VILLAGE OF MOUNT HOREB
E. Main Street
Mount Horeb, WI 53572
Phone: (608) 437-6884 Fax: (608) 437-3190
Email: mhinfo@mounthorebwi.info Web: mounthorebwi.info

COMMUNITY DEVELOPMENT AUTHORITY AGENDA
Wednesday, January 11, 2023 at 6:00 PM

Municipal Building Board Room
138 E. Main Street
Mount Horeb, WI

1) Call to order
2) Consent Agenda
    a. Consideration of December 14, 2022 Meeting Minutes
    b. Economic Development Director's report
    c. Mount Horeb Area School District report
    d. Mount Horeb Area Chamber of Commerce report
3) Agenda Items
    a. Economic Development Topic 3: The Development Process
    b. Mount Horeb Economic Assessment
    c. Discussion on Economic Development Projects and Priorities
4) Meeting adjournment.

UPON REASONABLE NOTICE, EFFORTS WILL BE MADE TO ACCOMMODATE THE NEEDS OF DISABLED INDIVIDUALS THROUGH APPROPRIATE AIDS AND SERVICES. FOR INFORMATION OR TO REQUEST THIS SERVICE, CONTACT ALYSSA GAFFNEY, CLERK, AT 138 E MAIN STREET, MOUNT HOREB, WI (608) 437-9404.

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COMMUNITY DEVELOPMENT AUTHORITY AGENDA
Wednesday, December 14, 2022 at 6:00 PM

MEETING MINUTES

1) Call to order
Roll Call
Randy Littel called the meeting to order at 6:00 pm. Present were Todd Fritz, Nate Gauger (Virtual), Randy Littel, Karen Tetzlaf (Virtual). Kingsley Gobourne, Jessica Vezakis & Marc Schellpfeffer were absent. Also present were Administrator, Nic Owen, Economic Development Contracted Staff, Kristin Fish Peterson & OfficeAssistant, Katie Jelle.

2) Consent Agenda

a. Consideration of November 9, 2022 Meeting Minutes

b. Economic Development Director's report
Kristen Fish-Peterson provided a report in the meeting packet to go along with her presentation.

c. Mount Horeb Area School District report
Salerno provided a report in the meeting packet.

d. Mount Horeb Area Chamber of Commerce report
No Report submitted by Mount Horeb Area Chamber of Commerce.

There were no questions about the information provided. Motion by Fritz to approve the minutes and the consent agenda, second by Littel. Motion carried.

3) Agenda Items

a. Discussion/Recomendation: Village Land Purchase for Recreation Complex
Administrator Nic Owen reported on the Recreation Complex with an indoor pool, fieldhouse, basketball & volleyball courts and outdoor football and baseball fields. Owen discussed and explained the land that's being proposed for this development and many of the questions that the Village Board still has. Littel wants to move forward with the project but has lots of

DRAFT

questions. Fritz asked what the cost of upkeep on the property would be for the village and what revenue would be lost. Per Owen, the operating costs are still unknown. Gauger asked for a more comprehensive approach to the project and doesn't want to rush. Tetzlaf asked about other opportunities/potential projects within the village.

b. Presentation/Discussion: TIF 101.
Kristen Fish-Peterson gave a presentation explaining TIF, how it can be used in Mount Horeb and Types of Tax Incremental Districts.

c. Review of Mount Horeb Economic Development Plan Recommendations
Fish-Peterson gave recommendations based on the 2021 Housing Task Force, 2017 Downtown Redevelopment Plan & the 2022 Comprehensive Plan to prioritize and determine what should be taken on by the CDA vs. other Committees and the Village Board.

4) Meeting adjournment.
Motion by Fritz to adjourn the meeting at 6:35 pm, second by Tetzlaf. Motion carried.

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REDEVELOPMENT RESOURCES

January 5, 2023

To: Community Development Authority

From: Kristen Fish-Peterson, Economic Development Contracted Staff

Re: Report on work to date

What follows is a list of activities to date:

1. Meetings in person and virtual
    a. Nic Owen individually (x2 + phone and emails)
    b. Emails with Tim White
    c. Upland Hills development meeting
    d. Emails and phone calls with TWO NEW downtown businesses, drafted Bounce Back Grant support letter for Nic's signature
    e. Chamber of Commerce Board of Directors
    f. Project meeting at Village Hall for proposed new residential development
    g. Meeting with property owners about annexation
    h. Phone calls and emails from business prospects (3)
    i. Meeting with new business startup in Mount Horeb
2. Research
    a. Deeper dive into Comprehensive Plan, Downtown Plan, Housing Study and Parks Master Plan
3. Presentation prep
    a. Preparation of training segments for CDA
    b. Preparation of economic scan of Mount Horeb
4. Meetings, emails, research on Rec Center topic, review of community input, drafting response to request for input.

Board of Education Recap

Resumen de la Junta de Educación

January 4, 2023

Welcome to 2023, Vikings!

During last night's meeting, the Board was so pleased to recognize **Patrick Chappell**, seventh grade student. Patrick was selected for the Board's Student Spotlight because he has shown determination, initiative, and action to make the school experience better. While many students may have wonderful, thought-provoking ideas, Patrick has taken that to another level by acting on them. Particularly with his work to initiate a Black, Indigenous, People of Color Alliance. Earlier this fall, Patrick reached out to 50 middle school staff members, teachers, support staff, kitchen staff, and administrators with the hopes of developing a student alliance. Patrick stated, "School should have a time for the students of color to have a place to discuss how to improve the representation of minorities better and here's why. We full-heartedly believe that students of color would like the ability to share and have their ideas heard. While also giving other students an opportunity to learn more about our history, cultures, and traditions."

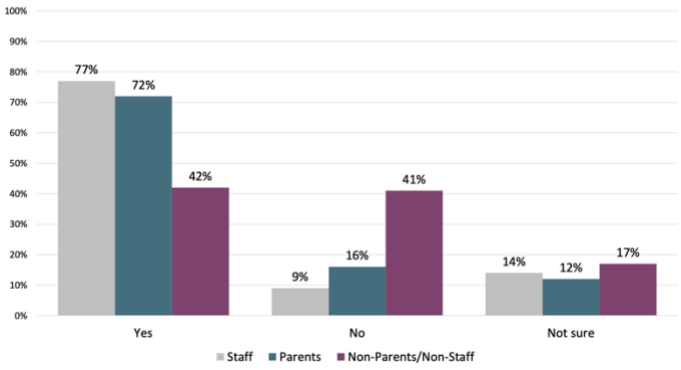
Principal **Christiansen** and Associate Principal **Hanson** were joined by several staff members, **Jessica Arrigoni**, Board liaison to the Middle School, to congratulate Patrick and his parents, **Robert Chappell** and **Stephanie Diaz De Leon**. Patrick's little sister, **Amelia**, looked on with great pride. Here is a picture of this event to commemorate this special honor.

Facility Planning Survey Results – As you may recall, a group of about 40 parents and staff members met several times throughout the fall to develop a plan to address the second phase of the District's "brick and mortar" needs. (You can see their work here.) Their work culminated in a survey that was recently administered to the Mount Horeb area community. The return rate was as impressive as the last survey, at 28% response rate. This led to a relatively small margin of error, +/- 2.49%. The entire presentation is available here, but a few takeaways will lead to further Board discussions:

Board of Education Recap

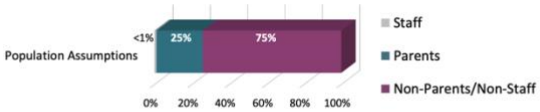
Resumen de la Junta de Educación

Would you support the District pursuing a capital (facilities) referendum to address the issues above at this time?



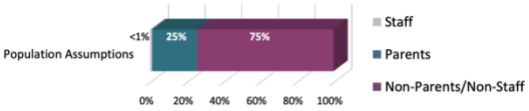
Base Plan Cost Review	
Build a school to serve students in early childhood through second grade	$55.2 million
Addition/renovation at the middle school	$16.4 million
Total	*$71.6 million*

Additional Analysis: Would the $71.6 million capital (facilities) referendum be supported?



Weighted support for *Definitely yes and Probably yes:*

0.25 (67%) + 0.75 (38%) = **45.3%**



Weighted support:

Pool: 0.25 (64%) + 0.75 (37%) = **43.8%**

Outdoor Athletics: 0.25 (57%) + 0.75 (31%) = **37.5%**

Gym: 0.25 (61%) + 0.75 (28%) = **36.3%**

Additional Projects		Additional Projected Tax Impacts *Per $100,000 of Equalized Property Value*
Pool	$23.8 million	$55
Gym	$18.1 million	$45
Outdoor Athletics	$3 million	$7

During the citizen's comments portion of the agenda, several individuals expressed their desire to see 2022-23 faculty contract negotiations come to an amicable conclusion. During these comments, it became evident that clarity might be helpful on four points.

- First, voters approved an increase in operational expenses beginning in the 2023-2024 school year, not for 2022-2023. We are negotiating the 2022-2023 contract right now.
- Second, faculty members have already received an average spendable increase of 4.7% for the 2022-2023 school year.
- Third, some contend they did not know what the operational referendum encompassed. If you would like clarity about the information provided, please feel free to let me know. I am happy to help those individuals who were uncertain about what their vote meant.

Here is the ballot:

Instructions to Voters
If you make a mistake on your ballot or have a question, ask an election inspector for help. (Absentee voters: contact your municipal clerk).
To vote in favor of a question, make an "X" or other mark in the square next to "Yes," like this: ☒
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School District
Question: Shall the Mount Horeb Area School District, Dane and Iowa Counties, Wisconsin be authorized to exceed the revenue limit specified in Section 121.91, Wisconsin Statutes, by $4,820,000 beginning with the 2023-2024 school year and continuing indefinitely, for recurring purposes consisting of operational expenses related to attracting and retaining staff, maintaining current programs and services and paying for increasing costs?
☐ Yes
☐ No

Nevertheless, in order to educate the community about the financial components of the referendum, the District:

a. established many factual social media postings in the 14 days (or so) leading up to the November 8 referendum. Please check our facebook and Instragram pages (sort postings from October 25 through November 9.
b. shared the financial makeup of the referendum would be centered on the very items about which the Board surveyed the community – Please see refer to pages 14, 22, and 28 of this document;
c. attended 13 community forums where presenters also shared the information about the referendum's start date, financial details, and projected financial impact. Here is an example of a handout that was provided at those events;
d. provided several parent bulletins found here (please see August 18 and October 3 as two examples). This information includes the proposed expenditures from a successful referendum and the projected average 6.5% total compensation increase for staff members; and
e. wrote five open letters to the editor of the Mount Horeb Mail. Some of those may be found on the District's operational referendum website, including this frequently asked question document.

- Fourth, the Board remains committed to communication through the Board's team at the negotiation table. They believe this honors the work of both bargaining teams when negotiations resume next week.

In closing, the start to any new year has a way of encouraging reflection and a renewed spirit of optimism. Just like "**Baby New Year**" (to the right) we will keep reaching for the stars in our collective quest of better serving your children. If I can ever be of service to you/your child, please let me know: salernosteve@mhasd.k12.wi.us or 608-437-7010.

I am proud to be a Viking, and I hope you are too!

Board of Education Recap

Resumen de la Junta de Educación

4 de enero de 2023

¡Bienvenidos a 2023, vikingos!

Durante la reunión de anoche, la Junta se complació en reconocer a **Patrick Chappell**, estudiante de séptimo grado. Patrick fue seleccionado para el Student Spotlight de la Junta porque ha demostrado determinación, iniciativa y acción para mejorar la experiencia escolar. Si bien muchos estudiantes pueden tener ideas maravillosas que invitan a la reflexión, Patrick ha llevado eso a otro nivel al actuar sobre ellas. Particularmente con su trabajo para iniciar una Alianza de Pueblos Negros, Indígenas y de Color. A principios de este otoño, Patrick contactó a 50 miembros del personal de la escuela intermedia, maestros, personal de apoyo, personal de cocina y administradores con la esperanza de desarrollar una alianza estudiantil. Patrick declaró, “La escuela debe tener un tiempo para que los estudiantes de color tengan un lugar para discutir cómo mejorar la representación de las minorías y he aquí por qué. Creemos de todo corazón que a los estudiantes de color les gustaría poder compartir y que se escuchen sus ideas. Al tiempo que brinda a otros estudiantes la oportunidad de aprender más sobre nuestra historia, culturas y tradiciones”.

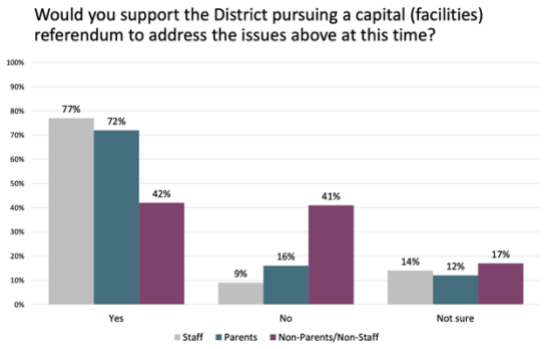
El director **Christiansen** y el subdirector **Hanson** se unieron a varios miembros del personal, **Jessica Arrigoni**, enlace de la junta con la escuela intermedia, para felicitar a Patrick y sus padres, **Robert Chappell** y **Stephanie Diaz De Leon**. La hermana pequeña de Patrick, **Amelia**, miraba con gran orgullo. Aquí hay una foto de este evento para conmemorar este honor especial.

Resultados de la encuesta de planificación de instalaciones – Como recordará, un grupo de aproximadamente 40 padres y miembros del personal se reunió varias veces durante el otoño para desarrollar un plan para abordar la segunda fase de las necesidades de "ladrillo y mortero" del Distrito. (Puedes ver su trabajo aquí). Su trabajo culminó en una encuesta que se administró

Board of Education Recap

Resumen de la Junta de Educación

recientemente a la comunidad del área de Mount Horeb. La tasa de devolución fue tan impresionante como la última encuesta, con una tasa de respuesta del 28%. Esto condujo a un margen de error relativamente pequeño, +/- 2,49%. La presentación completa está disponible aquí, pero algunas conclusiones conducirán a más debates de la Junta:



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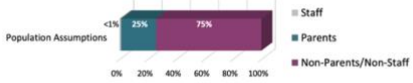

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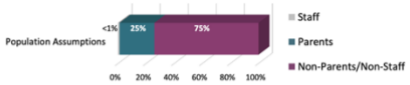

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Durante la parte de comentarios de los ciudadanos de la agenda, varias personas expresaron su deseo de que las negociaciones del contrato de profesores para 2022-23 lleguen a una conclusión amistosa. Durante estos comentarios, se hizo evidente que la claridad podría ser útil en cuatro puntos.

- Primero, los votantes aprobaron un aumento en los gastos operativos a partir del año escolar 2023-2024, no para el 2022-2023. Estamos negociando el contrato 2022-2023 ahora mismo.
- Segundo, los miembros de la facultad ya han recibido un aumento gastable promedio del 4.7 % para el año escolar 2022-2023.
- Tercero, algunos sostienen que no sabían qué abarcaba el referéndum operativo. Si desea claridad sobre la información proporcionada, no dude en hacérmelo saber. Me complace ayudar a aquellas personas que no estaban seguras de lo que significaba su voto.

Aquí está la boleta:

Instructions to Voters
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☐ Yes
☐ No

Sin embargo, para educar a la comunidad sobre los componentes financieros del referéndum, el Distrito:

a. estableció muchas publicaciones fácticas en las redes sociales en los 14 días (más o menos) previos al referéndum del 8 de noviembre. Consulte nuestras páginas de Facebook e Instragram (clasifique las publicaciones del 25 de octubre al 9 de noviembre).
b. compartió que la composición financiera del referéndum se centraría en los mismos elementos sobre los cuales la Junta encuestó a la comunidad. Consulte las páginas 14, 22 y 28 de este documento;
c. asistió a 13 foros comunitarios donde los presentadores también compartieron información sobre la fecha de inicio del referéndum, los detalles financieros y el impacto financiero proyectado. Aquí hay un ejemplo de un folleto que se entregó en esos eventos;
d. proporcionó varios boletines para padres que se encuentran aquí (consulte el 18 de agosto y el 3 de octubre como dos ejemplos). Esta información incluye los gastos propuestos de un referéndum exitoso y el aumento de compensación total promedio proyectado del 6.5% para los miembros del personal; y
e. mi. escribió cinco cartas abiertas al editor del Mount Horeb Mail. Algunos de ellos se pueden encontrar en el sitio web del referéndum operativo del Distrito, incluido este documento de preguntas frecuentes.

- Cuatro, la Junta sigue comprometida con la comunicación a través del equipo de la Junta en la mesa de negociación. Creen que esto honra el trabajo de ambos equipos de negociación cuando se reanuden las negociaciones la próxima semana.

Para terminar, el comienzo de cualquier nuevo año tiene una forma de alentar la reflexión y un renovado espíritu de optimismo. Al igual que "**Baby New Year**" (a la derecha), seguiremos alcanzando las estrellas en nuestra búsqueda colectiva de servir mejor a sus hijos. Si alguna vez puedo servirle a usted o a su hijo, hágamelo saber: salernosteve@mhasd.k12.wi.us o 608-437-7010.

Estoy orgulloso de ser un vikingo, ¡y espero que tú también lo estés!

VILLAGE OF
MOUNT HOREB

AGENDA ITEM REPORT

MEETING DATE	PREPARED BY
January 11, 2023	

AGENDA ITEM # 3.b

Mount Horeb Economic Assessment

BACKGROUND

Kristin FIsh-Peterson will present her Teams findings on Mount Horeb.

RECOMMENDATION

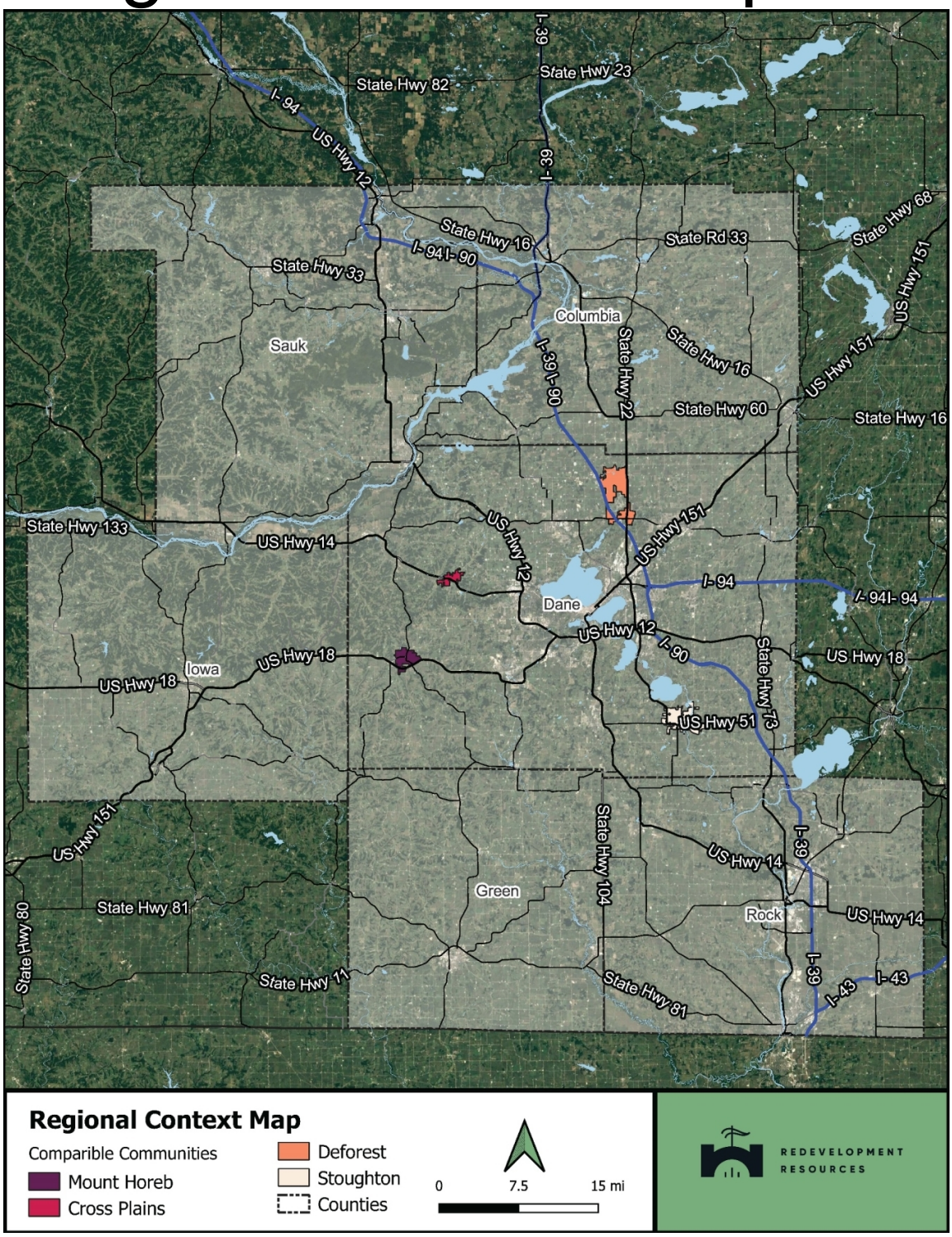
ATTACHMENTS

1. Mount Horeb Economic Assessment

Mount Horeb

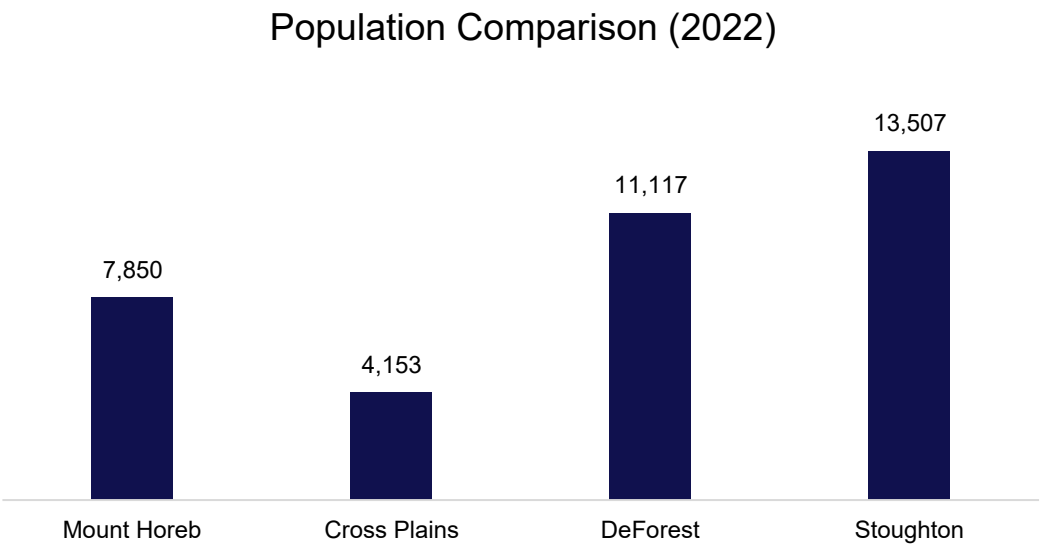
Economic Assessment

Regional Context Map

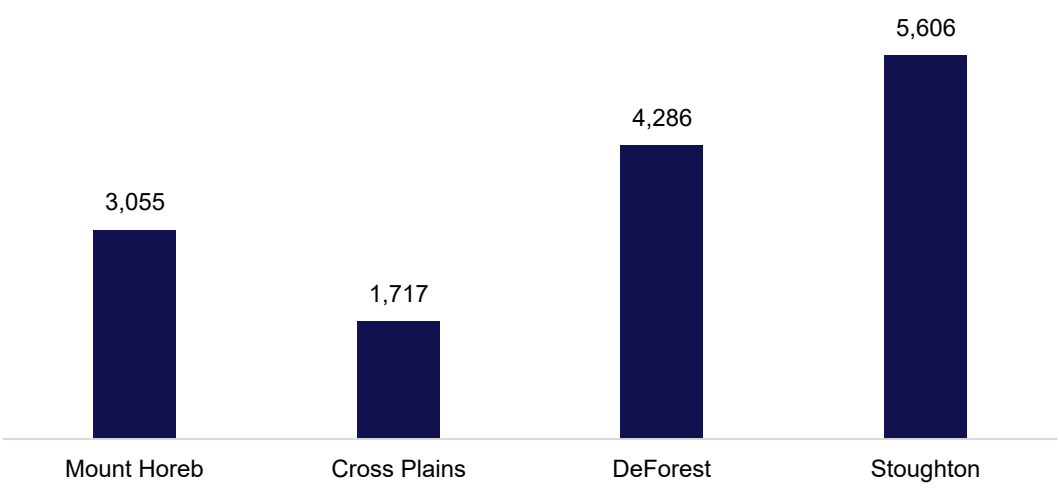


The Madison-Janesville-Beloit Combined Statistical Area (CSA) includes the following Counties: Sauk, Iowa, Green, Rock, Columbia, and Dane. The Village of Mount Horeb is located in Dane County, Wisconsin and is just a 30-minute drive from the state capital, the University of Wisconsin-Madison, and several lakes along US Highway 151.

Population & Household Comparison



Data Source: ESRI Community Profile.

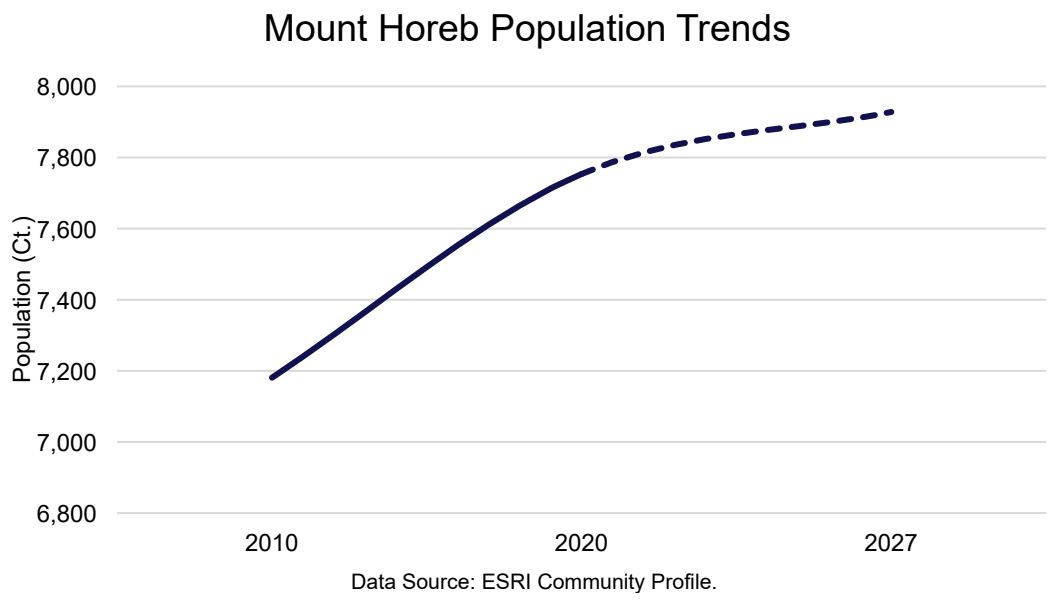


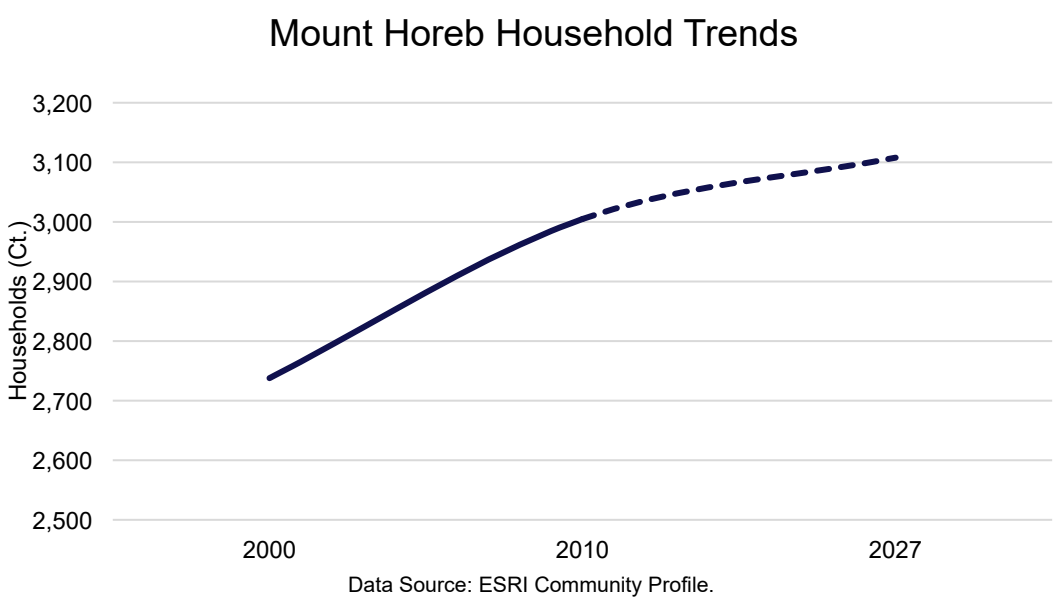
Data Source: ESRI Community Profile.

For comparison purposes, we looked at communities within Dane County that were not immediately adjacent to Madison, but comparable in size and/or transportation corridors.

Cross Plaines, DeForest and Stoughton are all 25-30 minutes from downtown Madison. US Highway 151 bypasses Mount Horeb and has approximately 19,000-24,500 annual average daily traffic counts (AADT). Cross Plaines has US Highway 14 run partially through the community with approximately 11,900 (AADT). De Forest is nestled between Interstate 39 (I-39) and US Highway 51. AADT along this particular segment of I-39 is 66,600 and along US Highway 51, the AADT is 11, 800.

Population & Household Trends



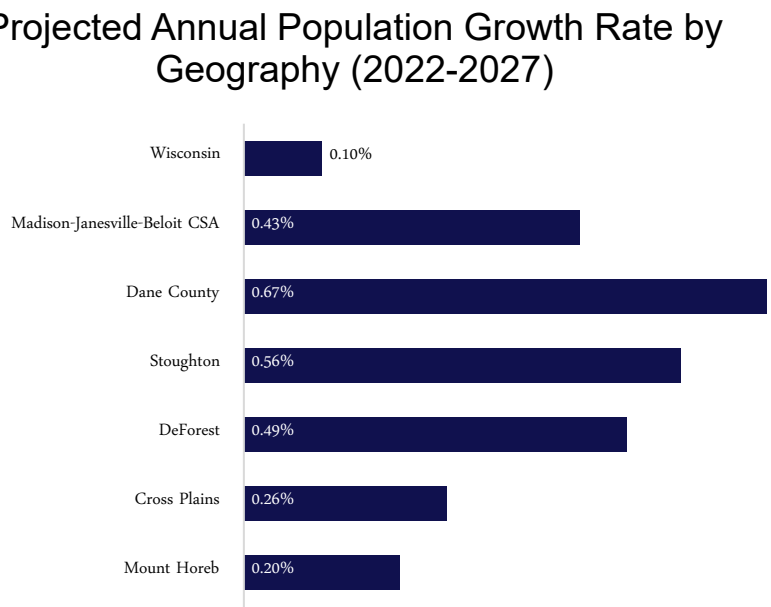


From 2010 to 2020, the population of the Village of Mount Horeb grew approximately 0.8% annually and is estimated to have grown by 0.1% annually from 2020 to 2022. The projected annual growth rate over the next five years is 0.2%.

Households grew by 0.9% annually from 2010 to 2020 and 0.2% since 2020. ESRI estimates that households will grow by 0.34% annually over the next five years.

The difference in growth rates between population and households indicates that there is a greater number of household formations in the community perhaps due to changes in marital status or moving out of the home.

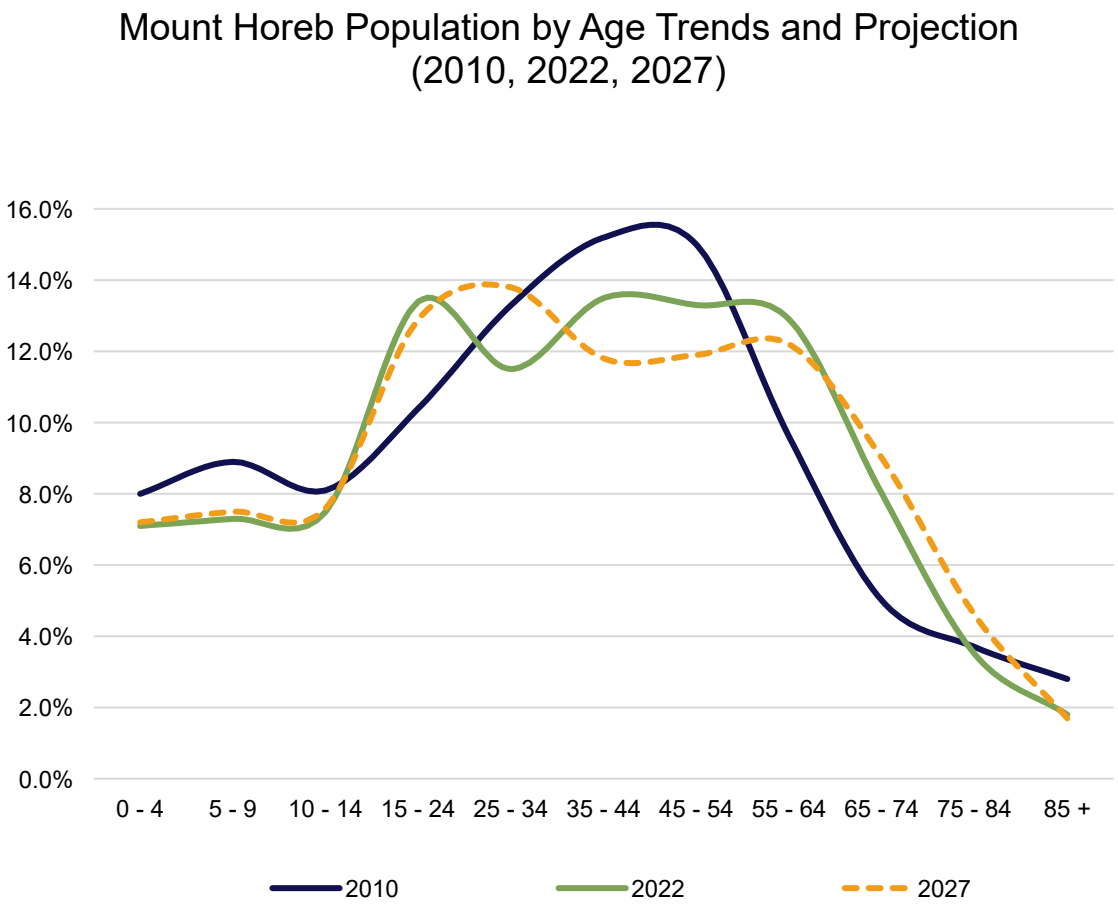
Projected Annual Population Growth



Data Source: ESRI Community Profile.

The projected annual growth rate of the Village of Mount Horeb is lower than the comparable communities and CSA, but still twice that of the rest of the state of Wisconsin.

Age Cohort Trends

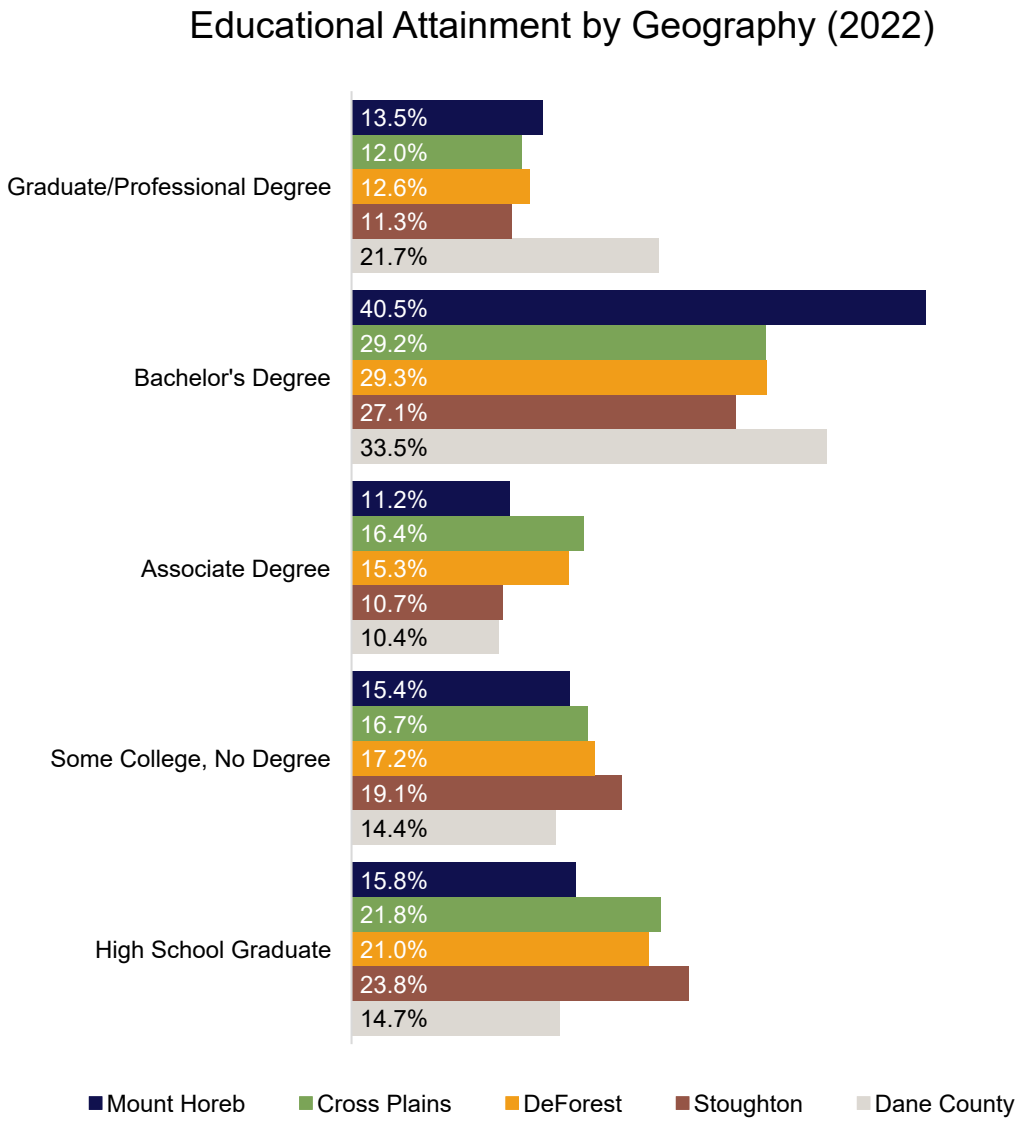


Data Source: ESRI Community Profile.

It's important to understand trends and projections in age distribution for attracting commercial and retail businesses, identifying housing needs and potential desired amenities.

The share of the Village of Mount Horeb's population by age cohort over time is interesting. In 2010, there is a typical bell curve distribution with higher shares of the population between 25 and 54. In 2022, however, the distribution widened with a dip in the share of the population between 25 and 34. By 2027, ESRI projects that the highest share of the population will be fairly evenly distributed between 15 and 64.

Educational Attainment by Geography

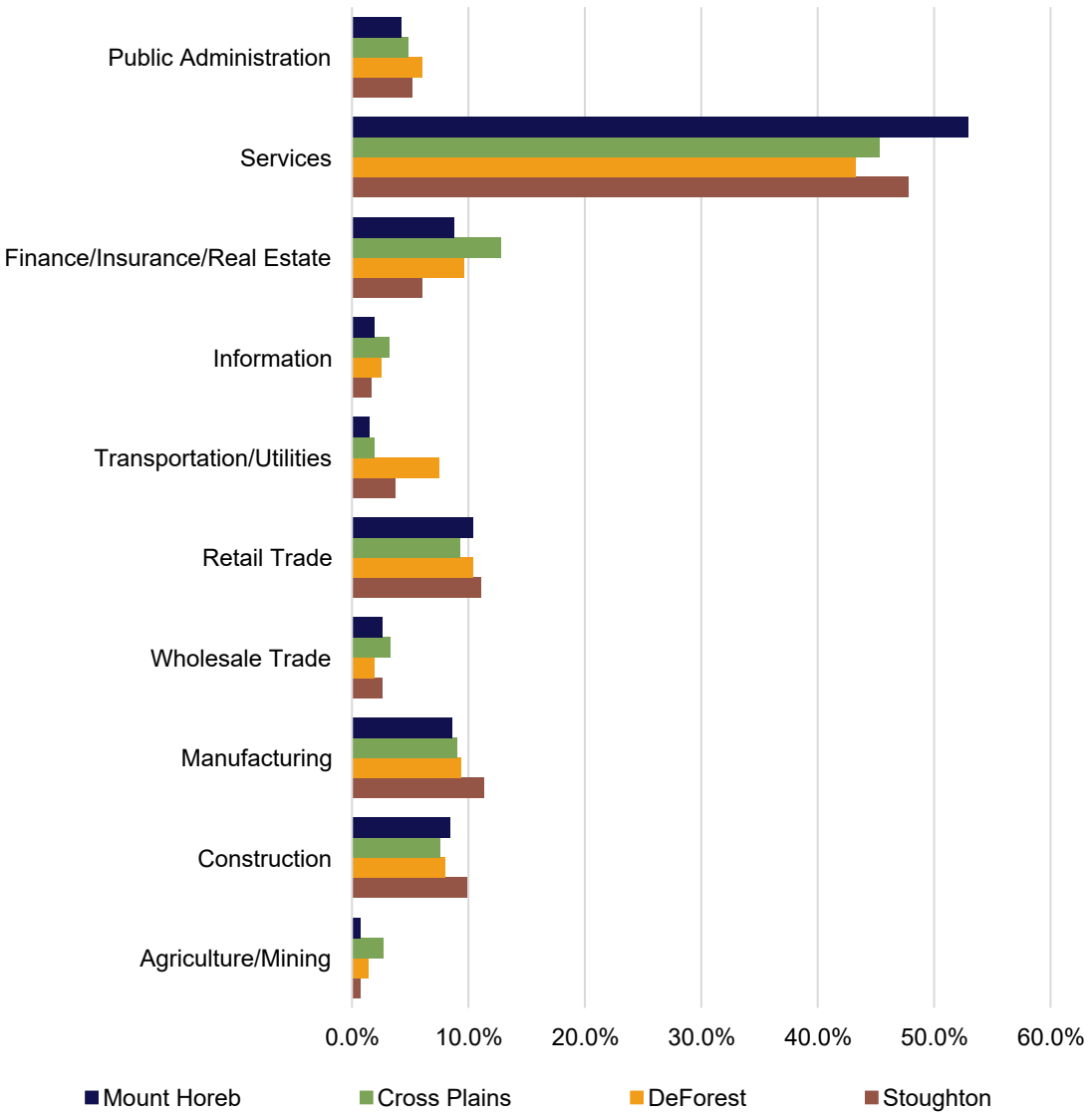


Data Source: ESRI Community Profile.

Understanding the talent and skill level of the available workforce in the area bodes well for potential employers looking to locate near Madison, but may need larger tracts of available land. Such was the case when Epic chose to relocate in Verona to build its new campus in 2002. The Village of Mount Horeb excels as far the share of the population by as educational attainment compared to its peer cities. The only category in which the village came in behind Dane County was in graduate/professional degrees.

Employment by Industry & Geography

Comparison of Employed Population 16+ by Industry



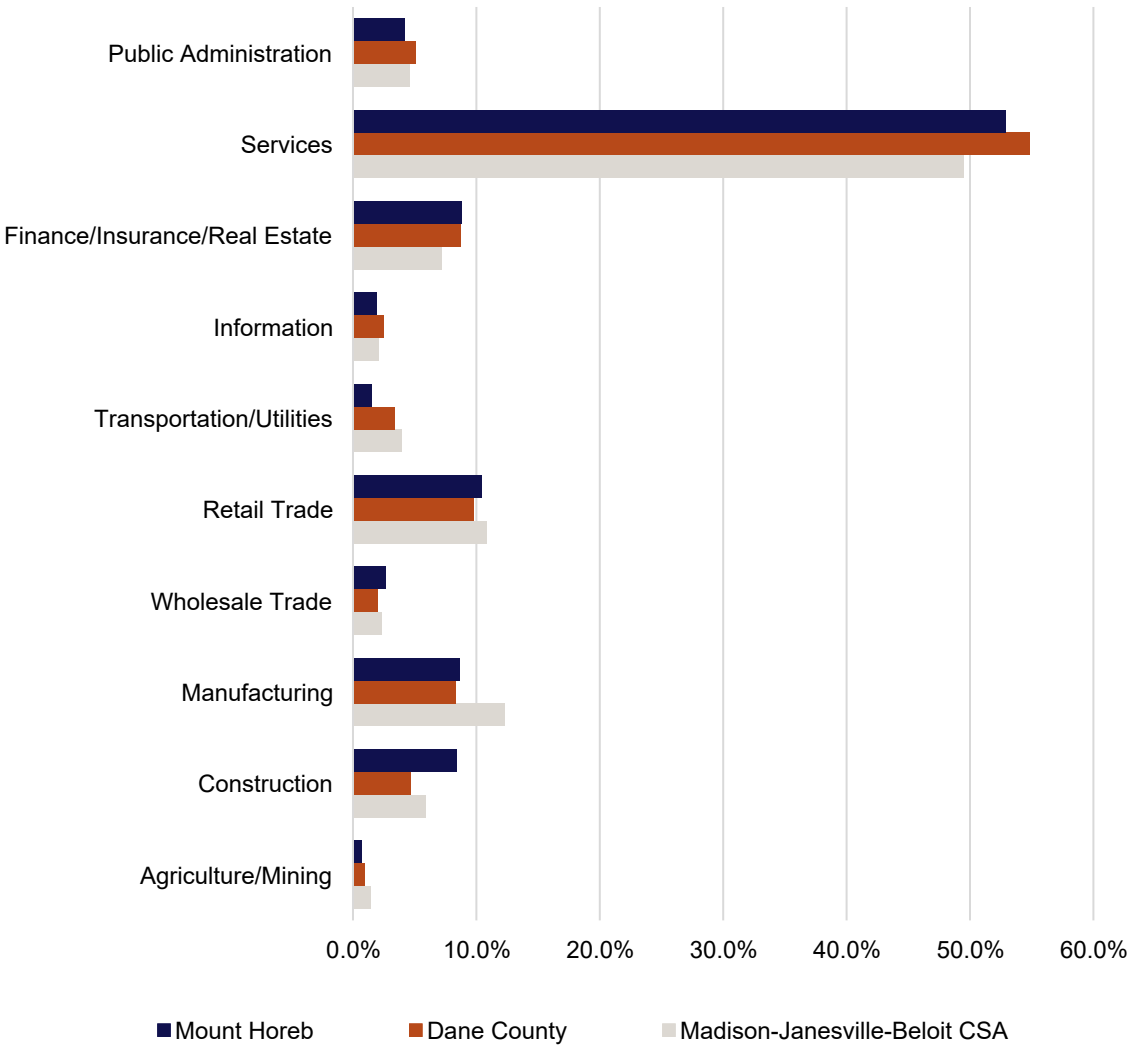
Data Source: ESRI Community Profile.

In terms of the share of its employees by industry, the Village of Mount Horeb has a higher share of its residents in Finance/Insurance/Real Estate and Services industries compared to peer cities. The service industry includes:

- Professional/Scientific/Tech Services
- Management of Companies/Enterprises
- Admin/Support/Waste Management Services
- Educational Services
- Health Care/Social Assistance
- Arts/Entertainment/Recreation
- Accommodation/Food Services
- Other Services

Employment by Industry & Geography

Employed Population 16+ by Industry and Geography

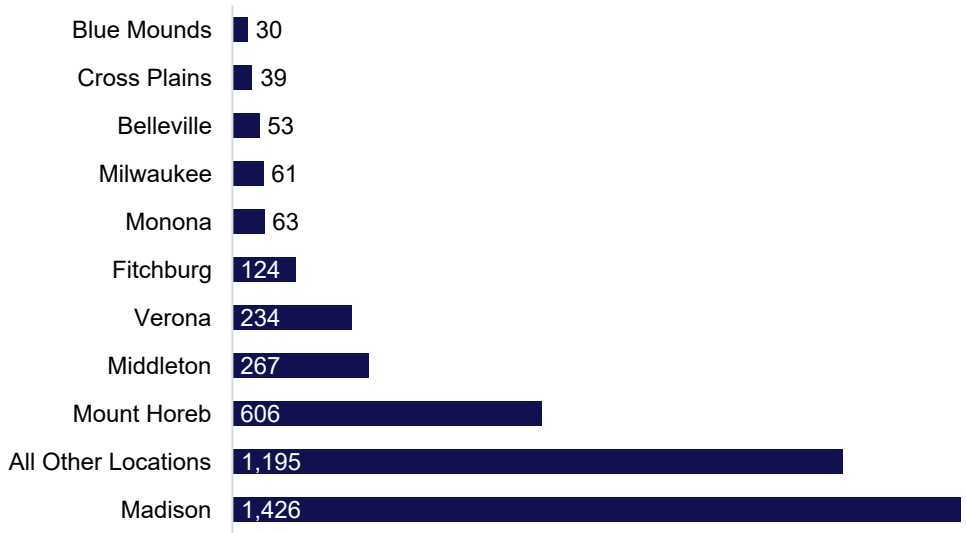


Data Source: ESRI Community Profile.

Compared to Dane County as a whole and the CSA, the village has higher proportion of its population in Finance/Insurance/Real Estate and Construction industries.

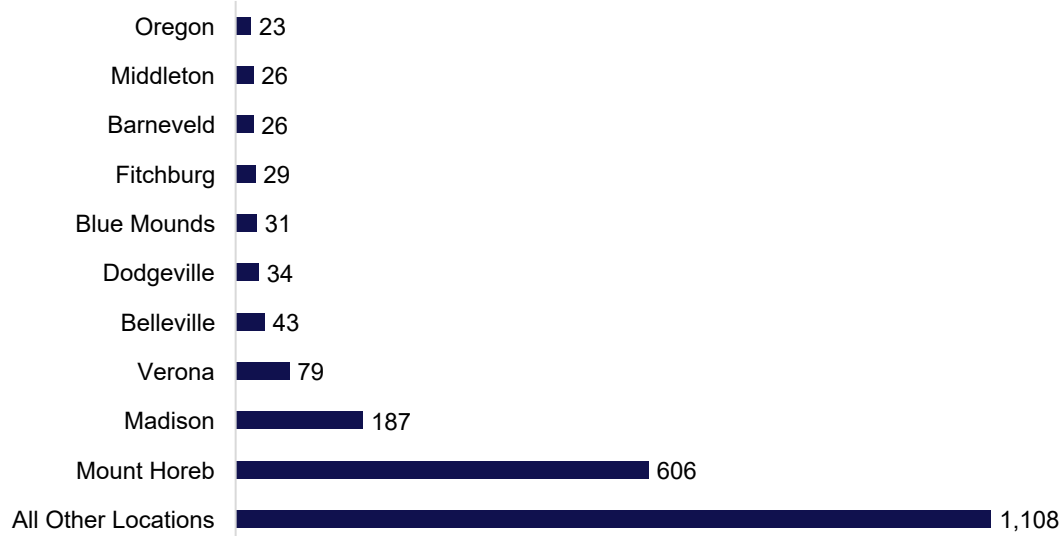
Commuting

Where Mount Horeb Residents Work (2019)

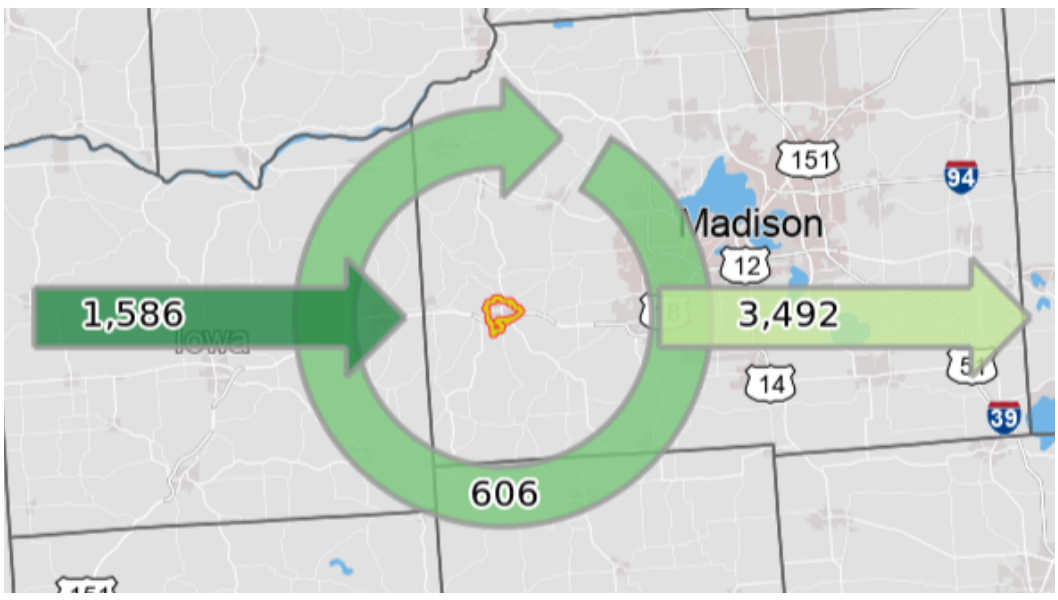


Data Note: There were 4,098 employed residents of Mount Horeb.
Data Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2019).

Where Workers Live that are Employed in Mount Horeb (2019)

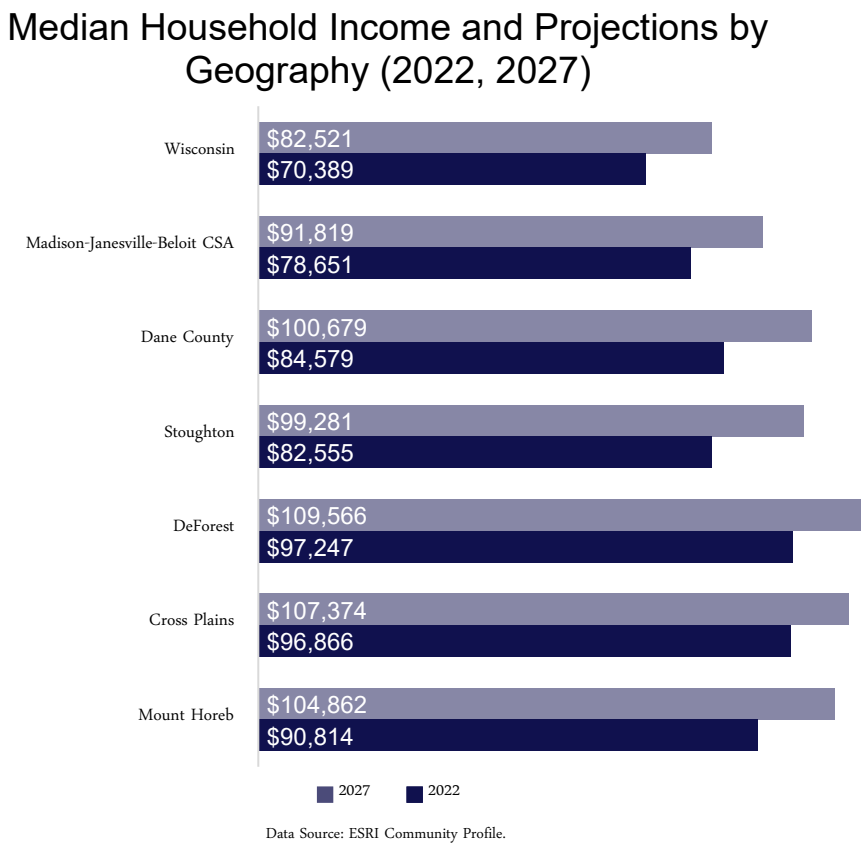


Data Note: Total of all Jobs in Mount Horeb is 2,192. Data Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2019).

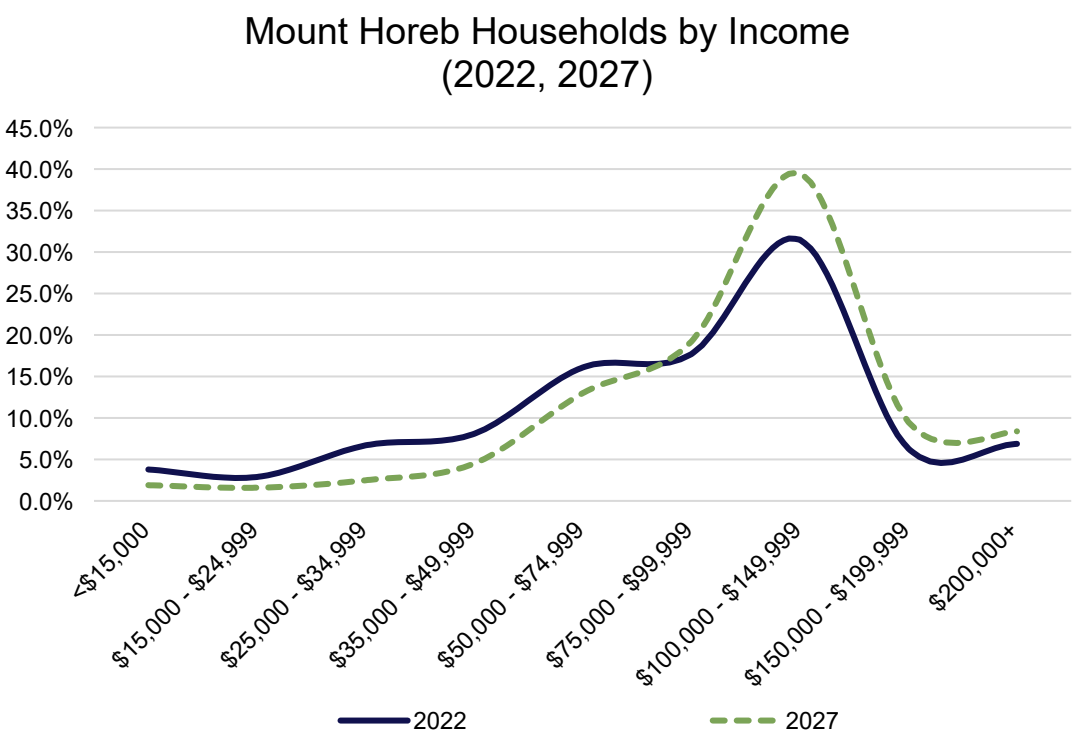


There are 606 residents of the Village of Mount Horeb employed in the village. Nearly 3,500 other residents leave the village for work within the CSA with 35% of all employed residents leaving for work in Madison.

Median Household Income



Data Source: ESRI Community Profile.

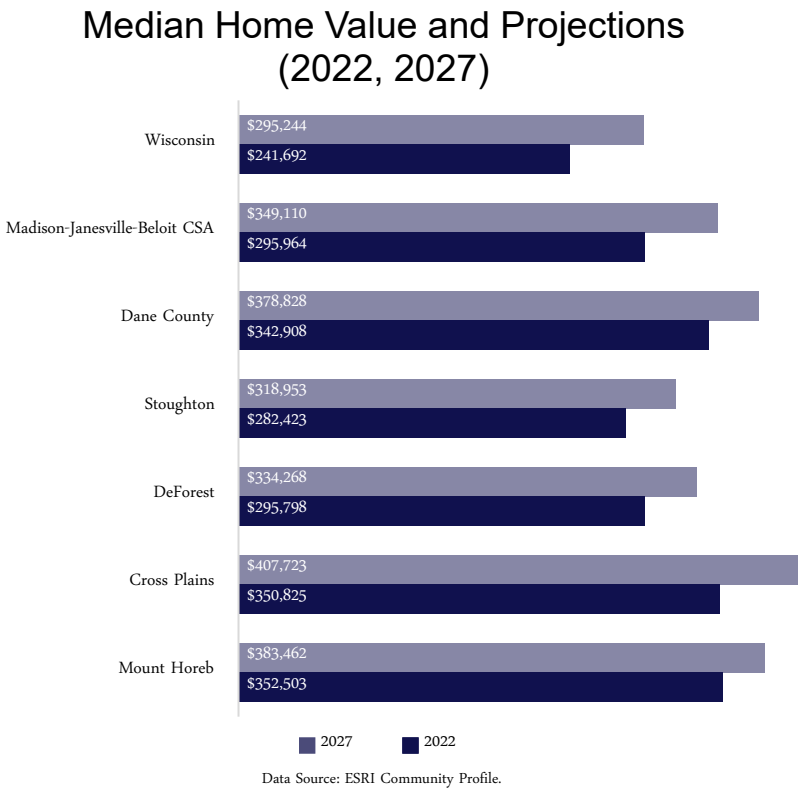


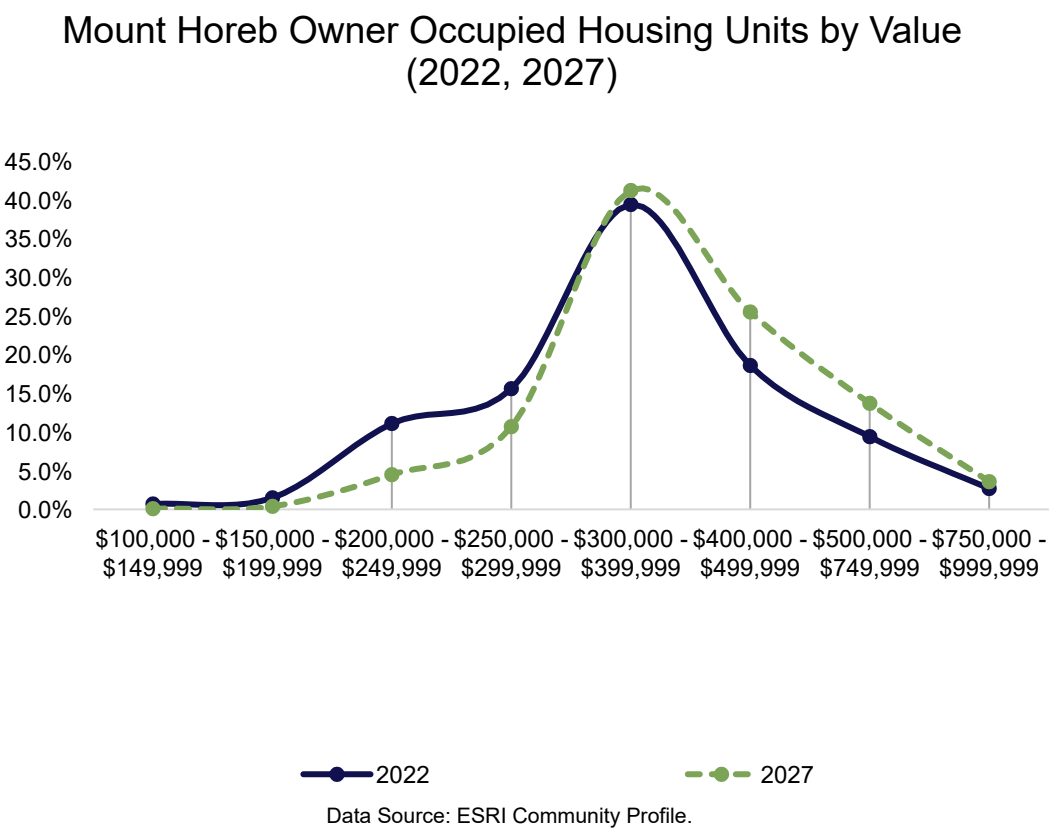
Data Source: ESRI Community Profile.

Commercial retailers will look at the median household income (MHI) of a community and the distribution of income by income-level cohort. Compared to its peer cities, the village ‘s MHI is higher than Stoughton’s, but lower than both Cross Plaines and DeForest. All of the peer cities, however, have higher MHI than Dane County, the CSA, and the state of Wisconsin.

The distribution of incomes in the village tend to be higher and ESRI projects that the proportion of households with higher incomes will continue to increase over the next five years.

Home Values

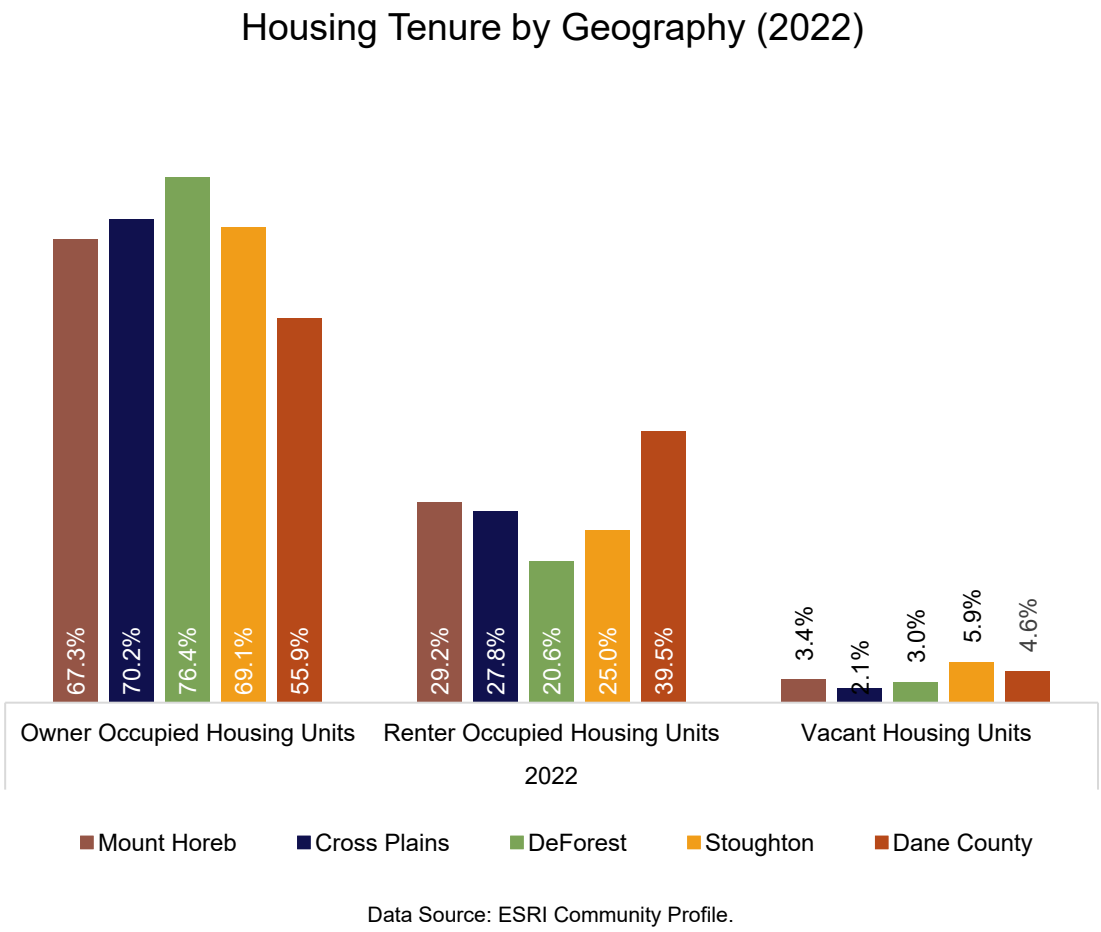




The median home value (MHV) in the village exceeds the MHV across all geographies. By multiplying the MHI by 3.36 to simulate an affordable home mortgage loan, like a Federal Housing Administration low down payment mortgage product, we can determine whether a median income household can afford a median priced home. Based on this simple calculation, the answer is no, they can not, however, MHV exceed expectations across all geographies with the exception of DeForest.

Looking at the distribution of homes valued between $100,000 and $1,000,000, there is a nice bell curve distribution with a majority of homes valued between $300,000 and $399,999 and the share of owner occupied homes over $300,000 is expected to increase over the next five years.

Housing Tenure



Data Source: ESRI Community Profile.

Arthur Nelson, author of Planner's Estimating Guide: Projecting Land-Use and Facility Needs, recommends an owner-occupancy vacancy rate of 1-2% and a rental vacancy rate of 5-7% for an overall vacancy rate of 6-9%. With the exception of Stoughton, the housing market appears to be very tight. We would expect to see DeForest MHV is considerably higher than they currently are given their MHI and current vacancy rate. Conversely, given Stoughton's MHI and vacancy rate, we would expect to see MHV be lower than they currently are which leads to the conclusion that there are other factors at play in those communities which are influencing their housing prices.

VILLAGE OF
MOUNT HOREB

AGENDA ITEM REPORT

MEETING DATE	PREPARED BY
January 11, 2023	

AGENDA ITEM # 3.c

Discussion on Economic Development Projects and Priorities

BACKGROUND

RECOMMENDATION

ATTACHMENTS

1. policy and programming
2. Development Attraction Recruitment

POLICY

HOUSING
The village is to require a range of housing affordability options in the same development, with a range of housing types.
The village is to amend their zoning code to allow smaller residential lots and setbacks to facilitate development.
The village is to rezone some industrial and agricultural areas to mixed use to allow more flexibility with the land use.
The village is to identify/create “priority development zones and incentivize developers, builders, and residents.
DOWNTOWN
Make necessary changes to village zoning and future land use maps.
Explore creation of certified historic district in surrounding residential neighborhoods.
Implement downtown streetscaping recommendations.
OVERALL
Amend Village ordinances to accommodate a variety of housing types, reflect statutory changes, facilitate mixed-use development, and protect natural and historic resources.
Protect environmental corridors.
Require high-quality design standards for new multi-family housing developments.
Promote the use of alternative fuel vehicles through policy.
Encourage traffic calming measures to promote roadway safety for all users
Enforce high-quality design standards for new and redevelopment to match the community’s character and aesthetic look.
Apply traditional neighborhood design techniques when approving or planning for new neighborhoods.
Proactively plan for needed utility, municipality facility, and service upgrades.
Exercise the Village’s extraterritorial land division review authority.

PROGRAMMING

HOUSING	OVERALL
Conduct needs assessments to determine the appropriate amount of senior housing units to construct, prioritizing affordable units.	Advance Mount Horeb's role in sustainability and climate resiliency efforts.
The village is to explore the potential for land banking.	Preserve historic districts, structures, and archeological resources.
The village is to create a committee to continue to address long-term affordable home ownership and rental options.	Develop, implement, and enforce intergovernmental agreements with neighboring communities long-term.
The Village is to hold public outreach to provide first time home buyer guidance and increase awareness of publicly available programs designed to provide assistance.	Work to connect natural area protection with recreational opportunities and tourism.
Evaluate existing infrastructure and develop a plan to accommodate plans for future development.	Enhance and expand on community engagement opportunities.
DOWNTOWN	Further storm water management best practices througout the Village
Explore creation of a certified historic district centered around the commercial blocks fronting on Main Street between Grove and Third Streets.	Continue to market Mt Horeb to new residents and tourists leveraging the community's many assets.
Identify sources of seed funding for the façade/building grant and loan program.	Promote the use of area farm products and encourage locally sourced food options.
Refine "Depot Plaza" design, timing, and funding strategy.	Implement and update the Village's Comprehensive Outdoor Recreation Plan and Capital Improvements Program.
Create and disseminate a downtown parking strategy and operations plan.	Support long-term farmland preservation efforts outside of the Village's future growth areas.
Develop target marketing materials for specific visitor types, including tour groups, cyclists/trail users, and motorcycle clubs.	Prepare for transportation technology changes through increasing EV charging stations, bike-share, and car sharing opportunities.
	Develop and enforce a Village Official Map.
	Support business-led sustainability initiatives and programs.
	Promote, integrate, and consider sustainability, climate resiliency, and public health in future infrastructure and community facility planning and investments.
	Support a housing balance plan and residential growth phasing plan.
	Implement the bicycle and pedestrian infrastructure improvements as identified in the Village Comprehensive Outdoor recreation plan.
	Collaborate with regional initiatives with overlapping and nearby agencies and institutions.
	Continue to implement the Mt Horeb Downtown Redevelopment Plan.
	Collaborate with regional and state economic agencies on growth initiatives.
	Integrate traditional neighborhood design and mixed-use development in both new development and redevelopment.

DEVELOPMENT ATTRACTION/RECRUITMENT

HOUSING
Promote the construction of Housing Units: * 155 units for HH earning 60-100% AMI, * 100 Income qualified units, * small scale residential ownership projects, condos, pocket neighborhoods, co-housing * identify land and developers for larger developments (20+ units) * idenfity land and developers for smaller (2-10 unit) infill developments
The village is to work with developers to pursue a variety of housing loans/credits including TIF financing, low-income housing tax credits, and assistance from the Federal Home Loan Bank.
DOWNTOWN
Prioritize improvements in the 200 block of E. Main Street.
Advance redevelopment/reuse alternatives and improvements for 100 Block E. Main Street.
Acquire and develop the current Fire District parcel for public parking.
Reconstruct the entirety of Front Street as soon as possible.
Consider redevelopment alternatives for Grandma Foster Park.
OVERALL
Promote infill development and the redevelopment of key sites in the Village such as around downtown, areas along Springdale Street, Front Street, Perimeter Road, and the Military Ridge Trail, and existing vacant subdivided residential parcels.
Attract and retain new diverse businesses to the Village.
Limit development within the Village's Extraterritorial Jurisdiction and foster a compact development pattern within the Village's boundaries.
Ensure new development is high-quality and matches the established aesthetic design components of the community.
Utilize TIF and grants to foster redevelopment, new development, and job growth.