



# Village of Morton Grove

## Strategic Plan and Goal Development 2023

Process Facilitated by Northern Illinois University's Center for Governmental Studies  
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NORTHERN ILLINOIS UNIVERSITY

**Center for  
Governmental Studies**

*Outreach, Engagement and Regional Development*





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### Special thanks for providing ideas, suggestions, and concerns throughout this process:

Morton Grove residents

Village employees

Village board and commission members

Commercial property and business owners

Morton Grove Chamber of Commerce

Representation from the Morton Grove Park District, Schools, Public Library & Intergovernmental Entities

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# Executive Summary

Strategic planning helps to guide an organization's future more effectively than making decisions issue by issue. The Village of Morton Grove engaged the Northern Illinois University's Center for Governmental Studies (NIU-CGS) to facilitate a strategic planning process including two leadership workshop sessions with Board of Trustees and senior staff members in August 2022. Prior to the workshops, four focus groups were conducted virtually in June 2022 with front-line staff, intergovernmental/civic organizations, business community, and the Village's Ad Hoc Strategic Planning Advisory Committee to gather input on the Village's future vision and goals.

With the focus groups as a starting point for discussions, the strategic planning workshops provided a positive atmosphere for the Board of Trustees and senior staff members to revisit the accomplishments and priorities from the 2015 Strategic Plan. It also allowed time to collaboratively review and update the Board of Trustees' visions for the future, develop new and/or revised strategic goals, and explore where the Village wants to go as an organization and a community in the coming years.

## Strategic Categories/Pillars

As a part of the strategic planning process, the Village's Board of Trustees and administrative leadership team reached consensus to retain the four key overarching strategic categories/ pillars developed during the 2015 strategic planning effort. These four categories/pillars were not only still relevant, but reinforced by stakeholder input, goals, and workshop discussions. The strategic planning process continued to emphasize areas of focus the Village can maintain and improve upon to best serve and advance the community.

These strategic categories/pillars which represent the most vital, core areas of the Village's vision and mission. Within these strategic categories/pillars, the plan identifies the following objectives:

### Character

- Continue to provide excellent public services.
- Continue to fund and meet our infrastructure replacement and improvement programs and goals.
- Improve/replace/relocate police and general government facilities.
  - Move the process forward to continue planning and funding.
  - Secure property, develop designs, approve plans, have ground-breaking and build.
- Begin using savings from the water project to modernize other infrastructure.
- Undertake streetscaping improvements.
  - Enhance improve appearance, gateways, and aesthetics of the Village.
- Preserve and promote the inclusive character of the community.
  - Honor our history, heritage, and diversity.
  - Promote community pride and identity.
  - Review policies Training Programs and Procedures to ensure fairness and inclusivity throughout the Village.
- Be stewards of our green space for future generations.
  - Enhance and include our sustainability efforts, programs, and practices as a Village.
  - Set example and participate in sustainability initiatives.
  - Increase environmental investment.

### **Community**

- Continue to embrace diversity and promote a unified community.
  - Maintain and increase community engagement from all ethnic groups, age groups especially seniors, cultures, and residents.
  - Implement and support programs and activities.
- Be stewards of our green space for future generations.
- Complete Metra Station improvements and related train area plans/redevelopment.
- Promote intergovernmental cooperation and initiatives.

### **Governance**

- Continue to increase the Village's fiscal strength/fiscal position.
- Undertake succession planning for all aspects of government: senior staff, commissions, volunteers.
- Develop and implement a long-term/Village-wide capital projects plan.
- Increase use of technology in providing Village services to residents and businesses
  - Enhance capabilities and functions.
  - Invest in hardware and software solutions.
- Enhance and expand our Village communication programs and capabilities.
  - Develop a multi-modal communications plan for the Village.
- Include cost effective sustainable elements and designs when undertaking infrastructure improvements and replacements.
- Implement our digital interactive services for residents, businesses, and visitors.
- Promote intergovernmental cooperation and initiatives.

### **Economy**

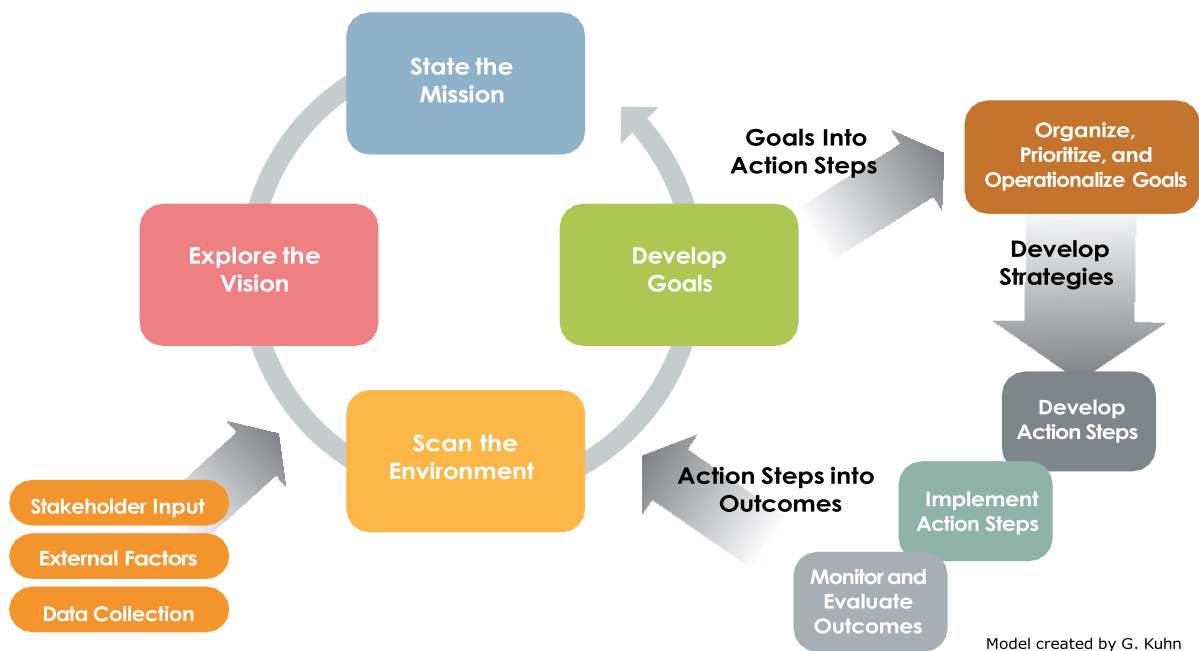
- Enhance and maintain our economic development programs and efforts.
- Continue to attract new business/small businesses.
  - Continue to support investments in commercial corridors.
  - Consider public/private partnerships to promote redevelopment on Dempster Street.
- Complete Metra Station improvements and related train area plans/redevelopment.



# Introduction

As an organization, the Village has followed a regular process of establishing goals for the Village government and the community it serves. The Board of Trustees and senior staff gathered again in 2022 and 2023 to review the progress made and continue to move forward toward the future vision expressed for the Village of Morton Grove. As part of the process, the Board of Trustees and senior staff worked collaboratively to review the previous Strategic Plan's outcomes and results and evaluate the current operating environment to establish strategic goals to guide the Village over the next five to eight years. As was discussed during the two-night workshop, executive-level retreats and strategic planning sessions are a staple of good governance and leadership for progressive organizations. The value of such processes continues to be recognized by policymaking Board of Trustees and executive staff in both private and public organizations. The Village of Morton Grove is among the special class of organizations that engage in formalized strategic planning and goal setting (Figure 1).

**Figure 1. Strategic Planning Model**



*\*Model generally represents the steps that are taken for this type of initiative.*

Due to its prior experience with strategic planning, the Village has experienced the benefits of this strategic approach in guiding the Village's future. The workshops provided another positive setting to set aside time to methodically and *strategically*, determine where the Village wants to go as an organization, a community, and a government. This important undertaking will work again to serve the Village's residents, partners, and stakeholders well into the coming years.



The process the Board of Trustees and senior staff engaged in provided a forum for the exchange of ideas, visions, goals, and challenges. As was shared with the Board of Trustees and senior staff members at the conclusion of the workshop session, the Village should use the goals and prioritization process to guide decisions, budgets, and related programs and priorities.

The Village has long enjoyed a reputation for high standards, but quality and excellence will require planning, staff time, expertise, and resources. In the end, quality policies and quality implementation equate to tough choices in setting priorities and in allocating resources. Only a limited number of goals and objectives can be effectively managed and implemented at any given time. In a very realistic sense, clear and stable priorities should be maintained if the Village desires to stretch its resources as far as they can go.

## Pre-Workshops:

### Taking Stock—Stakeholder Engagement Environmental Scan Process

Stakeholder engagement is an important pre-workshop component designed to help ground the environmental scanning portion of the process. Listening is vital to planning and these steps help the organization “take stock” and understand current Village policies and operational perspectives, perceptions, and preferences. Four focus groups were conducted virtually including:

- Village front-line staff
- Village’s intergovernmental/civic organizations
- Village’s business community
- Village’s Ad Hoc Strategic Planning Committee

The focus group sessions were designed to serve as a primer for the strategic planning process. The information presented next in summation was shared on the first night of the workshop and added exploratory and thematic information for the Board of Trustees and senior leadership team to consider. As a result of the focus group responses and feedback, the facilitators identified four overarching themes presented (in no particular order) in Figure 2. The themes represent important topic areas that the Village senior leadership team and Board of Trustees were asked to consider as they went through the workshop exercises and developed short-term and long-term goals. Therefore, it is not unusual to see alignment between the focus group themes and the goals identified as part of the entirety of the process. Please see [Appendix A](#) for a full summary of all focus group questions and aggregated responses for each theme.

**Figure 2. Aggregated-focus-group identified themes**





## Outline of Workshops: Leadership Exercises and Discussion Sessions

All the discussion session formats used in the planning effort were highly participative and interactive. The process was informed by the environmental scanning components and the identified strengths, weaknesses, opportunities, and challenges for the Village. The workshop facilitators used a group discussion approach called ‘Nominal Group Technique’ where the facilitator assured participants had equal opportunities to speak and share opinions. During the workshop sessions, individuals had the opportunity to generate and share their ideas, as well as participate in group activities allowing them to weigh alternatives and refine their thinking through dialogue. As ideas were shared and debated, the group worked steadily toward a consensus regarding organizational values, purpose, future directions, and priorities.

## Introduction/Icebreaker Exercise: Describing the Village and Future Visioning

Participants engaged in introductory/ice breaker exercises designed to stimulate conversation by describing the Village using the first letter of their first name. The Board of Trustees and senior staff also participated in a visioning exercise to describe the desired future direction of the Village by answering the following question: “In 10-15 years when I return to the Village of Morton Grove, what do I hope to see, or think I will see, with regard to the Village and its activities?” Participants were asked to think about their ideas ahead of time and then be ready to share them with the group on the first night of the workshop. This was a brainstorming exercise—all ideas about the Village’s future were encouraged and shared. No evaluative or judgmental debate was permitted during this session. Figures 3 and 4 below are summaries of those answers.

**Figure 3. Icebreaker exercise: Words used to describe the Village of Morton Grove**



**Figure 4. Visions of the future**

*“In 10-15 years when I return to the Village of Morton Grove, what do I hope to see, or think I will see, with regard to the Village and its activities?”*

Visions of the Future
Storefronts along Dempster are filled with quality stores, reflects aesthetics invested in diversity.
Town Center is developed (along Lincoln) and vibrant (Dempster and Waukegan).
Better indoor/outdoor infrastructure for children.
<ul style="list-style-type: none"> <li>• Golf School Park (Oak Park and Lyons) redeveloped.</li> </ul>
Downtown area has attractions such as a theater, restaurants.
<ul style="list-style-type: none"> <li>• Lincoln, Lehigh, near Metra Station.</li> </ul>
Regionalization of Fire Department.
<ul style="list-style-type: none"> <li>• More mutual aid services.</li> </ul>
New Village campus.
<ul style="list-style-type: none"> <li>• For facilities.</li> </ul>
New municipal facilities.
<ul style="list-style-type: none"> <li>• Police station.</li> <li>• Village hall.</li> <li>• Possibly new Public Works facility &amp; fire station as well.</li> </ul>
New Village Hall.
<ul style="list-style-type: none"> <li>• Updated meeting rooms.</li> </ul>
More bike trails, connected.
<ul style="list-style-type: none"> <li>• Lanes on Dempster, Waukegan.</li> <li>• Enhance pedestrian pathways.</li> </ul>
Remains family-friendly town.
Morton Grove remains relevant, progressive vibrant.
<ul style="list-style-type: none"> <li>• Morton Grove charm remains.</li> </ul>
Morton Grove remains diverse, friendly community, and inclusive.
Redevelopment/revitalization of areas that are run down.
Restaurants/activities that are a draw for outside visitors.
Redevelopment investments grow our resources and add fiscal health/strength.
Still see open spaces/green.
Tech will be more available on-demand 24/7 including customer service tracking requests.
Industrial sites become available to add more lifestyle centers.
Forest Preserve District to collaborate and partner with Village.
Balanced housing choices for all ages/phases of life.
Significant increase in all things—sustainability.
<ul style="list-style-type: none"> <li>• More electric vehicles, solar, etc.</li> </ul>
Dempster Street reimagined—revitalized—make the best it can be.
Morton Grove uses technology to be more community-based.
<ul style="list-style-type: none"> <li>• Responsiveness, user-friendly.</li> </ul>
Rising property values that reflect the desirability (balance).
Reimagined ways to fund, sustain new facilities, financial needs and managed risks.
More regionalization and innovation/reimagined ways to deliver services.
Our developments reflect our diversity and are inviting.
Better and smoother sidewalks/even.
Attractive programs, Morton Grove becomes a destination.
<ul style="list-style-type: none"> <li>• Multi-purpose spaces, programs, gathering spaces.</li> </ul>
An east/west corridor and bike pathways, (e.g., along power line right of way or along Metra line, etc.).
New facades and investments on Dempster Street.
The Village uses more automated services—24/7 customer service.
<ul style="list-style-type: none"> <li>• Tech-based government, better availability to government services and information.</li> </ul>
Increased diversity in community.
<ul style="list-style-type: none"> <li>• Also reflected in our Village staff and elected officials.</li> </ul>

## Environmental Scanning Part I: Stakeholder Input Review and Surrender or Lead Exercise

To kick off the environmental scanning phase on night one of the leadership workshop, participants were provided an overview and summary of the ideas, themes, and perspectives of the stakeholder focus groups previously mentioned in this report. At the conclusion of that review session, participants were introduced to a leadership exercise entitled “Surrender or Lead.” Participants were divided into small groups and asked to respond to a series of structured questions designed to initiate discussion and reveal hopes, perspectives, challenges, opportunities, and possible barriers based on the collective view of each participant’s group. The group’s responses were recorded and are reported below. The bolded and underlined sections are key phrases that the group provided in response to the exercise’s open-ended questions and prompts.

### Group #1

1. We want to progress, but funds are limited.
2. The two most important things to focus on are economic, environmental, and financial sustainability and racial, ethnic, and economic diversity because moving our community forward.
3. If it weren’t for financial constraints, we would free up more time and resources to move the Village forward!
4. We finally need a new Village Hall, police station and downtown area!
5. A well-designed and implemented strategic plan will have the biggest impact on the Village in the coming 2-3 years.

### Group #2

1. We want to see growth in infrastructure, economics, and community engagement, but want to remain fiscally responsible while doing so.
2. The two most important things to focus on are financial sustainability/services and amenities because these would improve the quality of life for both residents and stakeholders.
3. If it weren’t for the original strategic planning process, we would not be focused on our growth, sustainability, and development in the short-term and long-term.
4. We need to finally reimagine Dempster Street because for many it is their first impression of Morton Grove.
5. Development of a Village Center will have the biggest impact on the Village in the coming 2-3 years.

### Group #3

1. We want to enhance our community, but maintain our hometown feel.
2. The two most important things to focus on are an attainable plan and appropriate financing because we need to ensure our future.
3. If it weren’t for Dempster Street realities, we would have a viable downtown corridor.
4. We need to finally build a police station and Village Hall.
5. The increased revenue to all taxing bodies due to the successful Lehigh/Ferris TIF will have the biggest impact on the Village in the coming 2-3 years.

### Group #4

1. We want to maintain continuous quality, but funding is not always available.
2. The two most important things to focus on are planning and prioritizing because many programs and projects need to be addressed.
3. If it weren't for undersized staff, we would realize opportunities.
4. We need to finally fortify Village government.
5. Communication will have the biggest impact on the Village in the coming 2-3 years.

## Environmental Scanning Part II: Large Group S.W.O.C. Analysis

The next step of the strategic planning workshop involved reviewing and accounting for the internal and external factors present in the environment that can potentially influence the success of the Village, both negatively and positively. Given the exploratory statements and challenges raised in the Surrender or Lead exercise, participants were then asked to identify what constraints and practical difficulties are likely to be encountered that will make it challenging to achieve the desired future state. These elements included both internal and external factors, conditions, trends, regulations, agencies, resources, etc. Furthermore, participants were asked to identify the organization's **strengths (S)** and **weaknesses (W)**. In what areas does the Village regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, training, etc.? What **opportunities (O)** are on the horizon that can be used to the Village's advantage? Conversely, what trends or **challenges (C)** lie ahead that would be obstacles or hindrances? Those answers are captured next.

### SW.O.C. (Strengths, Weaknesses, Opportunities, Challenges) Exercise

#### Internal

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Schools</li> <li>• Central location</li> <li>• Diversity</li> <li>• Volunteer spirit</li> <li>• Great administration and Board of Trustees/Village staff</li> <li>• New developments, i.e., Sawmill Station</li> <li>• Village services</li> <li>• Parks/Forest Preserve/bike path/tree canopy</li> <li>• Communication               <ul style="list-style-type: none"> <li>– Reverse 911</li> </ul> </li> <li>• Intergovernmental relationships</li> <li>• Village Manager</li> <li>• Mayor</li> <li>• Good relations with intergovernmental partners               <ul style="list-style-type: none"> <li>– State</li> <li>– Federal</li> </ul> </li> <li>• Completed water project with Niles</li> <li>• Success of TIF districts (Lehigh/Ferris)</li> <li>• Religious organizations</li> <li>• Village-sponsored community events</li> </ul>	<ul style="list-style-type: none"> <li>• Aging infrastructure</li> <li>• Capital funding</li> <li>• Inability to recruit employees (Police Department, Fire Department)</li> <li>• Low-tier salary schedules</li> <li>• Morton Grove is landlocked</li> <li>• Communication/presentation of information               <ul style="list-style-type: none"> <li>– Not timely</li> <li>– Not multi-modal</li> </ul> </li> <li>• Underutilized manufacturing district</li> <li>• Lack of new volunteers</li> </ul>



**External**

OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> <li>• Location</li> <li>• Diversity</li> <li>• Technology</li> <li>• Government funding</li> <li>• Sustainability funding</li> <li>• New residents/new perspectives</li> <li>• Business development</li> <li>• Commuter train/Metra</li> <li>• Presentation of information that's easy to understand</li> <li>• Location/density</li> <li>• Modernize codes</li> <li>• Intergovernmental relations—interactions</li> <li>• Lehigh/Ferris TIF</li> <li>• Lincoln/Lehigh TIF</li> <li>• Community events</li> </ul>	<ul style="list-style-type: none"> <li>• Financial constraints</li> <li>• Diversity</li> <li>• Aging infrastructure</li> <li>• Employees, staffing, and recruiting</li> <li>• Succession plan</li> <li>• Parking around business sectors</li> <li>• Business development</li> <li>• Railroad crossings</li> <li>• Landlocked</li> <li>• Tree canopy</li> <li>• Knowledge gap between what Village can do and can easily do</li> <li>• Presentation of information in easy to understand and timely location</li> <li>• Competition with other governments</li> <li>• Modernizing codes</li> <li>• Change of civic-mindedness and volunteerism</li> <li>• Lack of civic engagement at community events</li> </ul>

## Nominal Group Goal Identification

With the preceding workshop sessions as a sound foundation for goal setting, and given the progress made on the 2015 goals as presented on the first night of the workshop, the final workshop session was a healthy group discussion of goals and/or action items needed to achieve the future visions as expressed by the group. Agreed-upon criteria were used to classify a goal as short-term or long-term. The purpose of the exercise is to group goals of roughly the same type together so when prioritization occurs, the participants can avoid the problem of comparing “apples to oranges.”

The agreed-upon criteria used for classifying goals as either short term or long term involved the following: *Short-term goals* were those goals that could or should be completed or substantially underway in the next one to three years. *Long-term goals* were those goals that could or should be completed or substantially underway within a three-year to eight-year timeframe. *Complex goals* are complicated/multi-layered goals that require extraordinary resources such as technical specialists, funding, or the collaboration/agreement of another unit of government, an outside organization, business, or agency. *Routine goals* are not simple or easy but could largely be accomplished by the organization with required budget and staffing allocations, and/or with minor external assistance.

To begin the process, participants returned to their Surrender or Lead groups. Each member was allotted time to highlight the three or four most important policy and program goals they thought the Village should accomplish in the next one to three years as well as establish long-term goals focused on a three- to eight-year time frame. The groups then shared their short-term and long-term goals with the larger group for feedback and discussion. Goals that participants developed could be highly specific or general.

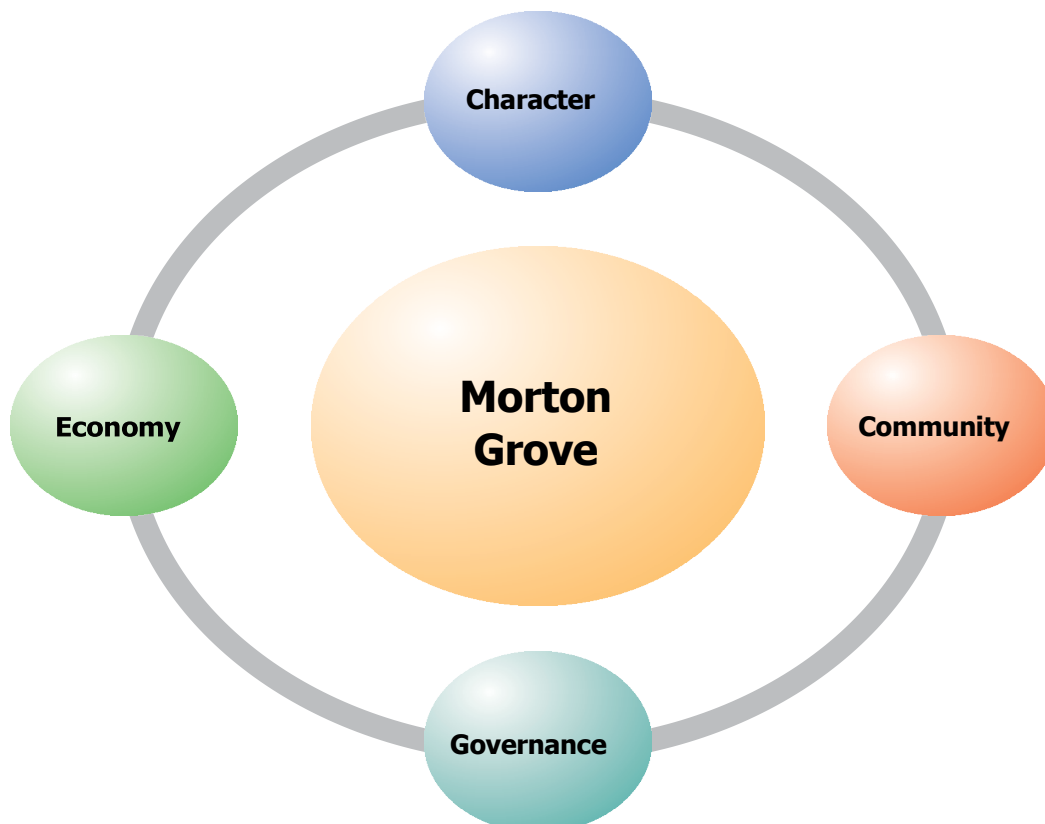
## Open Group Discussion and Consolidation of Goals

This final phase of the discussion served as the forum for Board of Trustees and staff members to discuss, evaluate, and debate the ideas and goals offered by each participant in the previous sessions. Participants were asked to give their opinions, evaluations, and judgments of the worthiness and value of different policy objectives. Participants were also asked to confirm each goal as short-term or long-term, especially where similar goals were developed.

## Strategic Categories/Pillars

As a part of the strategic planning process, the Village's Board of Trustees and administrative leadership team reached consensus to retain the four key overarching strategic categories/pillars developed during the 2015 strategic planning effort. These four categories/pillars were not only still relevant, but reinforced by stakeholder input, goals, and workshop discussions. The 2023 strategic planning process continued to emphasize areas of focus the Village can maintain and improve upon to best serve and advance the community.

These strategic categories/pillars represent the most vital, core areas of the Village's vision and mission. The Village's strategic categories/pillars carried over from 2015 are listed below. It should be noted that several of the goals developed in 2022 could be listed under more than one strategic category/pillar area. For a complete list of prioritized goals by strategic category/pillar area, see [Appendix C](#).



# Conclusion

The value of the strategic planning process will only be realized if it is used as an active working guide to both the Board of Trustees and staff as the issues explored during the strategic planning process are pursued. It is designed to capture the content of the discussions and to assist the Village in developing implementation plans for their strategic goals and priorities in the next 3 to 5 years.

In the Village's ever-evolving operating environment, adapting to changes in demographics, community trends, technology advancements, best practices, and development opportunities (among others) will be a key ingredient to success. The strategic plan is designed to work as a road map to the future, with the flexibility to adapt to changes, opportunities, and the unforeseen. But any road map or plan requires an alignment or course correction to adjust to new conditions or refinements.

Therefore, it is recommended that the Village annually review the strategic plan, its goals, and implementation schedule to identify needed updates or modifications to ensure the Village consistently recognizes and meets changes in community needs and expectations.

What is apparent from the exchange of ideas and dialogue during the environmental scanning and strategic planning workshops is that the Village is fortunate to have progressive leadership and a management team that is looking ahead and committed to strategic thinking and planning. One noted observer summarized the challenges of organizational progress this way.

*“The art of progress is to preserve order amid change, and change amid order...”*

— A.N. Whitehead

We wish you well with the ambitious years that lie ahead.


 Two handwritten signatures in black ink. The first signature on the left is 'Greg Kuhn' and the second signature on the right is 'Alli Hoebing'.

Dr. Greg Kuhn and Alli Hoebing, project coordinators and session facilitators

# Appendix A:

## Focus Group Feedback Summary

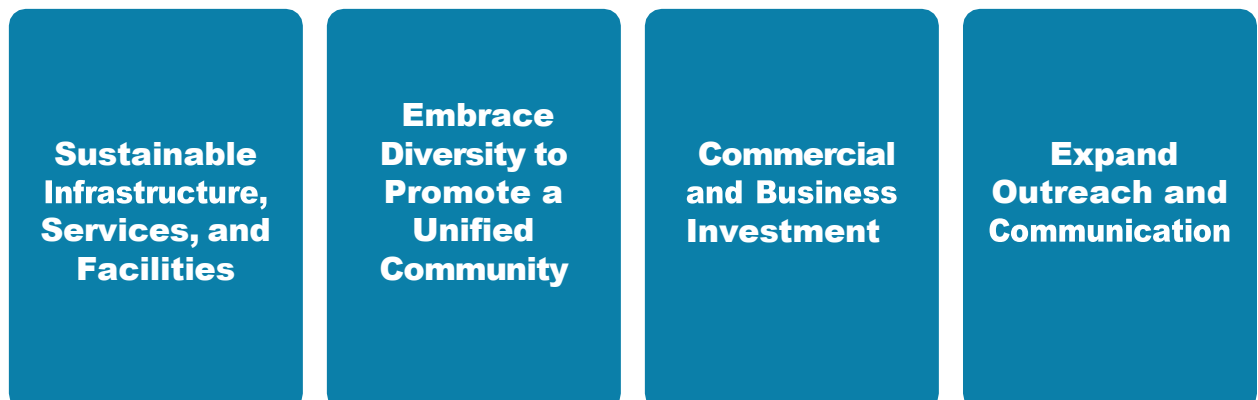
One of the key analytical techniques used for focus group notes is an analyst's search for key phrases, words, or terms that emerged during the focus group sessions, a process known as coding. Coding is done by analysts' individual readings of the data, followed by key term searches. The words and phrases listed below are the results of the study team's analysis of the collected focus group notes. At a glance, the reader can discover what terms were used or referred to most frequently in the feedback notes. Using individual analysts' coding, the researcher identifies terms that recur across groups and across questions. The results are revealing in that they highlight key topics or issues that should be weighed and considered when proceeding with strategic planning discussions.

The information that follows is a summary of key themes and topics that emerged during the exploratory focus group/outreach sessions. The focus group sessions served as a primer for the strategic planning process. The information that is presented in this summation was designed to add *exploratory and thematic information* for the Board of Trustees and senior leadership teams to consider during the two-night strategic planning workshop.

The same exploratory discussion questions were asked to each focus group and are listed below:

1. How would you describe the Village of Morton Grove to a stranger or someone who doesn't live or work here?
2. If you left Morton Grove tomorrow, and didn't return for 10-15 years, what do you think you'd see, or what do you hope you'd see, when you return?
3. What do you like best about Morton Grove? Related to that, what are the strengths/greatest assets of the Village? Opportunities?
4. Can you identify areas or topics in need of attention or improvement? Related to that, what are the weaknesses/greatest needs in Morton Grove? Challenges?
5. What are/should be the top priorities for the Village over the next 3 to 5 years?
6. If you could change or initiate one key item or thing about the Village, what would it be?

### Overall Themes Based on All Focus Group Feedback





**Sustainable Infrastructure, Services, and Facilities**

- Continue to invest in Village assets including utilities and infrastructure systems.
- Secure a more modern space for the Village Hall and police department.
- Explore relocating Village Hall to a more prominent area.
- “Go Green” in Village buildings and encourage Village businesses to also (lead by example).
- Maintain Morton Grove’s identity through updates and re-use of buildings if feasible — incentive programs, redevelopment investment.

**Embrace Diversity to Promote a Unified Community**

- The community’s diversity and many cultures and backgrounds are part of the MG story/a global Village.
- Recruit and retain quality employees who are representative of the community.
  - Remain competitive, representative, and focus on succession planning at all levels.
- Continue efforts to promote diversity, equity, inclusion (DEI) efforts within the Village.
- Diversify housing options and access including different price points, first time homeowners, senior housing options, etc.

**Commercial and Business Investment**

- Redevelop the area surrounding the Metra train station to attract more people and expand development down Lincoln Avenue.
- Continued Village investment in new and existing buildings (private/public partnership).
- Make Morton Grove a one-stop shop for shopping, bring in more businesses, diversity.
  - i.e., address parking to accommodate growth, traffic.
- Focus on family-centric/generational growth.

**Expand Outreach and Communication**

- Increase frequency of communication and explore multi-modes of communication.
- Village staff continues their high level of responsiveness and services.
- Engage more diverse groups of residents, help them get involved.
- Improve communication and coordination with other taxing bodies.
- Partner with businesses/organizations to provide support/resources for residents and students.

**Key Priorities from Focus Group Stakeholders**

- Continued investment in commercial development/redevelopment.
- New Village Hall and police facility.
- Promote a walkable community.
- Secure funding for infrastructure/continue infrastructure improvements.
- Embrace diversity to promote a unified community.
- Partner with businesses and other organizations to leverage resources.
- Expand/grow communication avenues with residents and community partners.

# Appendix B:

## Goals by Term & Complexity

Short Term Routine
<b>Enhance and maintain our economic development programs and efforts:</b> <ul style="list-style-type: none"> <li>• Continue to attract new business/small businesses.</li> <li>• Continue to support investments in commercial corridors.</li> <li>• Consider public/private partnerships to promote redevelopment on Dempster Street.</li> </ul>
<b>Continue to provide excellent public services.</b>
<b>Undertake succession planning for all aspects of government: senior staff, commissions, volunteers.</b>
<b>Preserve and promote the inclusive character of the community:</b> <ul style="list-style-type: none"> <li>• Honor our history, heritage, and diversity.</li> <li>• Promote community pride and identity.</li> <li>• Review policies Training Programs and Procedures to ensure fairness and inclusivity throughout the Village.</li> <li>• Continue and enhance senior programs and services</li> </ul>
Short Term Complex
<b>Improve/replace/relocate police and general government facilities:</b> <ul style="list-style-type: none"> <li>• Move the process forward to continue planning and funding.</li> <li>• Secure property, develop designs, approve plans, have ground-breaking and build.</li> </ul>
<b>Complete Metra Station improvements and related train area plans/redevelopment.</b>
<b>Be stewards of our green space for future generations.</b>
<b>Increase use of technology in providing Village services to residents and businesses:</b> <ul style="list-style-type: none"> <li>• Enhance capabilities and functions.</li> <li>• Invest in hardware and software solutions.</li> </ul>
<b>Enhance and expand our Village communication programs and capabilities:</b> <ul style="list-style-type: none"> <li>• Develop a multi-modal communications plan for the Village.</li> </ul>
<b>Include cost effective sustainable elements and designs when undertaking infrastructure improvements and replacements.</b>
Long Term Routine
<b>Continue to increase the Village's fiscal strength/fiscal position.</b>
<b>Begin using savings from the water project to modernize other infrastructure.</b>
<b>Develop and implement a long-term/Village-wide capital projects plan.</b>
<b>Promote intergovernmental cooperation and initiatives.</b>
<b>Implement our digital interactive services for residents, businesses, and visitors.</b>
<b>Continue to embrace diversity and promote a unified community:</b> <ul style="list-style-type: none"> <li>• Maintain and increase community engagement from all ethnic groups, cultures, and residents.</li> <li>• Implement and support programs and activities.</li> </ul>
<b>Promote intergovernmental cooperation and initiatives.</b>
Long Term Complex
<b>Continue to fund and meet our infrastructure replacement and improvement programs and goals.</b>
<b>Undertake streetscaping improvements:</b> <ul style="list-style-type: none"> <li>• Enhance improve appearance, gateways, and aesthetics of the Village.</li> </ul>
<b>Be stewards of our green space for future generations:</b> <ul style="list-style-type: none"> <li>• Enhance and include our sustainability efforts, programs, and practices as a Village.</li> <li>• Set example and participate in sustainability initiatives.</li> <li>• Increase environmental investment.</li> </ul>

# Appendix C:

## Goals by Strategic Categories/Pillars

CHARACTER
Continue to provide excellent public services.
Continue to fund and meet our infrastructure replacement and improvement programs and goals.
<b>Improve/replace/relocate police and general government facilities:</b> <ul style="list-style-type: none"> <li>Move the process forward to continue planning and funding.</li> <li>Secure property, develop designs, approve plans, have ground-breaking and build.</li> </ul>
Begin using savings from the water project to modernize other infrastructure.
<b>Undertake streetscaping improvements:</b> <ul style="list-style-type: none"> <li>Enhance improve appearance, gateways, and aesthetics of the Village.</li> </ul>
<b>Preserve and promote the inclusive character of the community:</b> <ul style="list-style-type: none"> <li>Honor our history, heritage, and diversity.</li> <li>Promote community pride and identity.</li> <li>Review policies Training Programs and Procedures to ensure fairness and inclusivity throughout the Village.</li> <li>Continue and enhance senior programs and services.</li> </ul>
<b>Be stewards of our green space for future generations:</b> <ul style="list-style-type: none"> <li>Enhance and include our sustainability efforts, programs, and practices as a Village.</li> <li>Set example and participate in sustainability initiatives.</li> <li>Increase environmental investment.</li> </ul>
COMMUNITY
<b>Continue to embrace diversity and promote a unified community:</b> <ul style="list-style-type: none"> <li>Maintain and increase community engagement from all ethnic groups, age groups especially seniors, cultures, and residents.</li> <li>Implement and support programs and activities.</li> </ul>
Be stewards of our green space for future generations.
Complete Metra Station improvements and related train area plans/redevelopment.
Promote intergovernmental cooperation and initiatives.
GOVERNANCE
Continue to increase the Village's fiscal strength/fiscal position.
Undertake succession planning for all aspects of government: senior staff, commissions, volunteers.
Develop and implement a long-term/Village-wide capital projects plan.
<b>Increase use of technology in providing Village services to residents and businesses:</b> <ul style="list-style-type: none"> <li>Enhance capabilities and functions.</li> <li>Invest in hardware and software solutions.</li> </ul>
<b>Enhance and expand our Village communication programs and capabilities:</b> <ul style="list-style-type: none"> <li>Develop a multi-modal communications plan for the Village.</li> </ul>
Include sustainable elements and designs when undertaking infrastructure improvements and replacements.
Implement our digital interactive services for residents, businesses, and visitors.
Promote intergovernmental cooperation and initiatives.
ECONOMY
<b>Enhance and maintain our economic development programs and efforts:</b> <ul style="list-style-type: none"> <li>Continue to attract new business/small businesses.</li> <li>Continue to support investments in commercial corridors.</li> <li>Consider public/private partnerships to promote redevelopment on Dempster Street.</li> </ul>
Complete Metra Station improvements and related train area plans/redevelopment