



2016-17 Village Strategic Issues and Critical Goals

GOALS	Strategic Issue I: DEVELOPMENT. Build consensus for 21st Century development and re-development of the Village, and take steps to attract and foster desirable development, increase the Village's footprint, add housing variety and increase downtown density.	Target Date	Status
I-1	Educate the community on development and re-development needs and opportunities.	Ongoing	
I-2	Update Comprehensive Plan to assist in guiding future development of the community.	May, 2018	
I-3	Review and consider annexation opportunities to increase the tax base and control future development. Phase I complete, Phase II and III pending.	September, 2017	
I-4	Improve downtown infrastructure including pedestrian accessibility and parking opportunities in conjunction with potential development projects in the CBD.	May, 2017	
GOALS	Strategic Issue II: BUSINESS. Engage in proactive economic development to attract and retain key businesses downtown and other commercial corridors to achieve a thriving business community.	Target Date	Status
II-1	Continue to implement strategic plan for Economic Development that focuses on overall commercial vitality, EAV and sales tax growth.	Ongoing	
II-2	Target selected retailers and restaurants to increase shopping and dining options and improve the variety of businesses downtown.	Ongoing	
II-3	Improve communication with the Village Board on economic development progress.	Ongoing	
II-4	Eliminate unneeded codes and regulations that inhibit commercial development and business retention and make the approval process more user friendly.	7/1/17	
GOALS	Strategic Issue III: ATTRACTIONS. Encourage a variety of events and shopping and dining options, and provide amenities that attract visitors to the Village and produce resident and visitor presence downtown, day and evening, weekdays and weekends.	Target Date	Status
III-1	Encourage more special events in and around the Central Business District by partnering with the Chamber, the Alliance, Library, Park District, Schools, and COD.	January, 2017	X
III-2	Embrace historic tourism.	Ongoing	
III-3	Make infrastructure improvements to encourage outdoor activities and special events in the CBD.	September, 2017	
III-4	Develop and implement marketing plan for CBD and other commercial corridors.	May, 2017	
III-5	Work with businesses to develop opportunities to become an 18 hour downtown.	Ongoing	

GOALS	Strategic Issue IV: COMMUNICATIONS AND INVOLVEMENT. Communicate with, educate and involve the community and volunteers to support and act on the Village's high priority needs and opportunities.	Target Date	Status
IV-1	Maintain an up-to-date communication plan for emergencies.	March, 2017	
IV-2	Evaluate efficiencies that continue to deliver high quality services to residents and businesses.	December, 2016	
IV-3	Develop and utilize a comprehensive communications plan to educate and inform the community and continue to implement a resident (customer) management strategy that mandates responsiveness and convenience.	December, 2016	
IV-4	Communicate the strategic plan and priorities and ensure the Village Board and Boards and Commissions are aligned.	December, 2017	
IV-5	Recruit and identify meaningful roles for volunteers.	June, 2017	
GOALS	Strategic Issue V: INFRASTRUCTURE. Invest in infrastructure to meet key needs, including downtown access, Village facilities, storm water issues and technology improvement.	Target Date	Status
V-1	Develop an implementation strategy to invest in Village facilities.	September, 2017	
V-2	Continue to evaluate pedestrian and vehicular traffic improvements in and around the community.	May, 2017	
V-3	Develop and continuously review the 5-year Capital Improvement Plan (CIP) and monitor and enhance funding options as necessary to implement plan.	Annually	X
V-4	Consider developing a sustainability plan for the Village.	August, 2016	X
V-5	Expand downtown parking in conjunction with downtown development projects.	May, 2017	
GOALS	Strategic Issue VI: FINANCIAL SUSTAINABILITY. Grow revenue and focus spending in line with anticipated resources to meet the highest priority needs and maintain the Village's AAA bond rating.	Target Date	Status
VI-1	Evaluate new revenue concepts and cost controls that continue to deliver high quality services and necessary capital investment.	January, 2017	X
VI-2	Continue to utilize technology to consolidate functions, streamline work processes, and deliver services more efficiently.	December, 2017	
VI-3	Complete financial monitoring including annual audits, five-year forecast, CIP, and Scorecard as appropriate.	December, 2016	X
VI-4	Review staffing allocation and create succession plans for all departments focused on talent management and development.	October, 2016	X
VI-5	Evaluate internal human resources improvements to assist in protecting the greatest organizational asset: employees.	June, 2016	X