

VILLAGE OF GLENVIEW

Board Workshop #2
HOMEWORK PACKET

HELLO PARTICIPANTS!

This packet will provide you with a glimpse into the exercises and activities we have planned for Board Workshop #2. There is a little bit of homework that we ask you to **complete PRIOR to the workshop** – it's not the holiday break, yet! We have specific instructions on the following pages to guide you through the homework. Here's a high-level preview of your homework:

- **One vision statement for the Village of Glenview**
- **Two to three inherent strengths of our Village**
- **Two to three inherent weaknesses of our Village**
- **Two to three opportunities for growth as a Village**
- **Two to three threats to our growth as a Village**

Let's get started!

Board Workshop #2

MINI-VISIONING EXERCISE

MINI-VISIONING INSTRUCTIONS PAGE | GLENVIEW'S MINI-VISION

The first interactive exercise in the workshop (and therefore, your first piece of homework), is Mini-Visioning. We will be doing this by creating a headline statement – a statement that speaks to our purpose as a Village. It describes the desired long-term results for Glenview and who we want to be in the future.

Here are some additional questions to consider answering when writing your headline:

- What are your big picture, long-term goals for the Village of Glenview?
- What are the values of Glenview that should remain true as we grow?
- What is the impact you want the Village of Glenview to have?

Here are a few examples that we came up with for the Village of Glenview:

- VOG is a vibrant village rooted in community.
- VOG: A place to thrive.

MINI-VISIONING INSTRUCTIONS PAGE | GLENVIEW'S MINI-VISION

YOUR HOMEWORK:

Brainstorm one (1) headline for the Village of Glenview. We ask you to submit this on our website, GlenviewConnect.com on the home page under "Send Us Your Vision of Glenview's Bright Future."

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The following page is an example of what the exercise will look like on the MIRO board.



If The Village of Glenview made the front page of the Chicago Tribune 5 years from now (or homepage of their website), what would the headline be? Think short, succinct and catchy – 5 to 7 words max!

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Board Workshop #2

SWOT EXERCISES

SWOT INTRO PAGE | UNDERSTANDING SWOT

The majority of our time together at the workshop will be spent on a SWOT exercise for the Village of Glenview.

SWOT stands for:

S – Strengths

W – Weaknesses

O – Opportunities

T – Threats

A SWOT analysis is a simple, but useful framework for analyzing and organizing The Village of Glenview's strengths, weaknesses, opportunities and threats. It will help us build on what we do well as a Village, address what we're lacking, minimize our risks and take the greatest possible advantage of chances for our success. It will be important for us to consider both internal and external influences for this exercise.

Let's dive in!

Board Workshop #2

SWOT EXERCISES: STRENGTHS

STRENGTHS INSTRUCTIONS PAGE | GLENVIEW'S STRENGTHS

Our strengths are things we do better than any other village around us. They are things that distinguish us from surrounding villages. **Think about our inherent values and resources – what is it that makes Glenview GLENVIEW?**

On the following page, we used a Mindmap for listing out our strengths. Mindmapping is a visual tool for thinking collectively and building on ideas. Start with a broad category and then consider what strengths fall into that category. For example:

- **In the category of Retail/Food & Beverage:** One strength might be that the Village of Glenview has a high degree of spending here. Another strength might be that we have a great selection of dining restaurant options.
- **In the category of the Office market:** One strength might be our low vacancy rate.

STRENGTHS INSTRUCTIONS PAGE | GLENVIEW'S STRENGTHS

YOUR HOMEWORK

Brainstorm two (2) to three (3) strengths for the Village of Glenview. We have a few categories started on the next page that you can brainstorm strengths for. Also consider different categories that can be added and strengths that might fall under them. We will ask you to submit your strengths live during the meeting using the Zoom Q&A feature.

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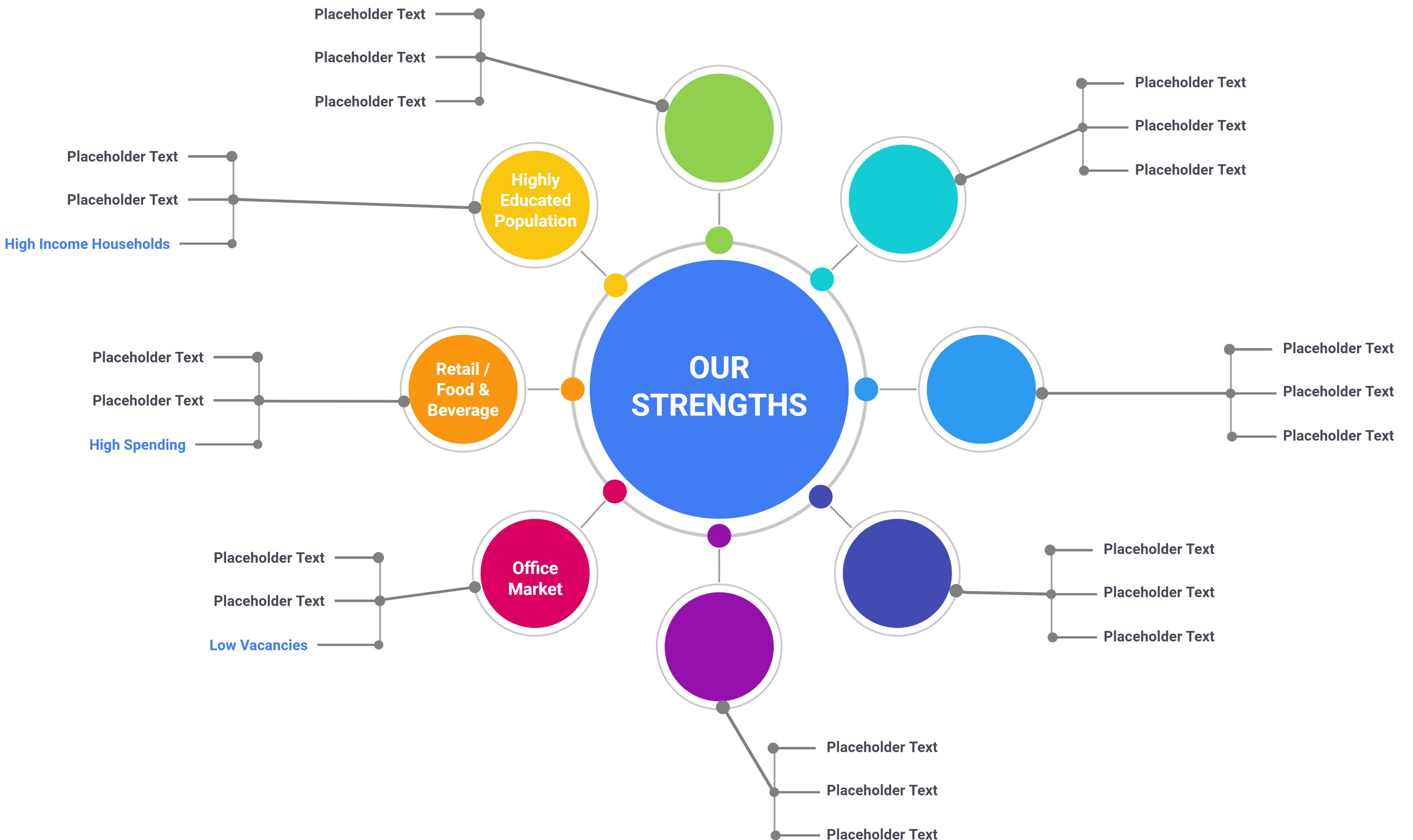
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The following page is an example of what the exercise will look like on the MIRO board.

Our strengths are things we do better than any other village and things that distinguish us from surrounding villages. Think about our inherent values and resources - what makes Glenview GLENVIEW?

Mindmapping is a brainstorm tool that helps us think collectively. Start with a bubble and expand on it! Consider additional topics that can stem from the identified strengths.



Board Workshop #2

SWOT EXERCISES: WEAKNESSES

WEAKNESSES INSTRUCTIONS PAGE | GLENVIEW'S WEAKNESSES

As we consider future growth and development in Glenview, it's important for us to be honest and realistic about our weaknesses. This entire SWOT exercise will only be as valuable as the information we collect. It's also important to distinguish between perceived weaknesses and authentic weaknesses. Let's face those unpleasant truths about our Village right now so we can then focus on finding a path around them.

To answer the question of "What are our weaknesses," consider answering these questions: **In what areas are we inherently weaker than surrounding villages? What are we lacking that other villages have?** For example, one weakness that was highlighted during the research phase, might be that there is a gap in the millennial age group in Glenview. Another weakness might be that we are lacking in walkable districts or neighborhoods.

To brainstorm our weaknesses, we are using a "Rolestorming" tool. We want you to put yourselves in the shoes of different people. **On the following pages, you will find six personas of people that were pulled from the research – three that are existing within Glenview (Top Tier, Exurbanites and Urban Chic); and three that are missing, but we want to attract because other surrounding villages attract them (Metro Renters, Emerald City and City Lights).**

WEAKNESSES INSTRUCTIONS PAGE | EXISTING PERSONAS

**Imagine that you are these people – what weaknesses do you see in the Village of Glenview?
As this person, what do you need/want that is missing?**

TOP TIER

Imagine yourself as a Top Tier person... You are middle-aged, are married with three kids. You moved to Glenview five years ago into a house with a big backyard for your kids to play in. You enjoy spending money on cultural activities (museums, concerts), personal wellness (spas, salons) and vacations. You are an active participant in your community, regularly packing your schedule with lunch dates, charity dinners and town hall meetings. You enjoy the peace and quiet of Glenview for everyday life and visit the city on the weekends for more dynamic entertainment. You are looking for more places to pamper yourself, your children, your dog, and your house.

Example Weakness:

As a Top Tier, one weakness in the Village of Glenview might be the low number of fashion boutiques and luxury day spas. After all, you like to pamper yourself and your family, and right now, your options are limited.

EXURBANITES

Imagine yourself as an Exurbanite... You're in your early 50s and are considered an "empty nester" since your last kid left for college last year. You are active in your community, generous in your donations and a well-seasoned traveler. Social and hardworking, you still make time for physical fitness. Glenview offers you space for an expansive home and well-manicured garden, which you pay to have maintained. You are more concerned with quality than cost and will spend whatever is needed to get the best. You are interested in having more shopping and dining options in Glenview, without turning your quiet community into a loud urban city.

URBAN CHIC

Imagine yourself as an Urban Chic person... Middle-aged and married, you have one kid that is the true apple of your eye. You are busy, well-connected socially and live an exclusive lifestyle. You moved to Glenview a few years ago into a large energy-efficient house that shows off your status and successful career. You prefer to eat organic foods and shop at boutiques. You regularly visit the city with friends to go to the latest art galleries and shows. You love the Glenview community and would like to see more areas like The Glen Town Center - walkable districts with a collection of shopping and dining options.

WEAKNESSES INSTRUCTIONS PAGE | MISSING PERSONAS

**Imagine that you are these people – what weaknesses do you see in the Village of Glenview?
As this person, what do you need/want that is missing?**

METRO RENTER

You're not fresh out of college, but young in your career. You are single and live with your roommate of three years but hoping your boyfriend will propose in the coming months. You enjoy hanging out with friends at hip, cool restaurants. Your social status is very important to you, so you dress to the nines and have sophisticated tastes.

Example Weakness:

As a Metro Renter, one weakness in the Village of Glenview might be the low number of renter-occupied homes. There are very limited options for you to decide where to live with your roommate.

EMERALD CITY

Imagine yourself as an "Emerald City" person... You've got a few more years under your belt in your profession, compared to when you were a Metro Renter. By now you're married with a dog, but haven't had any kids (yet). You are a true "foodie," and love to try new restaurants and new recipes at home. You moved to Glenview because you grew up in a similar suburban community and like the welcoming vibe and abundance of parks. You're tired of apartment living, but not quite ready to settle into a "forever home," so you're looking for a smaller starter home.

CITY LIGHTS

Imagine yourself as a "City Lights" person... You're married with one kid and are an ethnically diverse family. You're friends are a mix of families and young couples - some live in an apartment and some recently bought their own home. You moved to Glenview for the great school districts. You currently live in a 2-bedroom apartment, but are on the hunt for a house in a family-oriented neighborhood. You research many products before buying to make sure you get the best combination of price and quality. You are an active family, spending time at the parks and working out to stay fit.

WEAKNESSES INSTRUCTIONS PAGE | GLENVIEW'S WEAKNESSES

YOUR HOMEWORK

**Brainstorm two (2) to three (3) weaknesses for EACH PERSONA for the Village of Glenview.
We will ask you to submit your strengths live during the meeting using the Zoom Q&A feature.**

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The following page is an example of what the exercise will look like on the MIRO board.

It's important to be honest and realistic about our weaknesses - in what area are we inherently weaker than surrounding villages? What are we lacking that other villages have?

For this exercise let's put ourselves in the shoes of other groups of people - this is called rolestorming! There are three demographic groups that are existing and three demographic groups that we want to attract. How does each group view the Village?

EXISTING PERSONAS

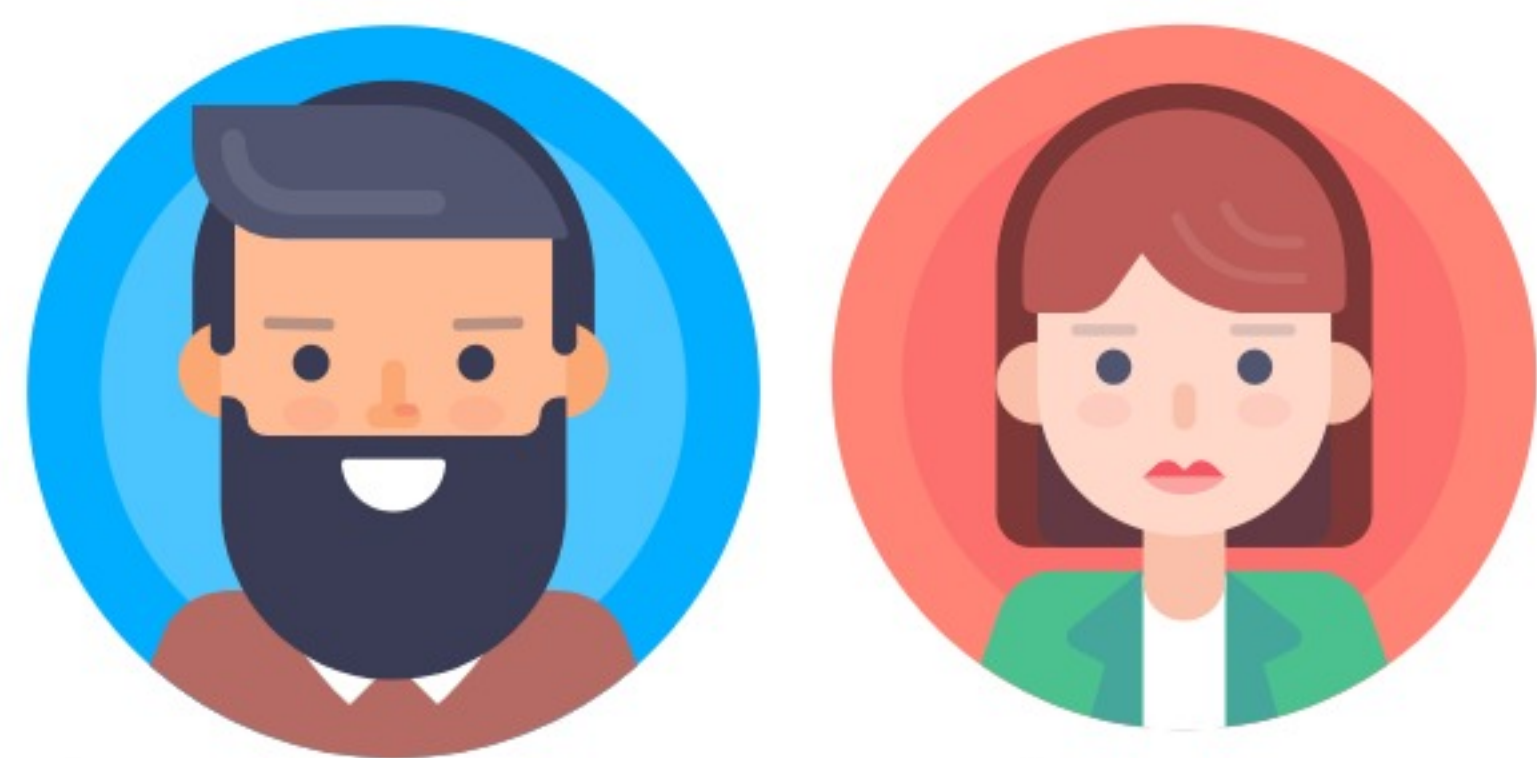
PERSONAL INFO

Median Age 47
Married Couple with Children
Enjoy opera, classical music concerts, and charity dinners
Regularly visit vacation home
Frequent vacationers
Value organic food and luxury goods

PERSONA 01

TOP TIER

The wealthiest segment that is highly educated with sophisticated tastes.



Placeholder Text

Placeholder Text

Placeholder Text

PERSONAS WE WANT TO ATTRACT

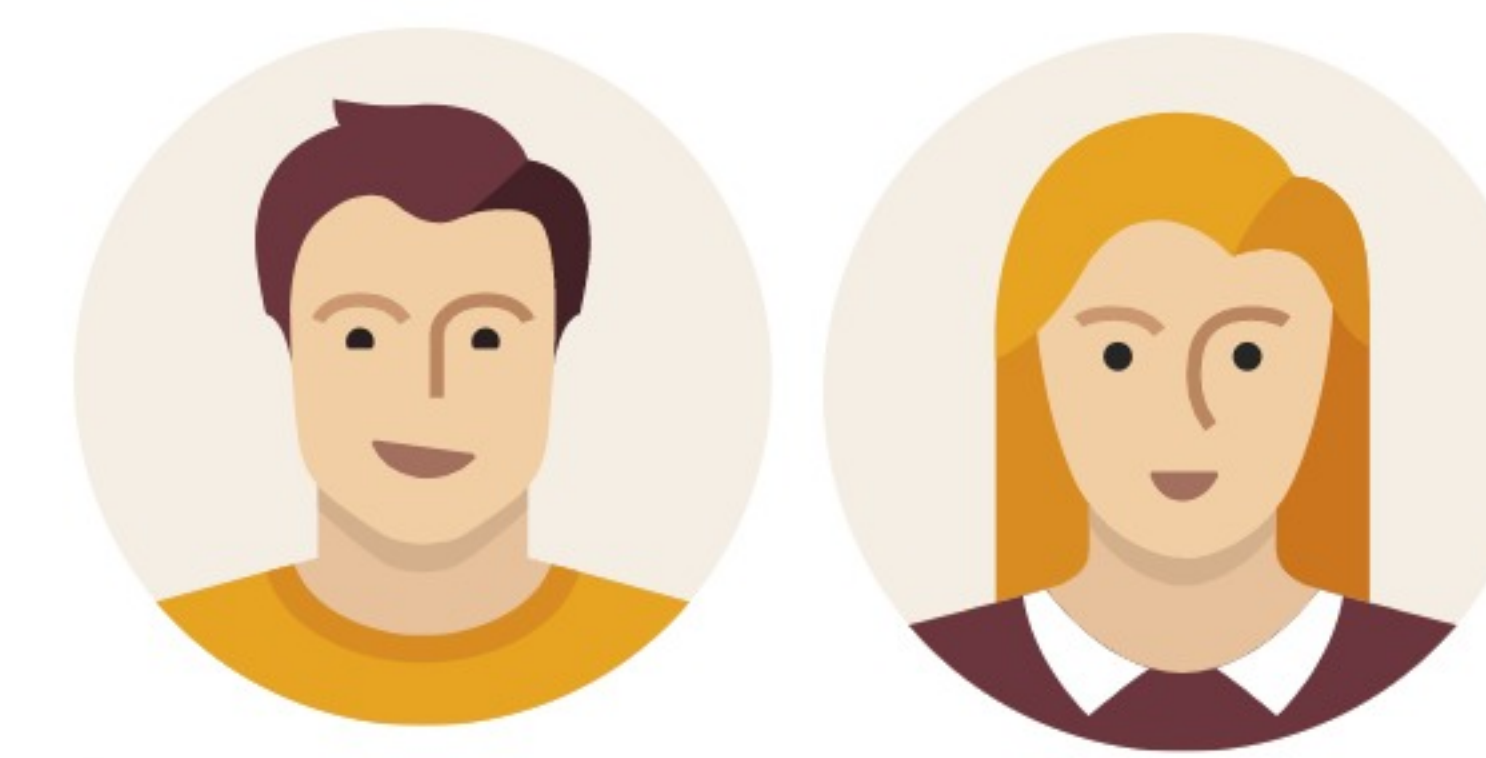
PERSONAL INFO

Median Age 32
Mostly singles
Highly mobile and educated
Live alone or with a roommate
Strive for sophistication
Socializing and social status are very important

PERSONA 04

METRO RENTERS

Urban renters working hard to be at the top of their profession.



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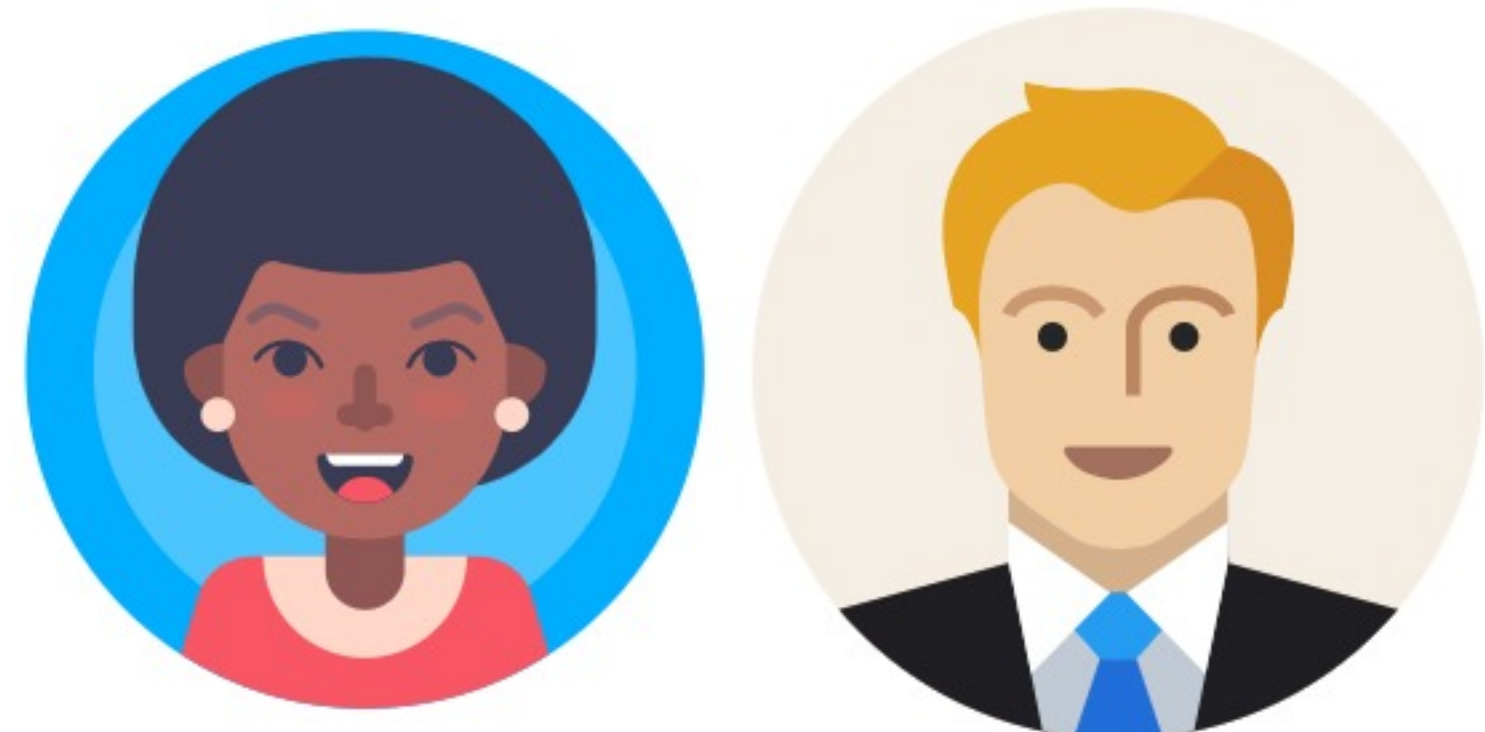
PERSONAL INFO

Median Age 51
Large market of empty nesters
Active supporters of the arts
Social and hardworking
More concerned with quality than cost
Well connected with frequent use of tech

PERSONA 02

EXURBANITES

Active and affluent with an urban lifestyle.



Placeholder Text

Placeholder Text

Placeholder Text

PERSONAL INFO

Median Age 37
Mostly singles and couples (no kids)
Mobile and more likely to rent
Research before purchasing
Phones & tech are part of everyday life
Embrace the "foodie" culture

PERSONA 05

EMERALD CITY

Well educated, well employed and highly connected individuals.



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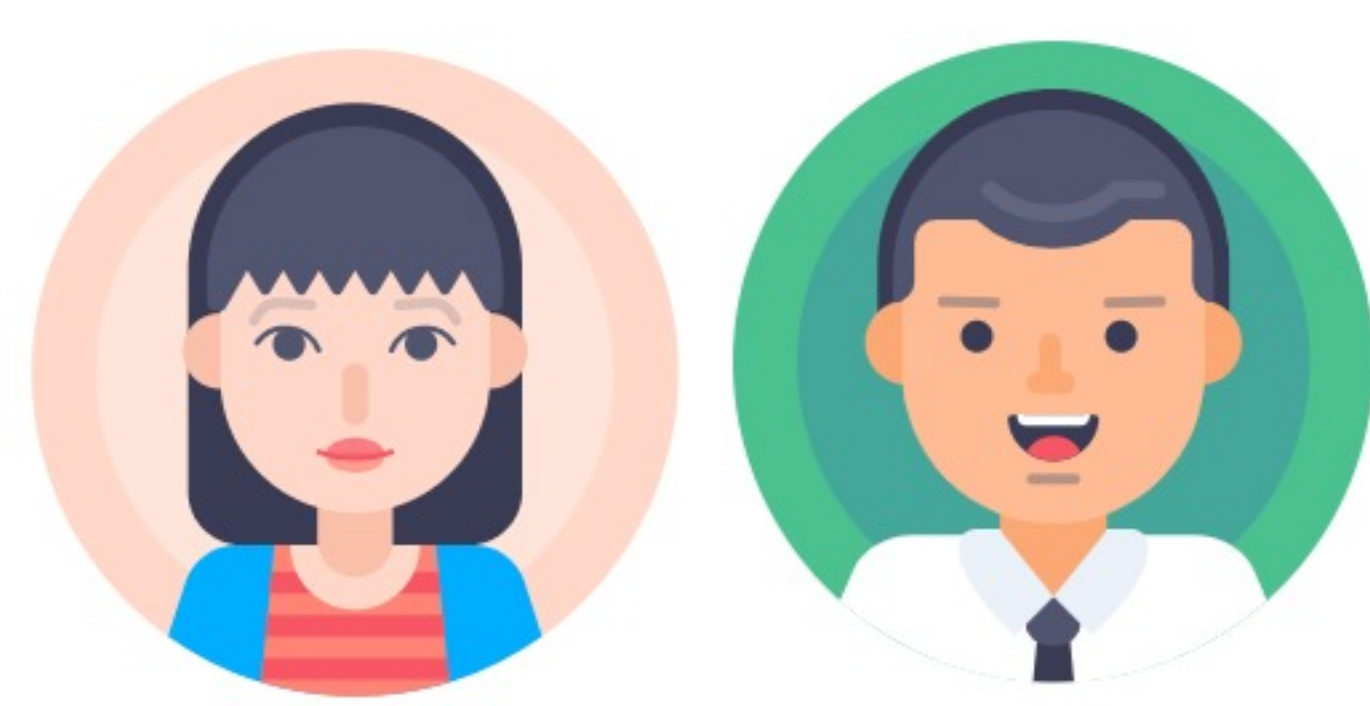
PERSONAL INFO

Median Age 43
Mostly married couples with kids
30% are singles
Well-educated consumers
Organic foods and imported wine
Travel extensively
Tech savvy

PERSONA 03

URBAN CHIC

Busy professionals living a sophisticated and exclusive lifestyle.



Placeholder Text

Placeholder Text

Placeholder Text

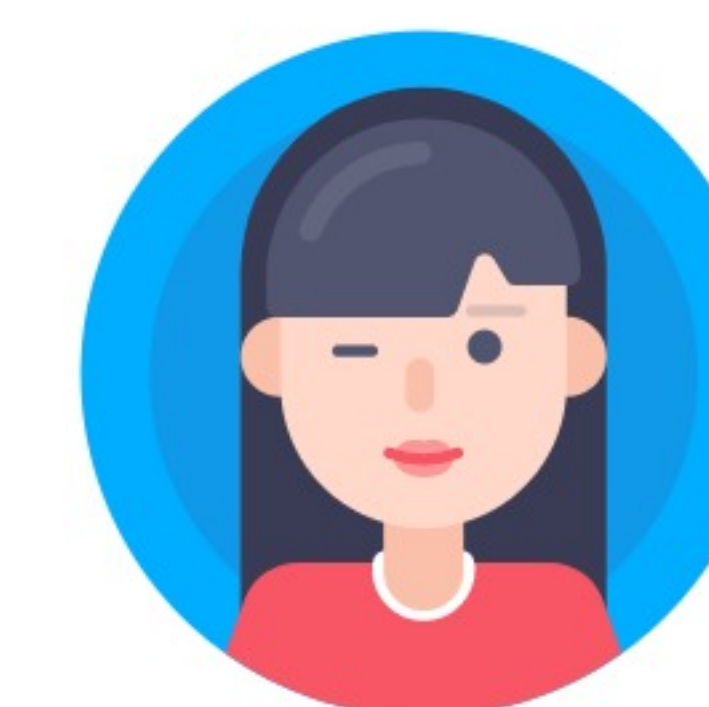
PERSONAL INFO

Median Age 39
A mix of singles, couples and families
A blend of owners and renters
Racially and ethnically diverse
Price savvy but pay for quality
Passionate about equality

PERSONA 06

CITY LIGHTS

Savers and dreamers living an active urban lifestyle.



Placeholder Text

Placeholder Text

Placeholder Text

CRTKL OBSERVATIONS:

Gap in millennial age group

Highly car oriented community

Low percentage of renter occupied homes

Board Workshop #2

SWOT EXERCISES: OPPORTUNITIES

OPPORTUNITIES INSTRUCTIONS PAGE | GLENVIEW'S OPPORTUNITIES

Opportunities are openings or a chance for something positive to happen. They might arise from situations outside of our control as a Village. Consider both opportunities that are easy to spot as well as opportunities that might be hidden or less recognizable. Being able to spot and capitalize on our opportunities will make a huge difference as we try to grow our Village and stand out from surrounding villages.

This exercise is a simple brainstorm. We are using the metaphor of “Doors of Opportunities,” where each door represents a different opportunity. We have a few opportunities already populated on the following page, including our growing Asian population and diversification of housing types.

OPPORTUNITIES INSTRUCTIONS PAGE | GLENVIEW'S OPPORTUNITIES

YOUR HOMEWORK

Brainstorm two (2) to three (3) opportunities for the Village of Glenview. Consider opportunities that could stem from our existing strengths or could come out of overcoming one of our weaknesses. We will ask you to type this live in Miro during the workshop.

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The following page is an example of what the exercise will look like on the MIRO board.

OPPORTUNITIES | DOORS OF OPPORTUNITY

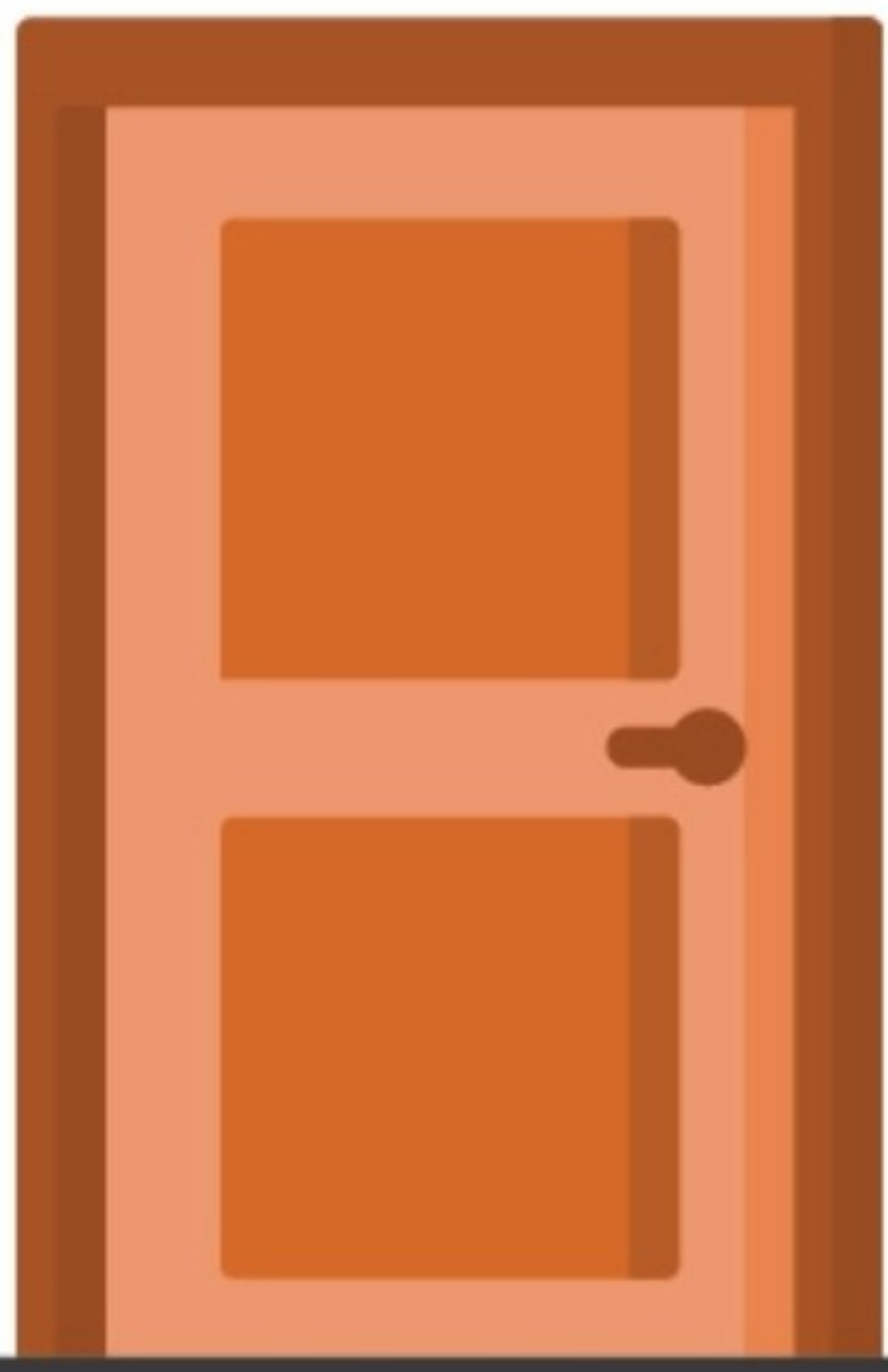


25 mins.



Opportunities are openings or chances for something positive to happen. Think about opportunities that are easy to spot as well as some that might be hidden and less recognizable.

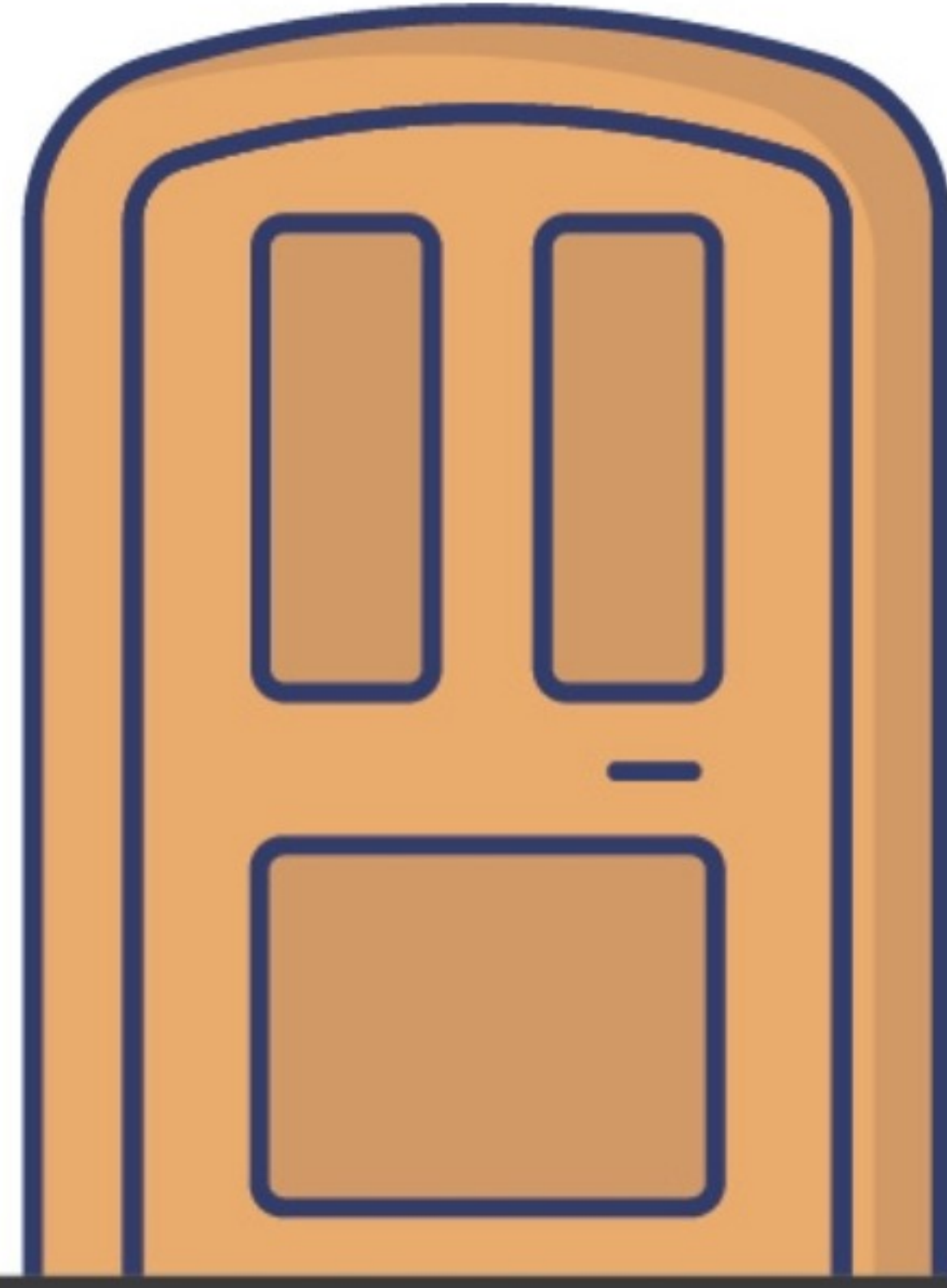
This activity will help us identify opportunities at the Village of Glenview. Think about potential doors that could be opened to allow for further growth in our Village.



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Text



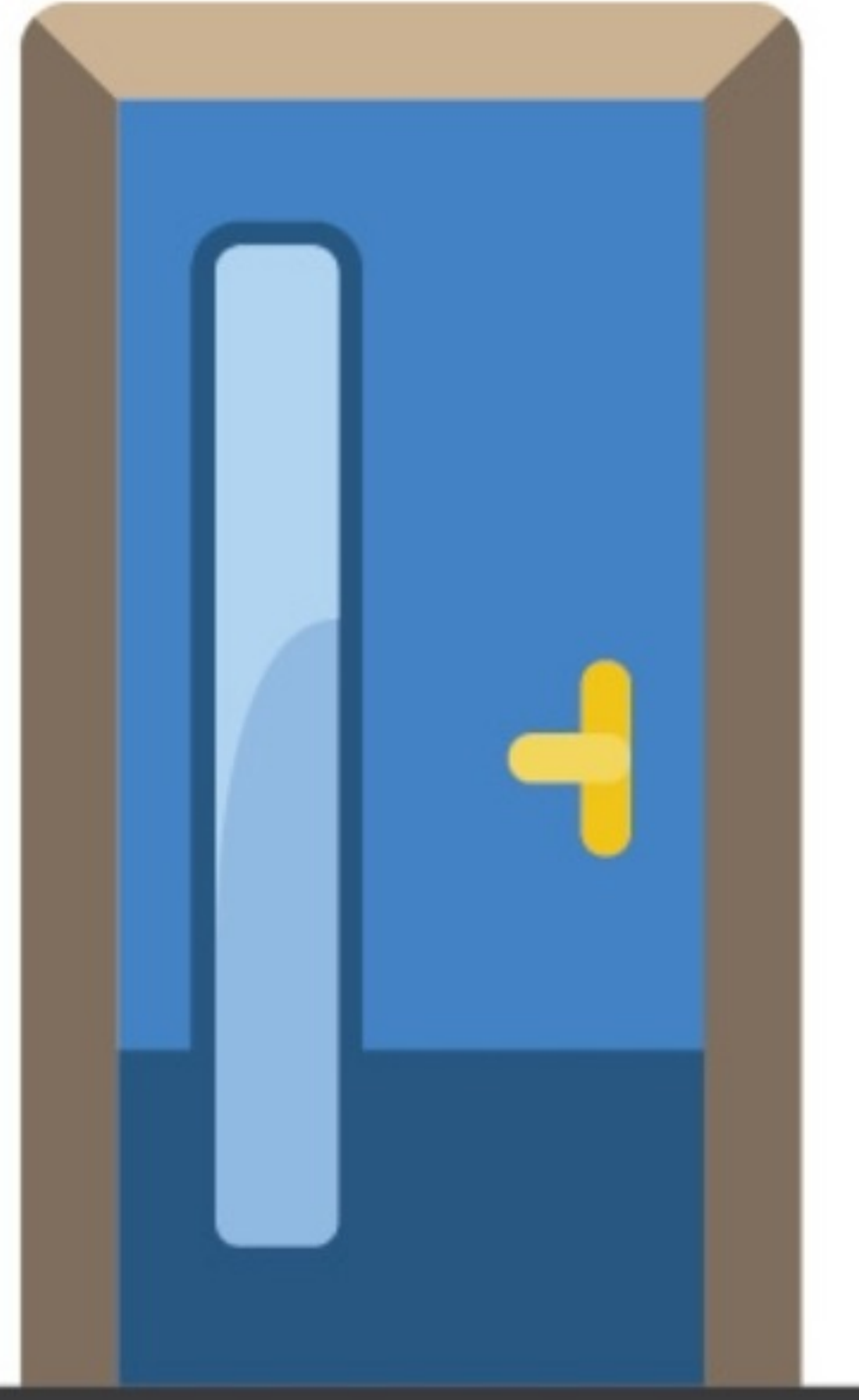
Growing Asian
Population



Placeholder
Text



Placeholder
Text



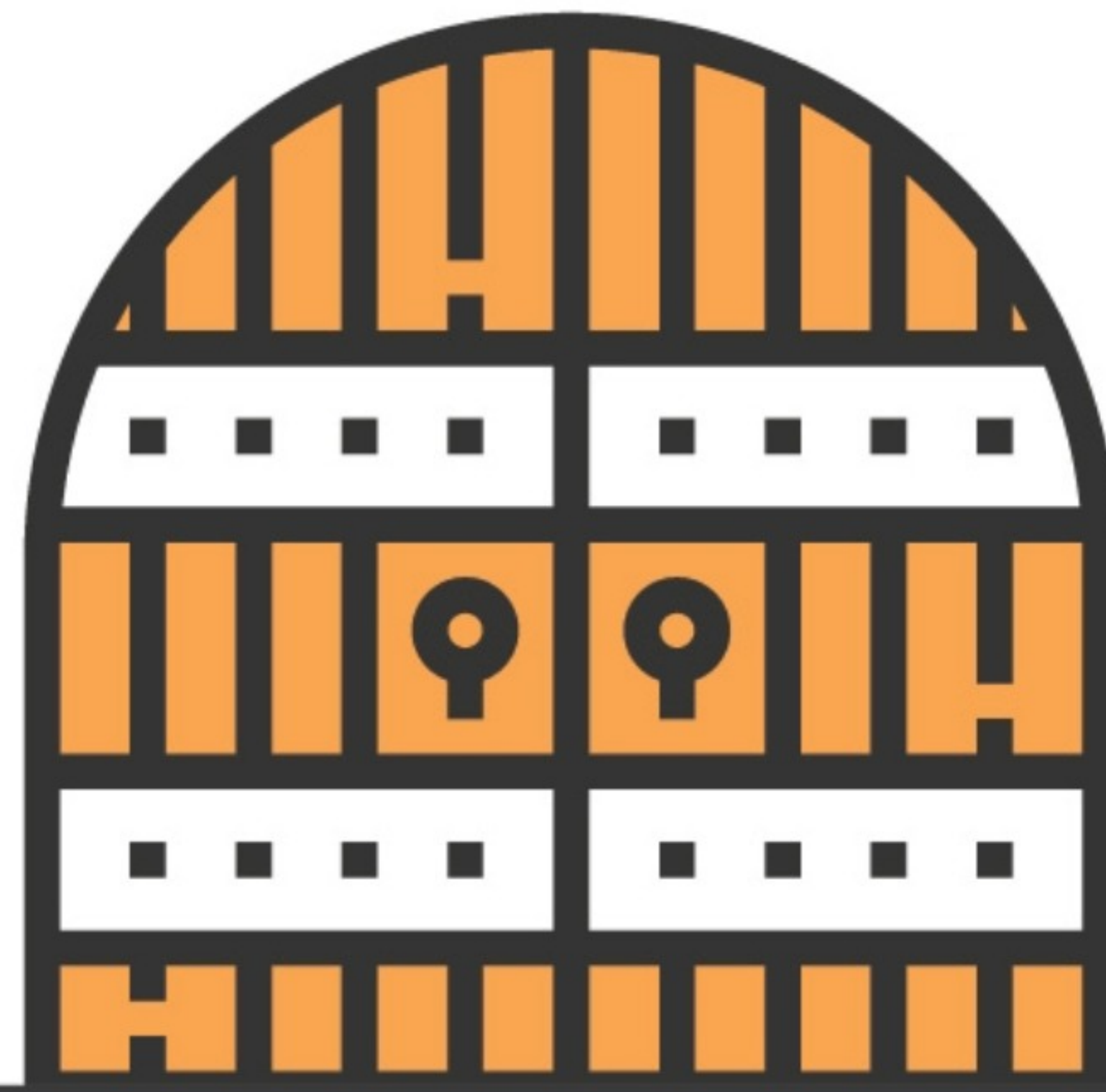
Placeholder
Text



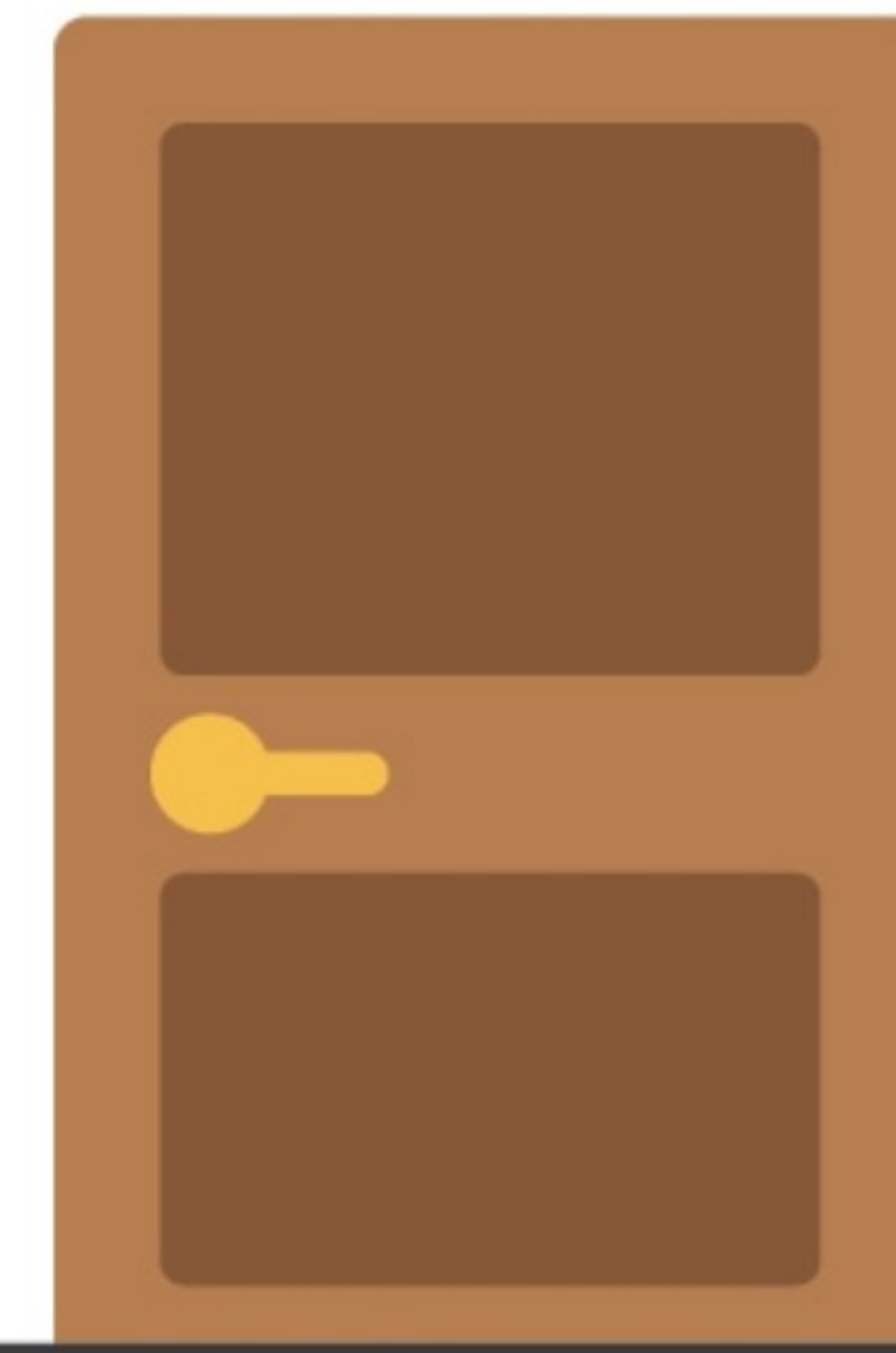
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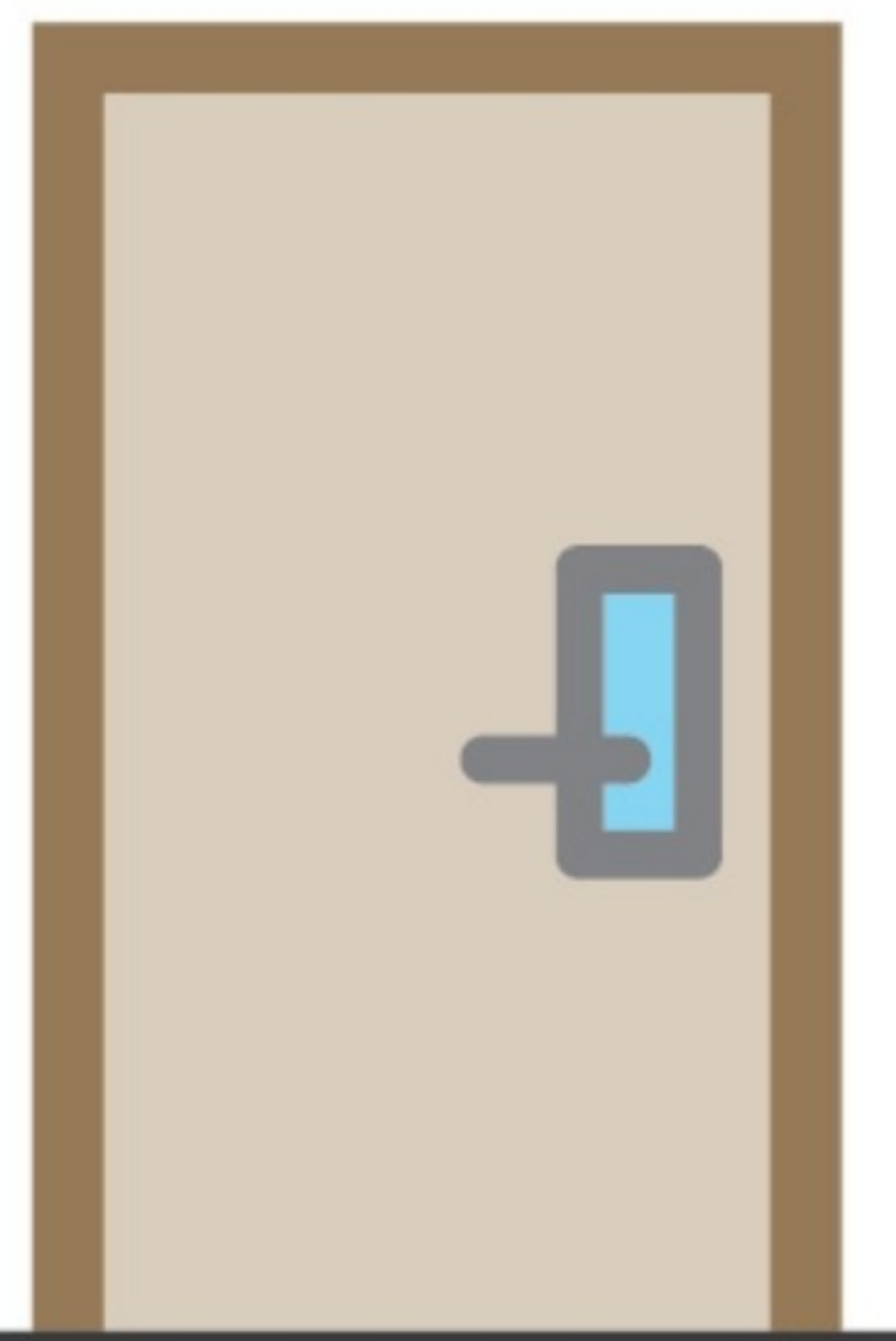
Large Parcels
on Corridors
Allow for Mass
Redevelopment



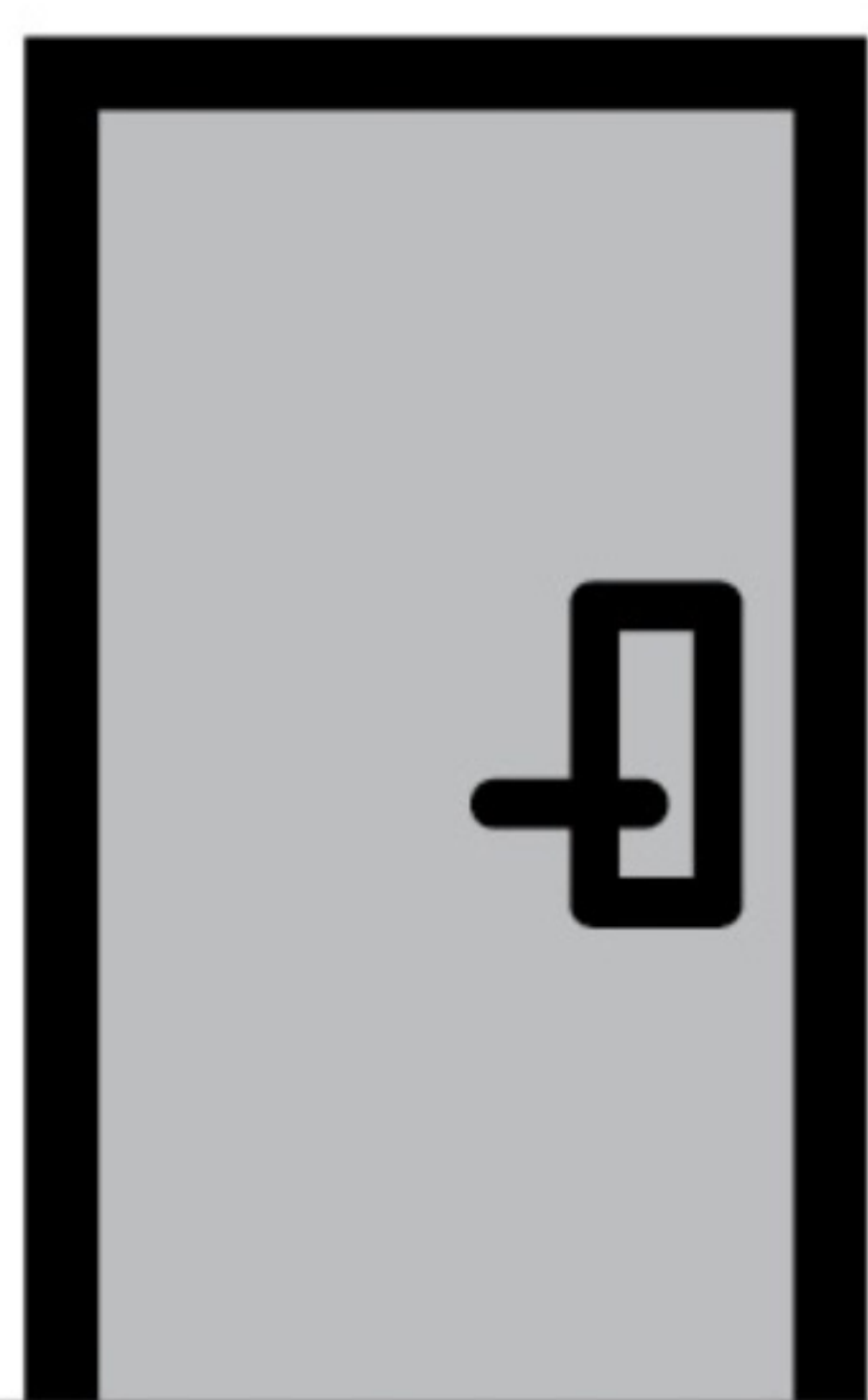
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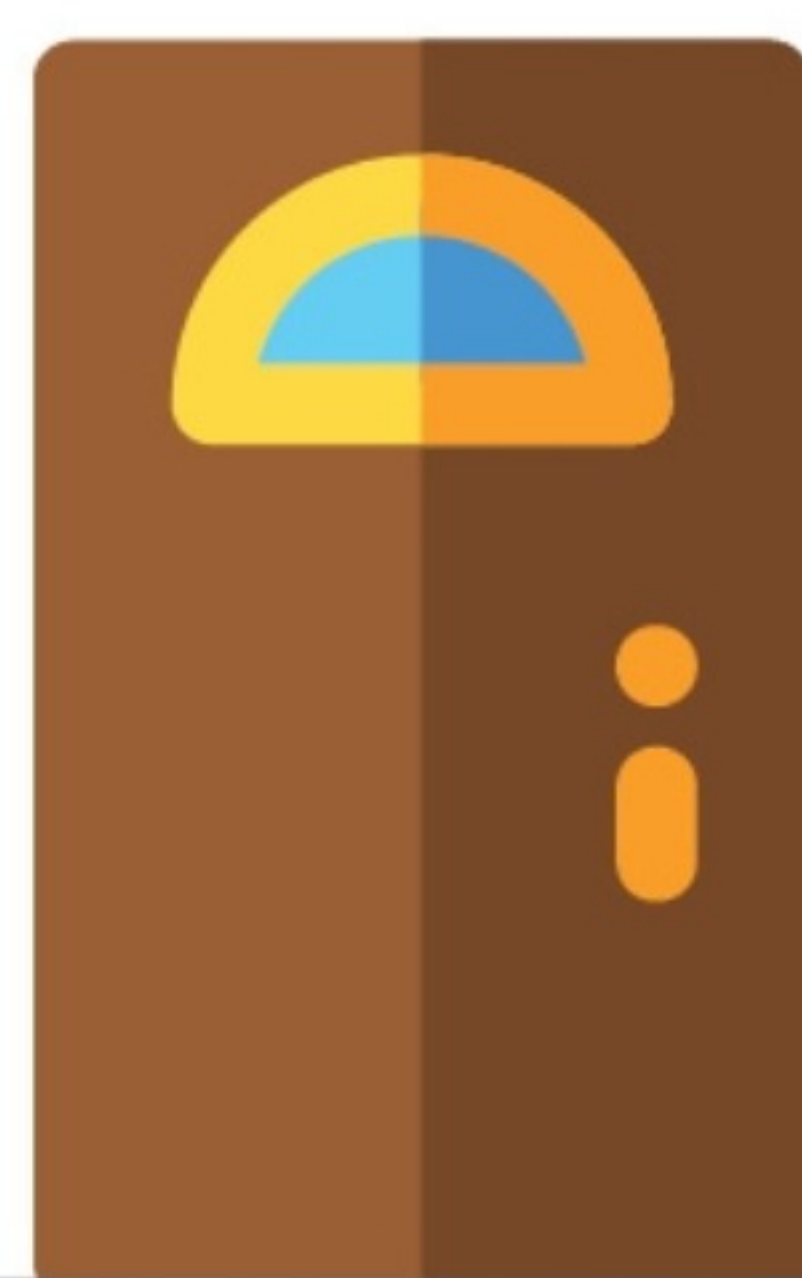
Recapture Retail
Leakage



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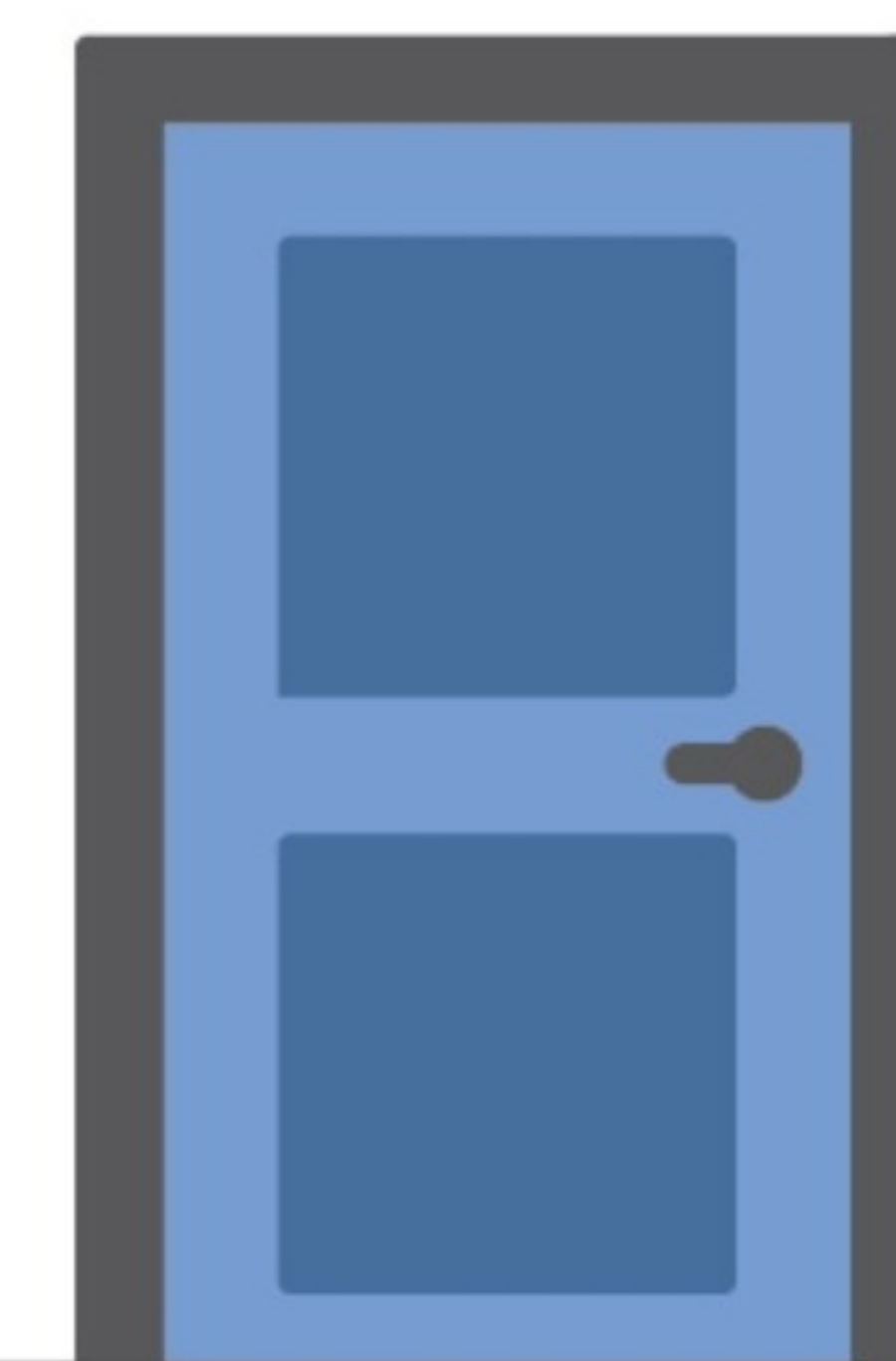
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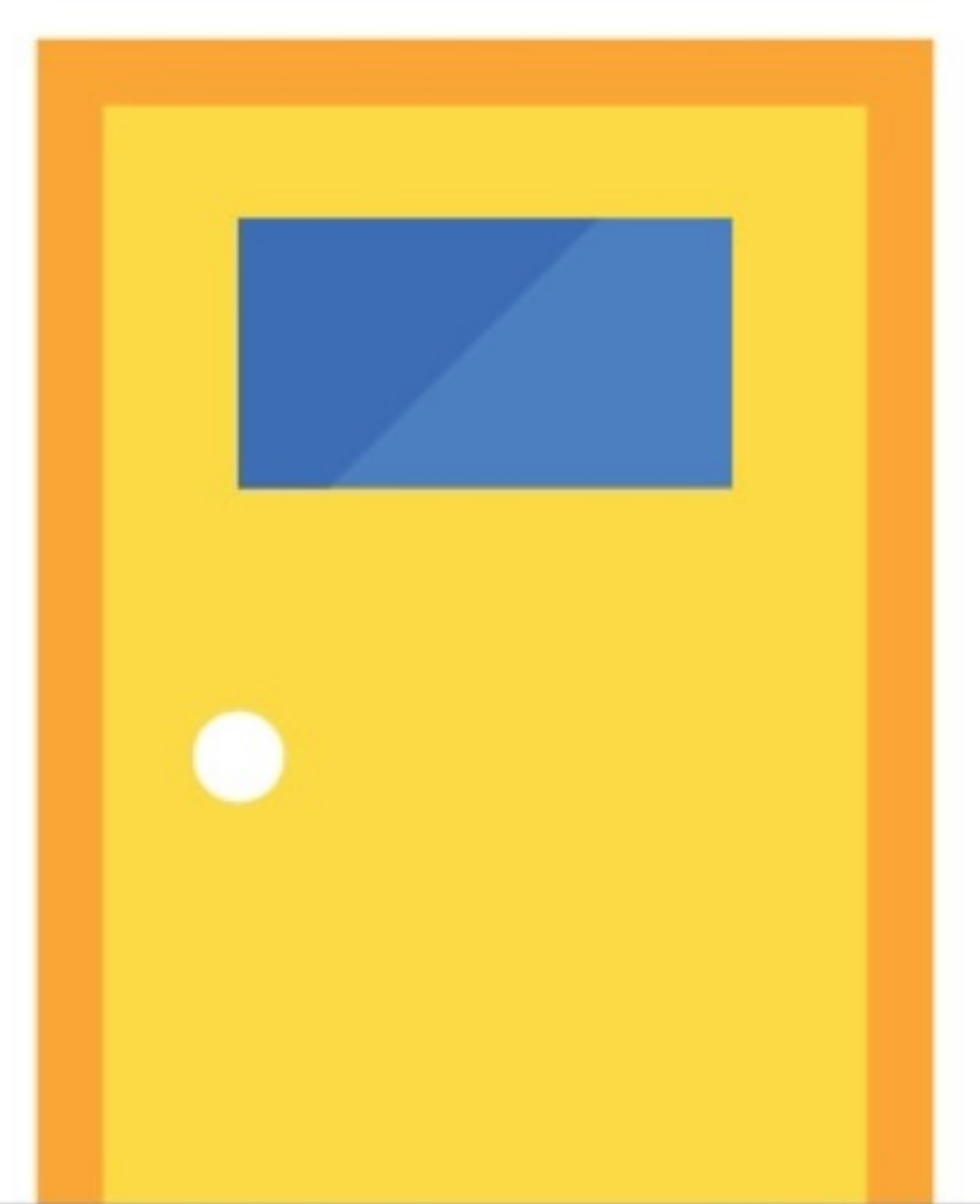
Further
Diversifying
Housing
Products



Placeholder
Text



Add density
to key
sub-areas



Placeholder
Text

Board Workshop #2

SWOT EXERCISES: THREATS

THREATS INSTRUCTIONS PAGE | GLENVIEW'S THREATS

Threats are anything that can negatively affect the Village of Glenview. These could be external and internal challenges that make us vulnerable to future growth. Think about the obstacles we face in growing the Village. Think about the threat of doing nothing and how that might impact Glenview's future. It's vital for us to anticipate these threats and to understand viable actions the community might take to address these issues.

This exercise is another simple brainstorm. This time, we are using the metaphor of a "Road trip." As with any road trip, there are bound to be some bumps in the road – some obstacles that threaten the arrival at our destination. The starting point is where we are now as a Village. The destination we are trying to reach is a bright future for the Village of Glenview. We have a few threats already populated on the following page, including our stagnant population growth, declining labor force and growing retirement demographic.

THREATS INSTRUCTIONS PAGE | GLENVIEW'S THREATS

YOUR HOMEWORK

Brainstorm two (2) to three (3) threats for the Village of Glenview. Consider the obstacles or roadblocks that are preventing us from growing. We will ask you to submit your strengths live during the meeting using the Zoom Q&A feature.

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The following page is an example of what the exercise will look like on the MIRO board.

THANK YOU!