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Wheeling **2000** *and beyond*

COMMITTEE REPORTS

JANUARY 1997



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OFFICE OF THE VILLAGE PRESIDENT

January 28, 1997

On behalf of the Trustees, residents, and businesses of the Village of Wheeling, it is my pleasure to transmit a copy of the report entitled Wheeling: 2000 and Beyond.

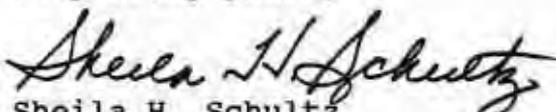
This report is the culmination of a process which began with a very basic question. Simply stated, what type of community did Wheeling want to be as it approached the 21st Century? In order to answer this question, a process was developed wherein key areas of community life were identified by residents via two meetings. Eight committees were formed to study and make recommendations related to these areas. The recommendations which form the basis of this report are the result of literally thousands of hours of work by nearly one hundred residents and business leaders.

One of the crucial themes throughout this process was that of partnerships. Indeed, a project of this scope and magnitude could not have been possible without the support and assistance of many individuals and groups. In particular, Hoyne Savings and Loan provided financial assistance; the Park District, Indian Trails Public Library, First Presbyterian Church, and Wheeling High School allowed the use of facilities.

Finally, this report represents the first step in an ongoing process. Even as this report was being printed, the focus was beginning to shift to the implementation phase of the process. The vision for our community presented in this report will only become a reality with the participation of the residents and business leaders.

We express our sincere appreciation for the efforts of everyone who contributed to the success of this project. We are proud of this report, and we believe it provides a vision of a community proud of its history and confident of its future.

Very truly yours,


Sheila H. Schultz
Village President

Wheeling 2000 and Beyond

Committee Reports

WHEELING 2000 AND BEYOND VISION STATEMENT

Wheeling Is:

- A network of partnerships between governments and businesses, and among those entities responsible for providing educational, recreational and human care services.
- A community with governments which are forward thinking, assertive and cohesive in response to issues affecting their residents and businesses.
- A pro-business community of economic opportunity and growth with a vibrant and strong economy.
- A community with a safe and healthy environment with its appearance reflecting the pride of its residents and businesses.
- A diverse and inclusive community where all of its residents live in a state of harmony.

These partnerships share resources, promote awareness, communication and understanding among the partners and work together to provide goods, services and employment opportunities, promote assimilation into the community and establish a mutual support system. These partnerships also extend into the broader community with whom they interact and reap the benefits of cooperation with the region, the state and the nation. As partners:

- The governments are responsive and develop and implement coordinated comprehensive plans which meet the needs and expectations of the people, invite participation, improve access to social and human services for all its citizens and meet future challenges to develop and maintain a sound infrastructure, transportation and communication.
- The residential and business community embraces the opportunity to provide, encourage and expect participation in lifelong learning by residents and employees of all ages.
- The families, neighbors, friends and visitors gather to attend a variety of social, recreational and cultural celebrations.
- The people with a strong sense of community, work together voluntarily at all levels resulting in a collective sense of investment, further enhancing the quality of life.
- The community celebrates its diversity, respecting our varied cultural heritage and religious beliefs and modeling this for our children in our homes, businesses, region, and our nation.

WHAT IS WHEELING 2000 AND BEYOND?

Wheeling 2000 and beyond is a community-based project implemented to engage Wheeling's residents and business community in planning for the village's future. Initiated by the Village President and Board of Trustees, Wheeling 2000 was guided by those with the greatest possible investment in the community's future - the citizens themselves. These citizens have provided important direction, planning and recommendations for the future of the community into the next century.

In the fall of 1995, the Village retained the services of Denniston Consulting Group to facilitate this strategic planning process. Two community wide meetings were held in October and December, 1995 to ensure that all citizens and the business community were given the opportunity to participate as well as ensure that the process was a community based effort. Following the first meeting, an Executive Committee consisting of representatives of all the village's governmental units, churches and business community was selected. The Executive Committee then elected eight committee chairs - image, education, infrastructure, government, community diversity, community services, economic development large corporations and economic development commercial/retail. Residents and members of the business community were placed into committees based on their interest preference. The Executive Committee and the chairs of each of the eight committees were combined to form an overall Steering Committee which met several times throughout the entire 12 month process.

Each of the eight committees adopted its own vision statement and during the ensuing months held meetings, conducted research, met with village officials and interviewed government and business leaders from other communities. Each committee completed a series of reports which included an assessment of the current situation, identification of future trends, creating a future vision, and finally making recommendations.

Written reports prepared by each of the committees were shared and presented at several Steering Committee meetings which were open to all interested participants. Feedback from the Steering Committee was used in the development of the final reports and recommendations.

The Wheeling 2000 and Beyond Report is the product of its community members. The document is testimony to the caring and concern Wheeling citizens and members of its business community have for the village as well as their personal belief that the future of Wheeling is worthy of their best efforts. From the individual vision statements developed by the eight committees, a **Wheeling 2000 and Beyond** overall Vision Statement has been created which captures the future of Wheeling.

COMMITTEE ROSTERS

A special thanks goes out to all the committee members listed. Collectively, they devoted over 4,000 hours to researching materials, attending presentations, interviewing local and regional experts, and participating in numerous committee meetings.

Community Services

Shari Matthews-Huizar
George Hernandez, Co-Chair
Pat Sordyl
Jane Haeger
Bob Todd
Dolly Snyders
Andy Snyders
Julie Flanagan
Don Hammer

Community Diversity/Cultural Integration

Bill Maloney, Chairperson
Jackie Sanchez, Co-Chairperson
Sharon Schomer, Administrator
Rev. Cynthia Holder-Rich
Linda Fijalkowski
Nerys Hury
Donna Jones
Michael Kleinkemper
Sheetal Nayak
Walter Chuquimia

Economic Development - Large Corporations

Minerva Solano, Chairperson
John Flanagan, Co-Chairperson
Don Augustine, Secretary
Judy Abruscato
Tim Litner
Glen Meier
Pat Morey

Education

Kelvin Lane, Chairperson
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Karen Bass
Linda Birnbaum
Cheryl Brandt
Marge Brower
Rich Cherico
Linda Claver
Marge Dziurgot
Elaine Gibson
Greg Klatecki
Dawn Olan
Grant Olan
Lori Rataczak
Chris Reading
John Schomer
Frank Solano
Julia Walsh

Government

John Iverson -Chairperson
Pat Drewes - Co-Chairperson
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Paul Philipp
Terry Steilen
Gary Hittleman
Gary Cohn

Image and Public Relations

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Pam Dorband
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Alan Sherman
Diane Siles
Steve Walanka

Economic Development Retail/Commercial

Richard Goldberg, Chairperson
Stuart Shapiro, Co-Chairperson
Christine Dolgopol, Steering
Committee
Frank D'Angelo
Anne Rogers
Bill Rogers
Robert Heer
Mae Schwab
Denise Kennedy
Ben Kutscheid
Jackie Pollack

Infrastructure

Dave Phillips -Chairperson
Tom Murray -Co-Chairperson
Pat Armitage
Mike Cooper
Elizabeth Hartman
Roger Kizior
Lou Kolssak
Dan Lingeitch
Mary Ellen Mattson
Robert Osborne
Janice Reid
Ken Swanson

**EXECUTIVE COMMITTEE
MEMBERS**

Sheila Schultz

Karop Bavougian

Lloyd (Bud) DesCarpentrie

Frank D'Angelo

Pat Sordyl

Nancy Holman

Craig Anderson

Bertha Sanchez

Chris Reading

Cynthia Holder-Rich

ACKNOWLEDGEMENTS

A special thanks to the following people and organizations:

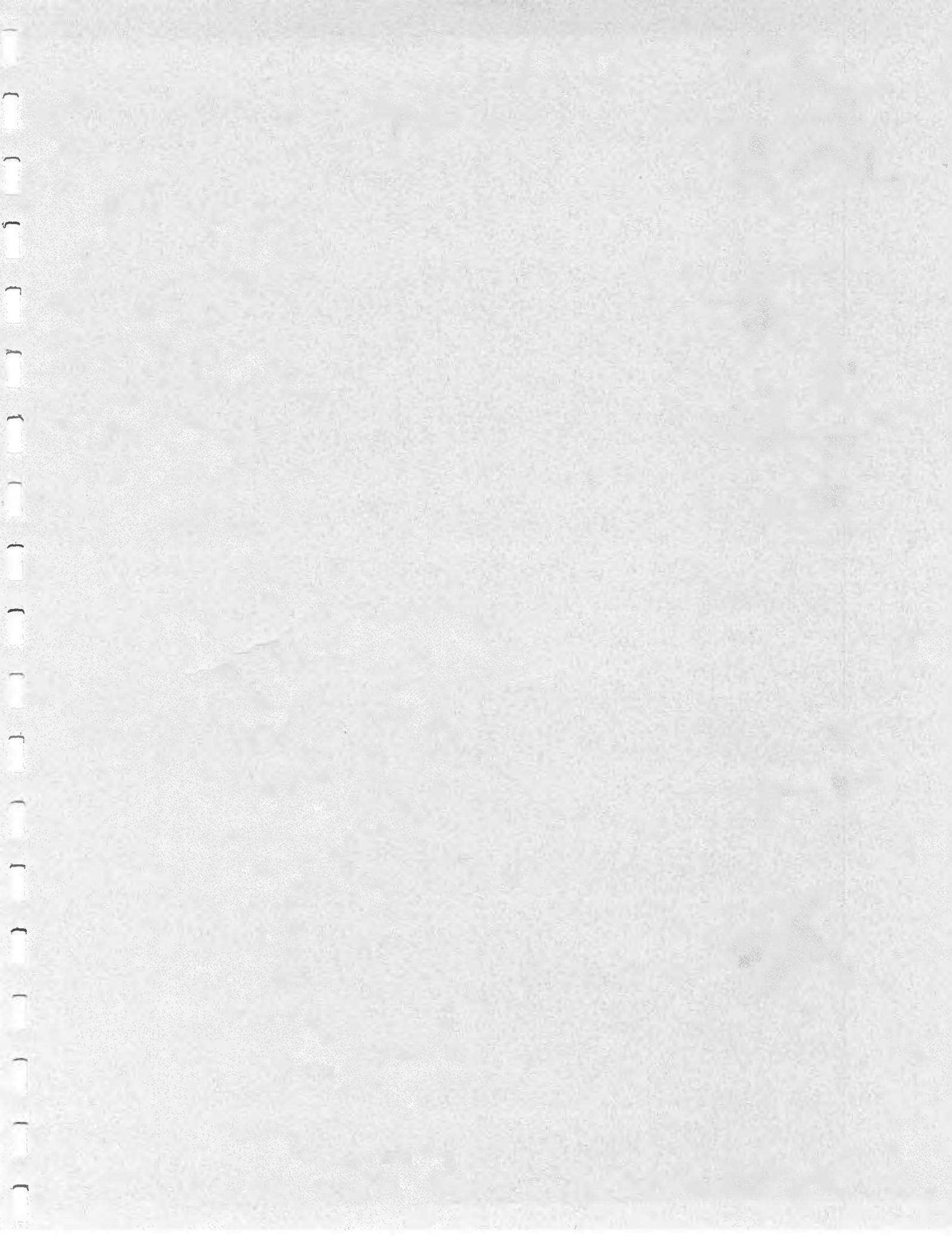
Wheeling High School for providing meeting rooms

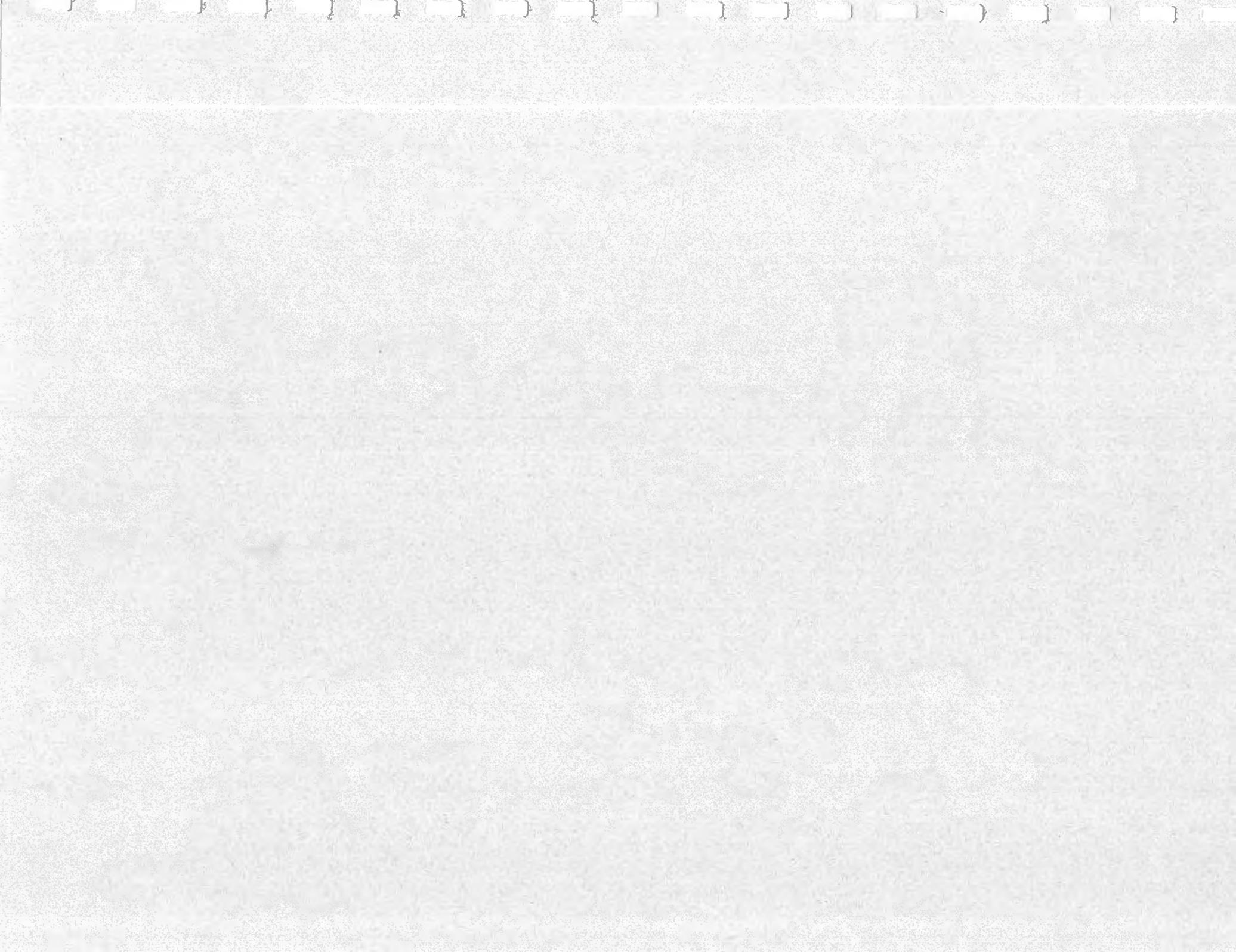
Wheeling Village Hall for providing meeting rooms and to their staff for their help in providing information and administrative support to the committees

Indian Trails Public Library District for providing meeting rooms and holding documents for public viewing

Village of Oak Park and numerous other villages for sharing their expertise and knowledge with us

Sheila Schultz (Village President) and Craig Anderson (Village Manager) for their support and assistance





Economic Development Retail/Commercial Committee Report

Committee Membership

Richard Goldberg, Chairman
Stuart Shapiro, Co-Chairman
Robert Heer
Denise Kennedy
Ben Kutscheid
Jackie Pollack

Anne Rogers
Bill Rogers
Mae Schwab
Christine Dolgopol, Steering
Committee
Frank D'Angelo, Executive
Committee

Committee Mission Statement

The mission of the Economic Development Committee is to identify economic opportunities that will provide a positive business climate for investment which will benefit the community through increased revenues, services, employment and quality of life.

Committee Vision Statement

Wheeling will be a progressive, suburban community which will reflect a strong, positive image with an interactive and proactive village government and business community. Existing businesses will take pride in ownership and in being an integral part of the community. Prospective businesses will view Wheeling as a place of economic opportunity and growth. The commercial portion of the tax base will augment needed funding for the village government, school districts, and park and library districts.

Current Situation Report

1. There is no business recruitment/retention program or plan for the Village of Wheeling.
2. The village record keeping is out of date. (The information that we received was at least one year old.)
3. The information was mostly hand written and very hard to understand. It appears that not much of the information, if any, is on computer.

4. There is insufficient enforcement of maintenance and appearance violations in the commercial/retail areas of the Village of Wheeling.
5. Of the eighteen (18) shopping centers located in the village, eight (8) were above average and ten (10) were below average aesthetically. Of the five (5) free standing locations, four (4) were above average and one (1) was below average.

Current Strengths

1. Restaurants with national and regional reputations help draw customers from all around to the Village of Wheeling.
2. Palwaukee Airport.
3. The location of Wheeling - major highways and close to the tri-state help customers get to and from the village.
4. New train station with direct access to O'Hare Airport and downtown Chicago.
5. Public bus service.
6. Major discount retailers which draw customers from outside the village.
7. Available and attractive locations for future developments.

Current Weaknesses

1. Perception of a complicated/cumbersome process to open or improve a business within the Village of Wheeling.
2. Commission reviews are too subjective and have numerous requirements. In addition, in some cases, businesses spend an inordinate amount of time appearing before multiple commissions prior to meeting with the Board of Trustees.
3. Some commission members have personal agendas which, at times, holds back progress and drives away business.
4. There is a lack of business recruitment by the village.
5. Proximity to Lake County highlights a unique problem with regards to real estate taxes.
6. Below average shopping centers are highly visible.

Future Trends Analysis

Wheeling's 1990 population of 29,911 is estimated to grow to 40,164 by the year 2010, a 34.3% increase. The village is the second smallest community amongst the four surrounding communities, but it had the second fastest growth rate since 1970 and is projected to grow faster than the surrounding communities between now and 2010.

The population base in 1990 included 43% of residents in the 25-44 year age bracket; 16% in the 45-64 age bracket; and 8% in the 65 years and over bracket with females outnumbering males 1550 to 921 in this category. It is expected that the 65+ years segment will continue to grow.

Wheeling has a higher percentage of non-family households than the four surrounding communities and the number of persons per household is less. This can be attributed to the large proportion of apartments, multi-family housing developments and growing senior citizen and empty-nester population base. Wheeling residents have also not lived at the same address for as long as residents in three of the four surrounding communities.

Although Wheeling is one of the more diverse communities in the northwest suburbs, the minority population is relatively small. The Hispanic population is the largest minority group at about 8.4% according to the 1990 Census. This number is disputed and is thought to be higher. Recent arrivals are Eastern Europeans, Russian Jews and people from Asian/Pacific areas.

Per capita income (\$18,480 in 1989) and median household income (\$39,848 in 1989) was lower than the other surrounding communities and was not increasing at the same rate as the other communities. Estimated average family income in 1994 was \$52,284 which is also lower than surrounding communities. 3.3% of Wheeling resident have incomes classified below the poverty level with the elderly making up the majority of that classification.

Committee Recommendations and Suggestions for Implementation

- I. Formation of an Economic Development Corporation (EDC) with a full time director who has a background in economic development.

Purpose and Objectives:

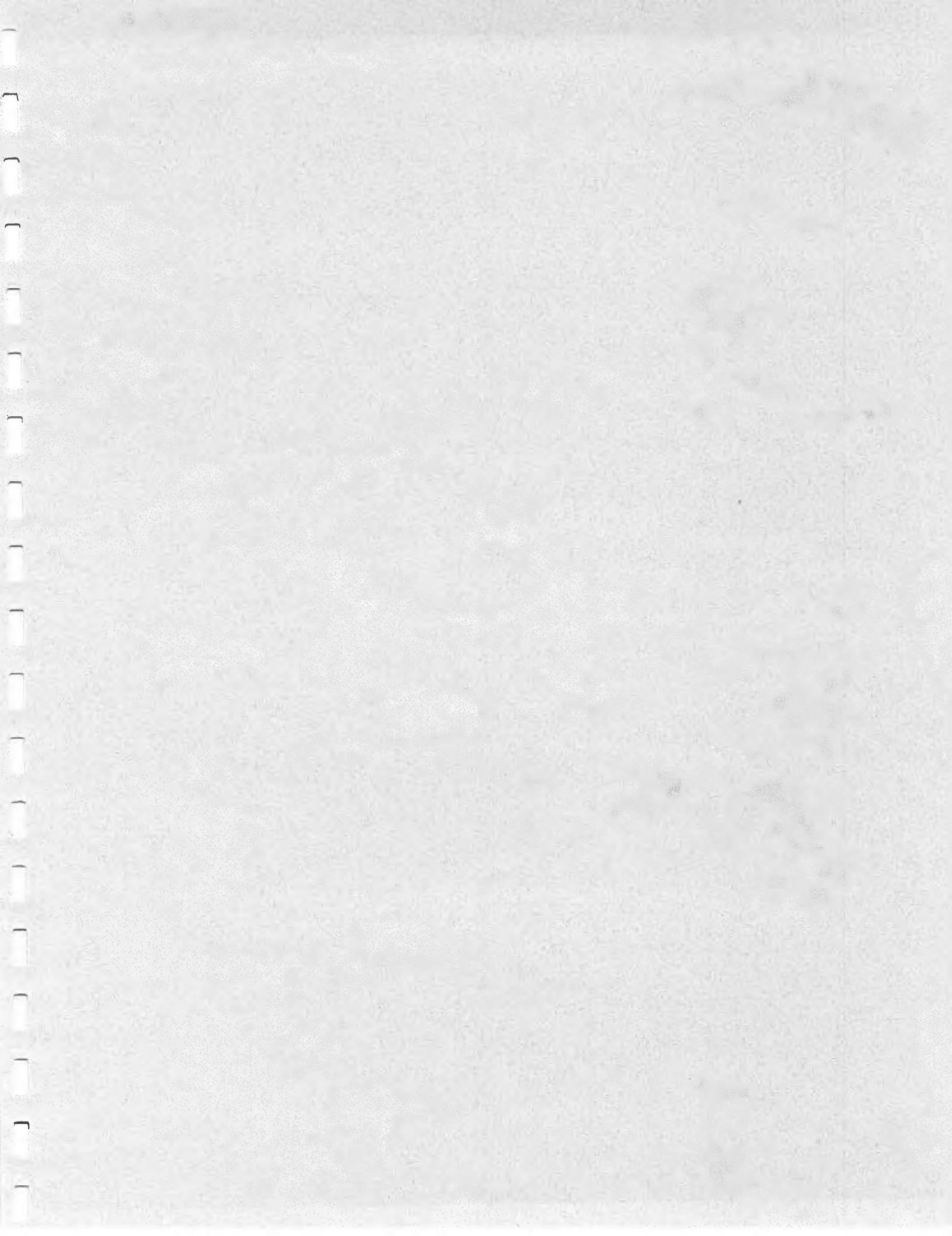
The purpose of the EDC is to encourage and facilitate economic growth within the Village of Wheeling. The Corporation will:

- a) Develop a local economic development strategy and a supporting action plan.
- b) Identify and evaluate business development or redevelopment opportunities within the village, identifying parcels whose development or redevelopment will benefit economic conditions.
- c) Prepare and disseminate appropriate economic development promotional materials.
- d) Develop a marketing strategy to retain existing businesses and attract new business enterprises.
- e) Serve as an advocate for the promotion of businesses within the Village of Wheeling.
- f) Make recommendations for upgrading the overall quality, appearance and usefulness of the building stock in the commercial, industrial and residential/office zoning districts, taking into consideration all techniques available, including financial incentives.
- g) Target specific companies or industries for business retention/attraction efforts.
- h) Identify other community Economic Development needs as they arise and devise plans to meeting such needs.

Implementation:

- a) The EDC will be incorporated as a 501(c)(3) non-profit corporation.
 - b) The EDC will be funded through contributions by the Village Government, Chamber of Commerce, corporations and businesses.
 - c) The Board of Directors will be elected by the funding entities. The Village President and Executive Director of the Chamber of Commerce will serve as non-voting ex officio directors of the Corporation.
2. Streamline procedures in getting village approval for a new business or making improvements to an existing business with an ombudsman to insure that this process remains streamlined.

3. All developments will go before the Village Board for preliminary acceptance and referral to an appropriate commission to insure that petitioner will not needlessly spend money for attorneys, plans, etc.
4. The village will maintain a database of all existing commercial and retail business to include, but not be limited to, type, number of employees, space utilization and unique or special needs.
5. A Hotel/Convention Center in the vicinity of Palwaukee Airport.
6. A Hotel/Banquet facility on Lake-Cook Road, North of Wal-Mart.



Infrastructure

Committee Report

Committee Membership

Dave Phillips -Chairperson
Tom Murray -Co-Chairperson
Pat Armitage
Mike Cooper
Elizabeth Hartman
Roger Kizior
Lou Kolssak
Dan Lingeitch
Mary Ellen Mattson
Robert Osborne
Janice Reid
Ken Swanson

Committee Mission Statement

To define, evaluate, recommend, and report on short and long term community infrastructure needs and wants.

Scope of Study

Transportation

The Committee examined roadways, the North Central Service Metra Commuter line, Palwaukee Airport and bicycle/pedestrian facilities with the understanding that transportation is a significant factor to a community, its residents, businesses, employees and visitors.

Public Properties and Facilities

Public properties and facilities in the Village include not only those of the Village, but also the Wheeling Park District, School District No. 21, School District No. 214 (Wheeling High School) and Indian Trails Public Library District. Harper College and National Louis University also have Wheeling locations. Agencies were surveyed with the focus on major infrastructure work accomplished in the last 5 years, that are presently being done or soon to be undertaken, and those improvements scheduled in the short term (1-5 years), intermediate (6-10 years) and long term (11 years or more).

We asked for information on:

- . Existing facility expansion/renovation
- . New facility construction
- . Property acquisition
- . Property development/redevelopment

The focus of the Committee has been to examine potential future areas of cooperation between units of government, and to forecast future infrastructure needs in a comprehensive manner.

It is important to highlight voter support of major public infrastructure projects and levels of operations. Just within the last five (5) years, voters have passed referendums offered by School District No. 21, the Wheeling Park District and by the Indian Trails Public Library District.

Water & Solid Waste

Water is important for residents of suburban Chicago. We, as citizens, expect to have a sufficient quantity of good quality water to drink, adequate stormwater facilities, and sufficient wastewater transmission and treatment facilities. We also expect solid waste to be affordably removed and disposed of efficiently.

Housing & Undeveloped Properties

Wheeling borders are generally defined and will not be altered significantly. The majority of property within the Village has been developed for various residential, commercial, industrial, office or public purposes generally consistent with zoning and planning purposes presently in place.

Most residential development prior to the 1970's was relatively basic single family, while most residential development since then has been multiple family. A major industrial area has been reserved in the central core of the community from our northern border at Lake Cook Road to our southern central area along Palatine Road. Sufficient multiple family and industrial properties exist.

Committee Vision Statement

Wheeling's infrastructure are those physical assets that facilitate services being provided. Those assets are an essential base upon which services are built. Infrastructure requires coordination and cooperation both within the community among governments and with neighboring communities in regional infrastructure ranging from roads and airports to bike paths, water, wastewater, stormwater, and solid waste. We place a high regard on quality and a beautiful environment, realizing that infrastructure is the foundation upon which a community is built.

Current Situation Report

Transportation

Roads

The Village of Wheeling has inter-community roads improved and maintained by the Cook County Highway Department (CCHD) and by the Illinois Department of Transportation (IDOT). The Village improves and maintains intra-community/neighborhood roads.

Each entity has a multiple year capital improvement plan driven by a prioritized ranking of projects which allocates the annual capital funds available by that unit of government. (See Appendix A - Roadway Projects and Priorities)

Rail

The Village of Wheeling and other communities along the previously single user (products not people) single line rail North Central Service system did, in late 1996, open a commuter rail service operating from Antioch in Lake County through Wheeling to and from Chicago. The North Central Service Metra rail line is expecting up to 6,150 daily riders.

Wheeling's new rail station is located south of Dundee Road adjacent to the North Central Service line railroad. Direct commuter service for Village residents has been long awaited.

Airport

Palwaukee Airport was purchased by the City of Prospect Heights and the Village of Wheeling more than a decade ago. Funding for major capital airport improvements is 90% Federal, 5% state and 5% local. A comprehensive capital plan has been developed, but the implementation timeline is contingent upon Federal funding. While the airport's

have been funded since the municipal acquisition have paved the way for the initial upgrading of the airport infrastructure to meet FAA requirements.

Bicycle/Pedestrian Facilities

Inter and intra community bicycle/pedestrian facilities are slowly being built and/or planned in the Chicago area. The 2020 Regional Transportation Plan for northeastern Illinois will include a non-motorized component and the Northwest Municipal Conference (NWMC) is developing a sub-regional bicycle plan for Wheeling and the surrounding area. The Village of Wheeling has participated in this planning, and some facilities have been proposed, but not yet constructed. The Wheeling Park District has constructed paths through Heritage Park linking to the train station.

Public Properties and Facilities

Village of Wheeling

The Village of Wheeling is in the midst of developing a Capital Improvement Plan (CIP) with standardized reports on looming capital requirements projected over the next five years. The Village departments have identified infrastructure needs for buildings and grounds, roads, streets, traffic signals, water, sewer and fire, as well as specific projects such as the Commuter Rail Station and tree planting.

Synchronization of projects is often difficult and does not rely solely on internal Village priorities. For example, the commuter rail station would not be a priority unless the Metra line received funding. Major sewer work by the Village also needs to precede roadway improvements scheduled by Illinois Department of Transportation (IDOT), the Cook County Highway Department (CCHD) or by the Village.

Village projects may also be regional in scope, like within the Crossroads Tax Increment Finance (TIF) district, located by Milwaukee Avenue and Dundee Road due to the funding source of the improvements.

School District No.21

The District has almost completed a very extensive retrofitting and expansion of facilities within the last five years:

1. Whitman School was rebuilt
2. Tarkington, Holmes, Kilmer, Twain, Poe & Cooper Schools expanded gymnasium and classroom facilities
3. Field School expanded learning center and classrooms
4. London School was renovated and expanded

In addition, within the next couple of years:

1. Longfellow School will receive expanded gymnasium, classrooms and learning center improvements.
2. Riley School will experience gymnasium, office, kitchen, corridor and lobby improvements.
3. Field School will be improved with gymnasium, classrooms, offices and corridor work.

Wheeling High School/Township High School District No.214

The Wheeling High School's largest infrastructure project within the last five years was to air condition the building, but the most widely recognized improvement was the new technology lab. This lab has put the Wheeling High School on the map as a school whose students benefit significantly with a high tech lab that enables students, in an increasingly technical environment, to be better prepared for post high school life.

Harper College/National Louis University

Both schools have campuses in the vicinity of Wolf Road and Palatine Road.

Indian Trails Public Library District

The voters of the District, in April of 1996, authorized the District to issue \$3,800,000 of general obligation bonds to expand by 50% the present 30,000 square foot library.

Wheeling Park District

The Park District has seen major infrastructure improvements in the last five years:

1. Heritage Park was expanded with the acquisition of the 18½ acre farm adjacent to Wickes and the Village Hall.
2. A major aquatic center was built.
3. A new community recreation center was built after voter authorization of a tax rate increase to support its operation.
4. Gymnasiums were built at Twain School and Tarkington School partially funded by the Park District.
5. Major park renovation has occurred in Malibu Park and Childerley Park.
6. A new golf maintenance building at Chevy Chase was constructed.

Water/Solid Waste

Wheeling now receives its drinking water from Lake Michigan through the Northwest Water Commission composed of the communities of Buffalo Grove, Palatine and Arlington Heights, in addition to Wheeling.

Within the last decade, major infrastructure work has been undertaken by the Water Commission and by the Villages to transmit and treat this water. Most deep wells have been decommissioned and storage facilities have been expanded to over 11 million gallons by the Village.

Stormwater

Stormwater, like drinking water, involves multiple communities and multiple agencies. Unfortunately, this multitude of players makes progress toward addressing and resolving flooding to be questionable at best. Wheeling is located in the Lower Des Plaines Tributary Watershed. The flood elevation of the Des Plaines River traps flood waters which then spill over the Buffalo Creek/Wheeling Drainage Ditch banks and pool onto St. Joseph's, Heritage Park and environs. The Chevy Chase golf course also is a major site for floodwaters to park until the Des Plaines River recedes.

While some flood improvements have taken place in the last decade, many have languished. The Buffalo Creek/Wheeling Drainage Ditch Diversionary Channel has been slowed with easement acquisition squabbles for the last decade. Widening and deepening the bed of the creek (which should have been dredged to lower the creek bed) was stymied by concerns of the electorate for mature trees that would have been sacrificed. Now new state regulations may not permit this needed work to be accomplished.

Wastewater

The Metropolitan Water Reclamation District (MWRD) is a county-wide special district responsible for the treatment of wastewater. MWRD has major interceptor sewers (90" line buried 40' deep) that are wastewater superhighways to the O'Hare treatment plant. Wheeling is responsible for the collection lines from individual properties and lift stations which push the wastewater under pressure into the interceptor sewers. These lift stations have been rehabilitated or newly constructed in the last 15 years.

Solid Waste

Solid waste is also a regional issue. In the last decade, Wheeling has joined with 22 other municipalities to form the Solid Waste Agency of Northern Cook County (SWANCC). SWANCC was established to design and develop a system to provide efficient and environmentally sound collection, transportation, transfer, processing, treatment, storage, disposal, recovery, and re-use of municipal waste for its members. Municipal waste includes garbage, general household, institutional, and commercial waste, industrial lunchroom or office waste, landscape waste and construction and demolition debris.

Wheeling contracts with refuse contractors who are responsible for picking up the municipal waste and delivering it to SWANCC.

Within the last several years, waste separation into recyclable and non-recyclable materials and landscape waste has been instituted.

Housing and Undeveloped Projects

Wheeling borders are generally defined and will not be altered significantly. The majority of property within the Village has been developed for various residential, commercial, industrial, office or public purposes generally consistent with zoning and planning purposes presently in place.

Most residential development prior to the 1970's was relatively basic single family, while most residential development since then has been multiple family. A major industrial area has been reserved in the central core of the community from our northern border at Lake Cook Road to our southern central area along Palatine Road. Sufficient multiple family and industrial properties exist.

Communications

Physical Mediums (Phone, Electric, Cable Lines)

Until recently the physical installation and use of communications mediums installed within Village easements (the actual wire) was limited to the few sanctioned providers - i.e. Ameritech and TCI. Access to the conduits beneath Village streets was funded by the providers but licensed by the Village. There were no uniform standards, local policies or guidelines for local governments to follow that were consistent with each other. Also, the use of overhead wires, although more efficient and less costly than buried cable, is unsightly and more prone to service interruptions than buried cable.

Printed Mediums (not an infrastructure issue, but a coordination issue)

Delivery of information to residents, businesses and other interested parties by public and private service providers is fragmented and frequently is ineffective. Effectiveness of the

information delivery system is sporadic and could be enhanced with greater coordination between information disseminators.

Internet

The Internet is a new communications medium available to globally distribute information on a wide variety of public, non-profit and private subjects. Methods to use the vast Internet capabilities to best public and private advantage are still developing. Internet sites are currently open in Wheeling schools, the Indian Trails Public Library, and others; however, each is a standalone site without linkage to coordinated information. In order to be linked, the Village must set up a website and allow/promote Village organizations to use it as a reference service (i.e. the Village website could provide broad Village services information and point to other sites as a feature of the Village).

Future Trends

Transportation

Roads

While roadway projects within each level of government (local, county and state) are prioritized, it appears that the multiple layers see little need to coordinate between themselves. State of Illinois DOT work on Milwaukee Avenue to create a fifth turning lane, curbs, gutters, sidewalks, lighting, etc. between Lake-Cook and Palatine Road in 1996 and 1997, joins CCHD's widening of Elmhurst Road to four lanes between Dundee Road and Palatine Road in 1997-1998. This dual agency dual project convergence in 1996-1998 will effectively interrupt north/south travel in and through Wheeling on the two busiest roads at the same time.

While this too shall pass, governmental recognition of pending rail improvements by the North Central Service Metra Commuter line impact on roadways and traffic may not be fully recognized. Rail underpasses on the already congested Dundee Road (IDOT) and Hintz Road (CCHD) for example, may need to be added to the capital project list to minimize east/west roadway travel delays due to increased north/south rail traffic.

The future widening of the north leg of Elmhurst Road (Route 83) (Lake-Cook Road to Dundee Road) is not presently on IDOT's five-year schedule while Elmhurst Road (Route 83) north of Lake-Cook is four lane all the way through and beyond Buffalo Grove, and is four lane from Palatine Road for many miles south. The future development of the Horcher farm will also increase traffic flow and congestion. To leave the Wheeling north

leg between Lake-Cook and Dundee Roads as two lane appears to make Wheeling a bottleneck, which should be addressed sooner as opposed to later.

The Village, the Northwest Municipal Conference, the Chicago Area Transportation Study or other groups' coordination of transportation projects among the multiple layers of government and multiple transportation providers should be enhanced so as to minimize adverse impacts on the Village. This would improve scheduling and prioritization of road projects.

Rail

It is expected that the opening of the North Central Service commuter line and Wheeling's rail station will have a positive affect on economic, social, service and cultural factors.

Due to the proximity of the Wheeling station to the Wheeling Park District's new community recreation center, aquatic center and to Village Hall, it is expected that some synergy will exist. Perhaps a family would utilize the aquatic center while waiting for a parent utilizing the commuter rail.

An economic bounce from the new commuter rail service, not only at but around the rail station and along frequently traveled bicycle/pedestrian facilities/roads leading to/from the station can be anticipated by businesses. Increase in both vehicle and non-motorized and pedestrian travel can be expected, especially in the vicinity of the station.

Should the new rail service be well received, the frequency of stops will be increased by Metra to meet demand. A second track permitting two way traffic would also be reasonable to expect, subject to federal and Metra funding.

Airport

The flight demand for Palwaukee Airport, already the third most active airport in Illinois, which has been forecasted to escalate, will be under even more flight pressure due to the closing of Meigs Field in Chicago. Federal funding of the infrastructure improvements needing to be undertaken will require even greater support by local, state and federally elected and appointed officials to ensure that Palwaukee receives its 'fair share' of increasingly scarce federal funds. The recent \$1,600,000 grant to fund the relocation of the drainage ditch away from the main runway is a good example of how that support increases in importance as available federal funds have declined 70% since 1990.

Economic development around the airport of airport or traveler related businesses should also be enhanced with Milwaukee Avenue improvements presently taking place and Lake Michigan water being extended to the property. The 6-10 acre parcel of property at Hintz and Milwaukee Avenue would be an example of where municipal infrastructure improvements could enhance the parcel's future development.

Bicycle/Pedestrian Facilities

Increasing coordination of multiple purpose facilities between communities is necessary to encourage inter-community transportation on bicycles. Village initiation of a Community Bicycle and Pedestrian Facility Task Force would draw together interested parties to develop an integrated path plan within Wheeling that would identify potential bicycling destinations, assess roadways for bicycle suitability and connect our Village facilities to our neighbors.

Public Properties and Facilities

Village of Wheeling

Older sections of Wheeling have infrastructure dating back to the 1950's and 1960's. Finalization of a Village Capital Improvement Plan (CIP) will incorporate a complete inventory of infrastructure projects including replacement of the older infrastructure as well as expansion projects and additions.

The Crossroads TIF improvements may aggregate to almost \$8.5 million which will be a good start at perking up Wheeling's Milwaukee Avenue. Unfortunately, all but \$1.1 million is either buried underground (water/electric), or will be unnoticed (sidewalks, traffic signals). Funds are also earmarked for the purchase of buildings and properties that may be packaged to a developer for redevelopment. The only visible projects will be street lights and the Cole Taylor park improvements.

Utilization of TIF or other municipal revenues to enhance the initial or redevelopment of a parcel, or package of parcels is noteworthy. Creative assistance to private business which returns and multiplies the initial investment is to not only be accepted, but should be encouraged and commended. In addition, even modest beautification of high visibility vacant parcels until development occurs would enhance the image of Wheeling with only modest infrastructure investment.

School District No. 21

The District has been aggressive in upgrading their facilities and even has added properties where beneficial for playgrounds (Whitman) and parking (Field).

The District continues to benefit from intergovernmental cooperation. The Wheeling Park District funded some of the gymnasium expansion projects and subsequently will have greater access to top quality indoor athletic facilities.

Wheeling High School/Township High School No. 214

The centralization of Special Education and English as a Second Language (ESL) classrooms, offices and resource rooms is a high priority to enhance coordination and communication. It will also have an ancillary benefit to open added classrooms for other subject areas.

In addition, multiple use rooms available for community meetings, teachers workshops, etc. are high on the priority list. The final segments of need are to centralize the computer labs, to relocate and expand the assessment center, the library and media services.

Subject to funding availability, these improvements are on the short-term horizon and may be either new construction and/or renovation/retrofitting of existing construction to alternate uses.

Harper College/National Louis University

Both schools, while assets to Wheeling, could be more fully incorporated into and promoted by Wheeling on behalf of our residents and our businesses. Their capital needs are unknown.

Indian Trails Public Library District

The soon to be expanded library facilities will be the only facility improvements envisioned for at least the next decade. The current library is being expanded from 30,000 to 45,000 square feet in 1996/97. A third phase of building expansion may eventually be required to meet projected requirements; but that eventually is far into the future.

Wheeling Park District

Almost \$11,000,000 of improvements has been undertaken within the last five years that have been geographically centralized at Heritage Park. The site is accessed from Dundee Road, bounded on the east by the Village properties, and on the west by the commuter

train station. Some expansion to these facilities (a lap pool) is forecast due to the overwhelmingly favorable community response.

With the central core of community-wide facilities now state of the art, the District's major high priority capital plans will turn to the Chevy Chase golf course and clubhouse. Perhaps \$4,250,000 of improvements are visualized including:

1. Channelization of the creek through the golf course for stormwater management.
2. Irrigation of the golf course.
3. Clubhouse renovation or demolition and new construction for those facilities deemed priorities.

To this point, the taxpayers who voted to use property taxes to acquire Chevy Chase have not participated in improvements to, or operations of, the Chevy Chase properties or facilities. Users of those facilities have funded those improvements and operations since its acquisition some two decades ago, but major projects loom that will require public as well as users support.

In addition to Chevy Chase, the Park District's neighborhood parks require redevelopment and perhaps expansion. Other facilities will also require decisions to be made relative to their future use. The Park District maintenance facilities will be expanded into the former Wolf Road recreation center built in the early 1960's. Neptune's Pool, built in 1969 adjacent to the Wheeling High School will also require significant re-examination for both facility and operational issues.

The Park District also projects to be an active participant in the development of bicycle/pedestrian facilities connecting Village, Park District and commuter train station properties and facilities with Buffalo Grove bicycle/pedestrian facilities along Lake Cook Road. Other bicycle/pedestrian facilities linking parks, schools and other public facilities will require even more cooperation.

Water/Solid Waste

While transmission lines are recent, fully one quarter of Wheeling's distribution lines in the neighborhoods date from the 1920's to the 1960's and will need to be replaced within the next decade.

While it appears that the quantity of water available to Wheeling is adequate into the future even with continued buildout of presently vacant properties, continued improvements to the transmission lines by the Water Commission and from their lines to

Wheeling's distribution lines could be strengthened to enhance the presently adequate, but less than optimal system.

Stormwater

Flooding concerns are cyclical, and correspond to the recentness and severity of the last flood. The lack of upstream flood control and the constant loss of undeveloped open space are major flood control impediments. While we as a community may place a high priority at times on flood control, the massiveness of the intergovernmental efforts will likely find residents in future decades facing the same unresolved issues. To some measure, this reflects on the lack of a revenue stream to fund the construction of flooding solutions.

Wastewater

The blocking of infiltration and inflow of rainwater into the sewer system is a problem in most communities. The temporary storage of this rainwater within the creek or in established stormwater management facilities and eventual release into the Des Plaines River minimizes the treatment costs and treatment time to primarily wastewater.

Solid Waste

Solid waste is also a regional issue. In the last decade, Wheeling has joined with 22 other municipalities to form the Solid Waste Agency of Northern Cook County (SWANCC). SWANCC was established to design and develop a system to provide efficient and environmentally sound collection, transportation, transfer, processing, treatment, storage, disposal, recovery, and re-use of municipal waste for its members. Municipal waste includes garbage, general household, institutional, and commercial waste, industrial lunchroom or office waste, landscape waste and construction and demolition debris.

Wheeling contracts with refuse contractors who are responsible for picking up the municipal waste and delivering it to SWANCC.

Within the last several years, waste separation into recyclable and non-recyclable materials and landscape waste has been instituted.

Housing and Undeveloped Properties

Village jurisdiction over land use is limited to property within the Village. An aggressive annexation effort to absorb the unincorporated parcels on our borders would be fruitful. This would permit greater control over parcels whose use and/or appearance affects the Village.

Wheeling will experience redevelopment of older industrial, commercial and retail buildings. Great opportunity exists for the Village to aid in the transition. Community resources should be utilized creatively in selected instances where the Village can accelerate or broaden the benefit, and eventually recoup the investment.

Village leadership and perhaps resources may also be helpful in the industrial areas to avoid a decline of the job base and property value base of the community. Enhanced infrastructure may be required to even retain existing industry from moving to newer facilities in aggressive outlying communities.

Unightly parcels that await redevelopment may linger until the parcel is sold, redevelopment plans are finalized, finances are arranged and authorization is provided. The Village should be aggressive on code enforcement and take the initiative on beautification efforts of these parcels.

Communications

Communications - Physical Mediums

With recent developments in communications technologies, we can foresee several public and private enterprises will want access to the same conduits. There should be a consistent set of policies and standards for providers to follow across all suburbs.

Communications - Printed Mediums

We believe opportunities exist for greater information sharing and access.

Communications - Internet

Homes, businesses, governmental entities and others will see increasing utilization of computers for both onsite and offsite communications. We should recognize this trend and coordinate a community initiative to optimize benefits and minimize costs and confusion.

Interactive television already is available and will only grow in use as the technology becomes more widely available.

Committee Recommendations and Suggestions for Implementation

Transportation

1. Commuter rail service impact on east/west highway traffic flows should be carefully monitored to ensure that major delays are not experienced on Dundee Road and Hintz Road. Both roads already experience significant traffic congestion during peak travel times and may require underpasses at railroad intersections to minimize interruptions.
2. Multiple layers of government are responsible for funding highway improvements. Stronger coordination relative to the prioritization and sequencing of improvements is a major area of concern with simultaneous highway interruption of both Milwaukee Avenue and Elmhurst Road (Route 83) looming. In addition, the lack of the Lake-Cook Road to Dundee Road leg of Elmhurst Road (Route 83) to be on the IDOT priority list within the next five years is a serious oversight.
3. Increased attention to bicycle and pedestrian facilities is necessary to develop community support for bicycling and walking as alternate modes of transportation. A Bicycle and Pedestrian Task Force should be created to establish and seek funding for inter and intra community facilities.
4. The Village sidewalk program should be evaluated for possible improvements due to multiple uses adjacent to streets where bicycles should be discouraged.

Public Properties and Facilities

1. The Crossroads TIF should be a major economic hub for the Village. This would be enhanced by a major visual or image anchor at the Milwaukee Avenue and Dundee Road intersection. It is recommended that a competition be held to design and subsequently build a major visual statement. A Rosemont-like waterfall or a massive waterwheel are examples of infrastructure projects utilized to enhance the image of a community. Perhaps echoes of this could be repeated at major entrance/exit points to Wheeling, reflecting a line of demarcation which lightens peoples hearts as they enter our community. \$1,000,000 is an affordable budget within the TIF.
2. A comprehensive CIP is being compiled by the Village. It should also include projects that are not within the 5 year window, as well as a financing plan that defines the funding sources and levels required to meet project priorities.

3. The use of Village funds to acquire, improve and resell to a developer, a large parcel or a bundle of smaller parcels to realize longer term economic benefits should be encompassed throughout the Village, not solely within the TIF District. The two parcels (south of Dundee Rd., east of Wheeling Rd.), formerly Brown's Chicken and a Martin gas station, would be an example where Village acquisition, site consolidation, and marketing could be viable. The undeveloped remaining parcel of the former movie drive-in at Hintz and Milwaukee Road could have utilities brought to the site to enhance development.
4. Parcels not yet redeveloped which currently linger as unsightly vacant lots could, in the interim, be added to the municipal property inventory and developed modestly as a passive park with shrubs, flowers and trees. Once development looms, the shrubs and trees could be relocated to the next parcel.
5. The Wheeling High School is seeking to expand the library and the computer labs. It is recommended that the Wheeling High School technology/library, like the Indian Trails Public Library District facilities, be able to be accessed electronically by students and non-students alike to enable data to be shared with a broader market (after school Monday-Friday, weekends and summers). Electronic access by students and the general public of electronic library materials at the High School and Indian Trails of a coordinated non-duplicative scope of software would be more productive and cost effective, and would show world-class cooperation.
6. It is recommended that representatives of Wheeling units of local government meet at least annually to share an inventory of properties and facilities over which they have stewardship responsibility. A continual search of greater cross utilization of public properties and facilities should be nurtured.
7. It is recommended that community support be generated for eventual voter authorization of a major renovation of the existing Chevy Chase Club House. This facility has been publicly owned and operated by the Wheeling Park District for only the last two decades, but its roots go deep into our past as a community. Chevy Chase's importance is far more than a bricks and mortar decision. The opportunity for the community to determine whether the Club House renovation of an aged but culturally important anchor facility is a priority. Flood control facilities on the golf course should also be enhanced with public support. This referendum, like the referendum to garner support for the Community Recreation Center will require not just the acquiescence, but the active leadership of the District and vocal support by other civic, social, fraternal and governmental bodies.
8. Park District neighborhood parks require redevelopment and perhaps expansion.

9. The Wheeling Park District, like the Village (see recommendation #4) has opportunities to utilize leased properties. Larger parcels that are floodway properties and with level topography could be utilized on an interim basis for outdoor athletic fields or passive recreation. It is recommended that athletic fields be expanded with the use of otherwise unbuildable properties, and other properties presently not developed. The parcel north of Dundee Road, between the North Central Service commuter rail line and Northgate Parkway is a sample site.

Water/Solid Waste

1. The Des Plaines River capacity and stormwater capabilities must be improved to permit the floodwaters affecting Wheeling to be detained or discharged. Wheeling should lead regional efforts to address this project. Like Palwaukee, federal funding will play an important role and will require political synergy.
2. Household hazardous waste removal should be a higher priority and more frequently available in Wheeling, and within SWANCC member communities.
3. Improvements to the transmission lines by the Water Commission and from their lines to Wheeling's distribution lines could be strengthened to enhance the presently adequate, but less than optimal system.

Housing and Undeveloped Properties

1. Coordination with Cook County and neighboring communities to insure land use compatibility should be pursued when redevelopment issues arise.
2. Ordinance/Code enforcement by the Village should be a higher priority to eliminate poorly maintained and unsightly properties and facilities.
3. A need exists to promote higher-end single family residential development for any remaining residential properties. A void exists in higher quality larger homes to balance the older and more modest homes that presently exist.
4. Added commercial property that would add sales and property taxes and minimize the impact on school districts should be considered for the remaining major undeveloped parcels.

5. An aggressive annexation effort to absorb the unincorporated parcels on our borders would be fruitful . For example, the village has not annexed much of the property bordering Milwaukee Avenue along the eastern edge of the Village. This lack of zoning oversight has left this area to be unsightly due to being outside the jurisdiction of the Village. The Village should annex this section and be aggressive in having it cleaned up.
6. Beautification efforts, including tree replacement, flowers and shrubs on public right of ways should be a priority. Public infrastructure can include the visible additions that enhance the image of the Village. Appearance needs to be improved to project a positive appealing image to attract and retain residents and businesses.

Communications

1. The Village Board should adopt the Northwest Municipal Conference's recommended Model Telecommunications Ordinance which will provide the appropriate policy framework needed to support and encourage competition and cost effective services.
2. The underground burial of communications and power cables is preferable to overhead wires. The Village should promote underground installation or conversion.
3. The Village, School Districts, Library and Park District should explore a centralized and/or more coordinated dissemination of information to residents. Multiple agency participation in newsletters, brochures, etc. may be found to be more cost efficient than traditional single sponsored vehicles. Joint funding of a centralized information delivery role should be explored with the concept of minimizing duplication and streamlining delivery. Eventual expansion to include not-for-profit or even for-profit entities is a possibility to explore.
4. The Village should develop a website. This site should provide basic Village information and be a hub for other Wheeling based governmental, not-for-profit entities and businesses that would be able to be accessed from the Village website.
5. A Village sponsored survey of homes and businesses of computer availability and modem access would be recommended.
6. Cable television, primarily focused on public access opportunities should be explored by a consortium of the governmental entities serving Wheeling.

7. An electronic information kiosk might be a central feature of the train station. Such a serving point could help visitors get their bearings and help residents check on time and location of local events.

APPENDIX A

Village of Wheeling
 Wheeling 2000 and Beyond
 Infrastructure Committee
 Transportation -- Roadway Projects & Priorities

Low Priority
(11+ years)

Medium Priority
(6-10 years)

High Priority
(0-5 years)

Jurisdiction	Road	Section of Roadway	Project(s)	Done	
CCCH	Schoenbeck Rd	Rand to Dundee	Resurfacing	yes 1987	
CCCH	Hintz Rd	Rte 83 to AH Rd	Widened to 4 lanes	yes 1988	
		Rte 83 to Wolf Rd	Widened to 4 lanes	yes 1989	
CCHD, IDOT		Wolf Intersection	Relocation & signalization	yes 1995	
		Wolf to Milw	Widened to 4 lanes	yes 1995	
		Chaddick Intersection	Signalization	yes 1989	
		Soo Line/Wisc. Central RR	Underpass @ RR		0-10 years
CCHD	Buffalo Grove Rd.	Hintz to Dundee	Widened to 4 lanes	yes 1989	
IDOT	Dundee Rd	at Northgate Parkway	Realignment & signalization	yes 1989	
		BG Rd to Skokie Blvd	Traffic signal linkage	yes 1992	
		Huntington Ln	Signalization	yes 1997?	
		Village Hall/Post Office	Turning access		0-5 years
		London/Field Schools	Pedestrian Overpass rehab		6-10 years
		Over Interstate Tollway 294	Bridge rehab		6-10 years
		Des Plaines River to I294	Sidewalk/Bike paths		0-5 years
		Soo Line/Wisc. Central RR	Underpass @ RR		0-5 years
CCHD/IDOT	Lake Cook Rd	at Milwaukee Ave	Overpass	yes 1995	
CCHD/FPD's		at Forest Preserve	Equestrian/Pedestrian Overpass	yes 1995	
		at Welland Rd	Realignment		11+ years
		at Northgate Parkway	Signalization	Yes 1993-95	
		I294 to Rand Rd	Widen to 6 lanes		1999
		Soo Line/Wisc. Central RR	Pedestrian Overpass/Sidewalk		1999
		Soo Line/Wisc. Central RR	Widen to 6 lanes w/ median		1999
CCHD/VoW	Wheeling Rd	Hintz to Palatine	Widened to 4 lanes	yes 1989	
CCHD	Buffalo Grove Rd.	Hintz to Dundee Rd	Widened to 4 lanes	yes 1989	
		Hintz Rd Intersection	Realignment	yes 1989	
		at Cobbler Ln.	Traffic Signalization		11+ years
IDOT	Palatine Rd	Schoenbeck to Wolf	Traffic signal linkage	yes 1994	
		Wheeling Rd Intersection	Underpass		6-10 years
CCHD	Camp McDonald Rd.	Soo Line/Wisc. Central RR	Bridge Improvement	yes 1994	
		Rand to River	Widen to 3 or 4 lanes		1997
IDOT	Elmhurst Rd/ #83/McHenry Rd	Dundee to Palatine	Widen to 4 lanes w/landscaped median	in design	1997
		Lake Cook to Dundee	Widen to 4 lanes w/landscaped median		0-5 years
		Lexington Dr Intersection	Traffic Signalization-Temporary	yes	0-5 years
		at South Dennis	Traffic Signalization		0-5 years

APPENDIX A (Continued)

Village of Wheeling
 Wheeling 2000 and Beyond
 Infrastructure Committee
 Transportation -- Roadway Projects & Priorities

Low Priority
(11+ years)

 Medium Priority
(6-10 years)

 High Priority
(0-5 years)

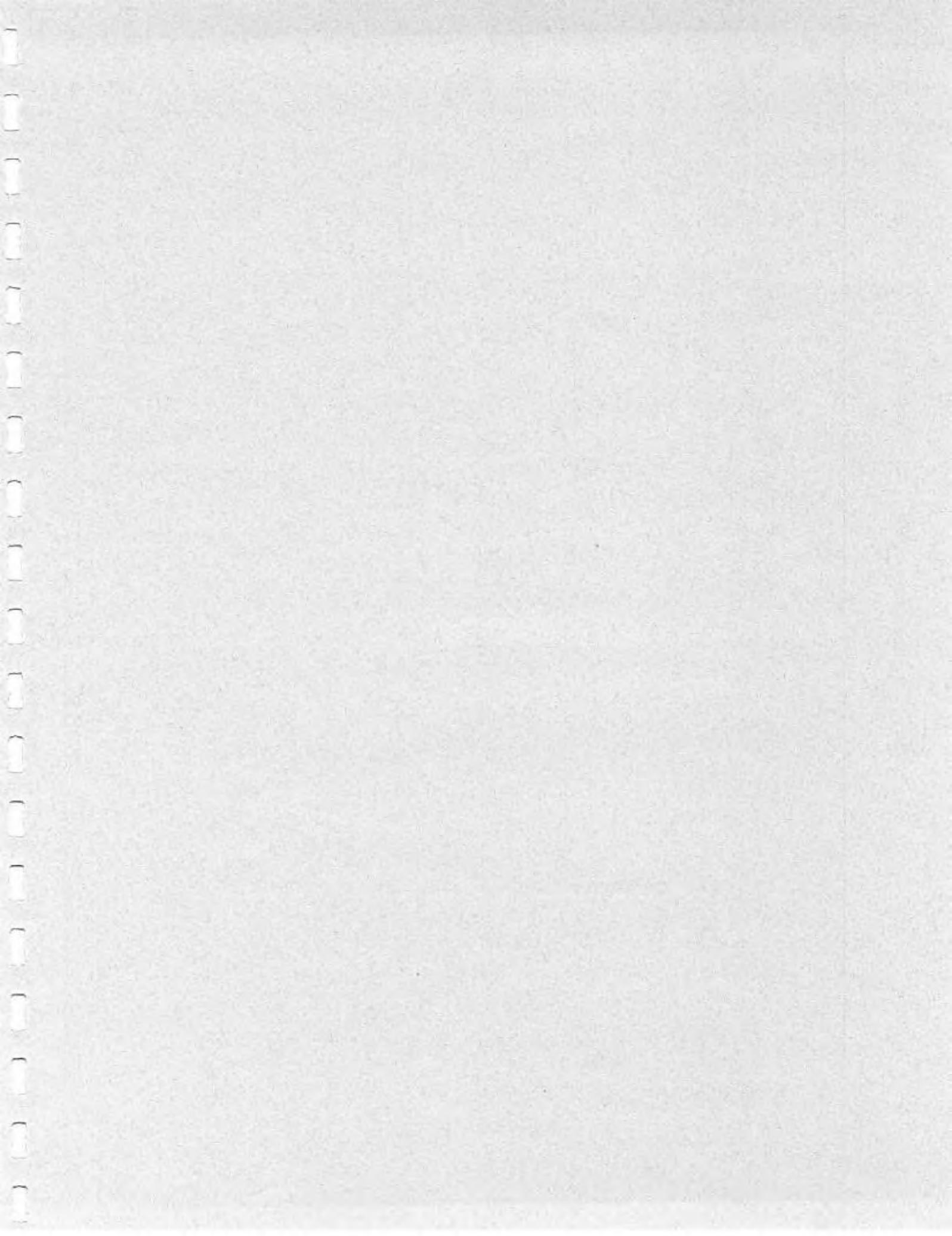
Jurisdiction	Road	Section of Roadway	Project(s)	Done	Priority
IDOT	Milwaukee Ave	Lake Cook to Palatine Rd Lake Cook to Palatine Rd Lake Cook to Palatine Rd Sumac to Hintz	widen to 5 lanes (center turn lane)/ curbs/sewer/lighting bury electric/sidewalks Wheeling Drainage Ditch relocation		1996-1997 1996-1997 1996-1997 1996
IDOT	Wolf Rd	at Strong St at Marquardt Dr. Milw Ave. to Manchester Dr. Palatine Rd. to Camp McDonald	Traffic Signalization-Temporary Traffic Signalization Widen to 3 lanes w/center turn lane Widen to 3 lanes w/center turn lane		1996-1997 6-10 years 1996-1997 1997-1998
CCHD	Welland Rd	BG Rd to Lake-Cook Rd	Widen to 4 lanes w/ median		1999
VoW	Neighborhood streets	Resurfacing per priorities	1982, 1992, & 1997 studies	ongoing	

Village of Wheeling
 Wheeling 2000 and Beyond
 Infrastructure Committee
 Roadway Jurisdictions

North/South Roads	Jurisdiction	East/West Roads	Jurisdiction
Buffalo Grove Rd	CCHD	Camp McDonald Rd	CCHD
Schoenbeck Rd	CCHD	Palatine/Willow	IDOT
Elmhurst Rd	IDOT	Hintz Rd	CCHD
McHenry Rd	IDOT	Dundee Rd	IDOT
Wheeling Rd (Palatine to Dundee)	VoW	Lake Cook Rd	CCHD
		Welland Rd	CCHD
Northgate Parkway	VoW		
Wolf Rd	IDOT		
Milwaukee Ave.	IDOT		

IDOT= Illinois Dept of Transportation
 CCHD= Cook County Highway Dept
 VoW= Village of Wheeling

file name: whroads
 run date: 19-Mar-96



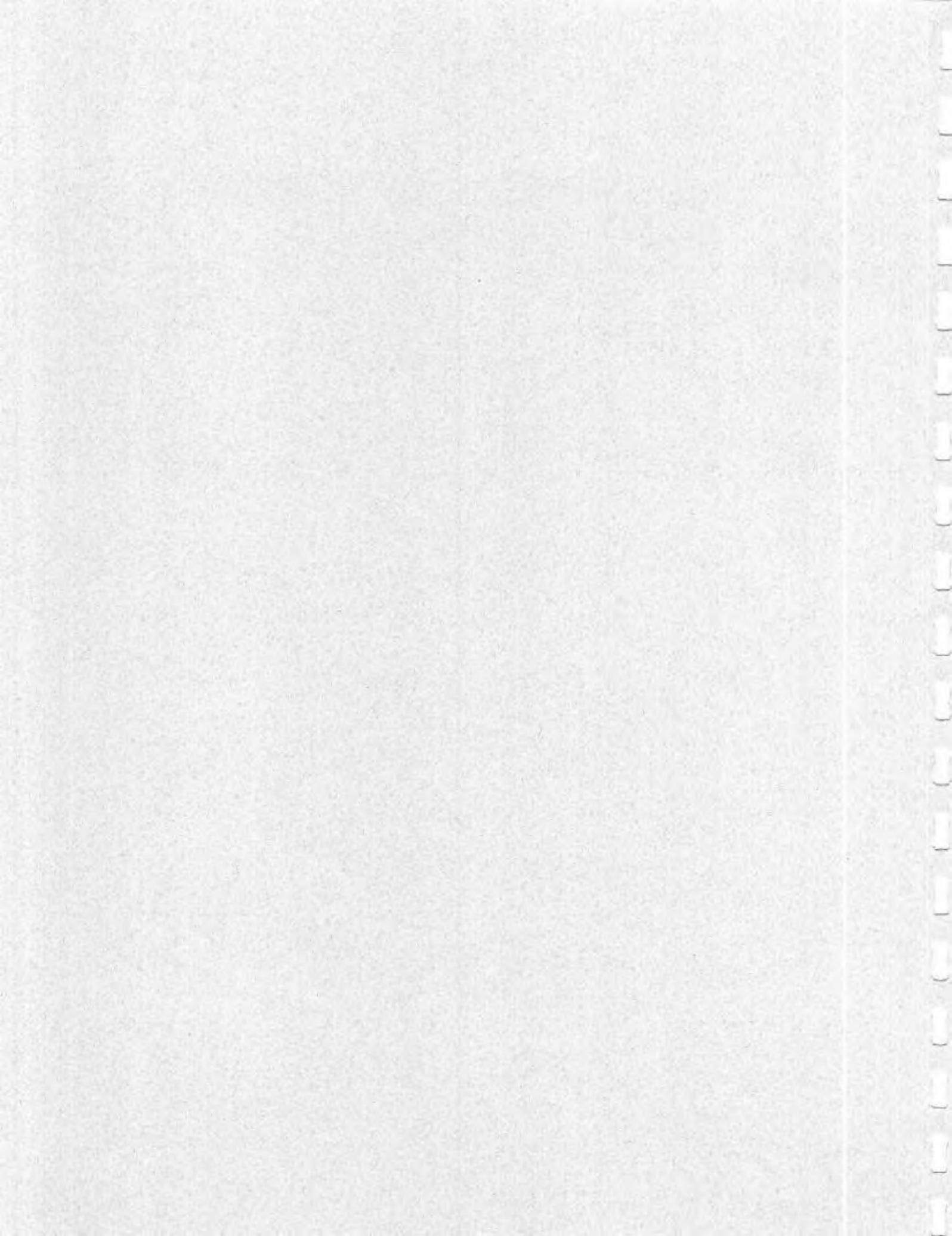


Image and Public Relations

Committee Report

Committee Membership

Avi Poster, Chairperson
Dave Cantwell, Co-Chairperson
Marilyn Chromy
Jan D'Argo
Pam Dorband
Alan Johnson
Jeanne Selander
Alan Sherman
Diane Siles
Steve Walanka

Committee Mission Statement

The mission of the Image and Public Relations Committee was to make recommendations and develop action plans to improve, enhance, and enrich how Wheeling is perceived by both members of our community and those outside our community.

Scope of Study

Our committee recognized immediately that the scope of our study needed to be narrow. While some of our committee members had public relations experience, only one worked in the field professionally. Because we knew we would have to defer to the knowledge of others more expert in the areas we planned to address, and because we accepted our own limitations, from the onset we agreed to the following:

1. We would not place limits on our thinking and our creativity, nor be influenced by others outside our committee who might disagree with our basic beliefs.
2. We would confer with others more expert, on an as-needed basis, particularly with regard to the feasibility of our recommendations.

There were a number of lenses through which we could have viewed our charge. After much conversation, we narrowed our approaches to two:

1. The way residents view themselves and our village.
2. The way people who live outside of Wheeling and its community members view our community and village.

We unanimously agreed to approach our task from the perspective that ours is indeed a wonderful town and community in which to live. We concurred that for too long we have accepted criticism and negative opinions from others about the quality of life in Wheeling, when in truth, many of us value and appreciate the very things others outside of our town doubt and call into question. Indeed, ours is a unique community - far more economically, socially, and ethnically diverse than the communities that surround us. Our committee agreed that we would address the changes before us from the perspective that we and our children are indeed privileged to be part of a community as diverse as ours, and those who don't value diversity will not glean the unique benefits our town has to offer.

Committee Vision Statements

As an outgrowth of our committee's Mission Statement, the Image and Public Relations Committee adopted several vision statements that were designed to set the course for our committee work and guide us through our deliberations. Each of these vision statements focuses on a specific area we felt needed to be addressed by our village and our community, if indeed we want to improve how we are perceived.

Aesthetics

The aesthetic appearance of our village reflects the pride of its residents and business owners. Clean streets, attractive lighting, abundant landscaping, and picturesque gardens with an eye for detail and beauty will enhance Wheeling's image.

Perception of Schools (& Recreational and Social Services)

Working together, Elementary School Districts #21 and #23, and High School District #214, offer the highest quality education to our children. The residents of Wheeling value their children and recognize that a bright future awaits each child who is well educated, well adjusted, and able to use leisure time wisely. In order to enhance our reputation in this area it is vital that neighboring communities, as well as people moving into the community, know, understand, respect, and appreciate the accomplishments of our schools and children, our Park District, and social services.

Perception of Who Lives Here

Wheeling welcomes people from all walks of life and values the contributions that each makes to our community. Respect for each individual's culture, heritage, and religious beliefs contributes to our being known as a warm, friendly, family oriented town. The residents of Wheeling feel good about living here and enjoy the recognition and respect we receive from the neighboring communities for having created a special place for all people to live. Residents of all ages proudly share the reality that a high quality of life exists in Wheeling.

Business Climate

The residents of Wheeling recognize the importance of an economically healthy community and to this end support, nurture, and welcome local business. In turn, the business community in Wheeling understands the needs of its residents and offers essential goods and services, as well as varied employment opportunities. Local businesses feel part of the Wheeling community, as evidenced by their involvement in local civic and charitable organizations.

Community Involvement

The Wheeling community is fortunate to have a talented and creative populace sincerely interested in maintaining a high quality of life as well as interested in investing time and energy to help shape the future. These talents are tapped not only at the government level, but by all service organizations in our village, including the Park District, our schools, senior programs, houses of worship and a variety of other volunteer organizations. The culture in our town encourages volunteerism and civic participation. Working unselfishly together, the residents help to sustain the high quality of life for which our town has become known.

Current Situation Report

While we recognize that in some circles Wheeling has a poor public image, we believe that this is the case largely due to our not having established an aggressive, proactive, marketing and public relations program that is centered on the strengths of our village. We believe Wheeling is indeed a wonderful place to live; few other villages or towns offers as much as ours . . .

1. An outstanding location - minutes to major highway, major shopping centers, numerous movie screens and other forms of entertainment without having to be plagued by the traffic congestion these amenities bring to the towns in which they are located.
2. An aggressive, creative community-focused Park District that provides outstanding facilities and organizes superb programs.

3. Outstanding public schools (three of the six schools in town have been cited by the United States Department of Education for excellence) that enjoy national reputations for excellence and are noted for their innovation and resourcefulness.
4. A train station along a major downtown rail route.
5. A variety of places of worship.
6. Close proximity to O'Hare International Airport (25 minutes) and the City of Chicago (45 minutes).
7. Numerous world class restaurants frequented by patrons from all over Chicagoland.
8. A local theater group with the reputation for superb performances.
9. Beautifully maintained parks and open space.
10. A beautiful forest preserve and setting along the DesPlaines River.
11. The availability of a variety of excellent medical and social services.
12. A wonderful history that is preserved by local residents and celebrated by a well maintained historic park and museum.
13. A well maintained public golf course highlighted by the renown, historic Chevy Chase Country Club - a public facility that includes dining and banquet facility that serves as host to a variety of social and recreational activities.
14. An outstanding public library.
15. Varied opportunities for housing that appeals to constituents who come from a wide range of socio-economic backgrounds.

16. A local branch of a major university.
17. A full service commercial airport (the third largest in Illinois).
18. A strong industrial base with excellent opportunities for growth.
19. A diverse population that brings together the strengths and attributes one would hope to find in an urban setting.

We believe that Wheeling offers all of these qualities while, at the same time, continues to maintain and attract a culturally diverse, demographically rich community. Wheeling is able to offer its residents a "slice of the city in a suburban setting." It is unfortunate, however, that those not familiar with our town, even some who live in our town, do not recognize or understand the jewel that we have. For this to change, we are convinced that a strong, aggressive marketing strategy must be developed and implemented. Suffice it to say, our current image is mediocre at best and must be improved. This negative image, held by people living in and outside of Wheeling, is primarily based on two things:

1. a lack of information about what life is actually like in our community; and
2. a personal bias and perception about what life is like in a diverse community.

The negative image of our community is also enhanced by realities that must be aggressively and systematically addressed. During our deliberations our committee analyzed our current image in light of each of our vision statements. Whereas we do not share the negative image and perceptions others have about "life in Wheeling," we understand that these perceptions, as erroneous as some are, have unfortunately become part of the belief systems that people own. Some of these perceptions are the result of a lack of action on the part of officials to counteract what is misunderstood with a strong, public relations program.

Aesthetics

The major thoroughfares through our village are aesthetically unappealing and leave the observer feeling as if Wheeling is under-developed. Dundee Road is perceived as a pass-through between Buffalo Grove and Northbrook with little character of its own. Milwaukee Avenue, although marked by outstanding restaurants, gives the impression of lacking cohesion. Village signage is poor, and there is a serious lack of landscaping and greenery. We are without a town center, lighting in areas is poor, and utility lines unsightly. We have a beautiful riverfront and forest preserve that are hidden from view and are not being taken advantage of. Too many businesses and small shopping centers

reflect a less than appealing physical image, adding to negative perceptions. There is a need for road and street improvements, particularly along the heavily traveled routes.

Perception of Schools, Park and Social Services

Whereas most residents who currently have or once had children in Wheeling Schools and in Park District programs rate their experiences highly, the perception exists among some residents and people who reside elsewhere that the quality of these programs is less than what is offered in neighboring communities. In particular, and in spite of significant evidence of the contrary, the perception is that Wheeling High School and its feeder schools do not provide the quality of instruction nor the desired school environment that some believe is offered in neighboring communities. Unfortunately, the demographic diversity that we are fortunate to have in our community is exactly what leads to such negative and erroneous perceptions, leaving out of the picture the significant gains children receive when schooled in a setting characterized by diversity. Perceived status of address and perceptions about the Wheeling population lend to these misconceptions as well. As a result, those outside of Wheeling too often mistakenly conclude that similar services in their more homogeneous communities are superior. These same perceptions lead people to believe their communities are safer, when indeed they are not. There is also the perception that not enough proactive social services exist in Wheeling and that there is a lack of quality planned community activities and open space for people to gather in and interact with one another.

Perception of Who Lives Here

The general perception is that Wheeling is a community for the working class, as well as the ethnically and culturally diverse. Wheeling's image is also fueled by the perception that its citizens are educationally and intellectually inferior, are primarily in low income brackets, and that our community is plagued with troubled youth with limited futures. Some view Wheeling as a slow-to-change community that does too little to enhance its image or improve its current condition. Although there is an array of housing styles and living conditions in Wheeling, designed to meet the needs of a different lifestyles, and although Wheeling continues to be a "sleeper community" with a variety of positive attributes, many remain convinced that ours is a one-dimensional community with limited opportunities available to its residents. In addition, because Wheeling is viewed as a transient community the perception exists that community pride and loyalty is at a minimum.

Business Climate

The highlight of our business community is what has become fondly known as Restaurant Row, a series of outstanding, world-class dining establishments located along Milwaukee Avenue. These restaurants form a potential commercial corridor of which we have yet to take full advantage. Our committee also recognizes and appreciates the presence of a strong industrial base (fairly hidden from public sight) that financially serves our

community. The good news stops here. Unfortunately, retail in Wheeling is suffering, rather non-existent. Retail is not attracted to our town because businessmen are fearful that there will be a lack of local support for the purchase of goods and services and because there is a perception that working with village personnel is difficult at best. What is sorely missing is retail choice and aesthetically appealing and service oriented businesses. A much more aggressive campaign is needed to attract new retail outlets and support existing ones.

Community Involvement

The perception is that for years Wheeling was run by "old timers and the old establishment" with little interest in changing the status quo. In addition, residents new to Wheeling do not become actively involved in community affairs or improvement efforts. Many residents do not move to Wheeling to establish long term roots and do not develop a firm commitment to our community. This is compounded by the fact that many of our residents work full-time and do not have enough leisure time to volunteer extensively to help with village improvement efforts. Nevertheless, for our community to move forward, we will need additional involvement from volunteers. Ideally, this increased involvement should reflect the cultural diversity that exists in our community. One certain residual of increased involvement will be a corresponding increase in community spirit and pride.

Future Trends

Our committee devoted a great deal of time discussing and analyzing what we believe the future has in store for Wheeling. While the conclusions that we reached are largely based on our collective opinions, they seem to be consistent with those other Wheeling 2000 committees have reached, as well as are consistent with the opinions of respected futurists.

1. While there is limited room for residential growth in our village, there is a fair amount of potential for industrial and commercial growth. In addition, while there will be a small increase in population, it is hard to project what the character of our town's population will be. As a result, Wheeling is indeed at a crossroads. With many long time property owners at or near the selling point, it is vital that the village works hard at attracting a vital population that will welcome and value living in a diverse community and would actively support the community in which it resides.
2. Futurists all agree that a multi-racial, multi-ethnic will increasingly characterize American society during the next ten years. Within the next decade, Hispanics are projected to become the nation's largest minority group. By the middle of the next century America's population will be almost equally divided between minorities and non-Hispanic whites. Unfortunately, despite the growing diversity of the country's population - perhaps because of it - race continues to be a divisive issue. The subject

of race and what shapes our attitudes is formidably complex and will continue to impact on our community.

3. The cultural and ethnic diversity that exists in Wheeling will remain the same, and perhaps will even grow stronger. National trends indicate that there will be a significant amount of growth of diversity in suburban communities. One of our main tasks will be to learn how to service and maintain that diversity.
4. Public demand for the beautification of our village will continue. Residents will demand and expect aesthetic improvements as well as a commitment from village officials to maintain an environmentally improved standard of living. There will be continued interest in the way we use our natural resources and the remaining open space we are fortunate to have.
5. Our industrial zone is growing older and will need revitalization and energizing.
6. As are the suburbs around us, Wheeling will continue to look at the development of a town center, likely to be near or around our train station. Many towns are looking at European styled town centers in which a variety of commercial services and higher density residential opportunities are available.
7. Given that Wheeling lies between two major highways, and given that the communities surrounding us will continue to grow in size, we can expect that there will be an increased amount of traffic through the center of town.
8. Northwest suburban leaders agree that issues like crime and roads ignore community boundaries. Most suburban leaders are sold on the importance of thinking in regional terms and are convinced that there will be an increased need for cooperation among towns and villages in the years ahead. The hardest challenge will be to become a member of a regional team while, at the same time, maintain our individuality as a community.
9. Suburban communities are looking to acquire the amenities of big city life. A strong emphasis on developing and expanding commercial retail, as well as leisure and cultural opportunities, will continue to influence the thinking of residents and officials.
10. The village government will not be able to respond alone to the issues facing it. There are too many areas that need to be addressed for one agency alone to be the sole

caretaker of improvement efforts. All community agencies - government, education, recreation, and social - will need to work around organizational and political boundaries.

The reality is that the demographics throughout the Northwest suburbs are changing. For years the Northwest suburbs have been home to many who have left the Chicago city limits for a suburban lifestyle. Now there is documentation to show that young people are leaving our area for towns with more affordable housing as well as to escape what they consider to be encroaching "city-like" problems (e.g. drugs, gangs, violence). Northwest suburban leaders are well aware of the driving forces behind community concerns and families moving out of our area and work hard to build in safeguards that will help maintain the quality of life their constituents have become accustomed to and value. The reality is that our entire nation is changing demographically, that suburbs all over are beginning to look more urban, and that Wheeling type communities will become more the rule. Problems like crime and violence, aging infrastructures, affordable housing, and the availability of goods and services are issues that will ignore community boundaries. As our local community leadership is discovering, the Northwest suburbs of the future will require more joint community effort if indeed we are to address the changes we expect will occur. To insulate itself against urban problems, as well as address a wide spectrum of human needs, the Northwest suburbs of the future will likely have to become part of a regional cooperative efforts.

Committee Recommendations and Suggestions for Implementation

There are several important tenets held in common by committee members that helped guide us through the recommendation stage. These tenants, listed below, center on the belief that more time, energy and commitment needs to be devoted to improving Wheeling's Image.

1. In addition to other reasons stated earlier in this report, the negative image that Wheeling has is due, in large part, to an absence of a planned, focused, and delineated plan to counteract negative perceptions and create, instead, positive ones.
2. Some of the negative beliefs people have about Wheeling are grounded in misinformation that can only be altered through the implementation of a comprehensive, aggressive plan for improving Wheeling's image.
3. The improvement plan that is developed should be clearly defined and should reflect both the current and future needs of our community. It should be developed with the

input of the citizenry. It should be a living document subject to changes and improvements. It should be detailed and include maps and diagrams, as well as timetables for implementation. It should be shared with, as well as made available to, developers and architects interested in participating in its implementation. Potential developers should be actively recruited to offer proposals that address portions of our plan. As part of our final report our committee will be submitting a plan which will depict our vision for the Wheeling of the future.

4. Any successful plan for improvement will require a concerted, supportive, coordinated effort by all governmental (village, school districts, and Park District) and social agencies (public and private). It will also require a significant commitment from the general public in the form of increased volunteerism. For improvement to occur, there must be strong intergovernmental agreements and mutual support, something that does not always exist in our community.

Our committee strongly believes that Wheeling is a wonderful community in which to live and raise children, a community that has much to offer its residents. One of our many strengths is that ours is a demographically diverse community that provides us with a taste of urban life in a suburban setting. We must not be embarrassed by our diversity, rather should embrace and value it. Those that can't may be happier living in a community that is more homogeneous in make-up.

During the seven months our committee has deliberated, many suggestions for improvement and/or change were considered, studied, and evaluated. Perhaps the most prudent way to summarize our findings is to first discuss and outline our recommendations in relationship to our vision statements. Recommendations that do not fall neatly within our vision statements will be included in an addendum.

Aesthetics

Without question, our committee recognizes that our town needs to be "spruced up" to look more like a first class community. There is a distinct lack of discernible character as well as an unfortunate absence of a developed town center. Roadways are sparsely landscaped and in need of improved lighting, flowers, greenery, dramatic signage, etc.. The Park District and Wheeling School District #21 have added greatly to the look of our village with new buildings and site improvements. Similarly, the same should be done in retail areas. Shopping centers and stores are in dramatic need of decorating and face-lifts. Our committee has illustrated our vision of Wheeling 2000 on a map that we have included as an addendum to this report. It is imperative that we develop a more appealing look if indeed we are to improve our image in the eyes of non-residents and a sense of

pride among residents. Our recommendations for improving the appearance of Wheeling include the following:

1. Strong appearance standards need to be developed and enforced. The village should exert pressure on businessmen who are not committed to improving the physical appearance of their property. Similar influence should be exerted by peers and the Wheeling Chamber of Commerce.
2. The village does not enjoy a positive reputation for supporting and recruiting retail business. Village personnel are sometimes perceived as preventing or standing in the way of progress, or not being enthusiastic enough about recruiting new business. A more cooperative relationship with the retail community is needed. Low rate loans should be made more available, possibly with the assistance of local banks, to business owners interested in improving the look of their property or expanding their services. A stronger, more aggressive effort must be made to recruit and solicit new retail to our community. Every effort should be made to make potential new business owners feel excited and welcome moving to Wheeling.
3. Our town sorely needs a town center, for both commercial and social reasons. A town center would help us create a town spirit as well as provide us with the central location to gather and interact. Our recommendation is that a town center be located in the train station area, and that it consist of a variety of retail outlets, eating establishments, and entertainment venues. An eclectic usage plan would meet a variety of community needs. Given the beautiful and functional Park District facilities along Dundee Road, the amount of available land in this immediate area, and the location of the new train station, it stands to reason that a town center type development along Dundee Road is our best option.
4. Correspondingly, attention needs to be given to the development of all of the properties along Dundee Road. Some of these properties need to be upgraded, others need to be developed. Because of physical limitations of the wetlands North of Dundee Road, the area West of the Northgate Parkway across from the train station may best be developed as open park/recreational space. The land along Dundee Road East should be developed for commercial/retail purposes in coordination with the development of a town center.
5. It is obvious that Milwaukee Ave. needs to be dramatically upgraded, especially given that it is home to many world class eating establishments and is such a widely used thoroughfare. We strongly recommend the building of a dramatic gateway at the intersection of Dundee and Milwaukee Avenues that will clearly celebrate entry into Wheeling. A second gateway on Dundee Road, entering Wheeling from the West,

should also be considered as aesthetically renovating the pedestrian bridge over Dundee Road. Improved signage throughout the village, but particularly along Milwaukee Road, is needed as is remodeled frontage of older properties, improved lighting, added landscaping, etc.. unsightly businesses and properties need to be remodeled and cleaned up. Consideration should be given to recruiting entertainment ventures to this area to complement the restaurants in place - e.g. a cultural center, comedy or music club, a movie theater, hotel, etc. Serious consideration must be given to developing a River Walk behind the restaurant row area. The restaurateurs would support such a development and it would add a great deal of class and style to our village. Our committee felt that the overall design of Milwaukee Avenue could take an "Old Town" historic motif, communicating a distinct image that could serve as signature statement for the Milwaukee Road corridor.

6. Without question, the opportunity to develop the Northwest corner of Milwaukee and Dundee, and the adjacent property behind it, provides us with a wonderful opportunity to begin developing this area. Our committee considered multiple alternatives for the "Sportsmart Corner", including a combination of residential and commercial development. This corner provides us with the first serious opportunity to define the central entry into Wheeling, an opportunity we must take advantage of. If this corner is suitably developed, a positive image of Wheeling can be conveyed daily to thousands of travelers who pass through this intersection.
7. Dunhurst Shopping Center continues to be an unpleasant eyesore for our community. Whereas we are aware that the village officials have spoken with the owner of this property, every possible action step should be considered to incorporate Dunhurst and the other strip malls East to the new train station into our master plan for a town center. The village must do everything possible to help recruit new business and to facilitate improved appearance.
8. Improved signage, landscaping (flowers and greenery), and lighting, both in design and appearance, are sorely needed. We recommend the installation of contemporary lighting fixtures along Dundee Road and Milwaukee Avenue, as well as the installation of flower boxes and landscaped frontages. We recommend the use of holiday-type lighting during the Winter months along all major thoroughfares.
9. The assignment of a dynamic, charismatic business liaison should be considered. This person should be charged with the responsibility of recruiting new business and the maintaining of existing businesses by helping owners in every way possible.

Perceptions of Schools, Park, and Social Services

As alluded to earlier in this report, we believe that too often the perceptions people have of our schools and the services our community has to offer are disproportionately negative and inaccurate. We know that such incorrect information, especially when coupled with negative or biased personal belief systems, can lead to misconceptions. Although our schools are sometimes perceived in a negative light, the reality is that by all indications we have an outstanding school system, marked by excellent facilities and innovative, creative programs. Ours is a school system recognized by its peers as being innovative and successful. In fact, three of the six public schools in Wheeling have been recognized by the United States Department of Education for excellence, a fact little known to most residents. However, because ours is a demographically rich, heterogeneous mixed community, incorrect assumptions about instructions and/or the learning environment are too often made. The truth is that our school systems and village government could and should do a better job at public relations, particularly getting the word out about the positive things that take place here. While those living in Wheeling are pleased with the education being delivered to their children, unless our image is improved the quality of education will continue to be a question mark for those interested in moving to Wheeling.

1. A public relations program that distinctly celebrates the strengths of our schools and all of our public services, as well as extols the benefits of living in Wheeling, is sorely needed. For this reason alone, we recommend that a Public Information Specialist (as well as a Special Events Coordinator) be hired (or possibly shared with other village agencies) for the purpose of getting information out to others and organizing annual special events (detailed later in this report). We need a well defined public relations program - one which would include press releases, improved newsletters and brochures, a speakers' bureau, etc. We need much more positive local press coverage - in the Herald and the Countryside as well as the Chicago Daily's.
2. In addition to Park District facilities being open to the public, so should our schools be open at night and on weekends for residents to use. We would also recommend that our Park District consider creating additional lighted facilities for residents that can be used in the evening - such as lighted volleyball and tennis courts adjacent to the Police Department.
3. We need to develop an image that distinctly separates ourselves from other communities. Restaurant Row is a beginning, however there are other things we should do. For example, it would enhance our community's value if we became known as a community that really extends itself to its children via eclectic use of available facilities, varied social and recreational services, an emphasis on children-oriented festivals and celebrations, a variety of free or inexpensive concerts, a community children's choir and/or theater, an array of drama and dance programs, etc.

4. Another suggestion is to develop a "Live in Wheeling" campaign through an aggressive advertising campaign that would include newspaper advertisements, press releases, video tapes, television commercials, etc. Such a campaign could celebrate all of the positive reasons there are for living in our community. Slogans such as "A Slice of the City in a Suburban Setting," acknowledge and celebrate our differences in a positive and inviting way. An effort needs to be made to work more closely with local realtors who evidently are not always our most positive clarions (e.g. through periodic informational meetings with village, park, and school officials).
5. To accomplish the above, all government agencies - particularly the village, the school districts, and the Park District - must begin to work much more closely together. More of a cooperative effort needs to be developed. This is a recommendation we will address more in depth later in this report.
6. Our committee spent a considerable amount of time discussing the need for a Human Resource professional whose purpose would be to help residents deal with social and economic problems and issues. While some of these such responsibilities could most certainly be handled by a Human Relations Commission, made up of village residents and/or shared among village personnel, we do believe that a mechanism is needed for directly addressing social issues in our community in a positive, proactive, and preventive manner.

Perception of Who Lives Here

As noted above, the populace Wheeling too often is viewed negatively by those outside our community. Not only is Wheeling perceived as a working class community, it is viewed as having significant social issues to address due to its socially, ethnically, and culturally mixed population. In addition, too many view Wheeling as a place to live if you can't afford to live elsewhere; a place to purchase a "starter home for a short period of time. Wheeling residents are often viewed as not being spirited and enthused about their town. Some who live in Wheeling appear less than pleased with the diversity around them. Given this, the general consensus of our committee is that we must begin to do two things:

1. accept and celebrate the character, positive attributes, and uniqueness of our community, and;
2. as does Oak Park, acknowledge who we are, what we have to offer, and let others know that we want people to live in our village who recognize and value our diversity and character.

To accomplish the above, we need to develop an aggressive, creative, and comprehensive public relations campaign that celebrates our strengths as a community and emphasizes the virtues of living here. An aggressive public relations effort should include a variety of strategies - TV infomercials, radio/television commercials, cable programs, improved written communications (newsletters, brochures, etc.), press coverage, etc.. For us to thrive during the years ahead we need to help those living in Wheeling to feel better about their community, and those living outside to better understand what a great community Wheeling is.

Business Climate

On the one hand, we view the industrial base in town to be substantial and appreciate the financial gain it affords us. We enjoy being host to a number of corporations and companies, and feel fortunate that our industrial parks are located in areas not frequented by commuter and/or residential traffic. On the other hand the retail climate in Wheeling continues to be weak. Other than the success of our world class restaurants, not much seems to have taken hold. Little is available to residents or visitors that compliments our restaurants, either with regard to retail or entertainment options. Residents go to other communities to purchase goods and services, to see movies, or to participate in social or recreational activities. We are in need of extensive retail development along Milwaukee Ave., Dundee Rd., and surrounding the new train station. In today's economic climate, villages and towns need to understand the importance of actively recruiting new business and need to use incentives (tax assistance, TIF money, low-interest loans, etc.) to attract and maintain businesses. The existing retail businesses in Wheeling do not reflect the image we want to portray, nor does it offer a variety of goods and services that other towns provide their residents. The perception is that the Wheeling community would not support an upgraded, more eclectic retail base. We believe that with proper marketing, with a more aggressive business recruiting effort, and with a "Buy Wheeling" campaign, our community would indeed support an expanded and upgraded retail environment. Accordingly, we recommend the following:

1. The village needs to take a far more aggressive position relative to recruiting and supporting retail business. Village personnel charged with doing this must be personable, committed to their work, and charismatic. Businesses interested in improving their presentation, physical look, and delivery of services should be helped to do so.
2. We need to develop an alliance of business owners committed to making Wheeling more of a vital commercial center. In return, we need to develop and market a "buy and eat in Wheeling" campaign aimed at residents and neighbors. We need to support our retail and industrial base through incentives and by lending our assistance in attracting needed clientele.

3. We must celebrate the attributes of living and doing business in Wheeling. This can be done through a professionally developed campaign and public relations effort (advertising, infomercials, newsletters, etc.).
4. We must improve the appearance of Wheeling by following the recommendations for beautifying our community that were made in a previous section of this report.
5. A directory of businesses should be developed, possibly by the village or Chamber of Commerce, and distributed to all residents.
6. Improved newsletters and brochures are needed to help sell our community to others.
7. A cultural center or entertainment options should be considered for Milwaukee Avenue to compliment the dining establishments housed there.
8. Strong support and encouragement should be given to the work of the Wheeling Human Relations Commission and the Wheeling Resource Center, both of which are designed to provide specialized services to people in need.
9. A professional Directory of people who live in town should be developed and distributed. Not only will this help us to patronize our own neighbors, it will give us a better understanding of the number of professionals who live in Wheeling.

Community Involvement

Our committee recommends the implementation of an active campaign to engage a larger and more varied constituent of participation in civic affairs. Not everyone fits the organization or volunteer mode, but everyone can be encouraged to support village activities and programs through their attendance and by lending an occasional hand. In addition to recommendations made above, we would suggest the following for consideration:

1. The Village of Wheeling, Park District, and School Districts engage in an active recruitment campaign. Rather than wait for constituents to voluntarily step forward, this would mean that constituents should be personally invited to participate in and contribute to the planning and operating of events and activities, participating in the management and operation of governance and advisory committees, etc.

2. Periodic town meetings should be sponsored by all of the village government agencies with the help of the business community and residents.
3. To develop community pride and loyalty, the history of Wheeling should be taught in our schools as part of their social studies curriculum. School district professionals should serve as advisors in developing a curricular program that would promote civic understanding and pride.
4. Village personnel should be encouraged, expected, and trained to adopt a more proactive approach to creating a community spirit second to none.
5. At no cost to residents, weekend learning academies could be held at one of our local schools during which instruction and information could be shared on a variety of topics of interest to our residents (history or current events seminars, business classes, retirement or income tax seminars, hobby lessons, etc.).
6. A band-shell should be built in and around which Summer events could be held. Ideal location would be the large space between the new Rec Center and Village Hall.
7. Newsletters and other communication vehicles need to be more professionally produced to enhance pride among residents. A jointly produced newsletter with contributions from all agencies in the community could help demonstrate community cohesion and promote more of a community spirit. Slogans celebrating our purpose and our uniqueness can be adopted, such as "a slice of the city in a suburban setting," or "an urban experience with suburban security and amenities."

Additional Recommendations and Thoughts

The above recommendations will require a significant commitment of resources and energy. However, what has been suggested is practical and doable. Our committee understands that, if indeed Wheeling wants to take a giant step forward, doing so will require the hiring of new personnel, such as a Public Information Officer and/or a Special Events Coordinator, as well as retraining of current personnel. Dividing up responsibilities among existing staff not trained or inclined to do the tasks necessary is not the answer, although most certainly support and assistance will be needed from current staff. Because village personnel are in a position to convey messages about our community they must be trained and expected to deal with the public in as positive way as is possible.

It is important that we work at helping residents feel good about living in Wheeling and help those living outside our town to improve their perception of us. To this end, we recommend the organizing of community activities, the purpose being for those living in town to get to better know and accept each other. These activities should be complemented by one or two major annual events that everyone in the region would be invited to attend. The event we feel strongest about is a Children's Festival, modeled after a similar event in Ohio that we have been investigating. A Children's Festival would center on entertaining and educating young people. It would feature live programs and a variety of learning experiences for children to engage in. This event would be sponsored by the village, but supported by the business and restaurant community, the Park District, and certainly the public schools. Our vision is that this festival would be a first class event that would celebrate for all to see that Wheeling is indeed a special community, one with heart. If organized adeptly, families from throughout the region will eagerly want to attend. A second annual event could be a Cultural Fair in which a variety of cultural offerings would be offered - including book and poetry readings, music and dance performances, and live theater presentations. While the operation of these events would certainly require support from volunteers throughout our community, if they are to be of high quality, and if they are to become traditions, both will need to be led and organized by professional event planners.

Our committee realizes that much has already been done, that most of us are unaware of, to address improvement issues. Unfortunately, many of these efforts are not communicated with the public, except at Village Board meetings. As a result, the average citizen does not know what is taking place, nor does the average citizen understand the obstacles and challenges that stand in the way of progress. Positive efforts, as well as obstacles faced, should be more clearly shared with the community.

The creation of a local business coalition that meets regularly with village officials and citizenry has great potential. Meetings should address needs and issues, as well as strategies for implementing physical improvements, recruiting customers, advertising, etc.

Our committee would like Wheeling 2000 to sponsor an open forum for all community residents to participate in and hear reports from our committees. One purpose for doing this would be to solicit responses and input from others who have not been a direct part of our planning process. This forum could provide us with new information and ideas and could help us gain support for the ideas that we are recommending. It is our belief that the more people participate in the making of decisions that will affect them, the more ownership they will have in their outcome. The proposed forum could be presented as a Design and Report Charette during which presentations from each 2000 committee could be made. Participants could rotate through different presentations to allow for small group discussion and interaction. Included in these committee presentations could be schematics, proposals from developers, maps depicting our visions of Wheeling in a "Burnham-like report." This event could be advertised in advance with the purpose being

to attract residents as well as potential developers and members of our business community. The Image and Public Relations Committee would be willing to help organize this event.

We need to make better use of the media made available to us. Among the responsibilities of a Public Information Officer would be to establish consistent and open communication with the local and city press, develop cable television communications, etc.

Another strategy that we talked about was to develop a commercial or infomercial about Wheeling that could be aired on cable and/or on commercial TV. The precedent for doing this was set last year by other communities interested in encouraging people to settle in their towns. Our infomercial could serve as a recruitment tool for attracting new businesses and residents to move to Wheeling. A Home Page could be created, highlighting a restaurant of the week or a business of the week.

It is important that we broaden the base of citizen participation in local governance. With regard to recruiting volunteers to serve as members of village committees and boards we agree that a more aggressive strategy needs to be developed. Periodic appeals for assistance are best made in person or by telephone and are far more effective than mailings or generic calls for help. Personal introductions by officials with new residents would also be productive.

Conclusion

Our committee feels strongly that Wheeling is at a crossroads, that the decisions made in the next few years will most certainly impact the face of our community for years to come. If Wheeling is to become more competitive with its neighbors in the region, we must develop a clearly defined, comprehensive improvement plan, which would include a professionally developed public relations program. A successful effort will increase the likelihood of our retaining the young families living in the community, and will improve the likelihood of Wheeling becoming a more attractive community to those looking for a new place to live, establish a business, and/or work.

Government Committee Report

Committee Membership

John Iverson
Pat Drewes
Bill Paar
Paul Philipp
Terry Steilen
Gary Hittleman
Gary Cohn

Committee Mission Statement

The Mission of the Government Committee is to research, evaluate, report, and make recommendations on economic, social, communication, and inter-governmental issues and concerns. At the same time, determining the impact of the Village of Wheeling's governmental decisions on other governmental bodies and improving the cooperation between these groups, while fostering partnerships within the community. Also, we must be aware of the impact of current and future zoning, land use and other ordinances, with regard to how they affect the citizens and businesses of Wheeling.

Additionally, the Government Committee is committed to promoting and demanding continued responsiveness and a high level of accountability of the local government, and other governmental bodies affecting the Village of Wheeling, and developing strong communication links to these entities.

Scope of Study

1. All governmental bodies that have an impact on our community.
2. Our financial resources and expenditures in comparison to surrounding communities.
3. Previous plans and governmental studies.
4. All civic and business organizations within the Village of Wheeling.
5. The period of 1996 through 2010.

Committee Vision Statement

To have a government that has a specific plan to keep the feeling of the community, yet be aggressive enough to give all the advantages within our reach. All governmental units will be communicating and cooperating, fostering greater participation by the people and businesses of Wheeling, thus enabling the government to meet the needs and expectations of the people.

We will have a sound transportation system with convenient movement in and out of the village, and within the village. Plus, upgraded roads, streets, and infrastructure. Along with this, water and sewer, waste management and other regional issues will be met.

We will have seen that the remaining open land is used to make a pleasant place to live. Plans will be in place for developing vacant lands that may come available through transition, that they may be a benefit for the entire community. The "downtown" section will be a combination of business ventures, residential areas, parks, and community use facilities.

The Village of Wheeling will also be able to make the most of available income sources through good fiscal and up-to-date taxing practices, along with a comprehensive plan for alternative income. This will enable the village to operate efficiently, offering the needed and desired services without being a heavy tax burden on the citizens and businesses.

Our overall view is all these issues have been addressed through a well defined plan that has been implemented and upgraded to meet new challenges.

Current Situation Report

Preface

The Government Committee is primarily concerned with six major areas. Those are: Zoning, Land Use, Open Space, Ordinance, Communications, and Revenue Sources. At the outset of our study we consolidated Zoning, Land Use, and Open Space into one area of study. In the thirty years since 1964, Wheeling has grown from a population of 11,756 to a 1994 estimate of 33,147. We have added over 10,000 residents since 1980. This growth has meant that Wheeling has had to change from a small town to an integral part of a six county area metropolis. Wheeling has reached its maximum size with regard to the city boundaries, due to the fact that it is landlocked between communities on all sides. Following is a summary of the perceived state of government in 1996, with regards to the six major areas.

Ordinance

The Village municipal government structure consists of an elected president and 6 trustees, and an appointed village manager. The elected officials form the governmental and policy making body of the village. An elected, but non-voting village clerk is also a member of the board. All ordinances are established by a vote of the board. Ordinances can be repealed, amended, suspended, or modified by another ordinance. The village automatically qualifies for home-rule status due to the fact that it has over 25,000 residents. The provisions of the home-rule legislation enable the village to operate as an entity with respect to enacting ordinances and establishing policies. Statutory requirements stipulate that all ordinances, resolutions or motions that create liability to the village must be passed by a majority of the board (quorum of 4 must be present), recorded in full, approved by signature of the village president, signed and sealed by the village clerk, and then placed in the book of ordinances. Most ordinances enact a permanent regulation and/or set forth a command or prohibition. The village currently operates with a solid set of ordinances, however, after 102 years there are many that could be streamlined, re-assessed, prioritized, sorted or just discarded. The reasons for re-assessment can be one or more of the following, too restrictive, too lenient, extinction, inadequate enforcement, rights infringements, and various other reasons.

Land Use, Zoning, & Open Space

Wheeling has had the benefit of some good planning with regards to the industrial parks and developments. We currently have well developed and defined industrial areas that are attractive and aesthetically positioned in the community. The perceived value of the industrial developments, especially as developed in Wheeling, add to the desirability of the community, with regards to available jobs and the resulting tax base.

The zoning also has had planned development. However, this has been tempered somewhat, due to previous land use and conditions. There is a current zoning study ready to be adopted by the village to update the current land use plans. This will allow the village to make the best use of available land and land that becomes available through various changes in uses.

Wheeling residents can use some 12 parks and county operated forest preserve areas. There is one local golf course, a year-round swimming facility and newly developed aquatic center operated by the Wheeling Park District. The park district is currently revising and enlarging the uses of one of these parks. Again, good planning and development of open space facilities adds to the perceived value of a community.

Revenue Sources

Currently the principle revenue sources are property taxes on Real Estate property, the village's portion of the state sales tax on retail sales in the village, water and sewer user fees, and the village's portion of the state income tax. The general fund receives and

allocates most of the revenues to the village. Sales tax is the largest contributor to the general fund (32%) followed by property taxes (23%) and state income taxes (13.5%). The water and sewer usage fees make up a proprietary fund that operates the water and sewer system in the village. Other sources include the motor fuel tax fund, the road and bridge tax fund, tax increment financing district (TIF) and several other minor funds.

A current study of 16 municipalities in the Wheeling area that includes Buffalo Grove, Palatine, Des Plaines, Mount Prospect, and Schaumburg, shows that Wheeling is 11th in the rate that it charges for water and sewer. It does not charge a food and beverage tax (seven do). Eight communities charge a \$3.00 per \$1,000 real estate transfer fee. Four others charge between \$1.00 and \$2.00, while Wheeling and three other communities do not charge a fee. Twelve communities have a home rule sales tax with eleven charging 0.5% and Wheeling charges 0.25%. Wheeling is one of six that does not charge an ambulance fee. However, only two of those charge for residents. Wheeling and thirteen others charge for refuse disposal, with Wheeling the 6th highest rate. We are the only community that does not have a vehicle license fee. Other communities charge from \$15.00 to \$30.00, with most charging between \$15.00 and \$22.00. This is an advantage for Wheeling due to the challenge of enforcement. Wheeling is included in the eight that do not charge a utility tax. Elk Grove and Park Ridge are the only two communities that charge a gasoline tax. Ten charge a hotel tax and seven charge a food and beverage tax. Wheeling is not included in either of these groups.

Communication

In addition to communications within the village, through the village newsletters and communications to the other governmental agencies that share our village boundary, the village has made an exceptional effort to not only participate in, but also lead other regional commissions and conferences. One reason that Wheeling has two lane roads is that past government regimes have refused to deal in regional issues. The role has changed in the past years. Through leadership in the water and solid waste agencies, Wheeling has been involved in and participated in broader regional issues. Representation is also included in the following: Northwest Municipal Conference, Northeastern Illinois Planning Commission, Cook County Stormwater Management Committee, Chicago area Transportation Study, Illinois Municipal Leisure, Cook County Community Development Block Grant Advisory Committee, Cook County Human Rights Commission, Mayors Task Force on the Washington Central Rail, and the Management of the Palwaukee Airport. Without this board participation in the greater regional issues, Wheeling could again be blind sided with out water, waste disposal, etc.

Future Trends

Revenue

With no proposed tax increases or retail stores going into the area, the sales revenue will not be increased. The percentages will not change much. The sales tax will generate 32% followed by property taxes 23% and state income taxes 13.5 %. These make up the general fund. With expenditures increasing, property taxes will be increased to offset those expenditures. Growth in income will not keep pace with the growth of expenditures for sales and state income tax sources.

Zoning

The driving force behind zoning are marketing, developing, politics, and demographics. From this, several trends are emerging:

1. Catching up, that is, keeping up with the changes that have occurred in other suburbs.
2. Demand based on needs and perceptions. Some industrial property that has been abandoned will be de-zoned then rezoned for residential users.
3. Redefinition. New definitions will be created that allow for a combination of uses. This type of zoning will create flexibility based on demands and opinions.
4. Coordination. The comprehensive plan will be reviewed and revised. Land uses will be altered on opinion and politics. Business land will be changed to residential as political figures believe it is no longer viable. Some changes are driven by practicality - narrow lots, odd shaped parcels, etc..

Ordinance

Some of these are too restrictive, too lenient, have inadequate enforcement, language barriers or rights infringements, while others are extinct. In the years to come these will continue to be the same. The most commonly agreed upon future trends in the Village of Wheeling that most impact the area of ordinance is diversity. The present adoption of the Human Rights Ordinance and formation of the Human Rights Commissions is an example of the anticipatory response philosophy we need to have in place that addresses diversity issues in the Village of Wheeling.

It is the same mindset that we need when dealing with by products of other potential growing issues such as increased population and density, increased crime potential and perceived endangered ecological imbalance. How to address and resolve these issues in ordinance form is a significant challenge identified by this committee. A secondary

challenge is to update, streamline, delete, or amend ordinances on the book for the last 100 years.

Communications

The following local trends are expected to continue:

1. Decrease in the rate increase of available government funds.
2. Increased competition by all government bodies for funds.
3. Increased population.
4. Increased congestion.
5. Increased use of Palwaukee Municipal Airport.
6. Increased traffic and the need for roadway improvement.
7. Increased demand and concern for public resources: land open space, air space, water.
 - a) Waste, sewer, air and water pollution.
8. Increase in the average age of village residents.
9. Increased social services
10. increased demand for better, more efficient and expensive resources for: Police, fire, medical.

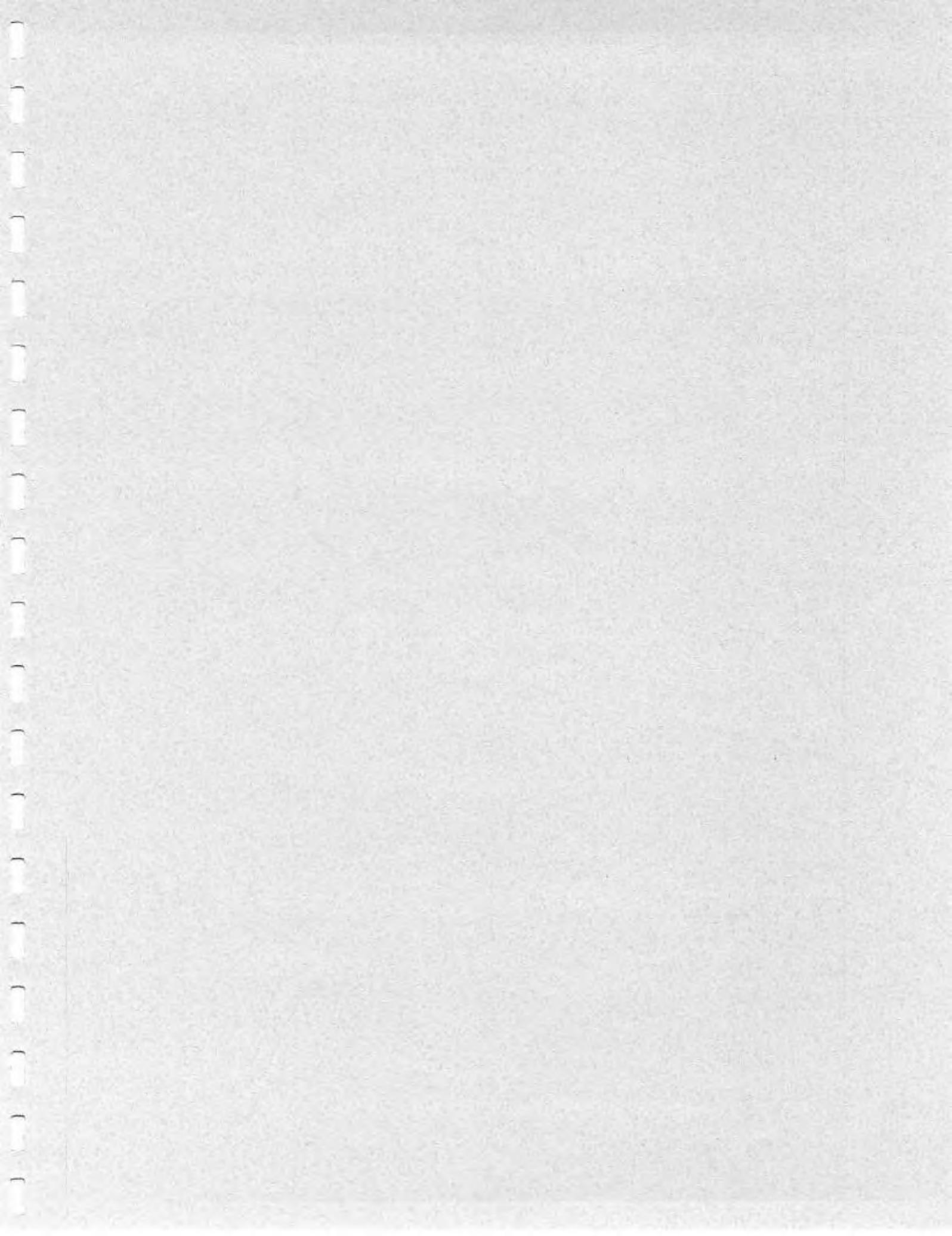
Open Space & Land Use

As Wheeling reaches the year 2000 and beyond, it will see population growth and a shifting of demographics as the elderly represent a larger percentage of the population. With this growth in population will come more cars and traffic problems. We will also see an increase in the work at home population as telecommuting becomes more popular, and a necessity for many dual income families. There will also be an increase in demands for governmental services, energy and water/sewer. As land becomes scarce, there will be increasing demands on developing the last open spaces.

Committee Recommendations and Suggestions for Implementation

Revenue

When businesses leave the Wheeling area, we should be inviting retail companies that give the tax revenue that we need. These companies also should want to get involved in the community by helping them monetarily or with manpower at events. High growth rate of expenditures will mean higher taxes; a real estate transfer tax or utility tax. Increase the home rule sales tax for general merchandise. Increase in taxes should have more alternative options that will not put the burden on the people with fixed incomes.



Community Diversity/Cultural Integration

Committee Report

Committee Membership

Bill Maloney, Chair
Jackie Sanchez, Vice Chair
Sharon Schomer, Administrator
Reverend Cynthia Holder Rich, Executive Committee
Linda Fijalkowski, Member
Nerys Hury, Member
Donna Jones, Member
Michael Kleinkemper, Member
Sheetal Nayak, Member

Committee Mission Statement

The Community Diversity/Cultural Integration Committee exists to identify guiding principles to government and established civic, religious, commercial, and industrial and cultural organizations to assure the quality of life for all people who live in, work in, and visit Wheeling.

Scope of Study

Although the Community Diversity/Cultural Integration Committee recognizes the importance of other diversity elements, and identifies with a broader scope, the Committee will focus primarily on racial, cultural, socio-economic, and religious aspects of community diversity.

The study will establish a baseline of data, both statistical and anecdotal, on the current cultural diversity climate in the village.

The Committee will endeavor to contact a wide variety of diverse people to provide the committee with substantive experiential data.

Currently, the Committee will use data from this network to develop both a collective vision of the future and the recommendations necessary to achieve it.

Committee Vision Statement

All residents of Wheeling will feel welcome and comfortable as members of the community, regardless of their status.

Current Situation Report

In 1864 a group of German immigrants founded what is now the Community Presbyterian Church of Wheeling. The services were initially in German and it was not until 1918, some 54 years later, that the services were conducted only in English. Thus a tradition was started in Wheeling that continues through today, that of providing a place where the newly arrived to this country could worship in their native tongue as their children became assimilated into the culture and language of their adopted country.

Until 1957, the Community Presbyterian Church was the only house of worship located within the boundaries of the Village of Wheeling. Today, there are seven: the original Community Presbyterian Church, which will soon be having a service in Spanish, Calvary Presbyterian Church with services in English and the Korean language, St. Joseph the Worker Catholic Church with a weekly Spanish language Mass, Congregation Beth Am, a Jewish Temple, Swaminarian Temple, a Hindu Temple, Antioch Bible Church with services in the Korean language, and the Evangelical Free Church. These houses of worship reflect the ever-changing cultural diversity of the village.

In 1955 the village had a population of approximately 1,000 people. By 1958 the population had dramatically increased to approximately 8,000 people. These "New Immigrants" came mostly from Chicago and were drawn to Wheeling by affordable housing such as Dunhurst East and West, and the Meadowbrook subdivisions. These immigrants from the city initially found some hostility from the residents of the "Old Wheeling" part of the Village. The frigid reception was attributed to the fact that "Old Wheeling" resented the change wrought by the new-comers in the part of taxes, overcrowded schools and a change in atmosphere.

The population in Wheeling in 1980 was Approximately 23,000 and in 1994 it had increased to more than 33,000 inhabitants. Since 1955, the village has grown by over 32,000 people. The village is diverse in age of population, income, occupations, and ethnicity. Recent arrivals are Eastern Europeans, Russian Jews, and people from the Asian/ Pacific areas. People of Hispanic origin have been in Wheeling since the early 40's and 50's when they first came here to the truck farms as migrant workers. Some stayed and, not unlike other arrivals, over a period of time brought their families to the area. The

new residents of Hispanic origin are probably the largest group of recent "New comers" to the village.

Where are we now?

To find out where Wheeling is in the area of diversity and cultural integration the committee utilized several methods of gathering information. In the statistical area, demographic information was gathered from the U.S. Census Bureau. In the anecdotal area, interviews were conducted with various village officials and residents, and a questionnaire was designed and target groups were surveyed.

Statistical Information

A demographic report covering the Wheeling area code 60090 from 1990 and updated to 1994 was obtained from the Internet. The report is from the U.S. Census Bureau and lists population by age, income, occupation, housing and population by race with the figure for residents of Hispanic origin. A second Census Bureau report of the Metro Chicago area lists information by county, city, collar counties for white, black, and Latino residents. A third document from the Census Bureau lists population in Cook County by race. The third document was supplemented by a phone call to the local Census bureau office to obtain the Hispanic origin figures for Chicago and Cook County.

The following information is from the 1990 census updated in 1994 for the Village of Wheeling:

Population: 33,147

Break down by age and income for the Village of Wheeling

Age	% of Population	Income	% of Population
0-4	8.1%	<\$15,000	6.9%
5-14	12.9%	\$15,00-\$24,999	8.7%
15-24	12.7%	\$25,000-\$34,999	15.1%
25-44	38.0%	\$35,000-\$49,999	24.8%
45-64	18.3%	\$50,000-\$74,999	27.0%
65-74	6.4%	\$75,000-\$99,999	9.6%
75-84	3.0%	\$100,000-\$149,999	5.9%
85+	.07%	\$150,000+	2.1%

Population breakdown for 1994 is:

Race	% of Population
White	88.7%
Black	1.8%
American Indian	0.1%
Asian/Pacific	5.1%
Ocean	4.4%

People of Hispanic origin may be of any race.

Hispanic	10.2%
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It is generally believed that during census counts minority residents are under-counted and some village officials believe this to be true of the above figures. It is estimated that these breakouts may double the percentages shown.

Anecdotal information

Various public officials were interviewed on the subject of Cultural Diversity and how it was being handled in their areas. The village management, the police department and the primary and secondary schools were covered. A survey was designed (Exhibit #1) by the committee and various population groups were targeted to gather information from. The committee targeted various minority and majority groups including various age groups from high school students to seniors. The committee then divided the work among themselves and returned the surveys for collating.

The Police Department

The Police Department of the Village of Wheeling issued a general order effective September 15, 1990 concerning cultural diversity. At the time it was the first in the area. The order establishes policy and procedure for the Wheeling Police Department in investigating matters of bias/hate crimes. Two years ago, one-half of the force attended a cultural diversity training course run by the Anti-Defamation League. Officers take periodic courses in cultural diversity training and the Anti-Defamation League Program will be run again for those who did not attend the first one. Periodically, the department issues a "Culture Gram." Each Culture Gram targets a different culture and they are designed to assist the officers in dealing with the cultural differences which they run into in the course of their duties. The department has approximately 5 officers who speak Spanish and 3 radio operators who are bilingual. One officer speaks Vietnamese. The department recently lost a Sergeant who spoke several European languages. The department has the ability to patch into, from a squad car, the "Language Line." This is a

direct link to a California location where they can put on-line a person who speaks any language. The department employs a social worker who works with family crisis problems and adult interventions.

The Village Government

On June 19th of 1995, the village passed a Human Rights Ordinance. The purpose of the ordinance "Is to assure that all individuals within the jurisdiction of the Village of Wheeling shall be fully protected in the enjoyment of their civil rights and that mutual understanding and respect be promoted among all groups who live and work within the village." The ordinance creates a Human Rights Commission. The Human Rights Commission is charged to "promote and encourage mutual respect and to safeguard the lawful preservation of the human rights of all citizens as guaranteed by the State and Federal Constitutions, so as to provide all individuals with equal opportunity to grow, participate and share to the best of their ability in our economic, educational, political, social, and judicial systems."

The Commission will consist of five members who will be appointed by the Village President, with the advice and consent of the Board of Trustees. At this time the Village is requesting volunteers for the positions.

The Schools

At the elementary level, children's programs are not formalized, but a lot of attention is given to children accepting each other, despite cultural or other differences. The children are taught and held to reasonable standards of behavior. At the Tarkington School an all-day self-esteem program called Snow Flurry is held. The schools also work with the Anti-Defamation League. During Institute Days, speakers are featured with topics in this area.

At Wheeling High School, the student body reflects the cultural diversity of the community at large. Many students are multi-lingual, and over thirty different languages are spoken. The English as a Second Language (ESL)/Bilingual program instructs students in the use of English while also providing content instruction for every academic area in both English and the native language for the Limited English Proficiency student. Wheeling High School, in conjunction with the District 214 Community Education Foundation, also offers evening ESL/Bilingual courses for adults. Once a month, the high school, in cooperation with the Village of Wheeling and the Cook County Health Department, operates an Immunization Clinic, which is especially helpful to families new to the area. The high school also has a professional staff hired to serve as a student advocate and as a parent liaison expressly to reach out to the cultures of our school. Many co-curricular activities also address the need to appreciate cultural diversity. The SHADES (Sharing Hopes and Dreams Expressing Society) program is a multi-cultural group which meets once a week to provide all students an opportunity to expand their knowledge of many different cultures in our world, as well as the high school. Though

originally designed as an outlet for students to discuss racial and cultural concerns, SHADES has expanded to administering programs such as the Variety Show and the annual Display of Nations which celebrate the individual worth of all students. The Polish Club, the Latino Club, and the Ebony Making Progress Club, under the auspices of the SHADES program, offer all students more focused opportunities for discussion and service. The Orchesis dance program also serves as a cultural "mosaic" as students work to learn a variety of dance styles representing different social and ethnic cultures. Each year, students new to this country are offered the opportunity to attend the national New Americans Program in Washington DC. This program introduces students to the basic workings and philosophy of our government. During the 1995-96 school year, the high school also conducted its first annual Leadership Camp designed primarily to bring together students from the many different social cultures within the school to work for a better overall school environment. One product of the Leadership Camp was an all school honors Recognition Assembly this past February where over 150 students and clubs were recognized for their accomplishments and service in the areas of academics, fine and performing arts, language arts, athletics, and community service. Wheeling High School believes that the best way to confront the challenges of our culturally diverse world is to work to understand and appreciate worth in all its students.

The Survey

The survey was devised by the committee and is far from a scientific instrument of measurement. Some of the participants were surveyed one-on-one and other participants were left with the surveys to fill out on their own. Therefore, some of the answers may to be applicable to what the committee was searching for. In many cases when asked, "What would you like to see changed?" or "What are some of the positive or negative aspects of living in Wheeling?" The answers have to do with shopping or some other subject rather than staying with the subject of cultural diversity. In some instances when answering the question about being discriminated against, it may not have happened in Wheeling. However, we have to take the answers at face value and consider them to be applicable to our mission. In some instances, the number of answers are more or less than the number of respondents. This is due to individuals not answering every question or due to multiple answers to questions.

As of this writing, 116 surveys have been turned in. General breakdown is as follows:

Ethnic Category	Number
White Males	26
White Females	33
Black Males	2
Black Females	4
Hispanic Males	9
Hispanic Females	12
Male Asian/Pacific	2
Female Asian/Pacific	8
Male Asian Subcontinent	3
Female Asian Subcontinent	2
Male Other	1
Female Other	1

The total is 103 out of 116 surveys. Some did not indicate male or female or ethnic group.

Age Category	Number
15-24 years	31
25-44 years	32
45-64 years	27
65-74 years	20
75-84 years	2

Income Group	Number
<\$15,000	16
\$15,000-\$24,999	12
\$25,000-\$34,999	9
\$35,000-\$49,999	17
\$50,000-\$74,999	23
\$79,000-\$99,999	3
\$100,000-\$149,000	2

Years Lived in Wheeling	Number
Less than 1 year	12
1-2 years	17
3-5 years	15
5-10 years	11
10-20 years	28
Over 20 years	24

Only six people responded to the question “Do you feel comfortable as a member of the community of Wheeling?” in the negative. Of those six, four have lived here for over 20 years, two are staying in the village, three don’t know, and one is moving.

Their reasons for not feeling comfortable are, “Some cultures won’t assimilate,” “Embarrassed by shopping area,” “Lack of resources,” “Poor perception of town and poor coordination of government,” and “Degenerated.”

Of the people who do feel comfortable in Wheeling, their reasons are:

Reasons Comfortable in Wheeling	Number
Diverse	5
Family/involved/lived here long time	23
Safe/quiet/no problems	19
Friendly/nice people/neighborhoods	33
Economic	8
Schools	5
Government/services/Senior Center	9
Job	4

Of the people who have positive feelings of the Village, their reasons were:

Positive Aspects of living in Wheeling	Number
People/friendly/neighborhoods	27
Services/facilities/government	23
Schools	25
Affordable housing/taxes	10
Diversity	7
Safety/quiet/calm/security	19
Churches	5

Of people who have negative feelings of the village, their reasons are:

Negative Aspects of living in Wheeling	Number
Closed Stores	15
Appearance/run down areas	18
Too much diversity	7
Schools	5
Gangs/Crime	16
Public Transportation	5
Village's reputation	4
Government/police	11
Low income housing	4
Lack of entertainment activities	9

Of the 95 people who answered that they socialize with people of other cultures, their activities with people of other cultures are:

Activities	Number
Social	34
Sports	21
School	28
Church	17
Neighbors	8
Friends	12
Work	16

Of those who felt that they had been discriminated against due to culture, race or religion, the break down is:

By Sex and Group	Number
White Males	6
White Females	8
Hispanic Males	6
Hispanic Females	5
Black Males	1
Black Females	1
Asian/Pacific Males	1
Asian/Pacific Females	3
Asian Subcontinent Males	2
Asian Subcontinent Females	1
Other Males	0
Other Females	1
Total	35

Out of the total of 116 surveys, 35 people felt that they had been discriminated against. That is 30% of the total.

By age group those who felt that they had been discriminated against fell into these categories:

Age Group	Number
15-24 years	19
25-44 years	13
45-64 years	2
65-74 years	1

Survey Summary

In the Survey, of the 35 people who said that they had been discriminated against, only two said that they did not feel comfortable in the village, one was of the majority white population. It is of concern that 35 out of 116 people felt that they were discriminated against. That is 30% of the total, a very high number. A total of 91% of those who felt they were discriminated against were young; they fell in the age bracket of 15 to 44 years of age.

The theme running through the reasons for being comfortable here were, "The people, friendly, diversity, and safe." "Friendly, nice people" appeared sixty times in positive comments about the village. Schools and government are mentioned positively sixty-two times.

Safety seems to be very important. Nineteen people mentioned “Safe, quiet, and no problems” as to why they feel comfortable here and nineteen again mentioned the same areas on the question dealing with the positive aspects of living in Wheeling. “Gangs and crime” were listed sixteen times on the question of what are negative feelings about the village.

Within the village government and the school districts, there seems to be a pro-active approach taken in regards to cultural diversity.

Finally, the conclusion drawn from all data - census, interview/survey, anecdotal and historical - is that Wheeling will continue to be among the more diverse areas of the Northwest suburbs. Projections see diversity on the rise over the next 20 years. The challenge this committee, the Wheeling 2000 initiative, and the whole of Wheeling must face is: *How can we deal constructively with the true and growing identity of our community, one of great and rich diversity, while maintaining the good that our history has lent us?* Looking within Wheeling 2000, will this challenge enhance or hinder their work and goals? As we complete this report, this is our next task - to find answers to these hard questions and to work together so that the diversity of Wheeling may be seen by all as one our community’s great strengths.

Future Trends

“Census Sees a Profound Ethnic Shift in U.S.,” “By 2050, Non-Hispanic Whites Will Decline to a Slim Majority,” this was the headline in most U.S. newspapers in the middle of March this year. The U.S. Census Bureau has released a paper entitled “Population Projections of the United States by Age, Sex, Race and Hispanic Origin: 1995 to 2050.” The study was based on current birth, death, and immigration policies. Changes in legislation regarding immigration, changes in fertility rates, and breakthroughs in medical care that could extend life expectancies could alter these future estimates.

The past and current demographics of the U.S. population by race and ethnic origin and projections are listed below:

Race	1980	1995	2030	2050
White	80.0%	73.6%	60.5%	52.8%
Hispanic*	6.4%	10.2%	18.9%	24.5%
Asian	1.5%	3.3%	6.6%	8.2%
Black	11.5%	12.0%	8.2%	13.6%

* Persons of Hispanic origin maybe of any race

By 2050, the bureau said, immigration patterns and differences in birth rates, combined with an overall slowdown in growth of the country’s population, will produce a United

States in which 53 percent of the people will be non-Hispanic whites, down from 74 percent today.

In contrast, Hispanic people will make up 24.5 percent of the population, up from the current 10.2 percent, and Asians will make up 8.2 percent, an increase from the current 3.3 percent. The percentage of the Black population will remain relatively stable, rising to approximately 13.6 percent by the year 2050 from the current 12 percent.

To put the growth rates of the Hispanic and Asian population in perspective, the report noted that the two groups were expected to have annual growth rates of 2 percent to the year 2030. In comparison, even at the zenith of the baby boom, the country as a whole never grew by 2 percent a year.

Local facts on legal immigration are that Illinois is the sixth largest state for immigration, at approximately 45,000 people a year, which makes up 11.9 percent of the States population. Of the state's 945,700 legal immigrants, half live in Chicago. In the 6 county area of metropolitan Chicago, the number is 12 percent and in suburban Cook County the number is 10 percent. The percentage of legal immigrants in the Village of Wheeling taken from the 1990 census was 12.7 percent, while the number in nearby Prospect Heights is 20 percent. The top five countries of origin for Illinois immigrants, in order, are Mexico, Poland, The Philippines, Germany, and India. Illinois is estimated to have between 176,000 to 270,000 undocumented or illegal immigrants of which approximately 50% are of Hispanic origin and the next largest group is Polish at approximately 47,000 all other groups represent less than 10,000 each. Twenty-nine percent of physicians in Chicago are immigrants and nearly 23 percent of manufacturing workers in the Chicago area are immigrants, accounting for 14 percent of the total labor force. The median annual income of Chicago area immigrants was \$31,351 in 1989, compared with \$36,000 for native-born residents.

What are the implications of this information on the Village of Wheeling? By 1996, we have seen an increase in the village of immigrants from Spanish speaking countries, Asia, and Eastern Europe, along with an increase of native-born people of Hispanic origin. Wheeling, which began as a village of German immigrants, has become a village of wide diversity and promises to become even more diverse. According to the 1990 census, the most common ancestries in Wheeling were German (24.4%), Polish (10.7%), and Irish (9.5%). The Chicago area, due to its expanding job market, is a magnet for both native-born and foreign-born people seeking work and a better life. Wheeling, with a 1994 census count of 88.7 percent White population, 10.2 percent Hispanic population, 5.1 percent Asian/Pacific population and 1.8 percent Black population, will surely follow the national trend.

What are other municipalities doing?

Each member of the committee was assigned several municipalities in the Chicagoland area to survey what they are doing in the area of diversity. The committee chose towns around us and several cities and towns out of our immediate area based on their ethnic and racially diverse populations.

Arlington Heights: No commissions or other village-sponsored groups. The police department uses the Language Line, Businesses have formed the Arlington Economic Alliance, a commission to develop a center for English as a Second Language programs, and the park district has diversity-type fairs.

Buffalo Grove: According to the Village Manager's office, the village does not officially have a program in place.

Des Plaines: Park district offers multi-cultural programs, Genesis Center operates a clinic for low income families which is run by Cook County.

Mt. Prospect: This municipality counts 26 to 32 different languages spoken in the community. All forms are in English and Spanish. Bilingual help is available at all social service agencies. Padres Unidos is a group of parents meeting once a month to exchange information. The Social Sewing Club attracts Hispanic women and teaches sewing. The Police Department hands out social workers' cards to families who may need their assistance. The Boxwood Neighborhood Program is a special Summer program that provides day care services for the large concentration of Hispanic children in the area. The Mentor Program is an evening program for Hispanic children. Tailored for 3rd and 4th graders, this is a year round program involving group activities such as sports, psychological games and helps children and adults develop a close relationship.

Mundelein: Whitehall Manor Task Force, run by Omni. Project Cape, "Creating a Positive Environment," run various multicultural programs.

Northbrook: Human Services Committee, runs various programs to teach about various ethnic groups.

Park Ridge: A Human Needs Task Force will explore Cultural Diversity in the community.

Prospect Heights: Community Resource Center run by Omni. No official city programs.

Skokie: Multicultural Council, outdoor fest, a Clergy Council, an Interagency Council which offers employment assistance, food, housing, counseling and child care services. Exercise classes for the handicapped, trips, all social service agencies network.

Rolling Meadows: Police Resource Center, ESL classes, Clinics.

Committee Recommendations and Suggestions for Implementation

Our recommendations should follow certain guiding principles.

These Principles are:

1. All people are created equal and, therefore, they should be treated equally with equal access to: Services, employment, recreation, health care, religious freedom, education and housing.
2. Although all people are created equal, some people are not necessarily endowed with the same resources. In these cases the *Community* has an obligation to offer assistance on an equal basis. Assistance now available to all Wheeling residents:
 - a) **Housing:** Housing for seniors, subsidized housing for low income families.
 - b) **Education:** District 214 ESL community education programs, preschool programs and subsidized child care, Indian Trails Library, Special Education services.
 - c) **Seniors:** Subsidized housing for seniors, Senior transportation, Meals-on-Wheels.
 - d) **Assistance for the poor and those with language difficulties:** Community Resource Center, Cook County Public Health, Multi-lingual banking services, Multi-lingual police force, Food Pantries.
 - e) **Religious services:** Multi-lingual church services and programs, North Suburban Interfaith Council.
 - f) **Recreation:** Park district programs, Multi-cultural picnic.
 - g) **Other services:** Various 12-step programs.
3. All Community members need to take responsibility to work toward the vision of making all who come to Wheeling feel welcome and comfortable as members of the community, regardless of status.

They were chastised as an unruly and disorderly laboring class. In Jersey City, they were denounced by a newspaper editor as "A mongrel mass of ignorance, crime and superstition, as utterly unfit for its duties, as they were for the common courtesies and decencies of civilized life." Their children were seen as "Undisciplined and uninstructed, inheriting the stupidity of centuries of ignorant ancestors." The Massachusetts Board of State Charities calculated that it would take two or three generations to "Correct the constitutional tendencies to disease and early decay." A leading educator was determined to educate the children in order to save the masses from "Falling back into the conditions of half-barbarous or of savage life."¹

Whenever a "new" or "different" group of people move into an area, especially an area where they have not been in number before, they bring a certain amount of "change" with them which may be resented at first, but over a period of time, becomes assimilated into a local culture as they do the same. Many of the complaints against today's immigrants, especially the accusation that they are different from and far worse than earlier immigrants, are identical to the charges leveled against earlier immigrants. The Irish (described above by prominent 19th Century Americans) were said to be paupers, the Italians, criminals; the Jews, mental defectives. However, each group thrived; refuting the stereotype.

Proposal #1

It is not uncommon to hear, on occasion, a person making a derogatory remark about an individual, a nationality, race or gender. We have been taught to mind our manners and to be polite to people, even when we disagree with them; to humor them. The problem with that approach when bigotry is involved is that you, by your silence, condone or appear to condone their actions or words. This makes the person think that you agree with them and it encourages them to continue.

We would like to propose a program or campaign within the village titled something like "I'm sorry, but that is not right." This is a phrase that would be used in conversation after someone make a derogatory statement about a person or group of people. It can end there, or if necessary, be followed up with why they are wrong to say what they are saying. It is not easy to do, in fact it takes some courage to stop someone in their tracks like that. The idea is to make bigotry as socially unacceptable as we have recently made smoking. Smoking has not disappeared, but it is stigmatized and slowly being crowded out of the social scene.

We would propose that this or a similar program be adopted by all government agencies operating in the village, the schools, all religious organizations and civic organizations. We propose that the newly formed Human Rights Commission head up this project and speak to the above groups, with the village government's blessing, promoting the program.

¹ "A Different Mirror," A History of Multicultural America, Ronald Takaki, 1993, Brown, Little and Co.

Proposal #2

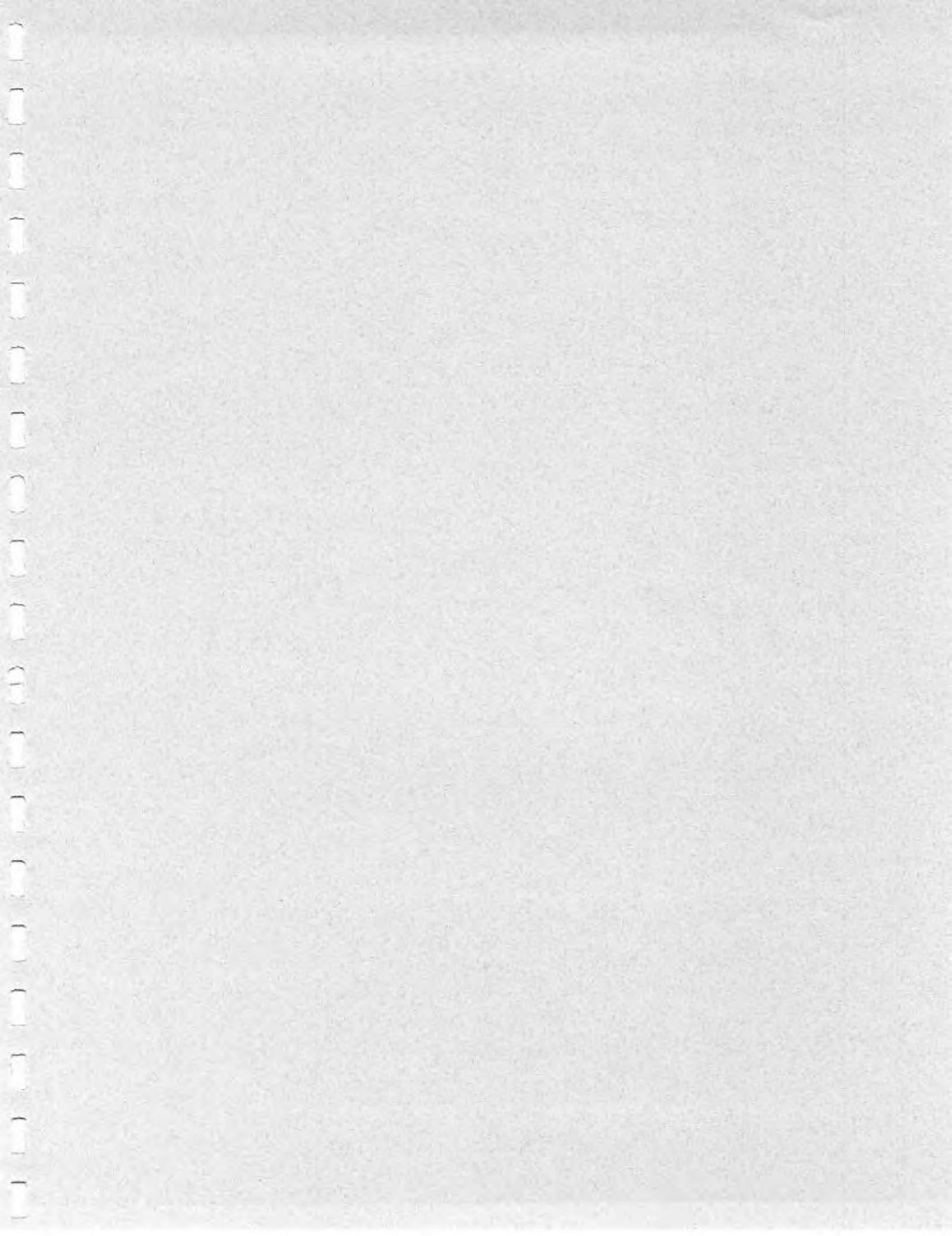
We would like to propose that the village or a private organization, with the village's backing, sponsor an annual one or two day Community Folk Festival. At this festival the ethnicity or diversity of Wheeling would be celebrated. All private, civic and religious organizations would be invited to participate. The festival could be promoted via the media and through local organizations. Food could be sold and entertainment reflecting the diversity of the village could be provided.

Proposal #3

Community forums on diversity could be held to help residents understand and appreciate each other. These forums could be offered to civic, religious, and corporate groups and also be held for the public at large. Perhaps these could be developed by Harper College or National Louis University and could be tied into a program of sensitivity or human relations training which would also be available.

Proposal #4

In today's world of two income families, with children being shuttled to and from school and other activities and the normal hustle and bustle of life, we do not get to know our neighbors as we once did. We may know the neighbors who are immediately next to us but not know the people a few houses away. We would like to propose a "Meet Your Neighbor Program." This would be an opportunity for people to meet their neighbors in a social setting such as a block party or a neighborhood party get-to-gather at a local park or school property. These get-to-gethers would be encouraged by the village to bring neighbors together.



Community Services

Committee Report

Committee Membership

Shari Matthews-Huizar
Pat Sordyl
Jane Haeger
Bob Todd
Dolly Snyders
Andy Snyders
Julie Flanagan
George Hernandez, Vice-Chair
Don Hammer, Chairperson

Committee Mission Statement

Scope of Study

Committee Vision Statement

The members of the Community Services Committee envision Wheeling in the 21st Century as a culturally and ethnically diverse community, an All-American town, with a sense of pride; its citizens living in harmony and safety, with their needs being met. The people have a sense of investment - working together to address and solve problems, thus enhancing the quality of life in Wheeling.

The village government will continue to coordinate and improve access to social and human services for all its citizens. The village leadership will encourage resource-sharing and communication between government, the industrial and commercial community, civic, and religious organizations, and the residents.

Current Situation Report

The members of the Community Services Committee assess the present situation in Wheeling as follows:

Children and Youth Services:

Strengths:

In the area of children and youth services, there are many strengths in the provision of these services. The Park District provides a wide variety of activities including, but not limited to, team sports, individual sports, art, crafts, special events, swimming, and gymnasium activities. There is a summer camp program, and excellent aquatic facilities.

The Indian Trails Public Library provides an ongoing variety of programs for young people of all ages.

Weaknesses:

The cost of many programs is too high for a significant percentage of area residents.

There are no inexpensive, subsidized or volunteer tutoring programs in the Village, except in English as a second language.

Lack of a teen center to provide teens with a place to socialize, and get them off the streets.

Health Services:

Strengths:

The Village of Wheeling currently provides health care services in conjunction with the Wheeling Township and the Cook County Health Department. These services can be accessed through the Pavilion Senior Center, the Community Resource Center, and the Wheeling Township offices. They include a variety of health screenings, immunization clinics, and the services of a nurse.

Within the Village are several health clinics staffed by physicians affiliated with nearby hospitals, two long-term care facilities, as well as an Alzheimer's residential facility. Additionally, the professional staff at the Holy Family Professional Building in Wheeling have expressed an interest in expanding health services in partnership with the Village, i.e., establishing and maintaining a Village Health Department and/or a Village nurse program.

Weaknesses:

Areas of health care need to include expanded services for mental health care, a comprehensive health department, and the services of a village nurse.

Municipal Services:**Strengths:**

The municipal services in Wheeling include library services, Park District services including the Little Theatre and the Historical Society, Fire Department services, Police Department services, and garbage/refuse/recycling. Also, the Community Resource Center which includes the Food Pantry, Multicultural services, employment services and Legal Advice Services.

The Park District offers a great variety of programs for all ages and abilities ranging from traditional recreational activities to cultural events and family activities.

The Fire Department offers the traditional services, including fire, rescue, and ambulance services. The department also provides community education on fire safety. It is also very active in charitable activities.

The Police Department offers the traditional services, and also Problem Oriented Policing. The Police Social Worker deals with mental illness and domestic violence cases.

The Community Resource Center offers services to the very low to moderate income residents of Wheeling. The services include general information and referral, food and clothing assistance, employment information/job bank, English and continuing education classes, naturalization and immigration rights information, legal assistance, health information and referrals, and programs for children and youth including tutoring and summer programs. All services are available in English and Spanish.

The Wheeling Senior Center Pavilion has many programs and activities for members, and many services for those not members. The services include telephone reassurance programs, a medical equipment loan closet, small home repairs and preventative maintenance, blood pressure checks, Gatekeepers program, respite care assistance, and many other services. There are also many entertainment programs and instructional classes provided.

Weaknesses:

More respite care is needed, the Senior Center needs to be enlarged, and better transportation is needed within Wheeling as well as outside the Village.

Government Services:

Strengths:

The use of Internet is available at the Indian Trails Public Library to acquire information about federal and state services.

Weaknesses:

There are many government services available to the citizens of Wheeling from federal, state, and local governments, but only local government services are easily accessible. Neither the federal or state government maintains offices in Wheeling, and not many federal offices exist in the towns immediately adjacent to Wheeling. This fact makes it very difficult to get information about the services available.

The public library does not collect any government documents, therefore, that institution cannot service the needs of Wheeling citizens in terms of providing information about government agencies and their services.

It seems that there is a great need for access to such information in Wheeling. Therefore, the Village government or the public library, or both, needs to develop some mechanism to overcome this handicap.

Transportation:

Strengths:

The new Metra train service that passes through Wheeling on its way to the Union station in Chicago is an excellent asset for the community.

Pace bus service is available between Wheeling and some of the other towns in the area.

Dial-A-Bus service is provided by Wheeling Township for seniors and the handicapped.

Several taxi companies serve the area and give discounts to seniors.

Palwaukee Airport is within Wheeling, and can provide charter air service for those who can afford such transportation.

Weaknesses:

Bus transportation is very limited and seems primarily directed towards commuter train stations in other towns.

Taxi service is very poor, especially for seniors who are allowed discount fares.

Transportation is needed between towns in north and northwest Illinois. More transportation to and from shopping malls is needed.

Library Services:

Strengths:

The library offers traditional services, and many of the new information services. Computers, typewriters, and word processors are available for public use. Internet is also available, along with CD-ROM databases. Additionally, there are collections of CD's, records, and audio and video tapes. The library provides access to the North Suburban Library System, an on-line network of 30 other libraries.

The library is a member of the National Program for the Visually Impaired, and has large print and talking books available.

There is also an outreach program whereby service is provided to schools, nursing homes, the Senior Center, and shut-ins. The library also sponsors many cultural programs and lectures for adults.

A referendum has been passed that will enable the library to expand its building and, therefore, expand its collections and the information technology it provides.

Future Trends Analysis

The members of the Community Services Committee recognize the following trends as some of the influences that will impact on the future development of the Village of Wheeling:

1. Wheeling will continue to grow as a multi-ethnic community.
2. As life becomes more complex, there will be a growing need for medical, transportation, and social services.
3. The senior and youth population are increasing faster than the general population.
4. Urban congestion will increase in terms of traffic and the need for multi-family housing.
5. As the population ages, health and social services will be increasingly needed to keep people living independently, and in their own communities, where they have lived, raised their families, and contributed to the community over the years.

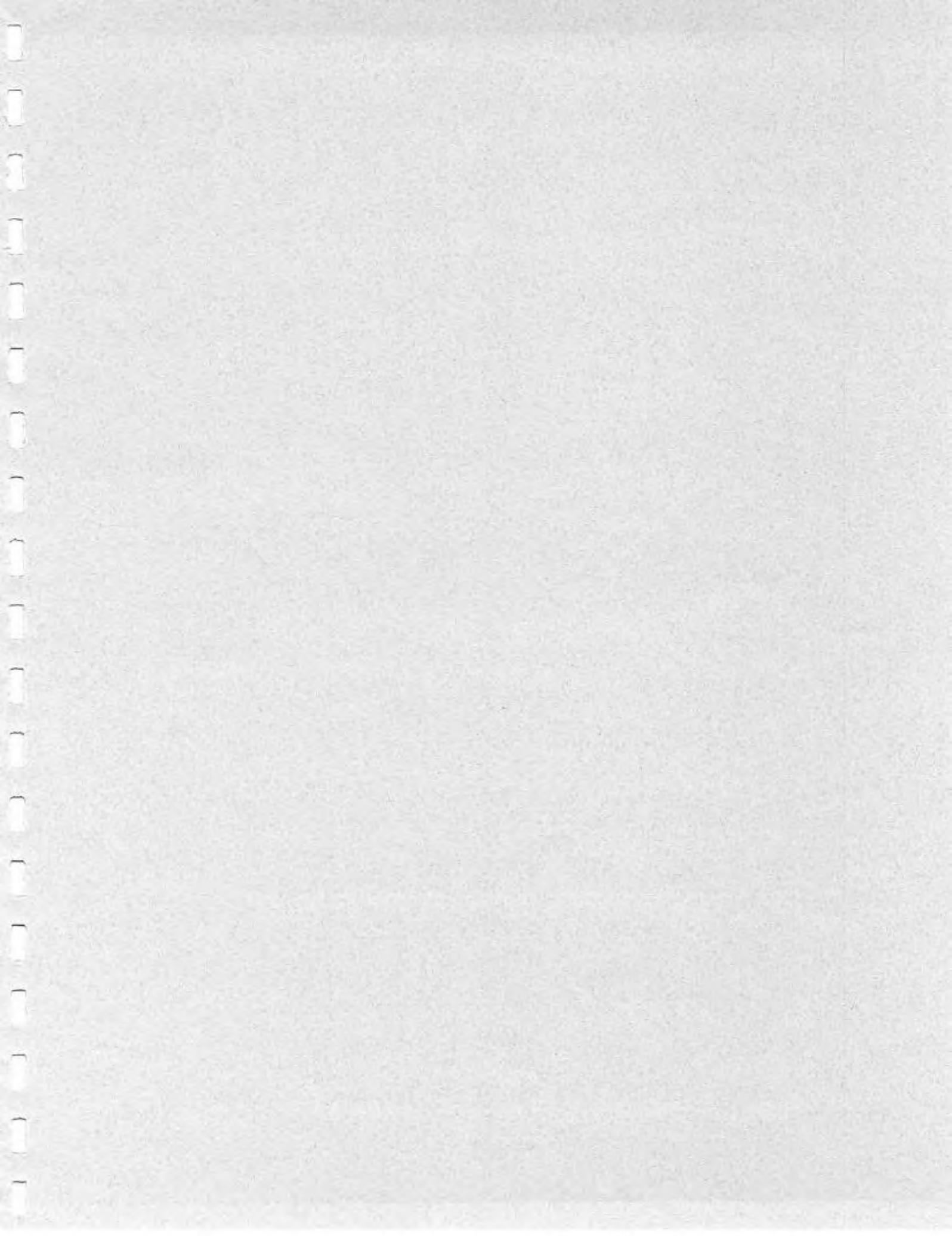
Committee Recommendations and Suggestions for Implementation

The members of the Community Services Committee make the following recommendations for the future improvement of the Village of Wheeling:

1. Increase services for children, youth and seniors, especially social, recreational, health, and psychological services.
2. Increase corporate and business involvement in those services and in other services. Corporate and business involvement should include both financial and physical involvement. The residents of Wheeling should also volunteer their services in order to encourage a sense of investment in each person in the community.
3. Establish a village health and human services department, including:
 - a) Village Nurse
 - b) Additional social worker(s) to provide direct services (including a multi-lingual social worker).
 - c) An "information specialist" who knows and disseminates the newest information about federal, state, and local services.
4. Improve affordable transportation within Wheeling and also inter-suburban. Expand bus routes to the new train station and nearby shopping.
5. Expand the Pavilion Senior Center in order to provide for the growing number of seniors in the village. A van should be provided.
6. Increase space needed in the Village Hall/Police Department to meet the increasing social service requirements.
7. Establish adult day care and respite care for seniors and others.
8. Open a teen center to provide recreation for teens and an opportunity to intervene with at-risk youth.
9. Increase affordable child care services for residences.

Additional Recommendations and Thoughts

Provide access to more governmental (federal, state, and local) services through an "information specialist," or a "governmental service coordinator" who is frequently in touch with all applicable government agencies to determine their newest services, changes in established services, and to keep up with the latest procedures for accessing those services. This person would be an "ombudsman" of government information. It was noted by the committee that there are no federal or state government offices in Wheeling, therefore, the people of the Village are not privy to the latest government services, and changes in those services.



Economic Development - Large Corporations

Committee Report

Committee Membership

Minerva Solano, Chair
John Flanagan, Vice Chair
Don Augustine, Secretary
Judy Abruscato
Tim Litner
Glen Meier
Pat Morey

Committee Mission Statement

To identify economic opportunities that will provide a positive business climate for investment, and will benefit the community through increased revenue, services, employment and quality of life.

Scope of Study

Study existent, departed and prospective corporations defined as “non-retail businesses regardless of size including but not limited to service organizations and manufacturing,” to determine their impact upon the community as well as the impact of the community on these corporations.

Committee Vision Statement

Wheeling is a pro-business community that understands and promotes the corporate environment. Village officials work closely with business partners towards mutually beneficial objectives resulting in a vibrant economy.

Wheeling provides a forum for corporate involvement in the community, and publicizes the corporations' contributions to the community. The corporations in turn contribute to the economy of Wheeling by employing many residents, and making resources available in the form of expertise, training, materials, and financial contributions. The corporations adhere to the community's regulations ensuring a safe environment and maintaining a pleasing appearance.

Current Situation Report

Wheeling is home to many diverse businesses. The most current data available indicates that business establishments have increased to 975 from 495 between 1981-1992, a 98.3% increase. This compares favorably with neighboring communities like Arlington Heights and Northbrook, with increases of 93.6%, and 110.0% respectively. Of course these communities are 1.5 to 2.0 times larger (measured in land area), than Wheeling and their business base is higher. Arlington Heights had 1445 businesses in 1981, while Northbrook had 1170.

Wheeling recognized an increase in the number of manufacturing establishments of 100% between 1982 and 1991, while Cook County decreased by 10.6%. There are nearly 400 industrial establishments in Wheeling and 20 are major employers. These employers have a minimum of 105 employees each, and the largest employs 800 people. There are five banks and one savings and loan located in Wheeling. The majority of Wheeling residents are employed in service, manufacturing, or retail sectors. Approximately 1000 Wheeling residents are employed by Wheeling businesses.

Revenue information obtained from the village is for all business. They were unable to extract the portion for large corporations. Total tax revenue, which includes property tax, totaled \$6,685,861 for 1995. Revenue for licenses and permits totaled \$306,113. Intergovernmental totaled \$2,424,207, and Charges for Services was \$927,344, Fines and Forfeits totaled \$275,749 and Miscellaneous was \$752,414 for a total revenue figure of \$11,575,874 up \$838,526 from 1994.

Strengths

1. Growth in manufacturing establishments while Cook County experienced a decreased.
2. Job growth in Wheeling of 66.9% between 1986-1993 while surrounding communities increased at a lesser rate. Job growth in manufacturing alone was 210.5%.
3. Approximately one third of the land within the village is zoned for industrial use and 20% is vacant and ready for use.
4. Industrial corridors have a positive image for the most part.
5. Industrial component appears healthy and has been strong since 1980.
6. Great location for businesses with proximity to expressways, Palwaukee Airport, O'Hare Airport, freight railway, and new commuter line.
7. Availability of labor force.

Weaknesses

1. No database on existent, departed, or prospective businesses exists to identify trends:
 - a) There is little information on number of inquiries from businesses.
 - b) There appears to be no follow up on prospective businesses.
 - c) There is no information on the reason(s) a business left.
 - d) Records of extension of licenses are handwritten.
2. No apparent strategy or plan exists on attraction or retention of business:
 - a) No marketing piece mailed to prospective businesses, and the business information package available appears outdated.
 - b) No assistance offered to first time business owners although the failure rate is known to be high.
 - c) No communication with existing businesses to determine issues/concerns.
 - d) Not proactive in informing businesses of possible incentives such as industrial revenue bonds, and other financing methods.
 - e) No action taken when businesses notify of possible departure.
 - f) No action on January 1995 study showing an increase in vacancy rates from 7% to 14% between 1993-1995.
3. A pro-business environment does not appear to exist in Wheeling:
 - a) Community development appears to be reactive rather than proactive.
 - b) There has been no incentive package for businesses.
 - c) Approval process appears very cumbersome for most businesses.
 - d) Village has image of inflexibility regarding variances to code requirements.
 - e) There appears to be animosity and lack of communication between some community entities (Chamber of Commerce) and some village entities.

What has been tried in the past?

Meetings between the Chamber of Commerce and Community Development existed. However, it appears that these were terminated due to the inability to work towards a common goal.

Future Trends Analysis

Labor Pool

A June 1995 Demographic and Economic Study commissioned by the Village of Wheeling related that the rate of job growth in Wheeling is very high compared to the surrounding communities. It appears the labor pool available in Wheeling and the surrounding communities has met and will continue to meet the needs of the large corporations. Wheeling residents offer a cross section of all skills needed to operate a large organization. The fact that Wheeling is not a homogeneous community made up of limited backgrounds, education levels, languages, professions or talents should be seen as a major benefit to Wheeling. Large corporations should not need to "import" labor or management talent or profession if they locate in Wheeling.

Transportation

Wheeling has a wealth of transportation systems available within the village. Wheeling's large corporations have access to rail, truck, and air transportation. The planned construction of a train station in Wheeling will only strengthen the village's position in the area of transportation. One of the greatest assets to the Chicago area is its central location in North America and access to economical transportation systems. Wheeling can be viewed as a microcosm of this tremendous benefit. The ability to move in or out of the area in the most effective manner is a major advantage to any large corporation based in Wheeling.

Limited Area for Development

The fact that Wheeling is a mature community may be a disadvantage to the future development and expansion of large corporations. Wheeling has only three sites available for wholesale development. Present large corporations may be constrained if the need to expand is in their future. This lack of area for development may be seen as an obstacle to attracting and retaining large corporations in the future.

Political Environment

Recruiting, retaining and establishing large corporations in Wheeling is drastically affected by the attitude, helpfulness, and outlook of the local governing bodies. Large corporations contribute greatly to Wheeling's tax revenue and are therefore crucial to the villages' financial posture. Local government must exhaust every economic and legislative incentive to make sure the community remains attractive. Wheeling must remove the perceived barriers to business attempting to expand or locate in our area. While Wheeling has the long term advantages cited above, so do our many neighboring communities. Businesses are like people and water, they flow to areas of least resistance. Wheeling's local government attitude must be pro business in an environment that will encourage large corporations to expand, grow and develop within our village.

Committee Recommendations and Suggestions for Implementation

Alternatives Investigated

The following communities were surveyed to determine their position on economic development:

1. Park Ridge - Sharon Curcio
Executive Director
Economic Development Corp.
2. Lincolnwood - Tim Clark
Director
Office of Economic Development
3. Bartlett - Jim Plonczynski
Director of Economic Development
4. Mount Prospect & Schaumburg - Jeane Selander (verbal information Jeane unable to locate document) Wheeling Village Clerk

1. It appears many surrounding communities have or are in the process of forming a unique economic development entity to address the issue of economic development.
2. These entities are fairly new with the oldest created in 1992. These are formed as commissions or corporations. All have representation from the business community, Chamber of Commerce and government. All are viewed as partnerships between government and businesses.
3. All have as part of their objective the attraction and retention of business.
4. Most have initiated the process of surveying residents on economic development.
5. None have surveyed existent, prospective or departed business although they would like to do this. Data seemed to be lacking to enable them to conduct this type of survey.
6. Most have a retention program in place that consists of regular visits to established business. These visits are done by the Economic Development Director accompanied by a government person. Some take a Community Development person on the visit and others are accompanied by the Village President. One has a visit comprised of the Economic Development Director, a government person, and a Chamber of Commerce person.
7. The most effective entity appears to be one that is independent. A public-private partnership governed by a board of directors comprised of Government, Business, and Chamber of Commerce people.

Recommendations

Economic development is a full time job that cannot be done by one group - village officials, business community, service organizations, or citizens. It must be a combined effort on the part of many. In order to promote economic development to the fullest possible extent; it is recommended that a **Wheeling Economic Development Corporation (WEDC)** be established. A committee of village representatives and members of the business community must be formed immediately to create WEDC goals and operating structure.

Wheeling Economic Development Corporation (WEDC)

Guidelines

1. The WEDC must be an **independent entity** totally supported by the Village of Wheeling and the business community.
2. The parties must commit to **specific goals and objectives** established for economic development.
3. The village and the business community must provide **adequate financial** support for the WEDC to be successful.

Board of Directors:

1. A hired Director
2. The Village President
3. The Village Manager
4. Trustee(s)
5. Chamber of Commerce Executive
6. Local business people that live in Wheeling.

Mission:

To create a pro-business environment in Wheeling resulting in a vibrant economy.

Responsibilities:

1. Maintain data on village businesses (existent, prospective and departed).
 - a) This will enable the Village of Wheeling to identify trends and proactively respond. Presently the village does not have information on business that left or decided not to locate in Wheeling. Other surrounding communities do not appear to have such data, and Wheeling could be on the leading edge.
2. Create a well-defined attraction and retention strategy.

- a) there is an apparent need for the village to focus on attraction and retention of business. The recent update of the marketing brochure is a step in the right direction. However, a complete strategy is needed. Surrounding communities are beginning to focus on this area and Wheeling must do the same if it wants to be an attractive location for business.
3. Compile and disseminate information on:
- a) Suitability of areas for various business activities.
 - b) Requirements for doing business in Wheeling.
 - c) Financing Packages.

Summary

The large Corporation Committee has taken their assignment very seriously, and invested many hours in an objective assessment of the situation. We feel very strongly that approval and implementation of the above recommendations will enable the Village of Wheeling to be viewed as pro-business. The Village of Wheeling must act now if it is to reverse the negative image it presently carries in the business community. It is imperative for its continued success in this competitive environment.

Zoning

The following are recommendations:

1. A clean-up. There are zoning laws/standards that have been outdated, obsolete, or useless. Take the professionals (staff) that are knowledgeable and have them sift through the existing codes to come up with recommendations for which should be eliminated.
2. Demand. Rework existing codes to create incentives for new business/retail/commercial to come to Wheeling.
3. Redefine the qualifications for board members. These positions should be less political. The boards should contain a mix of professionals, who are knowledgeable about the process (architects, planners, real estate agents, etc.). However, these people should be independent, without any possible conflict of interest.
4. Coordinate. The comprehensive plan should be fully reviewed and revised. This may require the hiring of outside professional people. Land uses will be altered, less based on opinion and politics.
5. Plan. We need a "Burnham" style plan as Chicago. This plan must be set down on paper as the plan for Wheeling's future, but it must include as many diverse groups as possible, including Chamber of Commerce as well as government, civic, and neighborhood.

Ordinance

The following are recommendations:

1. Increase crime prevention education on all levels.
2. Expand problem, oriented policing.
3. Balance of responsibilities/rights.
4. Zero gun, gang, graffiti tolerance.
5. Codification system to simplify and classify ordinances.

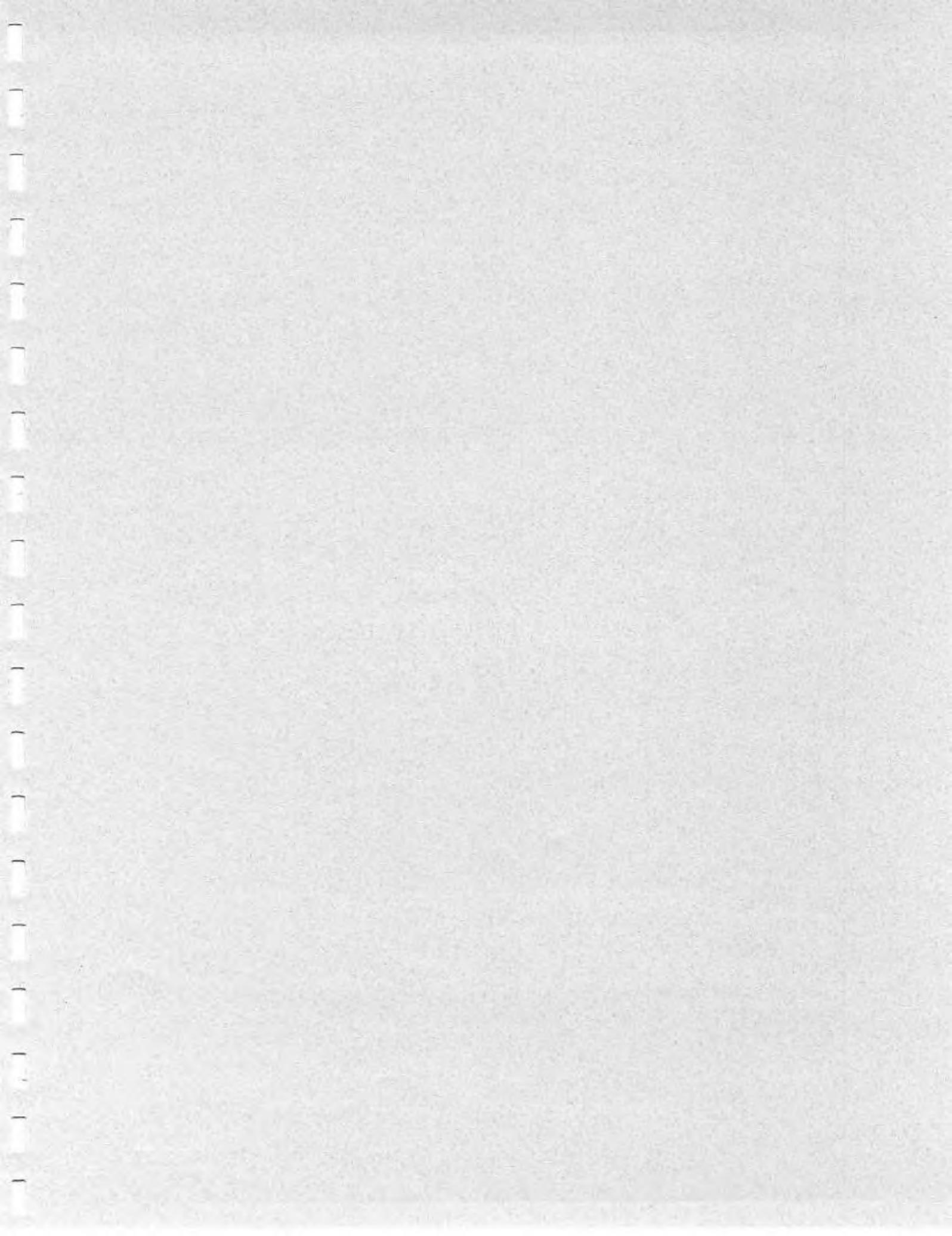
Communications

The following are recommendations:

1. All governmental agencies, both those within and around the village will be required to work much closer together, prioritizing and coordinating projects within the village limits. Expenditure control will be necessary. Open and honest communications between agencies is absolutely required. No agency should act alone. This will require an increased communications workload on both the village staff and village

board. All governmental agencies that impact our village should have regularly scheduled semi-annual meetings to review current and future issues and plans.

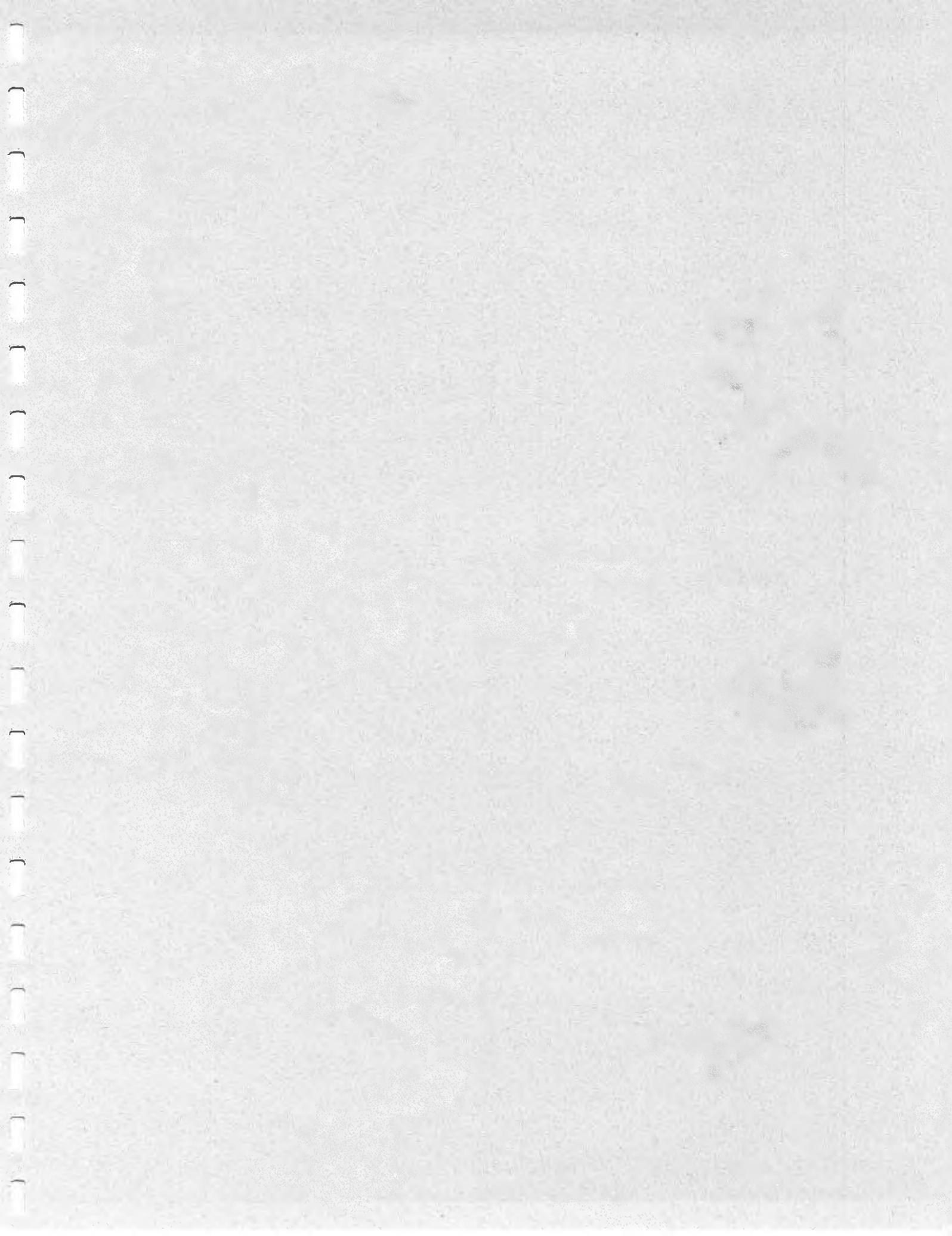
2. Wheeling is not an island in the Chicago metropolitan area. Just as the government agencies create a strategy for the village, this strategy needs to be communicated to those around us, and their thoughts and plans need to be shared back. The Northwest Municipal Conference can play a major role here. Village staff and elected official representation will be required. Village trustees and department heads will be required to participate in another agency, or conference activities as means of opening communications to the regional issues. While not revenue sharing, a new concept of resource sharing should be discussed at the regional level. Sophisticated police, fire, and other village equipment may not be needed by every village. We need to work on improving communications with our neighbors. We may have equipment that other villages could use, while at the same time, they may have equipment that we could use.
3. All of the above will produce little benefit unless the citizens of the village are kept informed on the progress of each of these areas. Devote more space in the village newsletter to intergovernmental and regional issues. Promote SpeakOut. Have more frequent questionnaires.
4. Village board and commissions meeting on the Cable TV Channel may be a bit boring to the average citizen. These events need to be presented in a more news oriented style. Explanations of what's happening and the resulting impact on the village will be needed. If the press will not cover the village, we will have to do it ourselves.
5. Create a village WEB site, with Electronic mail capability, and other information discrimination tools should be used to promote Wheeling and the services that our government provide.
6. Use the Cable TV as the primary means of communication with the residents. Answers to the village newsletter questionnaire, and other electronic questions should be answered on TV. Much of the information in the village newsletter could be handled via TV, at much less expense, and with better quality by the village president and/or village manager. Special reports on board issues should be handled in a "State of the Village" broadcast twice yearly. Invite speakers from other agencies to use our communications medium to keep our residents and business leaders informed.
7. We've communicated to the residents, governmental agencies in the village, and governmental agencies in the regional neighborhood. Now we need to improve communications to the users of our village government and services. In areas that we provide a service (variations, permits, licenses), we need to establish a "How well did we do?" questionnaire. Village services for businesses and residents can be addressed in the village newsletter. Answers need to be tracked, trends noted, and acted upon before problems begin. Promote communications within the village. In addition to being a tree city, we can be a We Listen Community.

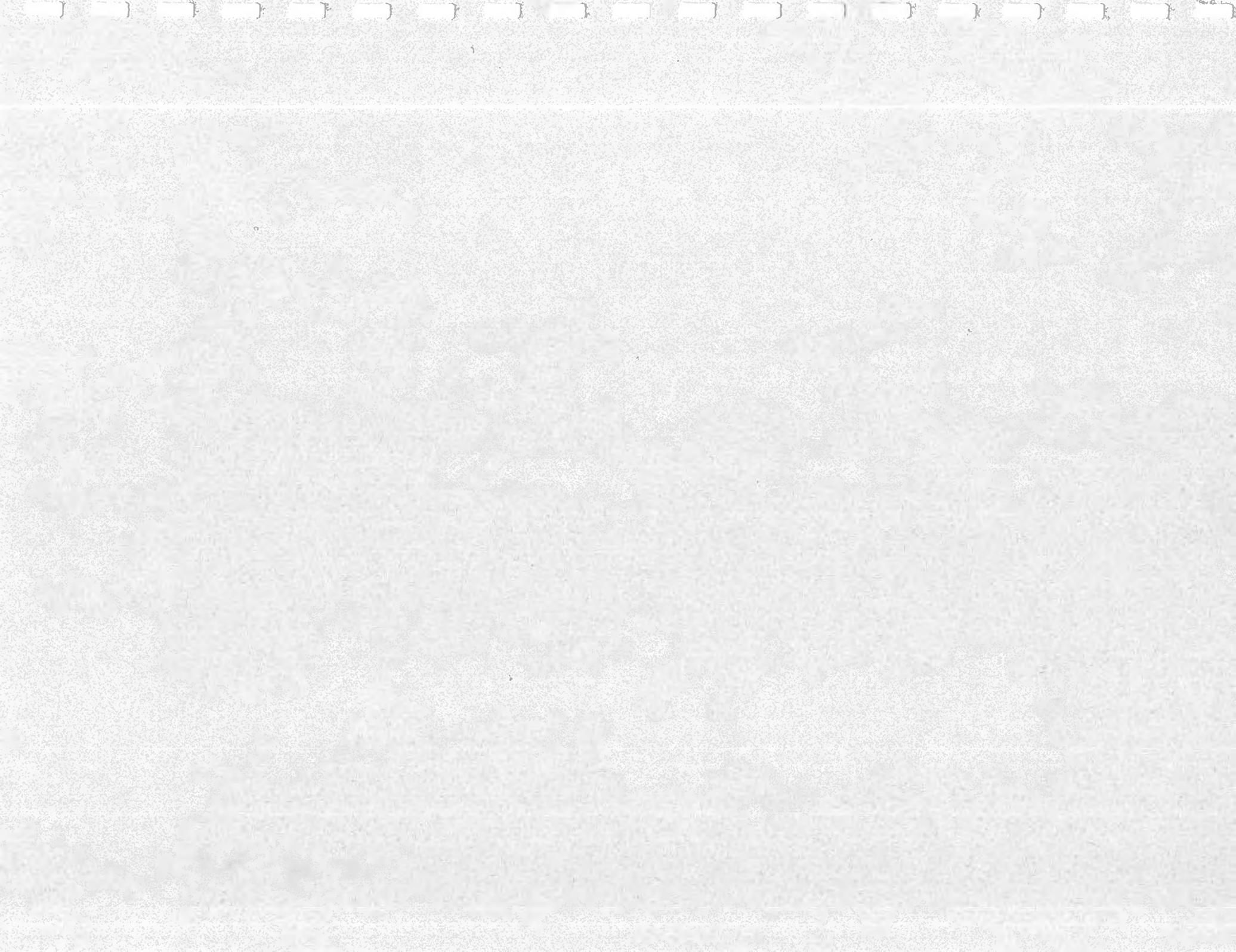


Open Space & Land Use

A three level (including a lower level) old style building will be constructed by the Milwaukee and Dundee intersection that has pictures of Wheeling's history and current events. This will be an inexpensive place for food, drink, and desserts that has a great atmosphere and will serve as a meeting place for people. The lower level will have a small stage for entertainment and there would be a lounge area for people that would like to get together or just watch a football game on television. The outside will have paths to walk on that is surrounded with beautiful trees, bushes, flowers, and an ice cream store that the people would like. Imagine a few unique stores with a bridge going over a pond.

Mass transit will become a more popular option as the East-West roads crawl to a 5-10 mph "rush hour" speed. The new Wheeling train station will help immensely, and bike paths should be built to accommodate the walking and biking pedestrians who use the train for their daily commute. The aging population will need walk-to-grocery shopping, and we must make sure all roadways have safe and ramped (at intersections) sidewalks to accommodate wheelchair traffic. Many roads will need to be widened to four lanes, i.e. Route 83 from Dundee to Lake-Cook. This change will cause the dynamics of the neighborhoods to change, as many houses on these streets change from residential to commercial. To preserve open space, we must create a strong open space ordinance that will force developers to leave enough recreational open space to accommodate the new residents that they bring in. We must be flexible allowing the redevelopment of the old commercial and industrial sections of Milwaukee Avenue to retail. Wheeling's restaurant row is an out of towners' destination, and attracting more restaurants should be a high priority.





Education

Committee Report

Committee Membership

Kelvin Lane, Chair	Virginia Isherwood, Vice-Chair
Karen Bass	Linda Birnbaum
Cheryl Brandt	Marge Brower
Rich Cherico	Linda Claver
Marge Dziurgot	Elaine Gibson
Greg Klatecki	Dawn Olan
Grant Olan	Lori Rataczak
Chris Reading	John Schomer
Frank Solano	Julia Walsh

Committee Mission Statement

The Mission of the Education Committee is to identify the educational needs and resources of our community and make recommendations that promote opportunities for lifelong learning in Wheeling.

Committee Vision Statement

In this changing world, education is the foundation of every enterprise.

Our primary mission is to provide lifelong learning opportunities in our community to meet the challenges of the future.

To achieve our mission requires partnerships between public and private sectors, i.e. community, education, and business.

Our vision for the future includes:

1. A public awareness of programs and services in the community.
2. A constant assessment of the community needs.
3. Recommendations of resources in the community to meet those needs.

Current Situation Report

The Village of Wheeling is currently involved in many forms of community education. Too numerous to list individually, the Education Committee has only listed the resources which any resident in Wheeling may contact for more information. We feel that our resources are providing a very comprehensive program but there are still some areas that could be combined to minimize duplication and alleviate financial burdens on some organizations.

The scope of the Education Committee is not to evaluate the formal education system because each school district, college and university has its own administration, Board of Education and/or Trustees to develop and implement policies and programs. The public has the opportunity to express their views and opinions to the Administration, Board of Education and/or Trustees. A wide range of life-long learning opportunities are offered through the pre-school, elementary, junior high, high school, community education, and college levels. These programs include PTO/PTA, co-curricular activities, youth and adult enrichment programs, homework assistance, adult training and retraining.

Leisure education is amply provided for through the efforts of the Wheeling Park District. Recreational programs and activities are offered to people of all ages from infant to senior citizens. Each age group and area of interest is served based upon expressed demand such as youth and adult sports programs and fitness activities. The new Aquatic Center served over 100,000 people in 1995 alone. Chevy Chase Golf Course and Clubhouse provides for golf leagues, business and social activities. Neptune's Pool, the Wheeling Historical Museum, and many parks provide the Village residents with a multitude of facilities for leisure activities and educational opportunities.

The Indian Trails Public Library District has consistently expended its services to meet the growing needs of the area's businesses, schools, and residents. The library serves a population of over 58,000 and has a collection of approximately 223,000 print and audio-visual materials. Patrons are provided with access to additional reference materials through CD-ROM's and the Internet, and may participate in educational, leisure, or literature - based on program offerings. The library works closely with the schools to enrich children's extra curricular reading by offering a variety of reading clubs. In addition, summer book van service is offered throughout the district. Presentations to schools, community groups, and businesses are included in the library's outreach programming. Residents with special needs may make use of the library's shut-in services or programs for the blind and physically handicapped. The addition of on-line and dial-in public access catalogs, as well as the implementation of North Star Net, a community information database, make the library a source of information to the community.

Sixteen religious facilities, another dimension to the educational opportunities of our residents, from religious instruction to social outreach.

The Wheeling Township Office is another unit of government providing a variety of programs. These programs and services meet various community needs from child-care to senior citizen concerns. They offer referral services to all community members.

The Village of Wheeling itself, provides many educational programs for its residents. D.A.R.E., Peer Jury, Youth in Government, Neighborhood Watch, Open Houses, CPR Training, Citizens Police Academy, are just a few of the programs that all community members are encouraged to participate in.

Health care facilities, the Senior Center, the Wheeling Resource Center, and the Wheeling/Prospect Heights Area Chamber of Commerce and Industry all provide educational opportunities to the residents and/or businesses of Wheeling.

The Education Committee, after contacting the above mentioned agencies and organizations, have concluded that the Village of Wheeling provides numerous educational opportunities and services to its residents, employers, employees, and visitors. With the growth in the population over the years, the number one challenge reported was to make people aware of the programs and services and how to access them. (Appendix I lists the community resources contacted to determine the educational resources available to the residents, employers and employees located within the Village of Wheeling.)

We see the need to develop a proactive educational plan that provides lifelong educational opportunities to all people who reside in Wheeling. This can be best achieved by the development and implementation of community/business/education partnerships. Community Education is a way for people to improve their lives and their communities through learning and collaboration. It provides opportunities for community members, schools, businesses, and other organizations to become partners in addressing educational and community needs. Community Education has three basic components: Lifelong Learning, Community Involvement, and the Efficient Use of Resources.

Future Trends

The most critical years in education are the primary years along with the elementary grades which provide the foundation for success in high school and beyond. Goals and standards must be achieved before passing on to the next level/grade. If students are not properly prepared, the habit of succeeding/achieving will be established and students will not settle for less. Some educators believe that the most critical years for learning are before age six. Without the basic skills in the 3 R's, the learning opportunities offered in community education can not be utilized.

Developing cooperative work groups between educators and the business community that will produce instructional units that will focus on teaching of the knowledge, skills, and attitudes necessary for the success of the current and future workplace will enable teachers and students to develop a vision of their future and the tools required to achieve those visions.

Community Education extends the concept of public education beyond the traditional K-12 program known as "schooling." It is not limited by traditional school schedules and roles. It focuses on community needs. Community Education uses all available community resources to meet the needs of community members. Some of the future trends we see are:

1. Electronic Communication - from home of student to home of teacher. Connectivity via phone, cable and wireless will make instruction to the home or, at least, outside the school a reality.
2. Research - ability to find up to date information - reliable, true.
3. Multi-media reporting - the ability to express oneself in more than one word on paper. Also the ability to publish and/or share your thoughts and information around the globe.
4. Simulations - setting up situations mirroring real world relationships.
5. Learning through project based, real-world problem solving using appropriate tools.

In 1990, President Bush and the nation's governors establish the **National Education Goals**, and the target date for achieving them the year 2000. The goals and a comment on them from the 1995 report follow:

Goal #1: Ready to Learn

By the year 2000, all children in America will start ready to learn.

Did you know . . . by the age three children have acquired more than half the language they will use throughout their lives?

Goal #2: School Completion

By the year 2000, the high school graduation rate will increase to at least 90 percent.

Did you know . . . 2,217 teenagers drop out of school each day; of the U.S. prison population in 1992, half were high school dropouts?

Goal #3: Student Achievement and Citizenship

By the year 2000, all students will leave grades 4, 8, and 12 having demonstrated competency over challenging subject matter including English, mathematics, science, foreign languages, civics and government, economics, arts, history and geography, and every school in America will ensure that all students learn to use their minds well, so they may be prepared for responsible citizenship, further learning, and productive employment in our Nations modern economy.

Did you know . . . more than eight out of ten people favor setting higher standards than are now required in core areas such as English, mathematics, science, and history and geography, for promotion from grade to grade and graduation from high school? Forty-nine states and the District of Columbia report developing academic standards for their students.

Goal #4: Teacher Education and Professional Development

By the year 2000, the nation's teaching force will have access to programs for the continued improvement of their professional skills and the opportunity to acquire the knowledge and skills needed to instruct and prepare all American students for the next century.

Did you know . . . 1994, only about half of all teachers reported having any professional development in the use of educational technology and in student assessment strategies, in the previous year, despite rapidly changing knowledge and practice in those areas?

Goal #5: Mathematics and Science

By the year 2000, United States students will be first in the world in mathematics and science achievement.

Did you know . . . student who take Algebra are 2 ½ times more likely to enter college than those who do not take Algebra?

Goal #6: Adult Literacy and Lifelong Learning

By the year 2000, every adult American will be literate and will possess the knowledge and skills necessary to compete in global economy and exercise the rights and responsibilities of citizenship.

Did you know . . . for both young men and young women, employment rates were higher for college graduates than for those with only a high school diploma or GED?

Goal #7: Safe, Disciplined, and Alcohol - and - Drug - Free Schools

By the year 2000, every school in the United States will be free of drugs, violence, and the unauthorized presence of firearms and alcohol and will offer a disciplined environment conducive to learning.

Did you know . . . lack of discipline is viewed as the biggest problem faced by local public schools?

Goal #8: Parental Participation

By the year 2000, every school will promote partnerships that will increase parental involvement and participation in promoting the social, emotional, and academic growth of children.

Did you know . . . a growing body of research suggests that increased family involvement is associated with higher mathematics and reading scores, decreased likelihood that a student will be expelled or expelled from school, and greater student participation in extracurricular school activities?

Evan Byah, 1994-1995 chair of the National Education Goals and Governor of Indiana, states:

"This year marks the halfway point between 1990, the year that President Bush and the nation's governors established the National Education Goals, and our target date for achieving them, the year 2000. While the nation and states have made encouraging progress in mathematics achievement; participation in advanced examinations in core areas such as English, mathematics, science, and history; and early prenatal care, there is still work to be done in other areas. What we must do to accelerate our progress? One essential step is for schools and families to form strong partnerships to improve education."

This assessment is supported by a Mott Foundation reflection of **Changing Families/Changing Communities/Changing Schools**.

When America looks in the mirror today, the image reflected for all the world to see is stunningly different than it was just a few decades ago.

Structural changes in the economy, the growing need for two wage earners per household, alarming disparities between classes and races, intractable poverty, deteriorating neighborhoods, and a slew of other factors have stooped the shoulders of a country that once stood proud and tall.

These burdens have taken perhaps their heaviest toll on the family, which has labored under the weight of rising teenage pregnancy and birth rates, an increasing number of female-headed households, and the decline of the close-knit, extended family.

Just as family life in America has changed, so have the communities that we live, work, and play in.

Gone is the tranquillity of an earlier era when the neighbors knew each other intimately and left their doors unlocked; when elders got respect and felt comfortable substituting for absent mothers and fathers.

Now, business divestment, crumbling infrastructures, gangs and seemingly out-of-control violence have locked hands and made even such simple pleasures as evening strolls and sidewalk games off limits for many.

Increasingly, we turn to our public schools for help addressing the social ills that trouble our communities, our families and our children.

We look to schools to provide recreation, cultural enrichment, health care, meals - all maintaining an emphasis on the 3 R's.

If current experience is any guide, our schools can achieve this ambitious agenda only by working in partnerships - with community groups, with parents, and with all who care deeply about today's children and tomorrow's America.

The concern over whether American youth are being properly educated to meet the demands of the ever changing new workplace they face upon graduation has been much debated and studied at length. In May of 1990, the skills required for the new workplace were outlined by the Secretary's Commission on Achieving Necessary Skills of the U.S. Department of Labor (SCANS Report - Appendix II). The School to Work Assist Team Report (S.W.A.T. Report - Appendix III) also identifies concerns of the business world's view on education, and deals with the general statistics of the educational backgrounds, interpersonal skills, technology, and resources expected of new employees. Dr. Bud Des

Carpentrie, Superintendent of School District 21; Dr. Ashenfelter, Superintendent of School District 214 and Mr. Ed Bales, Director of Education at Motorola University, attempt to address these concerns and the increasing need for developing business/education partnerships at a local level.

In the 1995-1996 Community Update issued by School District 21, it states:

“The communication arts - listening, speaking, reading, and writing - are the foundation of other learning.”

“A school district’s first mission, it’s first responsibility, is to teach its students to read, to communicate with others. As educators, we care universally and passionately about the success of our students learning to read. Reading is the key to education, and education is the key to success for both individuals and a democracy.”

“Teaching the knowledge, skills, and attitudes that will enable children to use information and to solve problems, adapt to new situations, work cooperatively, and be self-disciplined and self-motivated must be the focus of the middle level period.”

Dr. Ashenfelter, Superintendent of School District 214 states:

Requirements of the workplace have dramatically changed from what they were just a few years ago. Technological advances, coupled with a rapidly expanding base of knowledge, and changing business structures, make it essential for every worker to develop a willingness to continually learn and seek improvement. All students today require first-rate educational programs that will prepare them for the next step after high school - whether that step is a job, an associate degree program in a community college, or a baccalaureate degree program in a university. Students in District 214 should be choosing a four-year sequence of study that will prepare for life after high school graduation. It is more important than ever for high schools to prepare students to adapt to the changing workplace.

Tomorrow’s workers must know how to learn and how to adapt as technology and the workplace change. The very nature of the workplace and its demands have an enormous impact on our way of life. In this environment, each of us should be prepared by developing the skills and acquiring the knowledge necessary to lead a successful life and enable our nation to compete in a global economy.

Ed Bales, Director of Education at Motorola University sees the future of business/education partnerships as a necessary function of society:

The new world of work is one of information and innovation. Business is no longer hiring people to do physical labor. Rather it is seeking employees for intellectual labor.

Young people are being hired based on their ability to think, problem solve, and communicate, as well as their commitment to being continuous life-long learners. Someone who joins Motorola today and stays with the company, most likely will make seven major job changes during their career. In order to succeed, they must be adaptable.

Employees of today and tomorrow must have good basic academic skills, be computer literate and have the ability to solve complex problems as a part of a team. Business is driven by cooperative teams working together to solve problems. When we interview, we no longer look just at an applicant's academic record. We want to see what else they have done. We know that participating in extracurricular activities, whether these be athletics, orchestra, or theater, helps students develop the teaming skills we are seeking.

As the major customer of the education system, it is business' responsibility to help educators ensure that our young people are prepared with a level of knowledge and skills necessary to be successful in our new world of work. The model of education parents went through is no longer effective or appropriate for today's world of work.

It is up to us - community members and educators alike - to ensure that our young people acquire the basic skills so their first 20 years of life really will prepare them for the next 40 years. The world of 2035 will be dramatically different than today's world. Unless young people can constantly learn and change, work with others, and communicate and articulate their thoughts and ideas, they will not be successful in the future world.

Alternatives

The committee investigated various resources that are available to the residents of the Village of Wheeling. Each of these resources provide some form of educational services. Some of the alternatives investigated are:

1. School District #21999 W. Dundee Rd. Wheeling 60090
Bill Meyers 537-8270 Elementary School
2. School District #57 701 W. Gregory St. Mt. Prospect 60056
Robbi VanAmburgh 394-7300 Elementary School
3. Horizons Children's Center 3316 N. Schoenbeck Rd. Wheeling 60090
Pam McLlorine 459-4466 Preschool
4. High School District #2142121 S. Goebert Rd. Arlington Hts. 60005
John Hillary 718-7706
5. Community Education #214 2121 S. Goebert Rd. Arlington Hts. 60005
Rich Cherico 718-7706 Adult Ed.
6. Harper College 1200 W. Algonquin Rd. Palatine 60067
Joan Young 925-6000 Jr. Coll.

7. National Lewis 1000 Capital Dr. Wheeling 60090
Linda Tafel 465-0575 Univ.
8. Indian Trails Public Library District 355 Schoenbeck Rd. Wheeling 60090
Chris Reading 459-4100 Public Library
9. Wheeling Park District 327 W. Dundee Wheeling 60090
Steve Pohlman 465-3333 Park District
10. Wheeling/Prospect Hts. Chamber of Commerce
395 E. Dundee Suite 300 Wheeling 60090
Jackie Pollack 541-0170
11. Village of Wheeling 255 W. Dundee Wheeling 60090
Craig Anderson 459-2600
12. Township of Wheeling 1616 N. Arlington Rd. Arlington Heights 60004
Ruth Grunberg 259-3070
13. Jewish Community Center 1250 Radclife Rd. Buffalo Grove 60089
Bonnie Greenberg 392-7411
14. United Way of Wheeling PO Box 219 Wheeling 60090
Lynn Benson 537-0199
15. Omni Youth Services 222 E. Dundee Wheeling 60090
Dee Lattanzio 541-0199
16. JayCees of Wheeling PO Box 7 Wheeling 60090
Bill Stuckling 392-4191
17. Community Resource Center 54 N. Wolf Rd. Wheeling 60090
Olga Victor 808-1454

Resource Documentation

The community organizations listed in our Committee Assignments (Appendix 1) were contacted and generously provided the committee with newsletters, curriculum outlines, annual reports, planning guides, and/or brochures. These are updated regularly by each of the organizations.

Committee Recommendations and Suggestions for Implementation

1. The public and private sectors should be committed to developing and implementing Community-Business-Education partnerships that promote lifelong learning and reduce duplication of services.
2. The formal education environment, i.e. elementary school - college should be dedicated to preparing and training individuals to make the transition from school to work.

3. Parents and non-parents should be encouraged to assist in the raising of our children.
4. The public and private sectors learning centers should be responsive to the requests for change by our businesses, civic organizations, or communities.
5. Promoting knowledge, learning information, and skilled intelligence are the new raw materials of international commerce.
6. Individuals in our society should possess the levels of skill, literacy, and training essential to this new era or they will be effectively disenfranchised, not simply from the material rewards that accompany competent performance, but also from the chance to participate fully in our national life.
7. School should become one stop shopping centers for community services.
8. The purpose of education needs to be one of training people how to confront problems and find solutions.
9. People must be able to enter the educational cycle at any time of their lives.
10. Learning must concentrate on human conditions. Most education deals with technical skills. We must emphasize responsibility in society.
11. All segments of the community should have educational responsibilities.
12. Educational opportunities made available to the community should reflect citizens' interests and needs.
13. We should seek to maximize facilities and resources since collectively such resources can accomplish much more than they can individually.
14. We should seek the improvement of the small community as the best approach in improving the larger community.
15. Services should be delivered as close as possible to where the people live.
16. The educational process (problem solving) should be the most important means of meeting individual and community needs.
17. Community education is an opportunity for local citizens, community schools, agencies, and institutions to become active in addressing education and community concerns, and the marketing of the educational services that are available to the public.
18. Our schools need the collaboration of parents and community agencies.
19. The training of local leaders in such skills as problem solving, decision making, and group process is essential for improvement efforts.
20. There should be electronic access by students, employers, employees, and the general public of the electronic resource materials available in the public and private sectors that will encourage life long learning, community involvement and the efficient use of resources.
21. A Community Education Commission should be created by the village of Wheeling to focus on life long learning, community involvement, and the efficient use of resources.

The Commission should serve as the vehicle for implementing the above recommendations.

Ideas For Implementation

Learning to Work - Learning in the Middle School Years

District 21 is engaged in a school-business cooperative project that attempts to close the gap between what is desirable and needed for success in the workplace. Teaching the knowledge, skills, and attitude that will enable children to use information to solve problems, adapt to new situations, work cooperatively, and be self-disciplined and self-motivated must focus on the middle level period.

The New School - Learning in the High School Years

To encourage school completion, The new school, an alternative high school, is being created by School District 214. Scheduled to open in the Fall of 1997, it is intended to be a small school for high school students who need a different approach in order to succeed. Its educational program will rely heavily on the use of the community as a learning laboratory. All students will be expected to engage in service learning assignments with possible internship experiences for career and vocational orientation. All students will be expected to complete the requirements expected of District 214 to become graduates.

Ready to Learn

There should be a concerted effort from our schools to assist people in learning to read. Schools and libraries should form partnerships and offer literacy materials, programs, services and resources. High school students, adults and senior citizens should be encouraged to be tutors in local literacy programs.

School Completion

School District 21's Learning to Work program, School District 214's the New School, and other like community partnerships in work and learning, promote school completion and integration into the workplace, as well as life long learning habits. We recommend that local government and businesses provide educational opportunities which promote success for these students.

Safe, Disciplined, and Alcohol - and - Drug - free Schools

To positively approach school discipline problems, as well as encourage youth to participate in our legal system in a manner that will assist them in becoming productive members of the community, the peer jury program should be utilized.

Parental Participation

Our investigation has demonstrated a trend in the community that encourages family involvement in community services and programs.

Public Relations Networking

Encourage community awareness of services and how to access services in the village, through sharing of information in newsletters and other print media, as well as electronic means via the Internet, the library's North Star Net project, and through home pages.

Economic Commission

Develop an Education Commission to encourage lifelong learning in the community of Wheeling through orientation, intervention and linkage to area resources.

Appendix I

Current Condition Assignments are as follows:

1. Elementary and Junior High Schools - Lori Ratajak
2. Pre-schools and High Schools - Kelvin Lane
3. Junior Colleges and Colleges - Rich Cherico
4. Library - Chris Reading
5. Park District - Marge Brower
6. Chambers of Commerce and Business - Rich Cherico
7. Churches - Elaine Gibson
8. Village, Township, United Way, and Social Services - Marge Brower
9. Wheeling Community Resource Center - Rich Cherico
10. Senior Centers - Grant Olan
11. Health & Hospitals - Elaine Gibson
12. JCC - Virginia Isherwood
13. JayCees - Grant Olan

Appendix II

S.W.A.T. (School to Work Assistance Team) Report

Appendix III

The SCANS Competencies (from Beyond Workplace 2000)

Appendix IV

Community Update 1995-1996

Appendix V

The New School Brochure