating internal or professional association related training opportunities.

90% Staff Participating in Training Opportunities

Advanced Life Support Response

Arrival of an Advanced Life Support (ALS) on scene within target time (alarm to arrival).

90% Response within 6 Minutes and 30 Seconds

Public Safety Emergency Response

A measure of response time for Police Department emergency calls (dispatch to arrival).

90% of response within 5 minutes

Lead Line Replacement

A percentage measure of progress for the replacement of lead line and water main replacement.

Replacement of lead service lines and mains

Voluntary Code Compliance

A measure of efforts to achieve voluntary compliance for code enforcement actions.

95% Compliance

Appendix - II

Plug-In Plans: Organizational Alignment

Like many cities, the City of Geneva develops detailed plans focused on specific functional areas, such as the Downtown Station Area Master Plan or Southeast Area Master Plan. These plans include specific projects and initiatives designed to move the city forward in an identified area and “plug in” to the strategic plan by connecting into Strategic Plan outcomes and goals. Visit the City’s Strategic Plan website for a list and links to the detailed plan documents.

Strong Governance

- ✦ **Annual Budget & Financial Plan**
- ✦ **Capital Improvement Plan**
- ✦ **Annual Comprehensive Financial Report**
- ✦ **Popular Annual Financial Report**
- ✦ **Police and Fire Pension Fund Actuarial Valuation Reports**

Purposeful Growth and Economic Vitality

- ✦ **Comprehensive Plan**
- ✦ **Downtown Station Area Master Plan**
- ✦ **Historic Preservation Plan**
- ✦ **Affordable Housing Plan**
- ✦ **Southeast Area Master Plan**
- ✦ **East State Street Redevelopment Plan (TIF 2)**
- ✦ **Fox River Redevelopment Plan (TIF 3)**
- ✦ **Southeast Master Plan and Redevelopment Plan (TIF 4)**
- ✦ **Annual TIF Reports**

Safe, Active, and Welcoming Community

- 🔌 DEI Task Force Recommendations
- 🔌 Bikeway Implementation Plan
- 🔌 Affordable Housing Plan
- 🔌 Speed Control Policy Task Force Report

Environmental Stewardship

- 🔌 Chicago Climate Charter
- 🔌 Greenest Regions Compact
- 🔌 Kane County Stormwater Ordinance
- 🔌 EV Ready Program
- 🔌 SolSmart Program
- 🔌 East State Street Reconstruction Project
- 🔌 Kane County Climate Action Implementation Plan

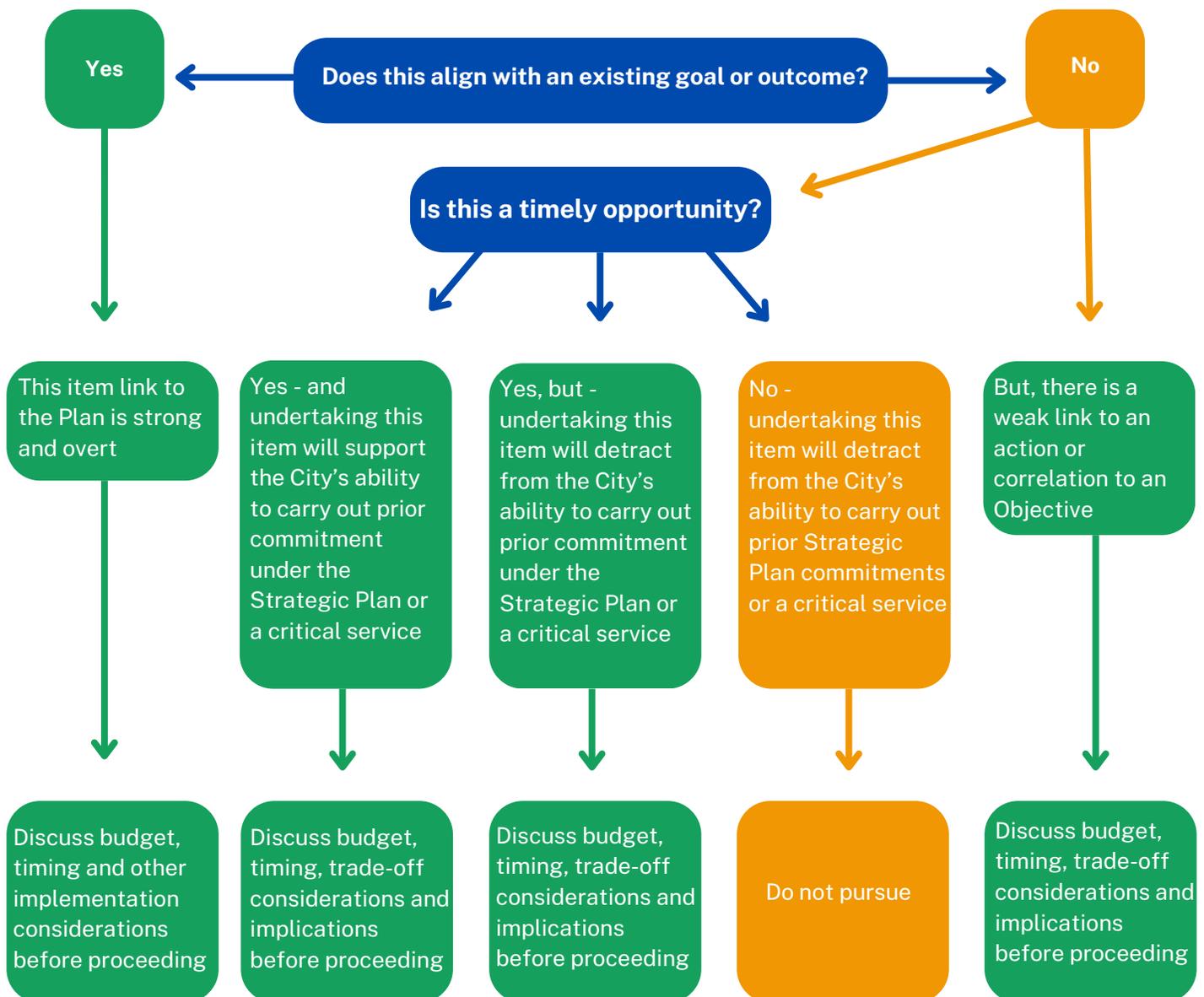
Quality Infrastructure and Services

- 🔌 Comprehensive Drainage Study
- 🔌 Sanitary Sewer Evaluation and Facility Plan
- 🔌 Personnel Policy Manual
- 🔌 Lead Service Replacement Project Plan
- 🔌 East State Street Reconstruction Project

Appendix - III

Process for evaluating emergent items and plan updates

The items included in the Strategic Plan were derived from SPAC’s analysis of community input and selected with feedback from the City Council and Staff. The plan is intended to be reviewed annually, with changes being considered through the annual City Council and SPAC prioritization workshop as a component of the City’s budget process. To consider proposals for emergent issues outside of that process, items would be evaluated for their linkage to the Strategic Plan using the framework below. This process of considering items is intended to ensure the strength of an item's connection to the existing plan is taken into account and allows the City to take advantage of timely opportunities without hindering the implementation of other plan objectives.



Acknowledgements



The City of Geneva has a distinct approach to strategic planning, driven by the community and administered by a volunteer committee of friends and neighbors who selflessly give their time and lend their expertise to develop a vision for the community. In recognition of that service, we acknowledge the input and participation of all those who played a part in this collaborative process. A special thank you to the members of the Strategic Plan Advisory Committee, its sub-committees, and CP2 Consulting, who all played an important role in drafting this plan to help drive our organization and sustain Geneva as a great place for everyone into 2030 and beyond.

City Council

Kevin Burns Mayor
Mike Bruno, 1st Ward
Anaïs Bowring, 1st Ward
Brad Kosirog, 2nd Ward
Richard Marks, 2nd Ward
Becky Hruby, 3rd Ward
Dean Kilburg, 3rd Ward
Martha Paschke, 4th Ward
Amy Mayer, 4th Ward
Craig Maladra, 5th Ward
Robert Swanson, 5th Ward

Strategic Plan Advisory Committee

Winnie Frankel, Chair
Melanie Mannon, Vice-Chair
Billy Malecki, Secretary
James Kafer
Lisa Goodenough
David Monaco
Dave Ellett
Brad Considine
Juliet Nickel, Student Member
Mia Kellen, Student Member
Jay Womack
Natural Resources Committee Chair
Cynthia Albright
International Cultural Exchange
Committee Chair
Maxwell Schmidt
Bike and Pedestrian Safety
Committee Chair

City Staff

Stephanie Dawkins
City Administrator
Benjamin McCready,
Assistant City Administrator
Director of Administrative Services
Joe Viso
Administrative Analyst
Eric Passarelli
Chief of Police
David DeGroot
Director of Community Development
Cathleen Tymoszenko
Director of Economic Development
Rich Babica
Director of Public Works
Rita Kruse
Finance Director
Mike Antenore
Fire Chief