

AGENDA
SPECIAL MEETING OF THE BOARD OF TRUSTEES OF THE VILLAGE OF FORSYTH, ILLINOIS
5:30 P.M.
MONDAY, NOVEMBER 28, 2022
VILLAGE HALL, 301 SOUTH ROUTE 51, FORSYTH, ILLINOIS

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

NEW BUSINESS

1. BUSEY FARM REPORT
2. STRATEGIC PLAN DISCUSSION (ADMINISTRATOR JILL APPLEBEE)

ADJOURNMENT

AGENDA
REGULAR MEETING OF THE BOARD OF TRUSTEES OF THE VILLAGE OF FORSYTH, ILLINOIS
TUESDAY, NOVEMBER 29, 2022



Busey Ag Services

Village of Forsyth Farm

2021

- Income from 2021 crop sold in 2022
 - 87.70 Acres Soybeans \$73,131.53
 - 42.17 Acres Corn \$23,071.69
 - CCC Payment \$12,269.00
 - Crop Insurance Payment \$12,269.00
 - \$114,101.97
- Expenses
 - 2022 \$61,061.91
- Net \$53,040.06
 - 2023 distribution \$50,000

2022 Corn Harvest (Income in 2023)

- 231.17 bushels per acre
- 85.00 acres

2022 Soybeans Harvest (Income in 2023)

- 67.95 bushels per acre
- 44.05 acres

2023

- Planned corn seed: Dekalb 66-17 SS on 44.05 acres
- Planned soybean seed: Dyna Grow 35ES82 on 85.00 acres

Other notes

The farm had below average yields in 2020 that were sold in 2021, and well below average yields in 2021 to be sold in 2022. In 2021 soybean yield was average for the farm with the corn yield severely below average due to compaction and extreme rains during June and July. Part of the farm was deep ripped in fall of 2021 to help alleviate compaction issues for 2022 crop. In 2022 the corn yield was 89.74 bushels/acre above the 2-year average and the soybean yield was 5.55 bushels/acre above the 2-year average.

Income is always from the previous crop year.

BuseyBANK[®]

VILLAGE OF FORSYTH, ILLINOIS



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.

Village of Forsyth
Strategic Plan
2023-2027



Table of contents

Message from Mayor

On behalf of the Village and the Board of Trustees, I would like to welcome you to the Village of Forsyth, where “Pride and Progress” is more than just a motto; it’s a commitment to our community. We are dedicated to providing a warm community with honest transparency, diligent decision-making, and comfort for everyone.

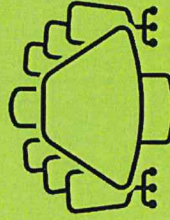
Forsyth is a wonderful place to live, do business, shop, dine, and enjoy the community. We have top-rated schools, excellent streets, and welcoming residents. Our library and collection of outstanding parks, with trails for biking, walking and running, provide ample entertainment for the entire family. We take great pride in our state-of-the-art water treatment plant and our law enforcement, who keep our Village safe and secure.

This document will highlight our goals for the next 5 years. We know growth is inevitable and welcomed, but it is also important that our businesses and resources fit the needs of our residents and maintain the culture of the place we call home. Our residents are the pillars of our community, so if you have any ideas for how we can improve, please let us know. We’re here to serve you!

Sincerely,
Mayor Jim Peck

Forsyth Board of Trustees

- Jim Peck, Mayor
- Jeff London
- Bob Gruenwald
- Marilyn Johnson
- Dave Wendt
- Jeremy Shaw
- Lauren Young



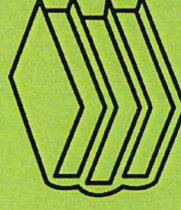
Planning & Zoning Commission

- R.C. Campbell, Chair
- Dennis Downey
- Cathy Mitteer
- Dan Doerfler
- Matt May
- Steve Ragan
- Colleen Brinkoetter



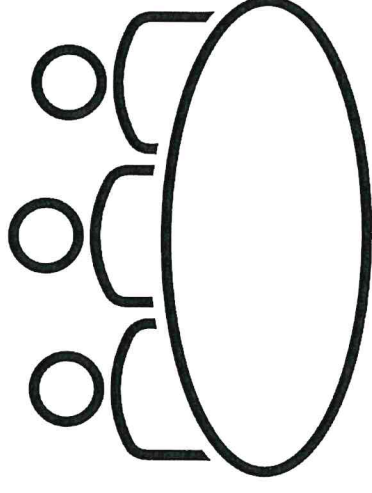
Library Commission

- Mary Jo Rowley, Chair
- Pat Parr
- Ken Kirchner
- Becky Wayne
- Ruth Wrigley Harvey
- Mary Jane Linton
- Lisa Peck



Leadership

Village Administrator- *Jill Applebee*
Administrative Assistant- *Kim Taylor*
Village Treasurer- *Rhonda Stewart*
Finance Administrative Assistant- *Glenda Hoffman*
Public Works Director- *Darin Fowler*
Building Inspector- *Dustin Pruitt*
Forsyth Public Library Director- *Steven Ward*
Forsyth Public Library Assistant Director- *Jennifer Lawyer*



Background

Introduction

The Village's strategic planning efforts allow community members and Village leaders to determine what is important for future success by identifying opportunities to implement new initiatives. These initiatives are supported by a vision, mission, core values, and goals that focus the Mayor, Village Board of Trustees, and the Village staff's collective efforts thoughtfully and transparently. This document is the result of an extensive process that engaged the community, Village leaders, and staff to develop this policy and decision-making framework for the future.

Methodology

The Village's strategic planning process began with a strategic planning special board meeting on Monday, July 18, 2022, where community members and Village staff were invited to attend. At this meeting, the Mayor, Trustees, and Village staff individually shared their opinions related to strategic planning, discussing priorities for the Village, and how best to move forward. At subsequent Village Board meetings, conversations continued about whether or not the strategic planning process should be conducted by an outside firm, or created from within, and the Village Board ultimately decided to conduct the process internally.

The Village Board of Trustees and Village staff met to take part in a strategic planning special board

Background

meeting session led by the Forsyth Village Administrator on Tuesday, August 30, 2022. In preparation for this meeting, the Mayor, Trustees, and Village staff were asked to review the previous Village Strategic Plan, 2016-2020, and the 2018 Community Survey that was conducted via mail and online, and Board members were also asked to think about their 5-year vision. The first exercise was a Strengths, Weaknesses, Opportunities, and Threats (SWAT) analysis using input from Board members. The second exercise was hearing from each Board member about their 5-year vision for the Village. The third exercise involved each Board member using fake money (\$1,000,000) and allotting it to their highest areas of impact for the Village. These exercises brought about a lot of great discussion and provided staff with the information and direction that they needed to build a Strategic Plan draft.

The Strategic Plan, 2023-2027 draft was presented to the Board of Trustees at another strategic planning special board meeting on Monday, November 28, 2022. Staff received Board member input on additions and changes and updated the Strategic Plan accordingly. The Strategic Plan, 2023-2027 was approved at the Tuesday, December 20, 2022 Board meeting.

The Village of Forsyth Strategic Plan, 2023-2027 has seven categories that address Economic and Residential Vitality, Quality of Life, Land Use and Development, Great Governance, Safety in the Community, Regional Collaboration, and Resilient and Sustainable Infrastructure. Existing within each of these categories are Strategic Initiatives, Strategic Goals, and Action Steps aimed at measuring progress of the implementation of the Strategic Plan.

Village of Forsyth

VISION

We envision the Forsyth Community as one which will continue to maintain a small-town atmosphere which emphasizes both high-quality and family-focused residential living. This vision will be implemented through Village policy, administration, services, and public interaction. We see Forsyth Village Government continuing to progress in both professionalism and responsiveness. We will strive to continue to earn the respect and confidence of our residents through valued service and effective partnerships.

MISSION

The Village Board will exercise constructive leadership, collaborating in setting policy, planning for the use of public resources, and offering opportunities for citizen involvement. The Village Administrator and staff will act on policy direction, providing exceptional service using available resources in the most productive way possible.

Service

We value concern and compassion, combined with efforts to improve the community continually.

Creative Leadership

We strive to be both responsive and proactive toward the community at large and its citizenry.

Strategic Planning & Management

We deal with existing problems and anticipate changing needs for the future.

Quality of Life

We are aware of the physical, economic, and human environment in which we live. We seek to preserve and improve each.

Openness & Interactivity

We communicate openly, foster and value input, and request feedback from stakeholders and others.

Resource Management

We seek to maintain and expand financial and human support.

Partnerships

We value intergovernmental and business relationships which advance and enhance the community.

Accountability

We clearly identify responsible parties on the Village Board, within Village staff, and elsewhere, and we hold all accountable for follow-up.

People Appreciation

We recognize our residents, Village staff and employees and other supporters for their valued contributions to Forsyth's present and future success.

Physical Assets

We value our public facilities and infrastructure. We seek to be good stewards, constantly maintaining and improving our valued assets.

To achieve the board's directive to identify Strategic Initiatives, Goals, and Action Steps, staff developed the following plan definitions and structure based on the Village Board and Staff's feedback:

- Within each Strategic Planning Priority, there are Strategic Initiatives, Goals, and Action Steps
- Strategic Initiatives enhance the village's ability to promote the achievement of a Strategic Planning Priority.
- Each Strategic Goal promotes the effectiveness of a Strategy.
- Each Action Step contributes to the performance of a Goal, and includes the department responsible for its accomplishments, the Budget Program that funds the achievement of the goal, and a timeframe for the completion of the plan.

Strategic Planning Priority

- A broad statement about what the village is striving to achieve.

Strategic Initiative

- An area of focus that will enhance the village's performance related to a Planning Priority.

Strategic Goal

- Define activities that are measurable and contribute to the success of the initiative.

Action Step

- Specific projects, processes, or programs that are required to achieve the goal.



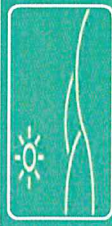
Economic and Residential Vitality

- Encourage the development of a diverse economy in the region while recognizing the need to maintain a balance between attracting new investment, supporting local businesses, fostering local entrepreneurship, and strengthening residential developments and opportunities.



Quality of Life

- Improve the quality of life for Forsyth residents by assuring the places where they live, work and play have the critical elements required to make communities safe, healthy, inclusive, and vibrant.



Land Use and Development

- To promote orderly and efficient layout and appropriate use of land in Forsyth to promote health, recreation, quality of life, and a sense of community for our residents and visitors.



Great Governance

- To provide an ethical and transparent government that supports excellent public service delivery, is easily accessible, and is informed by active engagement with the community and our local partners.



Safety in the Community

- Protect the public through cross-system collaborations that focus on prevention, utilize evidence-based strategies for treatment and intervention, preparedness, and ensure code enforcement of unsafe conditions.



Regional Collaboration

- Work together to leverage our combined resources so we can create better outcomes for both our residents and the greater community.



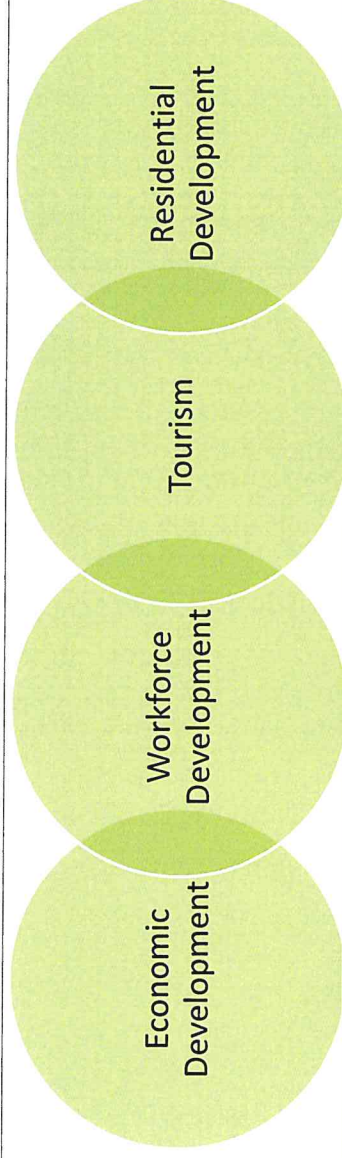
Resilient and Sustainable Infrastructure

- Infrastructure includes Village buildings, streets, utilities, information assets, vehicle fleets, and other assets necessary for maintaining service levels. Planning is crucial for the financial resources required to maintain current infrastructure to upgrade for efficiency or enhanced capabilities and plan for the future infrastructure the community needs.

Economic and Residential Vitality



Encourage the development of a diverse economy in the region while recognizing the need to maintain a balance between attracting new investment, supporting local businesses, fostering local entrepreneurship, and strengthening residential developments and opportunities.



Strategic Initiatives

1a: Identify and buy potential properties/sites for development/redevelopment

1b: Identify and proactively recruit appropriate restaurants and retail concepts

1c: Identify and proactively recruit commercial development that increases the daytime population and demand for retail and restaurant businesses and that attracts destination visitors

1d: Increase retention rates of Forsyth businesses

1e: Market and promote existing economic incentives

1f: Develop and maintain a strong relationship with Hickory Point Mall ownership and management staff and provide appropriate assistance to attract and retain mall tenants

1g: Make the Village more development-friendly

2a: Develop, promote, and conduct community activities and events that attract nonresident visitors to the Village

3a: Coordinate strategies to maximize hiring opportunities for all of Forsyth's businesses and residents

4a: Grow the population of the village in a sustainable manner

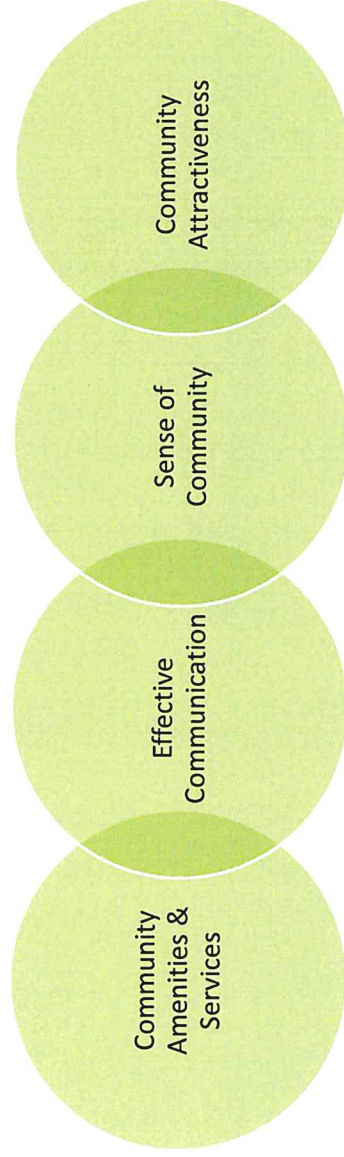
Strategic Goals

Quality of Life



Improve the quality of life for Forsyth residents by assuring the places where they live, work and play have the critical elements required to make communities safe, healthy, inclusive, and vibrant.

Strategic Initiatives



Strategic Goals

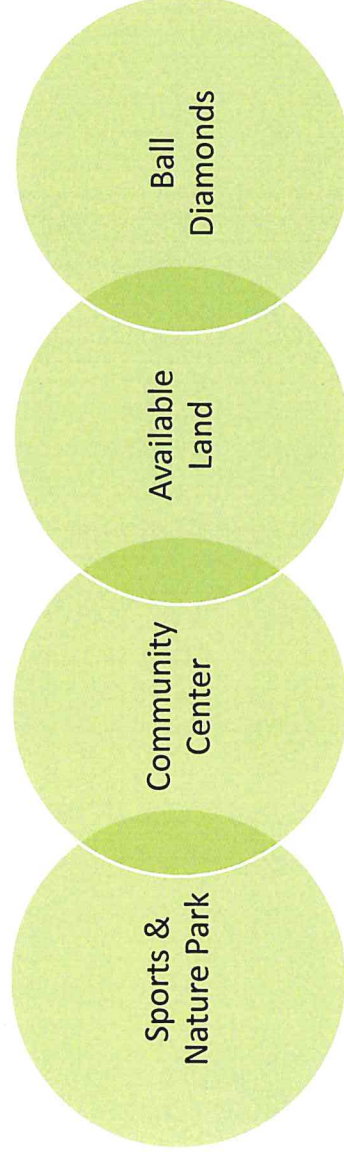
- 1a: Develop, adopt and implement an updated comprehensive plan for the park system that includes recreational activities for all ages and abilities
- 1b: Develop, adopt and implement an updated comprehensive plan for the trail system that includes recreational activities for all ages and abilities
- 1c: Return to pre-pandemic programming levels at the Forsyth Public Library
- 2a: Review the content, format, and frequency of the Villages Vision Newsletter to ensure best practices
- 2b: Review the content, format, and functionality of the Village's website to ensure best practices
- 3a: Provide community wide events to gather Village residents and to foster a sense of community
- 4a: Implement the enhancements to the Route 51 Corridor proposed in the Comprehensive Plan
- 4b: Provide volunteer opportunities for the community to help beautify the Village

Land Use and Development



To promote orderly and efficient layout and appropriate use of land in Forsyth to promote health, recreation, quality of life, and a sense of community for our residents and visitors.

Strategic Initiatives



Strategic Goals

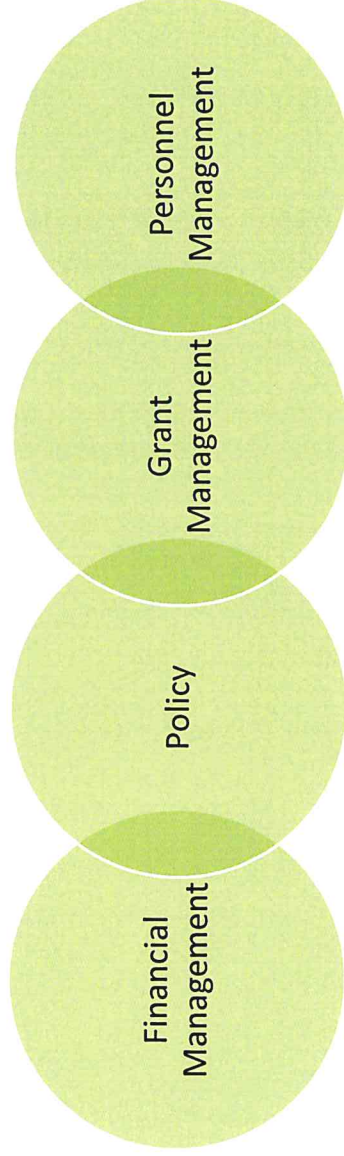
- 1a. Develop a plan for the addition of a Sports and Nature Park
- 2a. Develop a plan for the addition of a Community Center
- 3a. Develop a plan for the purchase of additional land
- 4a. Develop a plan for the use of existing or new ball diamonds

Great Governance



To provide an ethical and transparent government that supports excellent public service delivery is easily accessible and is informed by active engagement with the community and our local partners.

Strategic Initiatives



Strategic Goals

1a: Establish financial strengths across all funds

2a: Ensure that Village Ordinances, policies, and procedure processes are simplified to avoid unnecessary regulations while maintaining community standards

3a: Maximize cost effective grant opportunities to help fund Village initiatives

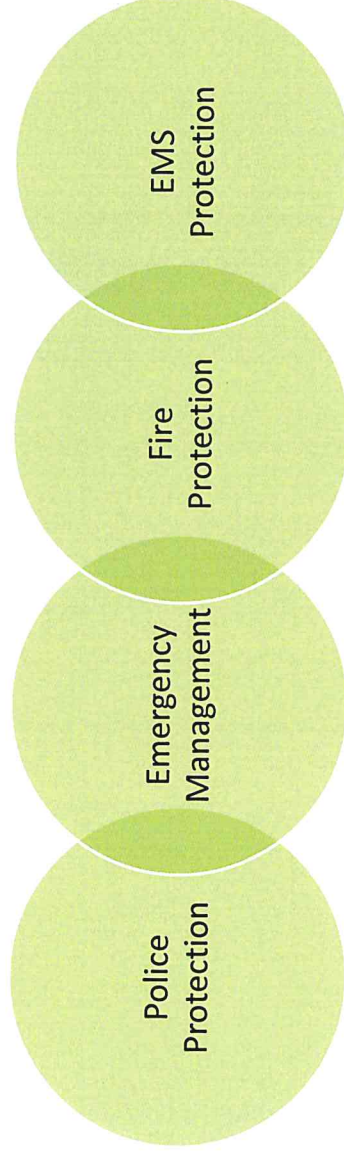
4a: Strive for organizational excellence by investing in our employees, promoting our work and building efficient systems for the future

Safety in the Community



Protect the public through cross-system collaborations that focus on prevention, utilize evidence-based strategies for treatment and intervention, preparedness and ensure code enforcement of unsafe conditions.

Strategic Initiatives



Strategic Goals

1a: Provide a level of high-quality police protection services that instills confidence in the residents of the Village

2a: Prepare for natural and man-made disasters to ensure a timely, efficient and coordinated response

3a: Provide a level of high-quality fire protection services that instills confidence in the residents of the Village

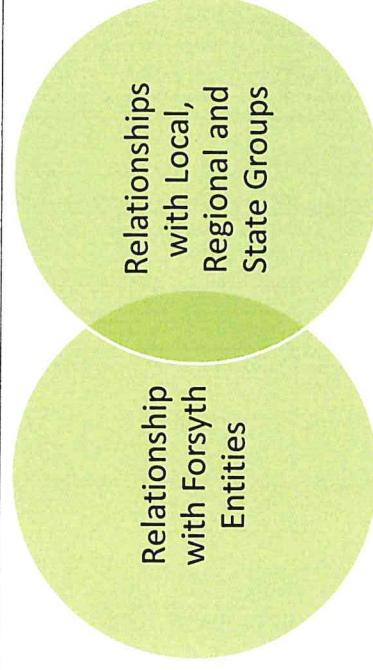
4a: Provide a level of high-quality EMS services that instills confidence in the residents of the Village

Regional Collaboration



Work together to leverage our combined resources so we can create better outcomes for both our residents and the greater community..

Strategic Initiatives



Strategic Goals

1a: Work closely with Forsyth Entities so that we are seen as a cooperating piece to the puzzle

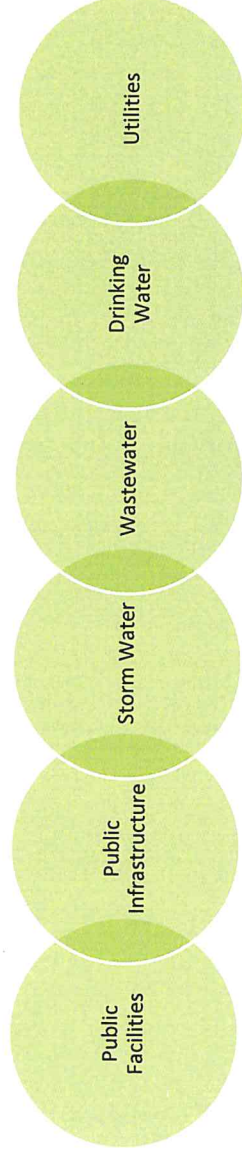
2a: Lead regional engagement to prepare, plan and act on issues that respond to today's needs and tomorrow's opportunities

Resilient and Sustainable Infrastructure



Infrastructure includes Village buildings, streets, utilities, information assets, vehicle fleets, and other assets necessary for maintaining service levels. Plan for the financial resources necessary to maintain current infrastructure, upgrade for efficiency or enhanced capabilities, and plan for the future infrastructure the community needs.

Strategic Initiatives



Strategic Goals

- 1a: Operate, maintain and improve the Village's streets to serve the resident's needs and to ensure their safety
- 1b: Review subdivision construction standards and practices and make necessary modifications/revisions to ensure that development and construction processes are completed in a reasonable amount of time in order to save taxpayer money
- 2a: Maintain current infrastructure to its optimal level and ensure proper backups are in place
- 3a: Proactively comply with or exceed all environmental and quality standards in the areas of stormwater
- 4a: Proactively comply with or exceed all environmental and quality standards in the areas of wastewater
- 5a: Proactively comply with or exceed all environmental and quality standards in the areas of drinking water
- 6a: Explore broadband and aggregation opportunities to improve Village infrastructure

Action Plan: Economic & Residential Vitality

Encourage the development of a diverse economy in the region while recognizing the need to maintain a balance between attracting new investment, supporting local businesses, fostering local entrepreneurship, and strengthening residential developments and opportunities.

Strategic Initiative 1

Economic Development

Strategic Goal 1a: Identify and buy potential properties/sites for development/redevelopment

Action Step	Responsible Party	Funding	Term
Evaluate existing properties/sites owned by the village that could be used for development/redevelopment	ED/VA/Board		
Evaluate existing funds and the financial impact of buying and maintaining potential properties/sites	ED/VA/VT		
Develop a strategy for making properties/sites owned by the Village shovel-ready, including banking to facilitate development/redevelopment	VA/PWD/Eng		
Maintain land once properties/sites are acquired	PW		
Enforce & update ordinances to help businesses succeed	ED/VA		

Strategic Goal 1b: Identify and proactively recruit appropriate restaurant and retail concepts

Action Step	Responsible Party	Funding	Term
Evaluate the characteristics of the available customer base in the market area	ED/VA		
Identify targeted and appropriate restaurant and retail concepts for recruitment	ED/VA		
Market buildings and properties/sites available for development/redevelopment to targeted and appropriate restaurants and retail concepts	ED/VA		

Strategic Goal 1c: Identify and proactively recruit commercial development that increases the daytime population and demand for retail and restaurant businesses and that attracts destination visitors

Action Step	Responsible Party	Funding	Term
Evaluate existing commercial developments	ED/VA		
Identify targeted and appropriate commercial developments for recruitment	ED/VA		
Market buildings and properties/sites available for development/redevelopment to targeted and appropriate commercial developments	ED/VA		

Action Plan: Economic & Residential Vitality

Encourage the development of a diverse economy in the region while recognizing the need to maintain a balance between attracting new investment, supporting local businesses, fostering local entrepreneurship, and strengthening residential developments and opportunities.

Strategic Initiative 1

Economic Development-cont.

Strategic Goal 1d: Increase retention rates of Forsyth businesses

Action Step	Responsible Party	Funding	Term
Maintain frequent visits to existing businesses and establish a connection	VA		
Prepare surveys to solicit feedback	ED/VA		
Prepare handouts to explain existing resources and to promote communication efforts	ED/VA		
Create retention assessment tools	ED/VA		
Maintain data to inform future visits and to effectively model retention efforts	ED/VA		
Develop a robust approach to connecting businesses to each other and conducting proactive outreach to grow our business community	ED/VA		

Strategic Goal 1e: Market and promote existing economic incentives

Action Step	Responsible Party	Funding	Term
Review existing economic development incentives on an annual basis	ED/VA/VT/Board		
Develop and maintain a strong working knowledge of available regional, state, and federal economic development assistance programs	ED/VA/VT/Board		
Develop economic development informational and marketing materials to be used in a variety of communication channels	ED/VA		
Develop and maintain an inventory and a map of the buildings and properties/sites available for development/redevelopment within the Village	ED/VA		
Review Zoning maps on an annual basis	ED/VA		

Action Plan: Economic & Residential Vitality

Encourage the development of a diverse economy in the region while recognizing the need to maintain a balance between attracting new investment, supporting local businesses, fostering local entrepreneurship, and strengthening residential developments and opportunities.

Strategic Initiative 1

Economic Development-cont.

Strategic Goal 1f: Develop and maintain a strong relationship with Hickory Point Mall ownership and management staff and provide appropriate assistance to attract and retain mall tenants

Action Step	Responsible Party	Funding	Term
Keep open lines of communication with the mall management and ownership	ED/VA		
Explore potential use of vacant mall property	ED/VA		

Strategic Goal 1g: Make the Village more development-friendly

Action Step	Responsible Party	Funding	Term
Meet with developers initially, and throughout the development process	VA/PW/Eng		
Review and evaluate findings of meetings with developers	VA/PW		
Prepare a report on findings of meetings with developers and present report to Board of Trustees	VA/Board		
Take action to address findings of meetings with developers	VA/PW/Eng		
Continue to conduct meetings with developers based on findings	VA/PW/Eng		
Update and consistently enforce all ordinances	VA/PW/Eng		

Strategic Initiative 2

Tourism

Strategic Goal 2a: Develop, promote, and conduct community activities and events that attract nonresident visitors to the Village.

Action Step	Responsible Party	Funding	Term
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	VA/LD/AA		
Review and evaluate community activities and events after they are conducted to determine the overall effectiveness	VA/LD/AA/Board		

Action Plan: Economic & Residential Vitality

Encourage the development of a diverse economy in the region while recognizing the need to maintain a balance between attracting new investment, supporting local businesses, fostering local entrepreneurship, and strengthening residential developments and opportunities.

Strategic Initiative 3		Workforce Development			
Strategic Goal 3a: Coordinate strategies to maximize hiring opportunities for all of Forsyth's businesses and residents					
Action Step		Responsible Party	Funding	Term	
Coordinate job fairs on an annual basis		VA/LD/AA			
Work with businesses to identify their employment needs		VA			
Communicate needs of businesses to residents		VA			
Work with local schools/universities and libraries to offer classes that help residents develop relevant job related skills		VA/LD			
Strategic Initiative 4		Residential Development			
Strategic Goal 4a: Grow the population of the Village in a sustainable manner					
Action Step		Responsible Party	Funding	Term	
Work with developers to offer housing options at different price points		VA/ED/PW/Eng			
Work with developers to offer housing options for various stages of life		VA/ED/PW/Eng			

Action Plan: Quality of Life

Improve the quality of life for Forsyth residents by assuring the places where they live, work and play have the critical elements required to make communities safe, healthy, inclusive, and vibrant.

Strategic Initiative 1

Community Amenities & Services

Strategic Goal 1a: Develop, adopt and implement an updated comprehensive plan for the park system that includes recreational activities for all ages and abilities.

Action Step	Responsible Party	Funding	Term
Review the existing plan(s) for the Village's park system	VA/PW/Board		
Identify needs for enhancements to existing parks or park facilities and additional parks or park facilities	VA/PW		
Make necessary modifications/revisions to the existing plans for the Village's park system	VA/PW		
Adopt the updated, comprehensive plan for the Village's park system	VA/PW		
Implement the elements of the updated comprehensive plan for the Village's park system	VA/PW		

Strategic Goal 1b: Develop, adopt and implement an updated comprehensive plan for the trail system that includes recreational activities for all ages and abilities.

Action Step	Responsible Party	Funding	Term
Review the existing plan(s) for the Village's trail system	VA/PW/Board		
Identify needs for enhancements to existing trails and needs for trails	VA/PW		
Make necessary modifications/revisions to the existing plans for the Village's trail system	VA/PW		
Adopt the updated, comprehensive plan for the Village's trail system	VA/PW		
Implement the elements of the updated comprehensive plan for the Village's trail system	VA/PW		

Action Plan: Quality of Life

Improve the quality of life for Forsyth residents by assuring the places where they live, work and play have the critical elements required to make communities safe, healthy, inclusive, and vibrant.

Community Amenities & Services cont.

Strategic Initiative 1

Strategic Goal 1c: Return to pre-pandemic programming levels at the Forsyth Public Library

Action Step	Responsible Party	Funding	Term
Analyze data from pre-pandemic library programs to serve as a benchmark	LD		
Create new programs to increase library offerings and attendance	LD		
Perform a comparative study and report to the Board	VA/LD		

Effective Communication

Strategic Initiative 2

Strategic Goal 2a: Review the content, format, and frequency of the Villages Vision Newsletter to ensure best practices

Action Step	Responsible Party	Funding	Term
Compare the content, format, and frequency of the Village Vision Newsletter against that of benchmark communities and best practices	VA		
Make necessary modifications/revisions to the Village Vision Newsletter	VA		

Strategic Goal 2b: Review the content, format, and functionality of the Village's website to ensure best practices

Action Step	Responsible Party	Funding	Term
Compare the content, format and functionality of the Villages website against that of benchmark communities and best practices	VA		
Make necessary modifications/revisions to the Village's website	VA		

Action Plan: Quality of Life

Improve the quality of life for Forsyth residents by assuring the places where they live, work and play have the critical elements required to make communities safe, healthy, inclusive, and vibrant.

Strategic Initiative 3		Sense of Community		
Strategic Goal 3a: Provide community wide events to gather Village residents and to foster a sense of community				
Action Step		Responsible Party	Funding	Term
Host the Forsyth Fest on an annual basis		VA/AA/PW		
Host holiday events including the Christmas Tree lighting and Easter Egg Hunt		VA/AA/PW		
Host the Farmers' Markets on a regular basis during summer months		VA/AA/PW		
Sponsor community competitions that encourage neighbors to work together				
Strategic Initiative 4		Community Attractiveness		
Strategic Goal 4a: Implement the enhancements to the Route 51 Corridor proposed in the Comprehensive Plan				
Action Step		Responsible Party	Funding	Term
Continue to work with IDOT to maintain a schedule of improvements		VA/PW/Eng/Board		
Strategic Goal 4b: Provide volunteer opportunities for the community to help beautify the Village				
Action Step		Responsible Party	Funding	Term
Identify dates each year to host beautification club meetings		VA/AA/PW		
Work with Public Works on ideas that can help beautify the community		VA/AA/PW		
Publicize dates of meetings and encourage participation		VA/AA/PW		

Action Plan: Land Use and Development

To promote orderly and efficient layout and appropriate use of land in Forsyth to promote health, recreation, quality of life, and a sense of community for our residents and visitors.

Sports and Nature Park				
Strategic Initiative 1				
Strategic Goal 1a: Develop a plan for the addition of a Sports and Nature Park				
Action Step	Responsible Party	Funding	Term	
Determine priority for land use and development projects	Board/VA			
Complete a conceptual design	Board/VA/Eng/PW			
Determine funding options	Board/VA/VT			
Create a timeline	Board/VA			
Community Center				
Strategic Initiative 2				
Strategic Goal 2a: Develop a plan for the addition of a Community Center				
Action Step	Responsible Party	Funding	Term	
Determine priority for land use and development projects	Board/VA			
Complete a conceptual design	Board/VA/Eng/PW			
Determine funding options	Board/VA/VT			
Create a timeline	Board/VA			
Available Land				
Strategic Initiative 3				
Strategic Goal 3a: Develop a plan for the purchase of additional land				
Action Step	Responsible Party	Funding	Term	
Determine priority for land use and development projects	Board/VA			
Complete a conceptual design	Board/VA/Eng/PW			
Determine funding options	Board/VA/VT			
Create a timeline	Board/VA			

Action Plan: Land Use and Development

To promote orderly and efficient layout and appropriate use of land in Forsyth to promote health, recreation, quality of life, and a sense of community for our residents and visitors.

Strategic Initiative 4		Ball Diamonds			
Strategic Goal 4a: Develop a plan for the use of existing or new ball diamonds					
Action Step		Responsible Party	Funding	Term	
Determine priority for land use and development projects		Board/VA			
Complete a conceptual design		Board/VA/Eng/PW			
Determine funding options		Board/VA/VT			
Create a timeline		Board/VA			

Action Plan: Great Governance

To provide ethical and transparent government that supports excellent public service delivery, that is easily accessible, and that is informed by active engagement with the community and our local partners..

Strategic Initiative 1		Financial Management			
Strategic Goal 1a: Establish financial strengths across all funds					
Action Step		Responsible Party	Funding	Term	
Ensure established fund balance policy compliance		VA/VT			
Review financial policies on an annual basis		VA/VT/Board			
Develop and adopt a comprehensive set of financial management policies and procedures including: Fixed Asset, Purchasing & procedures, Fund Balance & Cash Reserve, and Investment policies		VA/VT/Board			
Responsibly control spending and budget appropriately		VA/VT/Board			
Review water and sewer rates on an annual basis to ensure that such rates are sufficient to meet current and future operating, maintenance, capital, and debt service costs		VA/VT/PW/Board			
Review Hotel Motel Tax on an annual basis		VA/VT/Board			
Strategic Initiative 2		Policy			
Strategic Goal 2a: Ensure that Village Ordinances, policies, and procedure processes are simplified to avoid unnecessary regulations while maintaining community standards					
Action Step		Responsible Party	Funding	Term	
Review ordinances and polices on an annual basis		VA/VT/Board/PW			
Develop and adopt polices and procedures including: Technology, Travel, Sidewalk Maintenance, Curbside Tree/Limb Pick up, Curbside Leaf Collection, and Expense Reimbursement		VA/VT/Board/PW			
Review personnel policy and procedures on an annual basis		VA/VT/Board/PW/LD			
Evaluate and adjust staff spending limits, as appropriate, to increase efficiency with the general expenditure process		VA/VT/Board/PW			

Action Plan: Great Governance

To provide an ethical and transparent government that supports excellent public service delivery, that is easily accessible, and that is informed by active engagement with the community and our local partners.

Strategic Initiative 3

Grant Management

Strategic Goal 3a: Maximize cost effective grant opportunities to help fund Village initiatives

	Responsible Party	Funding	Term
Proactively research available grants within each Village Department	ALL		
Work with engineers, state agencies, and legal to ensure proper documentation exists before applying for grants	Eng/VA/PW		
Document grant and reporting progress to ensure that deadlines are met	ALL		
Budget appropriately to ensure that funds are available to facilitate grant related projects	ALL		
Keep statistics on grants, both successful and unsuccessful, to measure progress	VA		
Ensure projects are shovel ready in preparation for grant opportunities	ALL		

Strategic Initiative 4

Personnel Management

Strategic Goal 4a: Strive for organizational excellence by investing in our employees, promoting our work and building efficient systems for the future

	Responsible Party	Funding	Term
Review staffing needs to determine appropriate staffing levels based on the range of services provided	Dept heads		
Develop effective annual review forms	VA		
Perform, develop, adopt, and implement a compensation plan	Dept heads		
Institute methods of understanding employees' interests and needs regarding training, job satisfaction, and engagement to aid in employee development, retention and succession planning	Dept heads		
Transition to an organizational structure that builds efficiency, collaboration, and career pathways	Dept heads		
Implement a work order program for Public Works	PW/VA		

Action Plan: Safety in Community

Protect the public through cross-system collaborations that focus on prevention, utilize evidence-based strategies for treatment and intervention, preparedness, and ensure code enforcement of unsafe conditions.

Strategic Initiative 1

Police Protection

Strategic Goal 1a: Provide a level of high-quality police protection services that instills confidence in the residents of the Village

Action Step	Responsible Party	Funding	Term
Communicate effectively with the Macon County Sheriff's office to ensure that their needs are met	VA		

Strategic Initiative 2

Emergency Management

Strategic Goal 2a: Prepare for natural and man-made disasters to ensure a timely, efficient and coordinated response

Action Step	Responsible Party	Funding	Term
Develop an Emergency Response Plan	VA/PW/AA/LD		
Review the Emergency Response Plan on an annual basis	VA/Board		
Work with all areas of response (EMS, Police, Fire, EMA, Utilities)	VA		
Ensure all staff/board members have the proper training and understand their roles	VA		
Train all staff in CPR, AED, and First aid	VA/PW		

Strategic Initiative 3

Fire Protection

Strategic Goal 3a: Provide a level of high-quality fire protection services that instills confidence in the residents of the Village

Action Step	Responsible Party	Funding	Term
Communicate effectively with the Hickory Point Fire Protection District to ensure that their needs are met	VA		

Strategic Initiative 4

EMS Protection

Strategic Goal 4a: Provide a level of high-quality EMS services that instills confidence in the residents of the Village

Action Step	Responsible Party	Funding	Term
Communicate effectively with EMS services to ensure that their needs are met	VA		

Action Plan: Regional Collaboration

Work together to leverage our combined resources so we can create better outcomes for both our residents and the greater community.

Strategic Initiative 1

Relationship with Forsyth Entities

Strategic Goal 1a: Work closely with Forsyth Entities so that we are seen as a cooperating piece to the puzzle

Action Step	Responsible Party	Funding	Term
Meet with local schools quarterly	VA		
Work with safety organizations as mentioned prior	VA		

Strategic Initiative 2

Relationship with local, regional and state agencies

Strategic Goal 2a: Lead regional engagement to prepare, plan and act on issues that respond to today's needs and tomorrow's opportunities

Action Step	Responsible Party	Funding	Term
Work with Decatur EDC, DCAVB	ED/VA		
Work with local/state politicians	ED/VA		
Work with IML and other state agencies	ED/VA		
Promote the Decatur/Macon County Enterprise Zone	ED/VA		
Develop and maintain a strong working knowledge of available regional, state, and federal economic development assistance programs	ED/VA/Board		

Action Plan: Resilient and Sustainable Infrastructure

Infrastructure includes Village buildings, streets, utilities, information assets, vehicle fleets, and other assets necessary for maintaining service levels. Planning is crucial for the financial resources required to maintain current infrastructure to upgrade for efficiency or enhanced capabilities, and plan for the future infrastructure the community needs.

Strategic Initiative 1

Public Facilities

Strategic Goal 1a: Operate, maintain and improve the Village's streets to serve the resident's needs and to ensure their safety

Action Step	Responsible Party	Funding	Term
Perform a street pavement assessment on a regular basis	VA/PW/Eng		
Fund training to ensure staff is educated on the most innovative street products	VA/PW/VT/Board		

Strategic Goal 1b: Review subdivision construction standards and practices and make necessary modifications/revisions to ensure that development and construction processes are completed in a reasonable amount of time in order to save taxpayer money

Action Step	Responsible Party	Funding	Term
Obtain a geographic information system and develop an accurate record of public infrastructure	PW/Eng		
Compare benchmarks of other communities and best practices	PW/VA		
Make necessary modifications/revisions	PW/VA		

Strategic Initiative 2

Public Infrastructure

Strategic Goal 2a: Maintain current infrastructure to its optimal level and ensure proper backups are in place

Action Step	Responsible Party	Funding	Term
Develop a plan to improve "Old Town" District	PW/Eng/VA		
Update Water Treatment Plant and sanitary lift stations	PW/Eng		
Maintain storm sewers	PW/Eng		
Develop a list of priorities	PW/Eng/VA/Board		

Action Plan: Resilient and Sustainable Infrastructure

Infrastructure includes Village buildings, streets, utilities, information assets, vehicle fleets, and other assets necessary for maintaining service levels. Planning is crucial for the financial resources required to maintain current infrastructure to upgrade for efficiency or enhanced capabilities and plan for the future infrastructure the community needs.

Strategic Initiative 3		Storm Water			
Strategic Goal 3a: Proactively comply with or exceed all environmental and quality standards in the areas of stormwater					
Action Step		Responsible Party	Funding	Term	
Improve grate work		PW/Eng			
Work on MS4 communications		PW/Eng			
Work in collaboration on cleaning and maintaining the creek system		PW/Eng			
Strategic Initiative 4		Wastewater			
Strategic Goal 4a: Proactively comply with or exceed all environmental and quality standards in the areas of wastewater					
Action Step		Responsible Party	Funding	Term	
Maintain wastewater, lift station and SCADA upgrades		PW/Eng			
Maintain flow, valves and panels		PW/Eng			
Grease program		PW/Eng			
Strategic Initiative 5		Drinking Water			
Strategic Goal 5a: Proactively comply with or exceed all environmental and quality standards in the areas of drinking water					
Action Step		Responsible Party	Funding	Term	
Maintain towers, aerator, GST maintenance		PW/Eng			
Building upgrades		PW/Eng			
Sparks		PW/Eng			
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Action Plan: Resilient and Sustainable Infrastructure

Infrastructure includes Village buildings, streets, utilities, information assets, vehicle fleets, and other assets necessary for maintaining service levels. Planning is crucial for the financial resources required to maintain current infrastructure to upgrade for efficiency or enhanced capabilities and plan for the future infrastructure the community needs.

Strategic Initiative 6		Utilities			
Strategic Goal 6a: Explore broadband and aggregation opportunities to improve Village infrastructure					
Action Step		Responsible Party	Funding	Term	
Identify area companies to increase and/or improve broadband within the Village		PW/VA			
Identify area companies to increase and/or improve aggregation within the Village		VA			
Report on findings to the Village Board and develop an action plan to promote opportunities		VA			