

# VILLAGE OF ELMORE

Resolution No.     R7-20    

**A RESOLUTION TO APPROVE A STRATEGIC PLAN FOR ELMORE'S FUTURE AND GUIDE OUR EFFORTS TO EXPAND OUR INDUSTRIAL BASE, CREATE ATTRACTIONS TO ELMORE, EXPAND OUR RESIDENTIAL BASE, AND PROVIDE ONGOING SUPPORT IN ALL THESE AREAS.**

**WHEREAS**, the Village must be proactive in addressing its strategic needs; and

**WHEREAS**, a Strategic Plan has been discussed, reviewed, and modified to address the future of the Village; and

**WHEREAS**, the Strategic Plan seeks to engage the community in helping to plan and provide for the future of Elmore; and

**WHEREAS**, the Plan sets out priorities to expand the industrial base, to create attractions, to expand the residential base, and to provide ongoing support for these goals, all as set out in the attached Strategic Plan.

**NOW THEREFORE**, be it resolved by the Council of the Village of Elmore that:

1. The Strategic Plan attached hereto is approved.
2. Said Strategic Plan shall guide the Village's efforts to accomplish the listed priorities and publicly declare the Village's dedication to plan for progress.
3. As the need arises, the Village will review and update said plan to further benefit the future of the Village.

**Adopted on:**     7-27-20

## PURPOSE / VISION

The purpose of this document is to articulate an overall strategic plan for Elmore's future; a plan that:

- leverages Elmore's assets
- positions our Village for desired, intentional growth
- provides a unifying theme enabling coherent, connected future Village actions and decisions that
  - make highest and best use of Village funds
  - optimize the vitality of the Village today and tomorrow.

## BASELINE CONSIDERATIONS

- **First do no harm.** Plans must make every reasonable effort to:
  - Retain Elmore's many positive attributes (quality of life, existing businesses, services, etc.)
  - Attract new residents, businesses etc. that will positively add value to our Village rather than detract from it.
- **Be inclusive.** Provide ample opportunity for all residents, businesses, community groups, all of Village Council, and other relevant stakeholders to participate and provide voice and input to the future of our Village.
- **Invest wisely,** always being mindful of our responsibility to be good stewards of the taxpayers' money.
- **Be transparent.** Listen to all voices. Share information appropriately.
- Move with appropriate **balance of speed** (to seize opportunities) **and rigor** (to ensure all decisions and actions are thoroughly vetted).
- **Balance**
  - ensure that all decisions are vetted for impact on all areas of our Village
  - Short-term cost/benefit; long-term cost/benefit
- We see **six broad areas of potential focus:**
  - **Residential**
  - **Industrial** (e.g. manufacturing businesses)
  - **Commercial** (e.g. service providers whose primary business is not sale of retail products to consumers)
  - **Retail**
  - **Recreation/Entertainment** (e.g. golf course; Schedel's; bike path)
  - **Utilities/Government** (e.g. ensuring appropriate infrastructure and governance to properly resource any/all economic development strategies, decisions and actions)
- All opportunities, strategic priorities will be vetted via SWOT ANALYSIS (Strength, Weakness, Opportunity, Threat) or similar model to ensure appropriate rigor and consideration before decision/ action

## PROCESS

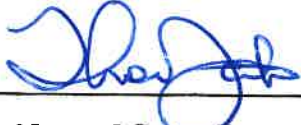
- Initial Assessment & Planning (Approach, Priorities, etc.)
- Community Input
- Council Approval of Strategic Plan
- Detailed Planning and Execution of Actions to Move Forward on Strategic Priorities
- Recurring Community Input
- Progress Checks, Strategy Review & Update as Appropriate

## FUNDING

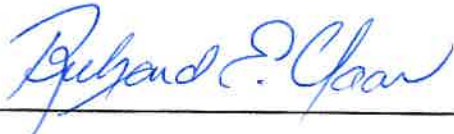
- TBD for each strategic priority according to their specifics
- Bundle / package opportunities where advantageous to funding
- Leverage available funding sources (grants, tax abatements, low interest financing or other beneficial to priority-specific parties and the village)

**Upon Motion duly made and seconded, a vote on this Resolution was taken as follows:**

**To Pass:**                5     **Yeas**                1     **Nays**



\_\_\_\_\_  
**President of Council**



\_\_\_\_\_  
**Approved by Mayor**

**Attest:**  \_\_\_\_\_  
**Clerk**

**STRATEGIC PRIORITIES, OBJECTIVES & KEY ACTIONS** *(These serve as the basis for detailed planning and action. They will be reviewed periodically for progress and adjusted as needed to ensure we stay focused on our core Purpose/Vision.*

| PRIORITY                            | AREA   | OBJECTIVE(s)   | KEY ACTIONS *  |
|-------------------------------------|--|--|--|
| <b>Expand Industrial Base</b>       | Industrial   | <p>Develop light industrial park to attract additional businesses</p> <p>Retain current industrial businesses and support their expansion plans</p> <p>Follow up on other potential light industrial opportunities</p>                                 | <p>Explore available property options</p> <p>Continue Discussions with</p> <ul style="list-style-type: none"> <li>• Chipmatic</li> <li>• Martin Industries</li> <li>• Machine Technologies</li> <li>• Other light industrial opportunities</li> </ul> <p>Define/implement marketing plan to 'get the word out'</p> |
| <b>Create Attractions to Elmore</b> | <p>Recreation / Entertainment</p> <p>Commercial</p> <p>Service</p> <p>Retail</p> | <p>Explore acquisition and development of 'attraction' properties/opportunities</p> <p>Explore development of 'overnight accommodation' opportunities</p> <p>Support consideration of "Downtown Outdoor Recreation Area" (DORA)</p>                    | <p>Continue discussions with</p> <ul style="list-style-type: none"> <li>• Golf course</li> <li>• Schedels</li> <li>• Air B&amp;B/similar business owners</li> </ul> <p>Continue discussions with relevant business owners/ organization leaders</p>  |
| <b>Expand Residential Base</b>      | Residential  | <p>Encourage development of new single-family homes in the ~\$200,000 range to meet existing demand</p> <p>Explore annexation opportunities for existing properties</p> <p>Explore other residential development options (e.g. multi- family etc.)</p> | <p>Prepare list of potential development sites</p> <p>Continue discussions with property owners</p> <p>Begin research of options, viability, etc.</p>  |

|  |            |   |  |
|--|------------|---|--|
| <p><b>Ongoing Support in All Areas</b></p> | <p>All</p> | <p>Retain existing businesses &amp; support growth plans</p> <p>Maintain &amp; optimize Village 'attractions' (e.g. bike path, parks, boat launch/water trail etc.)</p> <p>Partner w/ community organizations &amp; school leaders to support prudent education opportunities &amp; retain/expand our student population</p> <p>Ensure availability of utilities / other services as needed &amp; at competitive cost/price/quality</p> | <p>Ongoing contact w/ business owners, residents, and community organizations</p> <p>Proactive maintenance of existing village assets and services</p> <p>Timely, robust response as opportunities arise</p> |
|--|------------|---|--|

- In all cases, the village will partner with relevant other local, township, county, state, federal, governmental/non-governmental, public/private departments / agencies / organizations groups / individuals to optimize opportunities (e.g. funding, utilities, services, infrastructure, zoning and any/all other topics).***