

Village of  
-----  
Dansville



**VILLAGE &  
DDA  
STRATEGIC  
PLAN**

Village Adopted: January XX  
2024

DDA Adopted: January XX,  
2024

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## Acknowledgements

### **Village Elected Officials**

David Hallock, President

Kelsey Parsons, Clerk

Jennifer Ashton, Treasurer

Ryan Bushard, Trustee

Joy Barret, Trustee

Karen A. Ceccanes, Trustee

Jane Kirby, Trustee

Andy Rourke, Trustee

### **Village Staff**

Brad Rockwell, DPW

Mike Stolz, Zoning and Building  
Permits Administrator

### **DDA Board**

Miya Warvel

Tory Hart

Amanda Kuch

Pennie Rutan

Cheryl Rutan

Mike Stolz

Debbie Elliott

Kathy Hershier

Travis Halsted

Laura Eifert

A special thank you to Rod Taylor and Sarah Jennings from Maner Costerisan for their assistance in creating the strategic plan.

## Introduction

A strategic plan is a primary planning instrument, providing the Village with a clear policy direction encompassing its overarching goals. It establishes a decision-making framework for the upcoming five years, crafted through a systematic process aimed at defining the organization's aspirations. The plan charts a course for future achievements by evaluating the current state of governance, collating essential data, and setting precise objectives. It is designed to fortify and leverage existing opportunities while proactively addressing areas needing improvement.

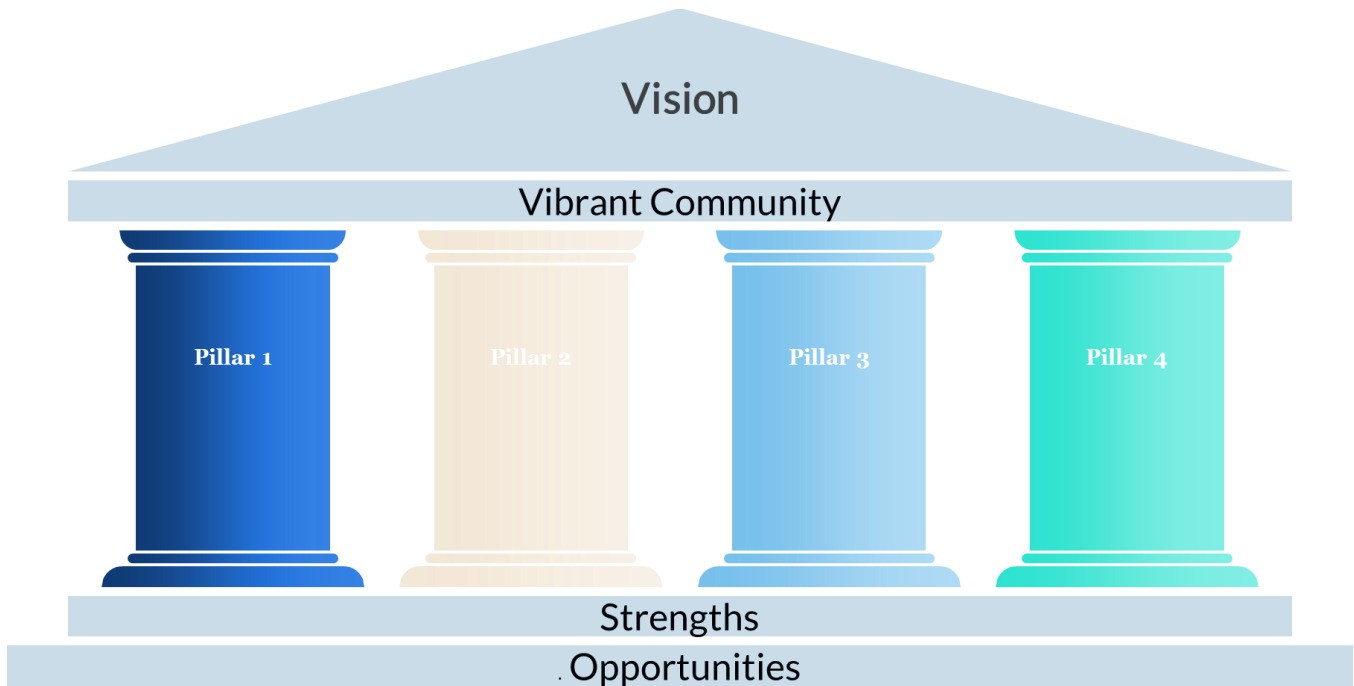
The development of the Village's plan was a partnership with the Village and the DDA. By working together, both entities could leverage their unique strengths and perspectives, ensuring a comprehensive and inclusive planning process. This collaboration allowed for a unified vision that aligns the Village's developmental goals with the economic growth strategies of the DDA, creating synergies that are expected to yield sustainable progress and community well-being. The resulting strategic plan stands as a testament to the power of partnership in forging a path to a prosperous future for the Village.

## Wins

While a strategic plan is a guide for the future, it is important to help build momentum by first to highlight some of the wins that Village has recently had:

- Establishment of the Parks Committee and improvement to the Parks
- Public Asset Maintenance (Sewer, Cemetery, Roads)
- Ordinance Updates
- Increased Transparency (Minutes on-line)
- Improved Village Policies and Procedures
- Commitment (Staff, Elected Officials, Board Members, Fire Department)
- Focus on Major Problems and Resolving in a Timely Maner
- Outside Assistance
- New and Old Festivities
- Audit Preparation
- Fire Equipment (Chest Compression System)
- Work on Village Hall
- Cemetery Organization
- Affordable Housing Discovery and Planning
- Ability to Contract the Right People

## Strategic Planning Model



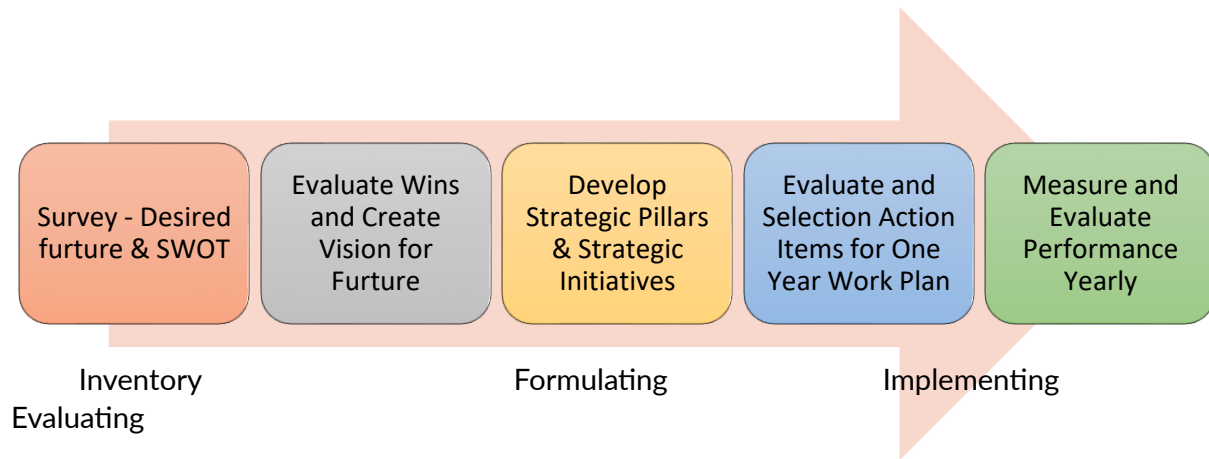
The Village's strategic plan consists of a vision, pillars, and initiatives.

**Vision** - A vision in a strategic plan articulates the aspirational long-term goals of a village, setting out a compelling image of what the community aims to become 20 to 30 years from now. It acts as a guiding star for all strategic endeavors, providing direction and inspiration. A vision is crucial for a village as it aligns the efforts of elected officials, staff, and residents toward common objectives, ensuring cohesive progress. It helps prioritize resources, galvanizes community engagement, and gives a sense of purpose to collective actions, fostering a shared commitment to a defined and desirable future.

**Strategic Pillars** - Strategic pillars in a strategic plan are the foundational or critical focus areas supporting achieving an organization's vision and mission. They represent the critical areas where a village must channel its efforts, resources, and initiatives to achieve its vision. For a village, establishing strategic pillars is essential because they provide a structured approach to tackle specific objectives that contribute to the overall development and prosperity of the community. These pillars help organize actions, measure progress, and ensure that all municipal activities are aligned with the broader

strategic intent, thus enabling the Village to move forward in a unified and effective manner.

**Strategic Initiatives** - Strategic initiatives are large-scale, organization-wide efforts intended to help achieve the defined vision. They are specific, concrete actions or projects designed to address strategic pillars and drive progress within the Village. They are not routine operations but rather key projects or actions designed to improve the organization's position and performance in the long term.



Forward-looking communities craft a strategic plan as a roadmap to achieve their vision. Recognizing this, The Village engaged Maner Costerisan to facilitate its strategic planning process, which included a pre-workshop survey and guidance through workshop sessions. The plan's ultimate aim is to foster a thriving, dynamic community by:

**Providing Clarity** - The strategic plan establishes a distinct course of action, aligning all stakeholders towards a common goal. This unified direction is crucial for the synergy between the DDA and Village Council, ensuring collaborative efforts towards shared objectives.

**Improving Decision Making** - The strategic plan anchors every decision to the Village's overarching vision, promoting proactive steps toward long-term objectives and minimizing reactionary, piecemeal responses to individual situations.

**Transparency** - The strategic plan provides openness and clarity to the overall goals and objectives of the Village and helps explain why the Village takes specific actions. The strategic plan becomes a critical communication tool for the Village to help increase buy-in and support.

**Accountability**- Through the development of the strategic plan, it holds employees, elected officials and board members accountable, increasing the chances of success.

Challenges – The strategic plan encourages and challenges the Village to take proactive actions rather than reactive responses. Setting clear goals invigorates the Village to pursue its desired future, ensuring deliberate progress rather than mere response to circumstances.

Resource Allocation – The government has limited resources; a strategic plan will help ensure those resources are used efficiently and effectively to make an impact.

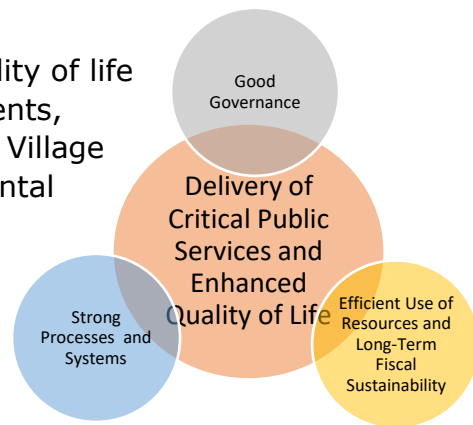
## Our Mission

The mission of the Village is to enhance the quality of life and to deliver critical public services to its residents, businesses, and visitors. To accomplish this, the Village must, at a minimum, accomplish three fundamental objectives.

**Good Governance-** The Village must be transparent and accountable to manage community affairs effectively. Appointed and elected officials must fully participate in the decision-making processes, work collaboratively, and be responsive to the needs of present and future generations.

**Robust Processes and Systems** – The Village must have solid processes and systems to ensure efficient and effective management of its resources and responsibilities and to reduce risk. Robust systems enable streamlined operations, better decision-making, and enhanced service delivery to residents. They foster accountability and transparency, which are crucial for building public trust and ensuring that actions align with community needs and legal requirements. Strong processes also provide stability and consistency, which are essential in handling challenges and adapting to changes.

**Fiscal Sustainability** – A village must prioritize efficient use of resources and long-term sustainability to ensure its ongoing vitality and resilience. Efficient resource management maximizes the impact of limited funds and materials, leading to better services and infrastructure for residents. Decisions or lack of decisions impact the overall health and prosperity of the Village today and directly impact the community’s well-being over time.



## Our Vision

“The Village of Dansville is a thriving, inclusive, and well-balanced community that respects its small-town charm while embracing growth and progress.

The Village has an inviting four corners, vibrant public spaces, adequate housing, well-maintained public and private assets and a sense of community pride exhibited through exceptional public events that unite us all.

Dansville is a place where people are proud to live, work, and come together as one community.”

## Our Strategic Pillars

To achieve the desired future, the Village and DDA will focus on six primary pillars:

- ❖ Enhance Communication & Engagement
- ❖ Collaborate with Local and Regional Partners
- ❖ Achieve Organizational & Financial Excellence
- ❖ Improve and Maintain Public Facilities and Infrastructure
- ❖ Foster Economic Development and Promote Community Expansion
- ❖ Cultivate a District and Inviting Community Identity (Sense of Place)





## Strategic Pillar #1: Enhance Communication & Engagement.

Goal: The Village and DDA will utilize a citizen-centered approach toward communication and engagement. We aim to empower citizens, business owners, elected officials and employees to inform and participate in local government activities and decision-making.

Key Initiative #1: Maximize the use of electronic communication to provide comprehensive, timely, and accurate information.		
Action Items	Responsibility	Timeframe
1.1.1 Create an organized way to contact proper officials for the Village, DDA, and the Township		
1.1.2 Develop, promote, and disseminate a quarterly electronic newsletter to the general public. Evaluate partnering with the Township and School.		
1.1.3 Develop a survey to gather information on important subjects such as business and housing development		
1.1.4 Develop and implement a social media use policy. Evaluate the effective utilization of social media outlets to provide updated information to Village residents and businesses		
1.1.5 Ensure that agenda, minutes, and board packets are on the website.		
1.1.6 Evaluate website as a tool to connect residents to important information and update		

## Strategic Pillar #2: Collaborate with local and regional partners.

Goal: Recognizing that people live, work, and play in a region, the DDA and Village will work to bridge relationships with local and regional partners that can maximize benefits for all residents and businesses in the greater Dansville area.

Key Initiative #1: Increase communication, relationships, and opportunities with the Township, School, Library, County, and other entities.		
Action Items	Responsibility	Timeframe
2.1.1 Work to hold a yearly joint meeting with the Township and School District		
2.1.2 Have Board members attend School, Township, and county meetings		
2.1.3 Work with the School to hold events, including student safety		
2.1.4 Redevelop relationship with County Officials, including the Drain Commissioner		
2.1.5 Work with Township and School District to apply for joint grants		



## Strategic Pillar #3: Achieve Organization & Financial Excellence

Goal: Achieve organizational and financial excellence, encompassing efficient operations, robust fiscal management, and the strategic allocation of resources to foster long-term stability and prosperity.

Key Initiative #1: Realign Village and DDA roles and responsibilities		
Action Items	Responsibility	Timeframe
3.1.1 Work with an outside consultant to do a fiscal analysis of revenues and expenditures and recommend adjustments		
3.1.2 Review and update the DDA TIF and Development Plan		
3.1.3 Modify the tax sharing agreement between the Village and DDA		
3.1.4 Work with the Township to ensure tax capture is being calculated correctly		

Key Initiative #2: Increase knowledge, evaluate operations, and identify opportunities for improvement to systems and processes.		
Action Items	Responsibility	Timeframe
3.2.1 Increase training opportunities for staff, elected and appointed officials		
3.2.2 Work with an outside consultant to conduct a best practice and process review.		
3.2.3 Review job descriptions, employee handbook, and compensation of elected and appointed officials		
3.2.4 Organize village records.		
3.2.5 Review the Village Charter and evaluate if the Village would benefit from updates.		

Key Initiative #3: Ensure financial sustainability by using a data-driving approach,		
Action Items	Responsibility	Timeframe
3.3.1 Increase transparency by adding more information to the budget document, such as budget narrative, graphs, and additional detail to increase transparency		
3.3.2 Identify new sources of revenue, including grants		
3.3.3 Work with Schools to research and maximize growth in the district.		



## Strategic Pillar #4: Improve and Maintain Public Facilities and Infrastructure

Goal: The Village will plan, provide, and maintain functionally appropriate, sustainable, accessible, high-quality infrastructure & public facilities to serve the needs of its citizens, businesses, and visitors.

Key Initiative #1: Address deferred maintenance and ensure timely upkeep of all public infrastructure		
Action Items	Responsibility	Timeframe
4.1.1 Develop a program for regular and ongoing maintenance of water and sewer systems and Village facilities, including cleaning and televising the sewer system and conducting pump draw-down tests.		
4.1.2 Work with the Road Commission, City of Mason, or others to conduct annual roadway rating		
4.1.3 Develop a five-year plan to maintain and upgrade roads, sidewalks, and street lighting. Submit to MDOT.		
4.1.4 Continue planned enhancements to the park		

Key Initiative #2: Ensure strong financial management of enterprise funds		
Action Items	Responsibility	Timeframe
4.2.1 Develop a 20-year capital improvement plan for the water and sewer system and other large Village expenditures.		
4.2.2 Conduct a water and sewer rate study and implement the results. Provide regular updates		

4.2.3 Evaluate the expansion of the water and sewer system		
4.2.4 Evaluate current policies and procedures related to water and sewer billings and collections		



## Strategic Pillar #5: Foster Economic Development and Promote Community Expansion.

Goal: Foster economic development and promote community expansion to create a thriving, sustainable economy and a welcoming environment that encourages growth and prosperity for all residents.

Key Initiative #1: Improvement to public right of way and businesses		
Action Items	Responsibility	Timeframe
5.1.1 Evaluate and plan for landscaping improvements in road rights-of-way and Village property.		
5.1.2 Evaluate and encourage improvements at the four corners		



Key Initiative #2: Support, expand, and continue events and activities		
Action Items	Responsibility	Timeframe
5.2.1 Keep existing traditions alive by promoting and supporting existing events, such as the Memorial Day parade		
5.2.1 Partner with schools, libraries, Township, and businesses to create new events and festivities.		

Key Initiative #3: Expand business and housing development		
Action Items	Responsibility	Timeframe
5.3.1 Work with LEAP and MEDC to evaluate opportunities for expansion of DDA property		
5.3.2 Explore opportunities for housing development using states' new tools		





## Strategic Pillar #6: Cultivate a Distinct and Inviting Community Identity

Goal: The Village aspires to cultivate a distinct and inviting community identity that fosters a sense of belonging and pride among residents, enhancing the Village’s charm and appeal as a vibrant place to live, work, and visit.

Key Initiative #1: Promote well-maintained public and private places		
Action Items	Responsibility	Timeframe
6.1.1 Ensure that public buildings and spaces are maintained to the highest standards		
6.1.2 Evaluate the village ordinances to encourage businesses and homeowners to maintain the health and safety of their property and improve the curbside appearance to help maintain community property values		
6.1.3 Evaluate and update village ordinances. Place on website.		
6.2.4 Evaluate a DDA streetscape loan or grant program		

Key Initiative #2: Market and promote the Village		
Action Items	Responsibility	Timeframe
6.2.1 Work with LEAP to encourage business expansion		
6.2.2 Create new murals, welcome signs, wayfinding, and school signs.		

## Implementation

To bring the strategic plan to life, the Village must implement the activities identified in each strategic pillar. The board's actions should directly support and drive the plan's progress. Without a considered effort, the plan will not be implemented, and the Village risks stagnating. The following steps are recommended to operationalize the strategic plan and integrate the plan into day-to-day activities.

- Review and Approve Final Report - The plan provided by Maner Costerisan is a draft and needs to be finalized. The Village and the DDA should meet and review the key initiatives and have in-depth conversations if they are the tasks that are needed to achieve the desired future vision. These initiatives may need to be changed or deleted.

Each initiative should have someone assigned to ensure that progress is being made on the initiative. This ensures accountability and progress toward the initiative.

Finally, each initiative should be evaluated for how long it will reasonably take to complete the project. Projects will likely languish without setting dates, and only limited progress will be made. No project should have a timeframe longer than five years. If it does, it should be broken up into small steps.

Once these steps are completed, the DDA and Village board should approve, adopt, and place the plan on the Villages website.

- Goals – For effective progress, appointed and elected officials must establish goals related to the key initiatives. This prioritization will guide each member's efforts in a unified direction.
- Board actions – After adoption, every DDA and Board action should be tied back to the strategic plan. This ensures that the plan remains a priority and that each board action supports the desired future. This helps the board stay focused on the primary goals and not get distracted.
- Yearly update – Before the start of the annual budget process, the board and DDA should meet and discuss the plan's progress and change or update the plan with new initiatives. The plan should be adjusted accordingly as new information or opportunities present themselves.
- Refresh – Every five years, the DDA and Board should undertake a process to review and update the plan thoroughly. This will allow the Village to build on the success of the previous five years and develop new pillars or initiatives that might now be needed.

## Appendix A- Survey Results – Vision

**Please describe your vision for the Village 25 years from now. Consider aspects like infrastructure, community amenities, cultural elements, economic growth, and the environment. In your description, paint a picture of what you'd ideally like to see in terms of the Village's development, character, and overall vibe in the next quarter-century.**

"I would like to see a bigger town- something more like Mason! Shops- restaurants, a small bakery. Things like that!"

"I would like to see our town cleaned up and more business."

"I would like to develop the downtown the octagon house could be restored and used as a community building I would love to see the antique store restored. I would also like to see the store owned by someone who is involved in the community. Our food bank needs to be restructured to fit the needs of the community"

"Inclusive environment with activities for all ages/handicaps. Clean businesses/homes, a town that people passing through like to slow down and take in the beauty of the Village. Restore the octagon house into a museum and open to public. Maintain all infrastructures and keep them up to date. Keep the small town feeling with mom and pop businesses. "

"I would like to see the main 4 corners grow and build back up with structures that keep a historic look with a modern twist. Bringing in businesses that promote community bonding for all ages. Expand the housing infrastructure that is affordable to the middle class and is respectable to the long term vision. Expand activity areas such as parks and trails to promote healthy living. Become more energy efficient by exploring environmentally safe options for power and water. Grow our events more to become a destination location that hosts quality family events that bring people together in a positive way."

"Downtown cleaned up, parks upgraded and maintained. A place to be proud of when you drive through. A Village Office & Hall that most people know exists and is appropriate for guests."

"The growth of the village through the subdivision and more business"

"The things I would like to see for the Village to achieve are.

Expand the water system to the north side of M 36.

Develop DNA property to add more affordable housing.

Try to purchase the land north of the Village that's already established roads and plots.

Work on cottage in place zoning to allow village residents to run a small business out of their home.

Get more community involvement.

Maintain transparency on all village business. It.

Bring in small businesses that would be an asset to the Village.”

“I would like to see the Village remain just that, a village, a small collective of people who know their neighbors and enjoy life without the city amenities. However the ability of such a small collective of people to raise funds and keep a village, School and all of the surrounding parks and property such as the graveyard is difficult without introducing outside funds. While the state can help with assistance the Village itself has no real ability on its own to maintain, much less build into the Village we can all be proud that we grew up in under the current system.

What we do have is both an abundantly skilled workforce, many currently in or retired from the trades and a great deal of natural habitat in both the Village and surrounding area, both of these elements may be our biggest assets in creating a village everyone can agree on and be happy to live in. In order to keep our Village population stable while bringing in outside resources and financial gain I believe we have to not only look at what utopic future we desire, but how we can realistically build a system for getting there.

The first point being the skilled trades, as we all know the trades have struggled over the past decade to find workers, and while many jobs over the coming years may be in decline due to robotic or AI assistance, the trades have little to no threat of that reality for most of our lifetimes. Career centers and trade schools provide an opportunity to students and adults alike that can show them a very lucrative and needed path toward a career the common high school curriculum has not. I believe in twenty five years having a functional trade school that was accessible to not only Dansville students, but students outside of the district that may not have similar offerings, as well as private individuals after high School could bring in tax money and jobs for many retired from the trades. This would also place the Village in a position to negotiate on other projects like the trails and parks grants. If other school districts are sending kids here we not only look better from a state perspective but we also have other parents and school districts who would be motivated to keep the facilities and surrounding area funded.

Tackling the issue of keeping the Village from growing as the district becomes more appealing would require preemptive work to keep what land that is left to be used in some way to promote the Village, and in this case working in tandem with the Township, as a nature preserve of some variety. Ideas of trails, bikes, ATVS, or other varieties surrounding the Village is one concept, looking at the different historical sights and leaning into that is another. The trail would also double as a way for people attending the grade school and utopic trade school to to have additional travel options.

And lastly, and most importantly, I would envision the people of the Village paying minimal taxes, and in fact potentially receiving payment for living here. While this concept seems outlandish the country is at an overall understanding that our power grid and infrastructure are outdated, and both companies and governmental bodies have begun to look for ways to sustain these issues. As a small village with an outdated infrastructure this twenty five year utopic vision would mostly be plausible through seizing current and upcoming opportunities to be part of pilot programs. While I have my own bias on programs to pursue I also believe there are many opportunities that only a team of people could discover. And for me that would inevitably be the role of the Village Council, DDA and any other necessary governmental body.

It seems this form has a maximum character limit so I will wrap this up with two of many short handed concepts I would be happy to expand on. Sodium Ion battery farm to provide free power and tax income, Fiber Optic underground cable to provide reliable internet to Village and anyone visiting.”

“I have been in Dansville since 1982, went to Dansville schools my entire time, and am now an adult with a child in Dansville schools. The main corners are mostly the same, the park is the same, and it is obviously apparent that we need to evolve. My vision for the Village of Dansville is to no longer be a village, but considered a town or city. I would like to envision a apartment complex of some sort that holds 16-24 apartments. I can also see a manufactured home community in which the home owner purchases the lot (instead of renting), and an HOA is in place to ensure that the community remains clean, and somewhere people would want to live. While we utilize the word affordable housing in great lengths, we must truly look at what is affordable. \$250,000 to \$325,000 homes are not affordable housing. I have a plan for this community and I think it could bring FAMILIES, with children to support the school system and local businesses. I can envision a small industrial park. We can utilize tax breaks, and access to I-96 and 127 to bring in potential companies. When the amount of residents grow, I can envision a boom of growth in the light commercial. I myself have inquired with coffee companies, storage units, and car wash developers as I have partners that want to do each with me in Dansville, but the resident counts just don’t support opening businesses. I picture substantial growth in the number of students attending the schools with the growth of residents. As you can tell from this answer, as well as the following answers, the growth of residents is paramount for this Village to not only grow, but truly succeed. In regards to cosmetics of the community, I am seeing a new village park (currently being worked on) that is maintained annually. I am envisioning our streets with additional street lights that have flags on them for the different holidays, Christmas lights, and even flags that athletes families can purchase. “

“Have all Departments up to date (Ie. Sewer, Water, DPW Building and equipment the Village hall etc.) Have all ordinances, any codes and billing rates in place with a plan in place so we’re not always trying to catch up to inflation. Revitalize the downtown, The buildings, businesses, parking etc.”

“I would like to see Dansville grow, but within reason and keep the small town charm feel that we currently have. I love the sense of community that exist in our 4 corner town. I wish to see improvements all around the community; fill vacant store fronts, fix up housing in the Village, expand side walks, restore the village park, improve the townhall to get more villagers renting the space rather than taking their event to mason or surrounding township buildings. Expand the cemetery, develop the sub division. “

“I would like to see the Village grow in the amenities for the kids, as far as sports fields. I would like to see increased housing for families and for single people, possibly apartments. It would be great to increase the number of events in the Village to showcase our town and provide entertainment for residents and neighbors of Dansville. Economically we need to grow but only what businesses a Village our size can sustain. I would like to see more Village aesthetics.... When people drive through on 36, I want them to say, hey, what a cute Village. Sidewalks and walking trails are a MUST”

“I see a welcoming, well-maintained small-town community with a thriving school, successful businesses, and affordable housing. A place people like to visit for recreation or where they want to live, raise a family, and/or establish a business. A place that celebrates the local history and culture and also welcomes new people and new ideas. A place where local government entities, the School, local organizations, businesses, and citizens collaborate to take care of “our” town.”

## Appendix B- SWOT Summary and Ranking

### Strengths

- ❖ Close-Knit Community with Generations of Families -1,1
- ❖ Great School System -1, 1
- ❖ Safe and Quiet -1, 1
- ❖ Small Town Charm -1
- ❖ Desire for Improvement - 1
- ❖ Collaboration with Schools, Township, Non-profits and Business Owners - 1
- ❖ Reaching out to the community\* - 1
  
- ❖ Close Community Feeling
- ❖ Community Involvement and Price
- ❖ The Passionate People
- ❖ The Location in Region and State
- ❖ Businesses that Attract People from Larger Areas

### Weakness

- ❖ Village Finances - Including the Deficit, Lack of Resources, and Budget for Salaries. -1, 1, 1
- ❖ Turnover of Elected and Appointed Staff -1, 1
- ❖ Willingness to Changes - 1
- ❖ Infrastructure Condition and Utilization - 1
- ❖ Land for Development both Due to Previous Sales and Not Available (i.e. Farm Land) - 1
- ❖ Lack of Grant Utilization\* -1
- ❖ Playing catchup and not moving forward\* -1
- ❖ Assigned Responsibilities\*-1
  
- ❖ Communication, both Internally and Externally
- ❖ No Plans for Action, Being Reactive and Being Unorganized
- ❖ Community Support
- ❖ Leadership
- ❖ Active Participation by Residents and Board Members (ex., being prepared for meetings)
- ❖ Responsiveness - Including Office Hours and Responding to Inquires
- ❖ Limited Business that Requires you to Leave Town
- ❖ Knowledge

### Opportunities

- ❖ Grants for Parks, Affordable Housing, and Others -1, 1, 1
- ❖ Partnership and Collaboration with Village, DDA, Ingham Township, Schools, Fire Department, Non-profits, LEAP, and Business Owners - 1, 1
- ❖ Historic Sites to Draw Attention -1, 1

- ❖ Our Parks and the Current Improvements - 1
- ❖ DDA Land for Expansion of Subdivisions, Commercial or Industrial uses - 1
  
- ❖ State Resources and Outside Assistance to Help Village Move Forward
- ❖ Quality Schools to Attract Residents
- ❖ Location within Region and State
- ❖ Building on the Festivals to Bring More People
- ❖ Volunteers
- ❖ Developers Willing to Invest
- ❖ Restoration of Building such as the Octagon House, Fire House, and Village Offices
- ❖ Uncompromised Dedication

## Threats

- ❖ Infrastructure Failures -1 , 1
- ❖ DDA Capture Issues in the Past and Future Use of the Funds - 1,1
- ❖ Finances of the Village both Internally (deficit and revenue stream) and Externally (reliance on state) - 1
- ❖ Residential Decline Affecting School Enrolment - 1
- ❖ Revenues to support staffing and leadership to ensure accountability and success\*
- ❖ Limited Land for Growth\* - 1
  
- ❖ Residents who are Change Resistant to the Growth of the Village
- ❖ Not Developing the DDA Land
- ❖ Fire, Pandemic, or Environmental Disaster
- ❖ Rise in Crime
- ❖ Effective Leadership by Elected Officials, Demonstrating Commitment to Their Roles
- ❖ Cost of Projects vs Affordability for Citizens
- ❖ Capacity of Volunteers to do “Everything”
- ❖ Village Adversaries
- ❖ Small Population Center Limits Options and Revenues

\* new during the meeting