

**Strategic Plan  
2022-2025**

Adopted February 2022 – Resolution 2022-09

**VISION**

O'Fallon is a connected, caring community where residents' needs are met with exceptional amenities that are both easily accessible and inclusive.

**GOAL 1: SUPPORT HOUSING AND NEIGHBORHOODS FOR ALL STAGES OF LIFE.**

**A. Update codes and regulations to support 15-minute cities that can accommodate all ages and abilities.**

	Assigned to:	Year
1. Plan for neighborhood commercial that appropriately transitions and connects the neighborhood it serves.	Community Development	Ongoing
2. Attract housing options that meet the future market demand for empty nesters and seniors including the development of maintenance free villas, patio homes and condominiums.	Community Development	Ongoing
★ 3. Develop neighborhood commercial specific design guidelines.	Community Development	1
4. Make infrastructure improvements to sidewalks and trails connecting neighborhoods to neighborhood commercial.	Public Works	2-3
5. Update zoning ordinance Consider: -encouraging mixed use developments to meet a range of housing price needs - creating a neighborhood commercial district	Community Development	3 and beyond

-allowing density in select areas, selective small lot or zero lot-line zoning, and townhouse construction -accommodate multigenerational living including shared dwellings that meet the needs of all ages and generations.		
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**B. Provide opportunities for the community to learn about 15-minute cities.**

1. When development proposals are likely to concern residents, encourage developers to meet with residents before beginning plan review process to gauge interest and address concerns.	Community Development	Ongoing
2. Connect elected and appointed officials to information and trainings on how to address difficult planning issues like housing choice for all phases of life and neighborhood commercial development.	Administration	1 and ongoing

**C. Encourage renovation of older residential neighborhoods and housing to meet current and future demands.**

	Assigned to:	Year
1. Continue to upgrade infrastructure in older residential neighborhoods.	Public Works	Ongoing
2. Promote infill and diverse housing choices in locations that currently are served by infrastructure such as the Downtown District.	Community Development	Ongoing
3. Consider reducing permit review times and fees for renovation in target areas.	Community Development	2

**D. Identify vulnerable housing and develop a stabilization program to preserve existing housing choices for all stages of life.**

	Assigned to:	Year
1.  Develop a neighborhood & housing condition matrix to create a baseline and prioritize needs. Include estimated cost of housing in the inventory.	Community Development	1
2. Using the housing matrix, identify target areas needing additional support.	Community Development	2
3. Develop a program of proactive code enforcement to routinely identify potential issues in targeted areas. Work in an advisory capacity with property owners to address issues.	Community Development	2
4. Develop a program and/or services (or connect to those offered by partners) to assist seniors and low-income residents facing property and code violations.	Community Development	3


**E. Connect homebuyers, builders, developers, and real estate agents with resources on attainable housing and convene community partners to work together on housing needs.**

	Assigned to:	Year
1. Become a resource on programs that assist developers, real estate agents, and homebuyers in providing housing choices for all stages of life. a. Evaluate programs offered by the Illinois Housing Development Agency and determine potential application in O'Fallon. Programs to research include first-time home buyer programs and low-income tax credits for developers. Education could be in the form of IHDA webinars or direct contact with program staff.	Community Development	1 (begin)


<ul style="list-style-type: none"> <li>b. Explore opportunities for development of housing choices that are affordable with developers who have done successful projects elsewhere.</li> <li>c. Learn about the work of local community organizations - whom they assist, what programs are available, and how to access them.</li> <li>d. Develop educational materials for the public with contacts for programs and services available.</li> </ul>		
<p>2. Convene outside groups to study housing needs and identify gaps in the development market. Partners could include agencies already working on housing issues in O'Fallon: Habitat for Humanity, Rotary, Combat Veterans, Age Smart Community Resources. Groups may consider an attainable housing plan for O'Fallon.</p>	Community Development	3
<p>3. Consider what the city can do to subsidize attainable housing in targeted areas and whether it wants to take on that role. Ideas include waiving city-controlled costs such as tap fees, impact fees, building fees, and abatement of city property taxes for a certain period of time.</p>	Community Development	3 and beyond

**GOAL 2: INVIGORATE THE SENSE OF PLACE AND COMMUNITY IN O'FALLON.**

**A. Create great places for residents and visitors to gather.**

	Assigned to:	Year
<p>1.  Develop an existing gathering place inventory and assessment using the Power of 10+ placemaking strategy; include an assessment of comfort, image, and potential for socialization. Use audit in Year 1 or 2 to identify ways to improve existing spaces and fill needed gaps.</p>	Administration (multi-department)	1




 <p>2. Bring amenities and public facilities to O'Fallon south of I-64 (Central School District).</p> <ul style="list-style-type: none"> <li>- Consider trail connections.</li> <li>- Consider additional park and green space.</li> <li>- Consider a location for satellite library services.</li> <li>- Identify methods to stabilize housing such as a façade rebate program.</li> </ul>	Community Development, Parks and Recreation, Library	1 (progress) and ongoing
<p>3. Create a facility to host live entertainment. Explore public-private partnership for project.</p> <ul style="list-style-type: none"> <li>- Determine scale, desired uses, and location.</li> <li>- Identify funding.</li> <li>- Hire a designer and build it.</li> </ul> <p>Staff discussion notes: Facility does not have to be large. Could be a band shell in a park rather than a large amphitheater.</p>	Administration/Parks and Recreation	2-3
<p>4. Explore most productive use for space currently occupied by O'Fallon History Museum in Downtown O'Fallon. Consider new location for history museum.</p>	Administration/Community Development	3 and beyond

**B. Support historic preservation as a place-making and economic development strategy.**


	Assigned to:	Year
<p>1. Consider funding mechanisms to support historic preservation including tax abatement and conservation districts.</p>	Community Development	Ongoing
<p>2. Support a special activity to promote National Preservation Week in May of each year.</p>	Historic Preservation Commission (Lead); Community Development (Support)	2
<p>3. Update the Historic Preservation Strategic Plan.</p>	Community Development	3
<p>4. Be a resource for property owners interested in preserving historic properties.</p> <p>b. Maintain a list of local contractors that have</p>	Community Development	3

<p>experience with historic properties or restoration specialties.</p> <p>c. Host trainings on maintenance and preservation (or promote trainings held by others).</p>		
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**C. Welcome newcomers and help them get connected.**

	Assigned to:	Year
<p>1. Use city's communication channels to showcase O'Fallon's diversity so all residents see people like themselves represented. Include images of all generations, race/ethnicities, military and nonmilitary, etc.</p>	Administration	Ongoing
<p> 2. Expand new resident welcome information available on city website and in Mayor's welcome letter (sent with utility bill). Include resource guide for new residents. Use this mailer and website to encourage volunteerism.</p> <p>Note: O'Fallon Chamber of Commerce has a welcome booklet the city could consider using.</p>	Administration	1
<p>3. Increase opportunities for all residents in O'Fallon to be involved and aware of in city affairs.</p> <p>Consider:</p> <ul style="list-style-type: none"> <li>○ Occasional surveys on relevant issues</li> <li>○ Budget in brief</li> </ul>	Administration	1 and ongoing
<p>4. Consider an annual new resident orientation (O'Fallon 101)</p>	Administration	2

**D. Demonstrate commitment to equity and inclusivity.**

	Assigned to:	Year
1. Consider all decisions and action items through an equity perspective to assess and mitigate impact on historically disenfranchised groups.	Administration	1 and ongoing
2. Conduct regular and required trainings for city staff on Diversity, Equity, and Inclusion topics such as the meaning of equity, unconscious bias, and how to create a supportive workplace for all. Require ongoing trainings to support continuous professional and personal development.	Administration	1 and ongoing
3. Increase the diversity of City staff and cultivate a diverse group of leaders. <ul style="list-style-type: none"> <li>a.  Report demographics of city staff and of those currently in leadership to identify gaps in representation. Share report with Council quarterly and post on the City's website.</li> <li>b. Evaluate recruitment practices and consider additional strategies that will result in a more diverse pool of job candidates, particularly for leadership positions.</li> <li>c. Consider mentoring, targeted recruitment, and other strategies to fill gaps.</li> </ul>	Administration	1(begin) and ongoing
4. Initiate an awards program that recognizes and celebrates businesses, organizations, and individuals in the community who demonstrate the community's commitment to equity and inclusion.	Administration	2



**GOAL 3: SUPPORT A HIGH QUALITY OF LIFE FOR RESIDENTS AND VISITORS.**

**A. Maintain and improve parks, park facilities, and open space.**

	Assigned to:	Year
1. Plan for new community pool.	Parks and Recreation	1
2. Plan for new parks in the northwest and northeast areas of O'Fallon.	Parks and Recreation	1
3. Replace the aging playground in community park with an all-abilities destination playground.	Parks and Recreation	1
4. Partner with local universities and institutions to explore bringing arts and culture programming and events to O'Fallon.	Parks and Recreation	2
5. Plan for undeveloped portions of the Family Sports Park.	Parks and Recreation	2
6. Develop plans for a food truck plaza in either Community Park or the Family Sports Park.	Parks and Recreation	3

**B. Increase opportunities for walking and biking.**

	Assigned to:	Year
1. Monitor status of CSX railroad corridor through Downtown O'Fallon; as opportunity arises, advocate for transition to potential linear park.	Parks and Recreation	Ongoing
 2. Update Bicycle and Pedestrian Plan and prioritize projects for funding.	Public Works, Parks and Recreation and Community Development	1
3. Add way-finding signage on North Trail that directs users to the nearby connection to Illini Trail and other O'Fallon destinations.	Public Works	1
4. Share information on the North Trail on the city's website. Promote its connection to destinations in O'Fallon and the Illini Trail.	Administration	1
5. Community Park: widen perimeter trail and add new accessible trails within the interior of the park.	Parks and Recreation	1

6. Establish systematic coordination between Community Development and Public Works on new roadway projects to improve design consistency and walking and biking facilities.	Community Development, Public Works	2
7. Take inventory of sidewalk gaps and prioritize projects for funding.	Public Works	2
8. Explore feasibility of replacing sidewalks with 10-foot wide trails where appropriate.	Public Works	2
9. Require connections to existing trails from new subdivisions and create provisions for subdivision to assist in the creation of trails identified in Bicycle and Pedestrian Plan.	Community Development	2-3
10. Require that a portion of landscape buffers be used for shared paths. Review Development Manual for additional ways to encourage walking and biking.	Community Development	2-3
11. Add new nature trails and naturalized prairie areas surrounding the trails in the Family Sports Park.	Parks and Recreation	2-3
12. Partner with Scott Air Force Base on safe bike connection to downtown O'Fallon.	Public Works	3
13. Work with downtown businesses to install bike racks.	Community Development	3 and beyond
14. Pop up complete streets improvements in the Downtown District to demonstrate ped/bike upgrades.	Public Works and Community Development	3 and beyond

**C. Provide excellent library services to all residents.**

	Assigned to:	Year
1. Coordinate programming between parks and the library to bring the greatest variety of programming to residents (and avoid duplication).	Library	Ongoing

2. Update the library master plan to assess community needs and best methods to meet them.	Library	1
3. Consider after-school services through public library.	Library	2

**D. Continue to develop Family Sports Park and areas nearby.**

	Assigned to:	Year
1. Encourage development around the Family Sports Park. <i>Focus on options that are walkable and complement Downtown O'Fallon.</i>	Community Development	Ongoing
2. Update the master plan to complete development of the park.	Administration and Parks and Recreation	1
3. Investigate filming and streaming live sporting events through Facebook Live so spectators can view games remotely. Advertise local points of interest through this streaming platform to encourage visitors to explore O'Fallon.	Administration	1
4. Add a Field House to the park that will provide the ability to host winter volleyball, basketball and futsal tournaments.	Parks and Recreation	3
5. Add a lake water feature and boardwalk in the undeveloped southwest corner of the park.	Parks and Recreation	3

**E. Continue to invest in infrastructure to support current and future development.**

	Assigned to:	Year
1. Continue capital planning through the Capital Improvement Plan (CIP).	All Departments	Ongoing
2. Review revenue sources to ensure capital needs are funded.	Finance, Administration	1

**GOAL 4: ENCOURAGE ECONOMIC DEVELOPMENT IN TARGETED LOCATIONS AND SECTORS.**


**A. Support growth and development of MidAmerica Commerce Center.**

	Assigned to:	Year
1. Explore opportunities to extend utilities to the site.	Public Works and Community Development	Ongoing
2. Partner with county, state, and transit district for connected road network that supports multi-modal transportation. a. Determine appropriate timing for sewer construction b. Continue to encourage St. Clair County to improve Shiloh Valley Road.	Public Works (lead), Community Development (support)	Year 1 (sewer decision)

**B. Maintain relationships with key developers and brokers.** Assigned to: Community Development Director and Administration; Year: Ongoing

**C. Continue to support development and redevelopment of Downtown O’Fallon.**

	Assigned to:	Year
1. Encourage density in and near Downtown O’Fallon. a. Consider use of incentives to encourage second floor residential.	Community Development	Ongoing
2. Explore methods to link activity at the Family Sports Park to Downtown.	Administration, Public Works	1 and ongoing
3. Partner with Downtown District to bring events to Downtown. Consider a small grant program to encourage and support new events.	Community Development	1 and ongoing


<p>4. Encourage retail/restaurant/hospitality uses on first floor.</p> <p>a. Use existing TIF redevelopment agreements to incent 1<sup>st</sup> floor retail; only include office developments if they are on the 2<sup>nd</sup> floor.</p>	Community Development	1 (TIF policy) and ongoing
 <p>5. Continue lighting improvements in Downtown, including decorative lights.</p>	Administration (Lead), Public Works (Support)	1
<p>6. Encourage use of outdoor space.</p> <p>a. Review sidewalk ordinance to allow more room for sidewalk dining.</p>	Community Development	1 and ongoing
<p>7. Expand the farmer's market.</p>	Parks and Recreation	2
<p>8. Encourage development of 200 South Lincoln.</p> <p>a. If development moves forward, consider requirement to allow public parking after 5p.</p> <p>b. If development does not move forward, consider removal of current building to create a more flexible development opportunity.</p>	Community Development	2 (remove current building if no development)
<p>9. Develop a streetscape plan for Lincoln Avenue from 3<sup>rd</sup> Street to Highway 50.</p>	Community Development and Public Works	3
<p>10. Develop long-term plan for 1<sup>st</sup> Street if CSX railroad becomes available for linear park.</p>	Parks and Recreation and Community Development	3 and beyond

**GOAL 5: INVEST IN CITY SERVICES TO MAKE THEM EFFICIENT AND EFFECTIVE**

**A. Develop staff and manage workflow.**

	Assigned to:	Year
1. Centralize employee orientation to reduce burden on individual departments.	Administration	1
2. Succession Planning a. Develop process checklists of core processes for tasks. b. Support cross-training so knowledge is not contained in one employee. c. Develop employees for internal promotions and career development.	Administration (Process Lead); All Department Directors (Support)	1 and ongoing
3. Evaluate bottlenecks in workflow and make adjustments as needed.	Administration	1 and ongoing
4. Use shared technology such as Sharepoint and Power BI to access, process, and present information efficiently.	All	1 and ongoing
5. Initiate a Human Resources help desk, similar to an IT help desk, that is available for human resource issues.	Administration	2

**B. Fund municipal operations fairly and sustainably.**

	Assigned to:	Year
1.  Renew utility tax and consider an increase in utility tax rates.	Finance	1
2. Evaluate declining revenue sources and implications over time.	Finance	1 and ongoing
3. Continue to evaluate funding options to maintain city services.  Consider: <ul style="list-style-type: none"> <li>- sales tax increase</li> <li>- motor fuel tax</li> <li>- amusement tax on streaming content</li> <li>- push tax on video gaming machine</li> <li>- fee increases for business license and cemetery</li> <li>- real estate transfer tax</li> <li>- stormwater utility fee</li> <li>- tax on cigarettes and alcohol</li> <li>- food/beverage tax increase</li> </ul>	Finance	1 and ongoing
4. Share information with council regarding utility tax and revenue options.	Finance	1 and ongoing
5. Development needs assessment of unfunded projects and expenses.	Finance	1

**C. Maintain current high standards for police, fire, and emergency management services.**

	Assigned to:	Year
1. Continue to build relationships throughout O'Fallon, with special attention to communities of color. <ul style="list-style-type: none"> <li>a. Use social media to educate the community about crime prevention and keep them up to date.</li> <li>b. Increase police involvement with the student population to enhance relationships and prevent crime.</li> </ul>	Police	Ongoing
2. Enhance recruiting practices to attract diverse candidates so public safety officers reflect the overall community.	Police	Ongoing
4. Reduce response times for fire and EMS	Fire, EMS	Ongoing
5. Continue to evaluate a full-time Fire Department and consolidation with EMS.	Fire, Public Safety	Ongoing
6. Adopt the latest ICC/NFPA Life Safety codes	Community Development	2
7. Conduct a manpower study to determine where a new police zone should be located.	Police	3
8. Develop plans for a north fire station	Fire	3
9. Develop a consolidation plan for Fire Stations 1 and 2; factor in consideration of which station/site has more potential value to repurpose.	Fire and Public Works	3