

Reviewing the Environment, Setting Strategic Priorities

Following the vision, mission and values discussion, the leadership team continued the process of assessing the operating environment. This was done via a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis--a process that examines the organization's internal strengths and weaknesses, as well as the opportunities and threats in the external environment. To facilitate this, a SWOT questionnaire was distributed to the Board and senior staff in advance of the planning session. Using the SWOT data, a small group review process revealed the most frequently mentioned characteristics in each area.

STRENGTHS

- strong financial position
- qualified staff-knowledgeable, responsive, adaptable
- proactive investment in fleet and roads
- strong Board leadership and community support

WEAKNESSES

- inadequate facilities
- staffing concerns: succession, levels, training
- economic development concerns-diversity
- technology-keeping up

SWOT Analysis

- land west
- multi-family housing diversity
- developer and planner on board
- active park and recreation staff-community engaged with events
- Wynstone Rd
- active TIF-Village land

OPPORTUNITIES

- Cullinan project
- water issues (crisis)
- instability of the economy and trickle-down effects--creating lack of new businesses
- declining community trust
- competing for resources-dollars and personnel

THREATS



A distinctive and economically vibrant community where families and businesses thrive

The group used this information to identify those opportunities that would be helped the most by the organization's inherent strengths and which external threats were most likely to exacerbate their weaknesses.

STRENGTHS LEVERAGING OPPORTUNITIES

(Make good things happen)

- Strong financial position
- Village properties in TIF--vacating would boost TIF value and create economic development
- Community and developer support for diversified housing stock
- Qualified staff including new planning staff to lead smart growth as the Village develops to the west

WEAKNESSES EXACERBATED BY THREATS

(Keep bad things from happening)

- Staffing--attraction, development
- lack of diversity in economic development
- water
- lack of housing variety

Following this exercise, the group examined the results, and then engaged in additional brainstorming to identify the strategic issues and challenges facing the Village.



STRATEGIC ISSUES/CHALLENGES

- Staffing
- Economic development (diversity)
- Water
- Housing
- Inadequate facilities
- Communication - educate the public/ engage the public
- Infrastructure sustainability
- Transportation

Based upon the challenges and issues identified, a facilitated discussion ensued to determine the highest priorities for the strategic planning period. The following priorities emerged as the most important over the next three years.

STRATEGIC PRIORITIES

ECONOMIC DEVELOPMENT

INFRASTRUCTURE SUSTAINABILITY

COMMUNICATE STRATEGICALLY

WELL-TRAINED, SUSTAINABLE WORKFORCE