

VILLAGE OF ST.
JOSEPH



STRATEGIC PLAN 2023

Prepared by: Arndt Municipal Support, Inc.



Village of St. Joseph, Illinois
Strategic Plan
2023

INTRODUCTION

01

The Village of St. Joseph, Illinois conducted two Strategic Planning Sessions in May. These planning sessions were conducted on Tuesday, May 2, 2023, and Tuesday, May 16, 2023, in the library at the St. Joseph-Ogden High School located at 301 N. Main Street. Those present and participating in the strategic planning process were:

Mayor Tami Fruhling-Voges
Trustee Terri Cummings
Trustee Dan Davis
Trustee Max Painter
Trustee Art Rapp
Trustee Jim Wagner
Village Administrator Joe Hackney
Village Treasurer and Lead Administrative Assistant
Debbie Routh
Village Payroll Specialist Ashley York
Village Public Works Director Mike Peters
Village Assistant Public Works Director Luke Fisher
Village Planning and Zoning Member Diana Foltz
St. Joseph-Ogden CUSD #305 Superintendent Brian Brooks
Chamber of Commerce President Nora Maberry
St. Joseph Seniors President Barbara Gibbs
Longview Bank Branch Manager Jeff Damler
Saint Joseph Church of Christ Senior Pastor Ryan Rosser



A special thanks go out to Village Administrator Joe Hackney for organizing the strategic planning sessions and Superintendent Brian Brooks for hosting the sessions.

PURPOSE

02

The Village of St. Joseph desired to:

- 1. Create a Village Vision Statement**
- 2. Develop clearly defined broad goals and objectives for the Village to pursue over the next five years.**
- 3. Complete an alignment and prioritization exercise for the identified goals.**
- 4. Define the roles and responsibilities of the Mayor, the Board of Trustees, the Village Administrator, the Staff, and the Community.**

Methodology

Before participating in the May 2023, Strategic Planning Sessions, the participants were invited to participate in a brain dump exercise over two weeks to get each participant engaged in the process. Each participant was asked to consider the following:

- 1. What is your vision for the Village of St. Joseph? When you think about the future of St. Joseph, what does it look like? What do you want it to be?**
- 2. What five things do you want to see the Village accomplish over the next five years?**
- 3. How would you prioritize the completion of these goals? How would you schedule these over the next five years?**
- 4. Who would you assign as a champion to accomplish each goal? Who can drive each one of these goals to successful completion?**



OBJECTIVES

03

During the Strategic Planning Training Session, the participants were encouraged to accomplish the following objectives:

- **Develop a Village Vision Statement.**
- **Develop organizational goals and objectives for the next five years.**
- **Develop a desired timeframe for completion.**
- **Identify champions to oversee the completion of these goals.**
- **Develop a progress reporting requirement for each goal.**

During the Strategic Plan Training Session, the following items were reflected upon:

- 1. Brain dump exercise individual responses**
 - 2. Vision statements from other cities and villages**
 - 3. Best practices for roles and responsibilities in local government**
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A vision statement was defined in this session as a statement describing where the organization wants to be as a result of what the organization does. It is the roadmap for the Village. The vision is what, where, or whom you want the Village to become. The participants worked together as a team to develop the following mission statement for the Village:

“

**A Village where people
come for the schools
staying for community
and friends.**

”

ORGANIZATIONAL GOALS

The participants completed a goal-setting exercise designed to identify goals they want the Village to accomplish over the next five years. During the exercise, objectives were also developed for each goal. Each participant assigned a priority ranking for each goal. Champions were assigned to each goal to ensure accountability and progress.

ORGANIZATIONAL GOALS CONTINUED

05

The priority ranking scale was described to the participants as the following:

Priority Ranking	Description
5	Full support of the goal.
4	Good goal, but not 100% support.
3	I can go either way on this goal.
2	I am not a fan, but the group wants it.
1	I do not support this goal.

The Village created the following six goals. The goals are listed in priority order. It is important to note the identified goals scored between 3.19 and 4.65. Four of the goals were considered by the sixteen session participants as good goals that are worthy of being pursued. Housing and Infrastructure Improvements were a constant theme during the planning process and the priority ranking for each of these goals affirms the importance of these two goals for the Village.

Category	Goal	Champions	Number of Objectives	Priority Ranking
(H) Housing	Pursue residential housing development within the village	Village Administrator and Mayor	5	4.65/5
(I) Infrastructure Improvements	Plan, design, fund and complete Village-wide infrastructure improvements to meet current demand and future growth.	Village Administrator and Public Works Director	4	4.63/5
(G) Community Growth and Development	Support and promote community growth-related activities and operations	Village Administrator and Planning and Zoning	3	4.25/5
(E) Economic Development	Actively pursue and support commercial, office, and industrial development within the Village.	Village Administrator and Chamber of Commerce President	5	4.19/5
(C) Community Programming	Create and implement Community-building programs within the Village.	Village Administrator and Community Advocates	4	3.29/5
(P) Parks and Recreation	Pursue park facility improvements and develop park and recreation programming.	Village Administrator, Youth Sports Board Members, and Chamber of Commerce President	6	3.19/5

OBJECTIVES AND SCHEDULE OF ACTIVITY

The strategic planning participants created twenty-eight objectives for the Village to complete in the pursuit of the six established goals. To assist the Village in the timely accomplishment of these goals the objectives have been assigned a target year for implementation. This plan is for a defined period of 2023-2027. The chart below depicts the objective identifier, the objective itself, and the desired year of implementation:

Goal (H): Pursue residential housing development within the Village.

ID	Objective	Implementation Year
H-1	Develop relationships with “empty nester” (55 and up) housing developers and recruit them to construct a senior living community within the Village.	2023
H-2	Research, develop, and implement a residential property owners' renovation incentive program.	2024
H-3	Recruit, encourage, and support the development of new residential housing units including condos on the east side of the Village.	2024
H-4	Recruit, encourage, and support the construction of twenty to thirty new residential housing units within the Village.	2025
H-5	Encourage and support the construction of fifty to seventy-five new residential units in the Village.	2026

Goal (I): Plan, design, fund, and complete Village-wide infrastructure improvements to meet current demand and future growth.

ID	Objective	Implementation Year
I-1	Begin the Construction of the Sewer Plant Improvement Project	2023
I-2	Prepare CIP Plan for road repair projects identified in the Village Master Plan.	2023
I-3	Complete an infrastructure impact analysis for all proposed growth projects and work to mitigate the impact by supporting maintenance and improvement projects.	2025
I-4	Prepare CIP for storm-water projects identified in the Village Master Plan.	2023

Goal (G): Support and promote community growth-related activities and operations.

ID	Objective	Implementation Year
G-1	Create and staff a Community Development Department with a full-time team member to support the Village with desired growth activities (zoning, code enforcement, housing, economic development).	2025
G-2	Research, adopt, and implement growth policies and ordinances designed to support business growth/expansion and residential development.	2023
G-3	Develop and implement a North I-74 growth plan for commercial/industrial development.	2025

Goal (E): Actively pursue and support commercial, office, and industrial development within the Village.

ID	Objective	Implementation Year
E-1	Actively pursue and support commercial, office, and industrial development within the Village.	2023
E-2	Actively recruit and incentivize businesses to locate in the Village.	2024
E-3	Recruit, encourage, and support unique destination commercial businesses.	2025
E-4	Recruit and support commercial and industrial development on the North and South side of I-74.	2025
E-5	Plan, design, and construct an Industrial Park or Office Park north of I-74 per the Village's growth plan.	2025

Goal (C): Create and Implement community-building programs within the Village.

ID	Objective	Implementation Year
C-1	Implement and support public safety policies and programs to enhance the safety of Village Residents and Businesses.	2023
C-2	Develop, implement, and promote a Village Text Alert System to share up-to-date Village information with residents and local businesses.	2023
C-3	Develop and implement a QR Code promotional system and incorporate that into Village promotional materials and signage.	2023
C-4	Facilitate enhancing the presence of community services provided by Village Faith institutions.	2025
C-5	Investigate and implement parking and traffic control practices to better meet the needs of the Village.	2026

Goal (P): Pursue park facility improvements and develop park and recreation programming.

ID	Objective	Implementation Year
P-1	Create and staff a Village Parks and Recreation Department with a Director.	2025
P-2	Implement a ½ cent sales tax referendum dedicated to supporting Village parks maintenance and recreational programming.	2024
P-3	Design and Construct Rail Trail Improvements within the Village's Corporate Limits	2026
P-4	Design and construct Village sports facility improvements.	2026
P-5	Plan, design, and construct an indoor community recreation center for health and adult education.	2027
P-6	Consider the creation of a Parks District to maintain local parks and provide recreational programs, if the Parks and Recreation Department is not meeting the needs of the Village.	2027

REGULAR PERIODIC REPORTING SYSTEM

The participants agreed on the importance of routinely updating the Mayor, Village Board of Trustees, and the Community on the progress made toward each goal within this plan on a regular basis. The participants agreed to provide scheduled reports as indicated below:

Goal	Frequency
(H) Housing	Six Months
(I) Infrastructure Improvements	Three Months
(G) Community Growth and Development	Six Months
(E) Economic Development	Three Months
(C) Community Programming	Three Months
(P) Parks and Recreation	Six Months

Success Recommendations



The following are recommendations to assist the Village achieve the successful completion of these goals:

- Regularly discuss each goal with the champion(s) assigned to the goal.
 - Link goal and objectives progress and accomplishment to employee performance evaluations.
 - Link goals and objectives to the annual budget process.
- Link goals and objectives to the agenda action forms for each Board of Trustees meeting.
- Incorporate language into the recital clauses (whereas verbiage) of Village ordinances and resolutions when the ordinance and resolution are linked to a specific goal and/or objective.
 - Create a one-pager scorecard that can be checked off when substantial progress is made or the goal is completed and publish that scorecard on the Village website.
 - Celebrate the accomplishment of each goal and/or objectives.
- Evaluate Village commitment to the goals on an annual basis and modify as required.
 - Update the Village's Strategic Plan after the completion of the five-year planning period.

2023

Category	Objective
I1- Infrastructure Improvements	Begin the Construction of the Sewer Plant Improvement Project.
I2 - infrastructure Improvements	Prepare CIP for road repair projects identified in the Village Master Plan.
I4 - Infrastructure Improvements	Prepare CIP for storm-water projects identified in the Village Master Plan.
G2 - Growth and Community Development	Research, adopt, and implement growth policies and ordinances designed to support business growth/expansion and residential development.
C2 - Community Programming	Develop, implement, and promote a Village Text Alert System to share up-to-date Village information with residents and local businesses.
C3 - Community Programming	Develop and implement a QR Code promotional system and incorporate that into Village promotional materials and signage.

2024

H3 - Housing	Recruit, encourage, and support the development of new residential housing units including condos on the east side of the Village.
H4 - Housing	Recruit, encourage, and support the construction of twenty to thirty new residential housing units within the Village.
G3 - Growth and Community Development	Develop and implement a North I-74 growth plan for commercial/industrial development.
E1 - Economic Development	Develop, implement, and support a downtown development master plan with design requirements and incentive programming.
E2 - Economic Development	Actively recruit and incentivize businesses to locate in the Village.
P2 - Parks and Recreation	Implement a ½ cent sales tax referendum dedicated to supporting Village parks maintenance and recreational programming.

2025	
I3- Infrastructure Improvements	Complete an infrastructure impact analysis for all proposed growth
H5 - Housing	Encourage and support the construction of fifty to seventy-five new residential units in the Village.
E4 - Economic Development	Recruit and support commercial and industrial development on the North and South side of I-74.
C1 - Community Programming	Implement and support public safety policies and programs to enhance the safety of Village Residents and Businesses.
H1 - Housing	Develop relationships with “empty nester” (55 and up) housing developers and recruit them to construct a senior living community within the Village.
H2 - Housing	Research, develop, and implement a residential property owners’ renovation incentive program.
2026	
G1 - Growth and Community Development	(Pending successful residential growth)Create and staff a Community Development Department with a full-time team member to support the Village with desired growth activities (zoning, code enforcement, housing, economic development).
E5 - Economic Development	Plan, design, and construct an Industrial Park or Office Park north of I-74 per the Village’s growth plan.
P1 - Parks and Recreation	Create and staff a Village Parks and Recreation Department with a Director. (Pending the successful adoption of a dedicated revenue source for parks and recreation)
P3 - Parks and Recreation	Design and Construct Rail Trail Improvements within the Village’s Corporate Limits
P4 - Parks and Recreation	Design and construct Village sports facility improvements (Pending the successful adoption of a dedicated revenue source for parks and recreation)

2027

E3 - Economic Development	Recruit, encourage, and support unique destination commercial businesses.
C4 - Community Programming	Facilitate enhancing the presence of community services provided by Village Faith institutions.
C5 - Community Programming	Investigate and implement parking and traffic control practices to better meet the needs of the Village.
P5 - Parks and Recreation	Plan, design, and construct an indoor community recreation center for health and adult education. (Pending the successful adoption of a dedicated revenue source for parks and recreation)
P6 - Parks and Recreation	Consider the creation of a Parks District to maintain local parks and provide recreational programs, if the Parks and Recreation Department is not meeting the needs of the Village. (Only if a revenue source for parks and recreation is not adopted)