

VILLAGE OF FORSYTH, ILLINOIS



STRATEGIC PLAN

2016 - 2020

ADOPTED ON DECEMBER 21, 2015

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STRATEGIC ISSUE - COMMUNITY CHARACTER

GOAL 1 - COMMUNITY AMENITIES AND SERVICES: To provide high-quality community amenities and services in an effective and efficient manner that contribute to and enhance the quality of life of residents of the Village, including community activities and events, green/open space, library facilities and programs, and park and recreational facilities and programs.

Objective 1.1: Develop, promote, and conduct one (1) community activity or event each calendar month that contributes to and enhances the quality of life of residents and that contributes to and enhances a sense of community among residents.

Action Steps:

1. Identify community activities and events that a variety of residents of varying age groups and with varying interests may be interested in attending and/or participating in.
2. Develop, promote, and conduct those community activities and events identified in Action Step 1 above.
3. Review and evaluate community activities and events after they are conducted to determine whether or not the community activity or event should be conducted again in the future and, if so, what, if any, modifications/revisions to the community activity or event should be made.
4. If it is determined that a community activity or event should be conducted again in the future, conduct the community activity or event again, making any modifications/revisions determined to be necessary in Action Step 3 above. Continue the process of conducting, reviewing and evaluating, and modifying community activities and events.
5. If it is determined that a community activity or event should not be conducted again in the future, go through above process again.

Responsible Parties:

- Events Coordinator/Parks and Recreation Director.

Time Period:

- Continuous.

Objective 1.2: Develop and adopt an updated, comprehensive plan for the Village's park system.

Action Steps:

1. Review the existing plan(s) for the Village's park system.
2. Identify needs for enhancements to existing parks or park facilities and needs for additional parks or park facilities (Including possibly a community center, a community pool, a dog park, and/or a splash pad/water park).

3. Make necessary modifications/revisions to the existing plan(s) for the Village's park system.
4. Adopt the updated, comprehensive plan for the Village's park system.

Responsible Parties:

- Board of Trustees.
- Public Works Director.

Time Period:

- By December 31, 2016.

Objective 1.3: Implement the updated, comprehensive plan for the Village's park system.

Action Steps:

1. Implement the elements of the updated, comprehensive plan for the Village's park system as detailed in the plan.

Responsible Parties:

- Board of Trustees (As detailed in the updated, comprehensive plan for the Village's park system).
- Staff (As detailed in the updated, comprehensive plan for the Village's park system).

Time Period:

- As detailed in the updated, comprehensive plan for the Village's park system.

Objective 1.4: Develop and adopt an updated, comprehensive plan for the Village's recreational trail system.

Action Steps:

1. Review the existing plan(s) for the Village's recreational trail system.
2. Identify needs for enhancements to existing recreational trails or recreational trail facilities and needs for additional recreational trails or recreational trail facilities.
3. Make necessary modifications/revisions to the existing plan(s) for the Village's recreational trail system.
4. Adopt the updated, comprehensive plan for the Village's recreational trail system.

Responsible Parties:

- Board of Trustees.
- Public Works Director.

Time Period:

- By December 31, 2016.

Objective 1.5: Implement the updated, comprehensive plan for the Village's recreational trail system.

Action Steps:

1. Implement the elements of the updated, comprehensive plan for the Village's recreational trail system as detailed in the plan.

Responsible Parties:

- Board of Trustees (As detailed in the updated, comprehensive plan for the Village's recreational trail system).
- Staff (As detailed in the updated, comprehensive plan for the Village's recreational trail system).

Time Period:

- As detailed in the updated, comprehensive plan for the Village's recreational trail system.

GOAL 2 - COMMUNITY ATTRACTIVENESS: To have a community that is attractive to residents, businesses, and visitors in terms of aesthetics, amenities and services, and atmosphere/environment.

Objective 2.1: Implement the enhancements to the Route 51 Corridor proposed in the Comprehensive Plan.

Action Steps:

1. Review the enhancements to the Route 51 Corridor proposed in the Comprehensive Plan.
2. Make necessary modifications/revisions to the enhancements to the Route 51 Corridor proposed in the Comprehensive Plan.
3. Develop plan to implement the enhancements to the Route 51 Corridor proposed in the Comprehensive Plan.
4. Coordinate with the Illinois Department of Transportation (IDOT) regarding the enhancements to the Route 51 Corridor.
5. Budget for the enhancements to the Route 51 Corridor. Schedule over multiple fiscal years, if necessary.
6. Design and install the enhancements to the Route 51 Corridor.

Responsible Parties:

- Board of Trustees.
- Public Works Director.
- Village Engineer.

Time Period:

- By December 31, 2020.

STRATEGIC ISSUE - ECONOMIC DEVELOPMENT

GOAL 3 - BUSINESS DEVELOPMENT: To have a diverse, healthy, stable, strong, sustainable, and thriving economy, economic base, and business community which are compatible with and enhance the community and that:

- attract and retain a variety of appropriate, high-quality establishments;
- ensure the economic viability and vitality of the community through the creation, expansion, and maintenance of a diverse, healthy, stable, strong, and sustainable tax base which provides the Village with the financial resources necessary to provide and enhance high-quality services to residents;
- provide a variety of shopping, dining, and other amenities and opportunities that contribute to the quality of life of residents and attract non-resident visitors; and
- provide residents and non-residents alike with high-quality employment opportunities.

STRATEGY 3.1 - BUSINESS RECRUITMENT AND ATTRACTION

Objective 3.1.1: Identify and proactively recruit appropriate restaurant and retail concepts (including possibly a gas station/convenience store, a grocery store, and/or an additional sit-down restaurant, possibly with an ethnic theme (e.g., Italian, Mexican)) based on:

- other restaurant and retail concepts located in Decatur, Macon County, and Central Illinois;
- the preferred/required building and property/site characteristics and the available buildings and properties/sites in the Village;
- the preferred/required customer characteristics and the available customer base in the market area; and
- the results of a retail surplus/gap analysis performed by staff, a consultant, and/or the Economic Development Corporation of Decatur and Macon County.

Action Steps:

1. Perform retail surplus/gap analysis.
2. Perform study of the characteristics of the available customer base in the market area.
3. Identify targeted and appropriate restaurant and retail concepts.
4. Market buildings and properties/sites available for development/redevelopment within the Village to targeted and appropriate restaurant and retail concepts.

Responsible Parties:

- Community and Economic Development Coordinator.

Time Period:

- Retail surplus/gap analysis performed by March 31, 2016.

- Study of the characteristics of the available customer base in the market area performed by March 31, 2016.
- Targeted and appropriate restaurant and retail concepts identified by March 31, 2016.
- Buildings and properties/sites available for development/redevelopment within the Village marketed to targeted and appropriate restaurant and retail concepts on a continuous basis.

Objective 3.1.2: Identify and proactively recruit commercial developments that increase the daytime population and, therefore, increase the daytime demand for retail and restaurant businesses.

Action Steps:

1. Identify commercial developments that increase the daytime population and, therefore, increase the daytime demand for retail and restaurant businesses.
2. Market buildings and properties/sites available for development/redevelopment within the Village to commercial developments that increase the daytime population and, therefore, increase the daytime demand for retail and restaurant businesses.

Responsible Parties:

- Community and Economic Development Coordinator.

Time Period:

- Commercial developments that increase the daytime population and, therefore, increase the daytime demand for retail and restaurant businesses identified by March 31, 2016.
- Buildings and properties/sites available for development/redevelopment within the Village marketed to commercial developments that increase the daytime population and, therefore, increase the daytime demand for retail and restaurant businesses on a continuous basis.

Objective 3.1.3: Identify and proactively recruit commercial developments that serve as a destination and, therefore, attract destination visitors to Forsyth.

Action Steps:

1. Identify commercial developments that serve as a destination and, therefore, attract destination visitors to Forsyth.
2. Market buildings and properties/sites available for development/redevelopment within the Village to commercial developments that serve as a destination and, therefore, attract destination visitors to Forsyth.

Responsible Parties:

- Community and Economic Development Coordinator.

Time Period:

- Commercial developments that serve as a destination and, therefore, attract destination visitors to Forsyth identified by March 31, 2016.
- Buildings and properties/sites available for development/redevelopment within the Village marketed to commercial developments that serve as a destination and, therefore, attract destination visitors to Forsyth on a continuous basis.

Objective 3.1.4: Identify and proactively market buildings and properties/sites available for development/redevelopment within the Village to relevant business relocation consultants, site location/selection consultants, and developers.

Action Steps:

1. Identify buildings and properties/sites available for development/redevelopment within the Village.
2. Market buildings and properties/sites available for development/redevelopment within the Village to relevant business relocation consultants, site location/selection consultants, and developers.

Responsible Parties:

- Community and Economic Development Coordinator.

Time Period:

- Buildings and properties/sites available for development/redevelopment within the Village identified by March 31, 2016.
- Buildings and properties/sites available for development/redevelopment within the Village marketed to relevant business relocation consultants, site location/selection consultants, and developers on a continuous basis.

Objective 3.1.5: Buy potential properties/sites for development/redevelopment (including land banking to facilitate development/redevelopment), make such properties/sites "shovel ready", and market such properties/sites to potential developers and restaurant and retail concepts.

Action Steps:

1. Identify potential properties/sites for development/redevelopment.
2. Buy such properties/sites for development/redevelopment.
3. Make the properties/sites "shovel ready".
4. Market the properties/sites to potential developers and restaurant and retail concepts.

Responsible Parties:

- Board of Trustees.
- Community and Economic Development Coordinator.

Time Period:

- Continuous.

Objective 3.1.6: Establish and develop one or more business, industrial, office, research, and/or technological parks for commercial development.

Action Steps:

1. Work with the Economic Development Corporation of Decatur and Macon County to identify potential markets.
2. Identify potential properties/sites.
3. Buy such properties/sites.
4. Develop the properties/sites.
5. Work with the Economic Development Corporation of Decatur and Macon County to attract businesses to the properties/sites.

Responsible Parties:

- Board of Trustees.
- Community and Economic Development Coordinator.

Time Period:

- Work with the Economic Development Corporation of Decatur and Macon County to identify potential markets by March 31, 2016.
- Identify potential properties/sites by March 31, 2016.
- Buy such properties/sites by December 31, 2017.
- Develop the properties/sites by December 31, 2019.
- Work with the Economic Development Corporation of Decatur and Macon County to attract businesses to the properties/sites on a continuous basis.

Objective 3.1.7: Develop and maintain strong relationships with relevant business and property owners, business relocation consultants, commercial real estate brokers, developers, leasing agents, managing companies, and site location/selection consultants.

Action Steps:

1. Identify relevant business and property owners, business relocation consultants, commercial real estate brokers, developers, leasing agents, managing companies, and site location/selection consultants.
2. Contact relevant business and property owners, business relocation consultants, commercial real estate brokers, developers, leasing agents, managing companies, and site location/selection consultants identified in Action Step 1 above.
3. Communicate with relevant business and property owners, business relocation consultants, commercial real estate brokers, developers, leasing agents, managing companies, and site location/selection consultants identified in Action Step 1 above on a regular basis.

Responsible Parties:

- Community and Economic Development Coordinator.

Time Period:

- Continuous.

STRATEGY 3.2 - BUSINESS RETENTION, GROWTH, AND EXPANSION

Objective 3.2.1: Conduct twenty-four (24) on-site business retention visits with existing businesses each calendar year to:

- establish relationships;
- express appreciation;
- gather information regarding the current business environment;
- inquire about what their needs are and how the Village can help address those needs;
- inquire about any problems they may be having and how the Village can help resolve those problems.

Action Steps:

1. Develop list of questions to ask during on-site business retention visits.
2. Conduct on-site business retention visits on a monthly basis.
3. Review and evaluate findings of on-site business retention visits.
4. Prepare report on findings of on-site business retention visits and present report to Board of Trustees.
5. Take action to address findings of on-site business retention visits.
6. Continue to conduct on-site business retention visits on a continuous basis.

Responsible Parties:

- Board of Trustees.
- Community and Economic Development Coordinator.

Time Period:

- List of questions to ask during on-site business retention visits developed by March 31, 2016.
- Findings of on-site business retention visits reviewed and evaluated and report on findings of on-site business retention visits prepared and presented to Board of Trustees by March 31, 2017.
- Action to address findings of on-site business retention visits taken by June 30, 2017.
- On-site business retention visits conducted on a continuous basis thereafter.

Objective 3.2.2: Conduct business survey on an annual basis.

Action Steps:

1. Develop survey instrument and methodology.
2. Conduct business survey.
3. Review and evaluate findings of business survey.
4. Prepare report on findings of business survey and present report to Board of Trustees.
5. Take action to address findings of business survey.

6. Continue to conduct business survey on an annual basis.

Responsible Parties:

- Board of Trustees.
- Community and Economic Development Coordinator.

Time Period:

- Survey instrument and methodology developed by December 31, 2016.
- Initial business survey conducted, results of business survey reviewed and evaluated, and report on findings of business survey prepared and presented to Board of Trustees by June 30, 2017.
- Action to address results of business survey taken by December 31, 2017.
- Business survey conducted on an annual basis thereafter.

STRATEGY 3.3 - ECONOMIC DEVELOPMENT INCENTIVES

Objective 3.3.1: Identify potential economic development incentives that could be used by the Village for both business recruitment and attraction and business retention, growth, and expansion efforts and determine which economic development incentives the Village is willing to use.

Action Steps:

1. Identify potential economic development incentives that could be used by the Village for both business recruitment and attraction and business retention, growth, and expansion efforts.
2. Determine which economic development incentives the Village is willing to use.

Responsible Parties:

- Board of Trustees.
- Community and Economic Development Coordinator.
- Village Administrator.
- Village Attorney.

Time Period:

- By March 31, 2016.

Objective 3.3.2: Establish those economic development incentives that have been determined the Village is willing to use and develop and adopt policies and procedures regarding the use of such economic development incentives, ensuring a favorable return on any Village investment, ensuring that economic development incentives given to new businesses do not harm existing businesses, and minimizing risk to the Village.

Action Steps:

1. Take necessary actions to establish those economic development incentives that have been determined the Village is willing to use.
2. Develop and adopt policies and procedures regarding the use of such economic

development incentives.

Responsible Parties:

- Board of Trustees.
- Community and Economic Development Coordinator.
- Village Administrator.
- Village Attorney.

Time Period:

- By December 31, 2016.

Objective 3.3.3: Promote the Decatur/Macon County Enterprise Zone, when and where appropriate.

Action Steps:

1. Promote the Decatur/Macon County Enterprise Zone, when and where appropriate.

Responsible Parties:

- Community and Economic Development Coordinator.

Time Period:

- Continuous.

Objective 3.3.4: Develop and maintain a strong working knowledge of available regional, state, and federal economic development assistance programs.

Action Steps:

1. Develop and maintain a strong working knowledge of available regional, state, and federal economic development assistance programs.

Responsible Parties:

- Community and Economic Development Coordinator.

Time Period:

- Continuous.

STRATEGY 3.4 - MARKETING AND PROMOTION

Objective 3.4.1: Develop and maintain economic development informational and marketing materials in a variety of media platforms to be used in a variety of communication channels, with such economic development informational and marketing materials to include:

- information regarding available economic development incentives;
- information regarding available regional, state, and federal economic

- development assistance programs;
- information regarding the available customer base in the market area;
- information regarding those attributes of the Village that are relevant to business recruitment and attraction efforts, including, but not limited to, tax information, proximity to transportation networks, and availability and cost of utilities; and
- retail surplus/gap information.

Action Steps:

1. Identify information relevant to business recruitment and attraction efforts.
2. Obtain information relevant to business recruitment and attraction efforts.
3. Develop economic development informational and marketing materials in a variety of media platforms to be used in a variety of communication channels.
4. Maintain information relevant to business recruitment and attraction efforts.
5. Maintain economic development informational and marketing materials.

Responsible Parties:

- Community and Economic Development Coordinator.

Time Period:

- Information relevant to business recruitment and attraction efforts identified by March 31, 2016.
- Information relevant to business recruitment and attraction efforts obtained by March 31, 2016.
- Economic development informational and marketing materials in a variety of media platforms to be used in a variety of communication channels developed by June 30, 2016.
- Information relevant to business recruitment and attraction efforts maintained on a continuous basis.
- Economic development informational and marketing materials maintained on a continuous basis.

Objective 3.4.2: Develop and maintain an inventory and a map of the buildings and properties/sites available for development/redevelopment within the Village.

Action Steps:

1. Identify buildings and properties/sites available for development/redevelopment within the Village.
2. Develop an inventory and a map of buildings and properties/sites available for development/redevelopment within the Village.
3. Maintain the inventory and map of buildings and properties/sites available for development/redevelopment within the Village.

Responsible Parties:

- Community and Economic Development Coordinator.

Time Period:

- Buildings and properties/sites available for development/redevelopment within the Village identified by March 31, 2016.
- An inventory and a map of buildings and properties/sites available for development/redevelopment within the Village developed by March 31, 2016.
- The inventory and map of the buildings and properties/sites available for development/redevelopment within the Village maintained on a continuous basis.

Objective 3.4.3: Utilize the Village's World Wide Web site and other online tools (such as the Location One Information System (LOIS)) to market and promote the Village as a place to locate and do business, to provide relevant information to prospective businesses, and to advertise buildings and properties/sites available for development/redevelopment within the Village.

Action Steps:

1. Utilize the Village's World Wide Web site and other online tools (such as the Location One Information System (LOIS)) to market and promote the Village as a place to locate and do business, to provide relevant information to prospective businesses, and to advertise buildings and properties/sites available for development/redevelopment within the Village.

Responsible Parties:

- Community and Economic Development Coordinator.

Time Period:

- Continuous.

STRATEGY 3.5 - TOURISM

Objective 3.5.1: Develop, promote, and conduct community activities and events as an important component of Forsyth's economy that have economic impact through the attraction of non-resident visitors to the Village and that also contribute to and enhance the quality of life of residents.

Action Steps:

1. Identify community activities and events that a variety of people of varying age groups and with varying interests may be interested in attending and/or participating in.
2. Develop, promote, and conduct those community activities and events identified in Action Step 1 above.
3. Review and evaluate community activities and events after they are conducted to determine whether or not the community activity or event should be conducted again in the future and, if so, what, if any, modifications/revisions to the community activity or event should be made.
4. If it is determined that a community activity or event should be conducted again in the future, conduct the community activity or event again, making any modifications/revisions determined to be necessary in Action Step 3 above.

Continue the process of conducting, reviewing and evaluating, and modifying community activities and events.

5. If it is determined that a community activity or event should not be conducted again in the future, go through above process again.

Responsible Parties:

- Community and Economic Development Coordinator.
- Events Coordinator/Parks and Recreation Director.

Time Period:

- Continuous.

STRATEGY 3.6 - BUSINESS-FRIENDLY ENVIRONMENT AND POSITIVE BUSINESS CLIMATE

Objective 3.6.1: Review Village ordinances, policies, and procedures to simplify processes and avoid unnecessary regulations while maintaining community standards.

Action Steps:

1. Review Village ordinances, policies, and procedures to simplify processes and avoid unnecessary regulations while maintaining community standards.

Responsible Parties:

- Board of Trustees.
- Staff.

Time Period:

- Continuous.

Objective 3.6.2: Meet with developers after each development project is successfully completed to identify ways to make the Village more "development friendly".

Action Steps:

1. Meet with developers after each development project is successfully completed.
2. Review and evaluate findings of meetings with developers.
3. Prepare report on findings of meetings with developers and present report to Board of Trustees.
4. Take action to address findings of meetings with developers.
5. Continue to conduct meetings with developers.

Responsible Parties:

- Board of Trustees.
- Community and Economic Development Coordinator.

Time Period:

- Continuous.

Objective 3.6.3: Identify and develop the appropriate infrastructure (public utilities, such as sewer and water; road system) necessary to meet the needs of current businesses, to provide adequate capacity to serve future commercial and industrial development, and to support development/redevelopment in targeted areas and for targeted businesses.

Action Steps:

1. Identify the appropriate infrastructure (public utilities, such as sewer and water; road system) necessary to meet the needs of current businesses, to provide adequate capacity to serve future commercial and industrial development, and to support development/redevelopment in targeted areas and for targeted businesses.
2. Include the appropriate infrastructure (public utilities, such as sewer and water; road system) necessary to meet the needs of current businesses, to provide adequate capacity to serve future commercial and industrial development, and to support development/redevelopment in targeted areas and for targeted businesses in the Capital Improvement Plan.
3. Develop the appropriate infrastructure (public utilities, such as sewer and water; road system) necessary to meet the needs of current businesses, to provide adequate capacity to serve future commercial and industrial development, and to support development/redevelopment in targeted areas and for targeted businesses.

Responsible Parties:

- Board of Trustees.
- Community and Economic Development Coordinator.
- Public Works Director.
- Village Engineer.

Time Period:

- Continuous.

Objective 3.6.4: Identify and evaluate economic development strategies that have been successful in other locations that could be applied to Forsyth and implement these strategies as appropriate.

Action Steps:

1. Identify economic development strategies that have been successful in other locations.
2. Evaluate economic development strategies that have been successful in other locations to determine whether or not they could be applied to Forsyth.
3. Implement those economic development strategies that have been successful in other locations and that have been determined could be applied to Forsyth.

Responsible Parties:

- Board of Trustees.
- Community and Economic Development Coordinator.
- Village Administrator.

Time Period:

- Continuous.

Objective 3.6.5: Develop and maintain a strong relationship with the Hickory Point Mall ownership and management staff and provide appropriate assistance to attract and retain mall tenants and to facilitate development within and around the mall.

Action Steps:

1. Contact the Hickory Point Mall ownership and management staff to indicate the Village's desire and willingness to develop and maintain a strong relationship with and work closely with the Hickory Point Mall ownership and management staff and to provide appropriate assistance to attract and retain mall tenants and to facilitate development within and around the mall.
2. Meet on a regular basis with Hickory Point Mall management staff.
3. Provide appropriate assistance to attract and retain mall tenants and to facilitate development within and around the mall as opportunities arise.

Responsible Parties:

- Community and Economic Development Coordinator.

Time Period:

- Continuous.

STRATEGY 3.7 - REGIONAL APPROACH TO ECONOMIC DEVELOPMENT

Objective 3.7.1: Develop and maintain a strong relationship with and collaborate, communicate, cooperate, and coordinate with the various local, regional, and state economic development entities and organizations, especially those in the Macon County area, including the Economic Development Corporation of Decatur and Macon County, the Decatur Area Chamber of Commerce, and the Decatur Area Convention and Visitors Bureau.

Action Steps:

1. Actively participate in the various local, regional, and state economic development entities and organizations.
2. Work with the various local, regional, and state economic development entities and organizations as opportunities arise and as appropriate.

Responsible Parties:

- Board of Trustees.
- Community and Economic Development Coordinator.
- Village Administrator.

Time Period:

- Continuous.

Objective 3.7.2: Develop and maintain a strong relationship and collaborate, communicate, cooperate, and coordinate with the units of local government in the Macon County area regarding economic development and other issues.

Action Steps:

1. Work with the units of local government in the Macon County area regarding economic development and other issues as opportunities arise and as appropriate.

Responsible Parties:

- Board of Trustees.
- Community and Economic Development Coordinator.
- Village Administrator.

Time Period:

- Continuous.

Objective 3.7.3: Negotiate and implement a boundary line agreement between the Village and the City of Decatur.

Action Steps:

1. Conduct staff-level meetings to discuss the issue and to develop the provisions of the boundary line agreement.
2. Adopt the negotiated boundary line agreement.

Responsible Parties:

- Board of Trustees.
- Community and Economic Development Coordinator.
- Village Administrator.
- Village Attorney.

Time Period:

- By December 31, 2017.

Objective 3.7.4: Negotiate and implement an agreement between the Village and the City of Decatur regarding "business poaching".

Action Steps:

1. Conduct staff-level meetings to discuss the issue and to develop the provisions of the "business poaching" agreement.
2. Adopt the negotiated "business poaching" agreement.

Responsible Parties:

- Board of Trustees.
- Community and Economic Development Coordinator.
- Village Administrator.

- Village Attorney.

Time Period:

- By December 31, 2017.

GOAL 4 - RESIDENTIAL DEVELOPMENT: To grow the population of the Village in a sustainable manner through residential development with a full range/variety of housing options for various stages of life at various price points in order to grow the property tax base and provide a customer base that will allow for the growth and development of additional shopping, dining, and other amenities and opportunities.

STRATEGY 4.1 - DEVELOP PRAIRIE WINDS

Objective 4.1.1: Develop and implement a plan for the development of Prairie Winds.

Action Steps:

1. Develop plan for the development of Prairie Winds.
2. Adopt plan for the development of Prairie Winds.
3. Implement plan for the development of Prairie Winds.

Responsible Parties:

- Board of Trustees.
- Staff.

Time Period:

- Develop and adopt plan for the development of Prairie Winds by December 31, 2016.
- Implement plan for the development of Prairie Winds as detailed in the plan for the development of Prairie Winds.

STRATEGIC ISSUE - OPERATIONS AND FINANCE

GOAL 5 - GENERAL MANAGEMENT: To be a creative, innovative, professional, and responsive unit of local government, continually improving the community and the organization and providing exceptional service using available resources in an effective and efficient manner.

Objective 5.1: Conduct a citizen/community survey on an annual or a biennial basis to determine satisfaction with the services provided by the Village and other pertinent information.

Action Steps:

1. Develop survey instrument and methodology.
2. Conduct citizen/community survey.
3. Review and evaluate results of citizen/community survey.
4. Prepare report on findings of citizen/community survey and present report to Board of Trustees.
5. Take action to address results of citizen/community survey.
6. Continue to conduct citizen/community survey on an annual or a biennial basis.

Responsible Parties:

- Board of Trustees.
- Village Administrator.

Time Period:

- Survey instrument and methodology developed by December 31, 2016.
- Initial citizen/community survey conducted, results of citizen/community survey reviewed and evaluated, and report on findings of citizen/community survey prepared and presented to Board of Trustees by June 30, 2017.
- Action to address results of citizen/community survey taken by December 31, 2017.
- Citizen/community survey conducted on an annual or a biennial basis thereafter.

Objective 5.2: Review the content, format, and frequency of the Village Vision newsletter and make necessary modifications/revisions.

Action Steps:

1. Review the content, format, and frequency of the Village Vision newsletter.
2. Compare the content, format, and frequency of the Village Vision newsletter against that of benchmark communities and best practices.
3. Make necessary modifications/revisions to the content, format, and frequency of the Village Vision newsletter.

Responsible Parties:

- Board of Trustees.
- Staff.

Time Period:

- By December 31, 2016.

Objective 5.3: Review the content, format, and functionality of the Village's World Wide Web site and make necessary modifications/revisions.

Action Steps:

1. Review the content, format, and functionality of the Village's World Wide Web site.
2. Compare the content, format, and functionality of the Village's World Wide Web site against that of benchmark communities and best practices.
3. Make necessary modifications/revisions to the Village's World Wide Web site.

Responsible Parties:

- Staff.

Time Period:

- By December 31, 2017.

Objective 5.4: Review the Village's utility billing and collection function from a customer service perspective and make necessary modifications/revisions that provide service options that customers expect, including possibly accepting credit cards and debit cards for the payment of utility bills and possibly accessing utility account information and making utility bill payments via the Village's World Wide Web site.

Action Steps:

1. Review the Village's utility billing and collection function from a customer service perspective.
2. Review and evaluate results of citizen/community survey regarding utility billing and collection.
3. Make necessary modifications/revisions to the Village's utility billing and collection function to provide service options that customers expect.

Responsible Parties:

- Administrative Assistant.
- Board of Trustees.
- Village Administrator.
- Village Treasurer.

Time Period:

- Village's utility billing and collection function reviewed from a customer service perspective by December 31, 2016.
- Results of citizen/community survey regarding utility billing and collection reviewed and evaluated by June 30, 2017.
- Necessary modifications/revisions to the Village's utility billing and collection function to provide service options that customers expect made by December 31,

2018.

GOAL 6 - FINANCIAL MANAGEMENT: To manage the Village's financial resources in a prudent, responsible manner, promoting accountability, openness, and transparency, and identifying, monitoring, and responding to financial trends and changing financial conditions.

Objective 6.1: Prepare Annual Budget document incorporating Government Finance Officers Association of the United States and Canada (GFOA) Distinguished Budget Presentation Award Program criteria and other best practices.

Action Steps:

1. Review Government Finance Officers Association of the United States and Canada (GFOA) Distinguished Budget Presentation Award Program criteria and other best practices.
2. Incorporate Government Finance Officers Association of the United States and Canada (GFOA) Distinguished Budget Presentation Award Program criteria and other best practices into Annual Budget document.

Responsible Parties:

- Village Administrator.
- Village Treasurer.

Time Period:

- Continuous.

Objective 6.2: Prepare and implement a six-year (budget year plus five additional fiscal years) Capital Improvement Plan on an annual basis that is based upon the condition and useful life expectancy of capital assets to ensure that the Village's capital assets are of suitable condition to adequately serve their intended purpose(s) and upon the need to create or improve the Village's public infrastructure to better meet the current needs of the Village or to meet the future needs of the Village.

Action Steps:

1. Prepare a six-year (budget year plus five additional fiscal years) Capital Improvement Plan that is based upon the condition and useful life expectancy of capital assets to ensure that the Village's capital assets are of suitable condition to adequately serve their intended purpose(s) and upon the need to create or improve the Village's public infrastructure to better meet the current needs of the Village or to meet the future needs of the Village.
2. Implement the budget year portion of the Capital Improvement Plan.
3. Prepare a new six-year Capital Improvement Plan on an annual basis by adding an additional fiscal year to the Capital Improvement Plan as each budget year portion of the Capital Improvement Plan is implemented.

Responsible Parties:

- Board of Trustees.

- Staff.

Time Period:

- Continuous.

Objective 6.3: Develop and implement a Long-Term Financial Plan.

Action Steps:

1. Develop Long-Term Financial Plan.
2. Adopt Long-Term Financial Plan.
3. Implement Long-Term Financial Plan.

Responsible Parties:

- Board of Trustees.
- Staff.

Time Period:

- Develop and adopt Long-Term Financial Plan by December 31, 2017.
- Implement Long-Term Financial Plan as detailed in the Long-Term Financial Plan.

Objective 6.4: Develop periodic financial reports in a user-friendly, easy-to-understand format that provide sufficient data and information to monitor the Village's financial condition and identify financial trends.

Action Steps:

1. Develop periodic financial reports in a user-friendly, easy-to-understand format that provide sufficient data and information to monitor the Village's financial condition and identify financial trends.

Responsible Parties:

- Village Administrator.
- Village Treasurer.

Time Period:

- By December 31, 2016.

Objective 6.5: Develop and adopt a comprehensive set of financial management policies and procedures.

Action Steps:

1. Review the existing financial management policies and procedures.
2. Compare the existing financial management policies and procedures against those of benchmark communities and best practices.
3. Make necessary modifications/revisions and additions to the financial management policies and procedures.
4. Adopt the comprehensive set of financial management policies and procedures.

Responsible Parties:

- Board of Trustees.
- Village Administrator.
- Village Treasurer.

Time Period:

- By December 31, 2017.

Objective 6.6: Review water and sewer rates on a regular basis to ensure that such rates are sufficient to meet current and future operating, maintenance, capital, and debt service costs and needs and that such rates are comparable to those of other water and sewer utility providers in the area.

Action Steps:

1. Review the water and sewer rates in comparison to current and future operating, maintenance, capital, and debt service costs and needs and in comparison to the water and sewer rates of other water and sewer utility providers in the area.
2. Make necessary modifications/revisions to the water and sewer rates to ensure that such rates are sufficient to meet the current and future operating, maintenance, capital, and debt service costs and needs and that such rates are comparable to those of other water and sewer utility providers in the area.
3. Perform a review of the water and sewer rates on a regular basis thereafter.

Responsible Parties:

- Board of Trustees.
- Public Works Director.
- Village Treasurer.

Time Period:

- Initial review of water and sewer rates performed by December 31, 2016, and on a continuous basis thereafter.

GOAL 7 - PERSONNEL MANAGEMENT: To manage the Village's human resources in a fair and equitable manner, ensuring a sufficient level of employees with the appropriate qualifications to deliver services in an effective and efficient manner by providing appropriate compensation and other employment benefits to attract and retain such employees.

Objective 7.1: Review staffing needs to determine appropriate staffing levels based on the range of services provided, the size of the community, citizen/customer service expectations, service demands, and municipal staffing standards.

Action Steps:

1. Review staffing needs to determine appropriate staffing levels based on the range of services provided, the size of the community, citizen/customer service expectations, service demands, and municipal staffing standards.

2. Make necessary modifications/revisions to staffing levels based on the review of staffing needs and available resources.

Responsible Parties:

- Board of Trustees.
- Staff.

Time Period:

- By December 31, 2018.

Objective 7.2: Perform a classification and compensation study and develop, adopt, and implement a classification and compensation plan.

Action Steps:

1. Engage a consultant to perform a classification and compensation study and to develop a classification and compensation plan.
2. Perform a classification and compensation study.
3. Develop a classification and compensation plan.
4. Adopt the classification and compensation plan.
5. Implement the classification and compensation plan.

Responsible Parties:

- Board of Trustees.
- Village Administrator.

Time Period:

- By December 31, 2018.

Objective 7.3: Develop and adopt a comprehensive personnel management policies and procedures manual.

Action Steps:

1. Review the existing personnel management policies and procedures.
2. Compare the existing personnel management policies and procedures against federal and state laws and regulations and best practices.
3. Make necessary modifications/revisions and additions to the personnel management policies and procedures.
4. Adopt the comprehensive personnel management policies and procedures manual.

Responsible Parties:

- Board of Trustees.
- Village Administrator.
- Village Treasurer.

Time Period:

- By December 31, 2018.

STRATEGIC ISSUE - PUBLIC SAFETY

GOAL 8 - POLICE PROTECTION SERVICES: To provide a level of high-quality police protection services that instills confidence in the residents of the Village concerning the safety of their persons and property.

GOAL 9 - EMERGENCY MANAGEMENT: To be prepared for natural and man-made disasters to ensure timely, efficient, and coordinated response.

STRATEGIC ISSUE - PUBLIC WORKS

GOAL 10 - PUBLIC FACILITIES: To be good stewards of the Village's public facilities, preserving and maintaining all public facilities owned by the Village in an effective and efficient manner.

GOAL 11 - PUBLIC INFRASTRUCTURE: To be good stewards of the Village's public infrastructure, preserving, maintaining, improving, and creating infrastructure in an effective and efficient manner to meet the current and future needs of the Village.

Objective 11.1: Perform a street pavement assessment on a regular basis.

Action Steps:

1. Engage a consultant to perform a street pavement assessment.
2. Perform a street pavement assessment.
3. Use the results of the street pavement assessment to prioritize street repair and replacement projects.
4. Perform a street pavement assessment on a continuous, regular basis.

Responsible Parties:

- Board of Trustees.
- Public Works Director.

Time Period:

- Consultant engaged to perform a street pavement assessment by March 31, 2016.
- Street pavement assessment performed by September 30, 2016, and on a continuous, regular basis thereafter.
- Results of the street pavement assessment used to prioritize street repair and replacement projects by December 31, 2016, and on a continuous basis thereafter.

Objective 11.2: Develop and adopt a policy regarding maintaining pavement at a minimum level, as determined by regularly-scheduled pavement assessments, in order to prioritize street repair and replacement projects.

Action Steps:

1. Develop a policy regarding maintaining pavement at a minimum level, as determined by regularly-scheduled pavement assessments, in order to prioritize street repair and replacement projects.
2. Adopt the policy developed regarding maintaining pavement at a minimum level, as determined by regularly-scheduled pavement assessments, in order to prioritize street repair and replacement projects.

Responsible Parties:

- Board of Trustees.

- Public Works Director.
- Village Engineer.

Time Period:

- By December 31, 2016.

Objective 11.3: Review subdivision construction standards and practices and make necessary modifications/revisions to ensure that development is constructed so as to last a reasonable amount of time in order to save taxpayers' money in the future.

Action Steps:

1. Review subdivision standards and practices.
2. Compare subdivision standards and practices against those of benchmark communities and best practices.
3. Make necessary modifications/revisions to subdivision standards and practices.
4. Adopt the modified/revised subdivision standards and practices.

Responsible Parties:

- Board of Trustees.
- Public Works Director.
- Village Engineer.

Time Period:

- By December 31, 2016.

Objective 11.4: Obtain geographic information system and develop and maintain an accurate record of all of the public infrastructure in the Village on the geographic information system.

Action Steps:

1. Identify available options for obtaining a geographic information system (e.g., purchase and installation of software, software as a service, third-party).
2. Decide which option for obtaining a geographic information system is the best for the Village and obtain a geographic information system.
3. Input available information regarding all of the public infrastructure in the Village into the geographic information system.
4. Input new and revised information regarding all of the public infrastructure in the Village into the geographic information system as it becomes available.

Responsible Parties:

- Community and Economic Development Coordinator.
- Public Works Director.
- Village Engineer.

Time Period:

- Geographic information system obtained by June 30, 2016.
- Information regarding all of the public infrastructure in the Village inputted into the

- geographic information system by December 31, 2017.
- Information regarding all of the public infrastructure in the Village maintained on the geographic information system on a continuous basis.

GOAL 12 - STORM WATER: To provide a reliable and well-maintained storm water collection and management system in an effective and efficient manner to meet the current and future needs of the Village.

GOAL 13 - WASTE WATER: To provide a reliable and well-maintained waste water collection system in an effective and efficient manner to meet the current and future needs of the Village.

GOAL 14 - WATER: To supply an adequate amount of high-quality, safe water in an effective and efficient manner to meet the current and future needs of the Village.