



2020-2021

McFarland Strategic Plan Annex

August 24, 2020

Village Board Review and Acceptance

Village of McFarland

Updated July 26, 2018

VISION STATEMENT

The vision of the Village of McFarland is to create an inviting, dynamic, diverse community that offers a high quality of life and a supportive environment in which all citizens may practice their individual value choices. The community actively seeks to preserve its proud heritage, protect its abundant natural resources, plan for responsible and balanced residential and commercial growth, promote a viable economic base, support educational excellence, provide diverse leisure options, and foster a healthy social fabric.

MISSION STATEMENT

With direction encouraged from an engaged citizenry, Village elected officials and employees will maintain and enhance the quality of life of the community by delivering quality services in an efficient and accountable manner and by providing an orderly, unbiased system of government that is transparent and accessible. To create and sustain a high level of confidence in Village government, we pledge to function with: professional integrity; fiscal responsibility; open communications; environmental sustainability; sensitivity to the values of each individual; full cooperation in achieving the priority goals determined by the community.

2020/2021 - McFarland Strategic Plan Annex

Village Board Goals, Objectives, and Action Plan

All goals should be consistent with the Village Mission statement and vision statement.

A. Goal: Develop a multi-generational community center to serve seniors, youth, and families.			
Strategies (i.e. - Objectives)			
(1)	Assess future community/senior center(s) space needs and design features and address indoor and outdoor activities and planned expansion areas.		
(2)	Identify and engage a broad spectrum of residents, including seniors, youth, adults, and community partners in all aspects of the community center planning process.		
(3)	Identify operational issues, challenges, and fiscal impacts associated with the development and construction of a community center.		
Action Steps:	Cost	Timeline	Assignment
i.	Review former Facilities Master Plan and prepare further definition as to the development of a Community Center.	N/A	September 2020 Administrator Municipal Center Depts Village Board
ii.	Create RFP to hire consultant for plan and design utilizing established definition.	N/A	November 2020 Administrator
iii.	RFP Scope of Services will address items (1) - (3) above.	N/A	November 2020 Administrator
iv.	Consider committee/group representation for review and input.	N/A	December 2020 Administrator Village Board
v.	Solicit proposals and select consultant.	\$50,000	February 2021 Administrator Municipal Center Depts
vi.	Draft and prepare plan for VB to consider acceptance to move to design.	N/A	December 2021 Administrator Municipal Center Depts
vii.	Evaluate programming concepts created within the facility as they relate to School District Recreation Department.	N/A	Duration Administrator
viii.	Study financial impact including borrowing, fund balance, and other sources/uses.	\$2,500	Duration Administrator Municipal Center Depts
(4) Build the community/senior center.			
Action Steps:	Cost	Timeline	Assignment
i.	Complete Design	\$300,000	March 2022 Administrator
ii.	Bid Project/Hire Contractor	\$25,000	April 2022 Administrator
iii.	Construct Facility	\$5,000,000	May 2022 Administrator

2020/2021 - McFarland Strategic Plan Annex

Village Board Goals, Objectives, and Action Plan

B. Goal: Plan for and align physical facilities and open space to support future service delivery, quality of life and infrastructure needs.			
Strategies (i.e. - Objectives)			
(1) Plan, design, and construct a standalone public safety facility for fire, EMS, police, and court services.			
Action Steps:	Cost	Timeline	Assignment
i. RFP to hire firm to plan, design, and bid facility.	N/A	December 2019	Administrator
ii. Solicit proposals and select consultant.	N/A	February 2020	Administrator Fire & Rescue Police
iii. Study financial impact, operating and capital included.	\$2,500	October 2020	Administrator
iv. Develop Plan - Phase 1	\$132,000	October 2020	Administrator
v. Complete Design - Phase 2	\$406,000	April 2021	Fire & Rescue Municipal Court
vi. Bid Project - Phase 3	\$22,000	May 2021	Police
vii. Proceed to construction following award of contract.	\$16,300,000	June 2021	Administrator
(2) Improve current Village facilities, including maintenance enhancements, and identify new systems to promote sustainability.			
(3) Develop a long-range Facilities and Infrastructure Master Plan to support future growth with an implementation schedule and funding plan to address construction and maintenance costs.			
Action Steps:	Cost	Timeline	Assignment
i. Develop and Advance new Technology through GIS	\$15,000	March 2021	Community Development Public Works
ii. Complete Sustainability Plan	\$25,000	May 2021	Community Development
iii. Design/Build parking lot to support Brandt Park and Lower Yahara River Trail.	\$200k	June 2021	Public Works
iv. Develop plan for digital archiving project, building recommendations into future budget(s).	TBD	September 2021	Administration
v. Develop Inventory and Improvement Needs of All Village Facilities, Infrastructure	TBD	December 2021	Public Works
vi. Update 5 Year CIP for Improvement Needs of All Village Facilities, Infrastructure	TBD	December 2021	Administrator Public Works

2020/2021 - McFarland Strategic Plan Annex

Village Board Goals, Objectives, and Action Plan

B. Goal: Plan for and align physical facilities and open space to support future service delivery, quality of life and infrastructure needs (CONTINUED).

Strategies (i.e. - Objectives)

(4) Develop a central Village plaza to connect the Library with the planned community/senior center.

<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Develop Plan - Phase 1	\$25,000	2023	Library Municipal Center Depts
ii. Complete Design/Bid - Phase 2	\$100,000	2024	Public Works
iii. Construct Project - Phase 3	\$1,000,000	2025	Public Works

(5) Partner with the Library Board to plan for and support future library facility improvements.

<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Collaborate with Library Board on their space needs planning.	None	March 2021	Administrator Library
ii. Integrate Library space needs planning into Community Center planning.	None	September 2021	Administrator Library
iii. Build proposed Library improvements into CIP.	None	December 2021	Administrator Library
iv. Discussion as it relates to the collaboration, integration of programming where applicable within future facility development.	None	December 2021	Administrator Library

2020/2021 - McFarland Strategic Plan Annex

Village Board Goals, Objectives, and Action Plan

C. Goal: Promote responsible growth, increase economic development, and retain existing businesses.

Strategies (i.e. - Objectives)

- (1) Enhance commercial and retail uses in the downtown area.
- (2) Improve the mix of commercial development along Highway 51.
- (3) Develop incentives for business growth, such as incubator programs and tax increment financing districts (TIF) districts.
- (4) Identify areas for expanding commercial and industrial development.
- (5) Improve business retention and recruitment efforts.

Action Steps:	Cost	Timeline	Assignment
i. Conduct Affordable Housing Study, Gap Analysis.	\$25,000	June 2021	Community Development
ii. Develop TID #6 Project Plan as TID #3 Overlay.	\$25,000	October 2021	Community Development
iii. Establish new Downtown redevelopment plan.	\$50,000	December 2021	Community Development
iv. Conduct update to East Side Neighborhood Growth Plan commercial development feasibility including all newly annexed properties.	\$50,000	December 2021	Community Development
v. Consider Department staffing and resource allocation to assist planning, zoning, GIS, sustainability, and other core services.	TBD	Duration	Administrator Community Development
vi. Evaluate code revisions as they impact diversity, zoning, and commercial uses.	TBD	Duration	Community Development
vii. Consider property acquisition where appropriate.	Case by Case	Duration	Administrator

- (6) Promote Village history and heritage using statues, murals, music, special programming, etc.

- (7) Create a public art program that enriches the community and enhances the local quality of life.

Action Steps:	Cost	Timeline	Assignment
i. Consult with local historians and artists to plan for mural on Well #1.	N/A	June 2021	Administrator
ii. Partner with local groups on implementation of historical mural.	\$5,000	September 2021	Administrator
iii. Consult public, groups, and artists to plan for public art at "Conversation Corner"	N/A	December 2021	Administrator
iv. Develop Public Art Inventory and archive through digital story boards.	TBD	Duration	Administrator Community Development
v. Partner with Historical Society to create Original Programming about local history.	N/A	Duration	Comm & Tech

2020/2021 - McFarland Strategic Plan Annex

Village Board Goals, Objectives, and Action Plan

D. Goal: Improve the safety and well being of Village residents, businesses, and visitors.

Strategies (i.e. - Objectives)

(1) Evaluate staffing models and organization structure to meet future public safety service delivery needs.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Study the future inclusion of a multi-disciplinary Case Manager within the Village to assist Police, Fire/Rescue, and Senior Outreach in alternative emergency response and followup.	N/A	June 2021	Administrator Fire and Rescue Police Senior Outreach
ii. Review and consider recommendations from the Public Safety Analysis.	Case by Case	Duration	Fire and Rescue Police
iii. Intergovernmental cooperation between like Departments.	TBD	Duration	Fire and Rescue Police
iv. Create long term staffing plans, identify efficiencies.	TBD	Duration	Fire and Rescue Police
(2) Prioritize community-based policing practices and identify areas for extended outreach and program development.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Review policies and procedures on use of force and align with allowable best practices.	\$5,000	Duration	Police
ii. Research, advise, develop, train, etc. on Community Based policing best practices	TBD	Duration	Police
iii. Utilization of Community Restorative Court (CRC).	None	Duration	Police
(3) Enhance pedestrian safety for walkers and bicyclists throughout the community, including areas of Highway 51 that go through the Village.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Identify and pursue off-road pedestrian improvements.	\$200,000	June 2021	Public Works
ii. Review opportunities for pedestrian safety enhancements.	\$25,000	September 2021	Police
iii. Work with WisDOT on Environmental Document for USH 51.	TBD	Duration	Administrator Public Works

2020/2021 - McFarland Strategic Plan Annex

Village Board Goals, Objectives, and Action Plan

D. Goal: Improve the safety and well being of Village residents, businesses, and visitors (CONTINUED).

Strategies (i.e. - Objectives)

(4) Promote the concept of a healthy community in an integrated way; from policy to planning and development.

Action Steps:	Cost	Timeline	Assignment
i. Creation of a Diversity and Inclusion Committee.	None	November 2020	Administrator
ii. Committee to assist Staff in implementation of Resolution #2020-14 Action Plan, consider also facilitator.	\$25,000	November 2021	Administrator
iii. Committee and Staff to prepare and publish annual report on these initiatives.	None	December 2021	Administrator
iv. Research best practices to integrate healthy living	TBD	2022	Community Development Senior Outreach
v. Document best practices most suited for Village.	TBD	2022	Community Development Senior Outreach
vi. Draft healthy community policies.	TBD	2022	Community Development Senior Outreach
vii. Train staff on best practices for health living.	TBD	2022	Community Development Senior Outreach

(5) Enhance Community communication and presence through the Communications Plan which includes the use of a broad range of electronic mediums to reach residents, businesses, and the general public alike.

Action Steps:	Cost	Timeline	Assignment
i. Upgrade and develop new website platform.	\$25,000	January 2021	Comm & Tech
ii. Develop new model for consolidating information for capital and development projects.	None	January 2021	Comm & Tech
iii. Create information GIS layers that depict interactive mapping for capital and development projects.	TBD	June 2021	Community Development
iv. Utilize Communications and Technology Committee to review performance of Communications Plan and market its ongoing use.	None	Duration	Comm & Tech

2020/2021 - McFarland Strategic Plan Annex

Village Board Goals, Objectives, and Action Plan

E. Goal: Improve Community connectivity along pedestrian and vehicular corridors.

Strategies (i.e. - Objectives)

(1) Improve, maintain, and enhance bike/walking path connections throughout the Village and in cooperation with neighboring municipalities and government agencies.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Study new amenities and improvements to support trail development, internal and external.	\$10,000	February 2021	Community Development Public Works
ii. Implement trail opportunities following study and plan, enhance trail signage.	\$100,000	October 2021	Public Works
iii. Maintain existing network as applicable.	Varies	Duration	Public Works
(2) Partner with neighboring municipalities to provide all forms of public transportation within and outside of the Village.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Collaborate with neighboring municipalities to extend public transportation.	TBD	September 2021	Administrator
ii. Develop cost sharing and fare models.	TBD	December 2021	Administrator
iii. Review Options with Board, Public, Staff.	\$25,000	December 2021	Administrator
(3) Enhance and increase access to the lakefront and waterways.			
<u>Action Steps:</u>	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Study and evaluate the feasibility of water access within Lewis Park.	\$10,000	June 2021	Public Works
ii. Identify options to add access points.	None	Duration	Public Works
iii. Estimate Costs of increasing access points.	TBD	Duration	Public Works
iv. Review funding sources to add access points.	None	Duration	Public Works
v. Develop long range funding plan to add access points.	TBD	Duration	Public Works

2020/2021 - McFarland Strategic Plan Annex

Village Board Goals, Objectives, and Action Plan

F. Goal: Support the development of active and passive recreational amenities that appeal to all age groups and abilities.			
Strategies (i.e. - Objectives)			
(1) Develop new and diverse park system amenities for indoor and outdoor use that are not currently offered in our Community.			
Action Steps:	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Plan, Design, and Construct Pickleball Court with supporting amenities as applicable.	\$300k-\$600k	May 2021	Public Works
ii. Design/Build Playground Improvements within aged or under utilized existing park.	\$50k-\$100k	July 2021	Public Works
iii. Review Opportunities for Public/Private Partnerships.	TBD	Duration	Administrator Public Works
iv. Conduct surveys and public input sessions where feasible.	Case by Case	Duration	Administrator Comm & Tech
(2) Dedicate resources to enhance existing parks and green spaces throughout the Village.			
Action Steps:	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Create inventory of all active and passive uses on a park by park basis, create interactive web based platform.	None	March 2021	Comm & Tech Public Works
ii. Prepare annual maintenance plan to address current need and make recommendations on future needs.	None	June 2021	Public Works
iii. Collaborate to bring together funds and resources to enhance system.	Case by Case	September 2021	Public Works
iv. Generate budget requests to address higher maintenance priorities as funds are available.	Case by Case	September 2021	Public Works
(3) Evaluate the costs and benefits of an outdoor aquatic facility, including construction and operation.			
Action Steps:	<u>Cost</u>	<u>Timeline</u>	<u>Assignment</u>
i. Conduct public input session on planning level improvements.	None	October 2020	Administrator
ii. Evaluate options for finalizing a location.	None	November 2020	Administrator
iii. Work with Consultant to finish planning for outdoor aquatic improvements.	\$25,000	March 2021	Administrator
iv. Study capital/operating financial cost implications, economic impact, determine funding parameters, extent of referendum question if desired.	None	June 2021	Administrator

2020/2021 - McFarland Strategic Plan Annex

Village Board Goals, Objectives, and Action Plan

F. Goal: Support the development of active and passive recreational amenities that appeal to all age groups and abilities (CONTINUED).			
Strategies (i.e. - Objectives)			
(4) Partner with the School District to expand recreational opportunities for families.			
Action Steps:	Cost	Timeline	Assignment
i. Evaluate feasibility for Village led recreational services.	TBD	Duration	Administrator
ii. Inventory existing public and private recreational opportunities.	None	Duration	Public Works
iii. Research additional recreational offerings for families.	None	Duration	Public Works
iv. Estimate costs for additional activities.	Case by Case	Duration	Administrator Public Works
v. Partner with the School District to jointly fund and offer additional offerings.	TBD	Duration	Administrator Public Works
(5) Develop individual park master plans that prioritize future developments, including a new Community Park.			
Action Steps:	Cost	Timeline	Assignment
i. Complete Master Plan for Community Park including feasibility for domed athletic structure.	\$25,000	December 2020	Public Works
ii. Complete Master Plan for McFarland Park.	\$25,000	December 2020	Public Works
iii. Complete Master Plan for Special Needs Park.	\$27,000	December 2020	Public Works
iv. Consider master planning services for parks within the system.	Case by Case	Duration	Administrator Public Works
v. Build phased improvements from completed master plans into 5 year CIP.	None	Duration	Administrator Public Works
(6) Expand and develop programs to promote greater use of the lakefront, wetland conservancy, and waterways.			
Action Steps:	Cost	Timeline	Assignment
i. Prepare plan for utilization of programmable space at McDaniel Park.	TBD	March 2021	Administrator
ii. Review and evaluate new programs that promote waterfront use within Village.	TBD	Duration	Public Works
iii. Review costs, and public/private partnerships for programs that promote waterfront.	TBD	Duration	Public Works