

Village of Cross Plains

Strategic Planning Process

Executive Summary

September 28, 2007

Strategic Planning Committee Members

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Background and Purpose for Strategic Planning

The purpose of the Village of Cross Plain's strategic planning effort was to draw from a large collection of previous and ongoing planning efforts and develop a consensus vision for Cross Plains, along with a set of strategies for realizing this vision. The strategic planning effort was not intended to serve as a substitute for the Village's comprehensive plan but as a guide to its implementation. The strategic plan establishes and describes the major priorities for the Village for the next 3-5 years. Issues identified as Village priorities prior to the start of the strategic planning process, through the various planning efforts that have occurred during the last few years and during the July 2006 strategic planning retreat, include, but are not limited to, in no particular order:

- Economic development, organization, and associated infrastructure; water quality; schools; environmental quality; land use; public safety; taxes; housing; natural resource and recreational assets such as Black Earth Creek, the Bluffs, Ice Age Trail, Village parks and perhaps others; community image; and multi-modal transportation through and within the Village

Involvement of Key Stakeholders

The Strategic Planning Committee was, from the start of the planning process, committed to involving the public in the strategic planning process. The Committee elected to host three public feedback and information sharing sessions to both gather feedback from the citizenry, and to share information about the planning process. All strategic planning meetings were open to the public, and all meeting proceedings were posted on the Village's website.

Planning Process

The Cross Plains Village Board formed a Strategic Planning Committee to engage in the strategic planning process. The planning process was implemented through regular (monthly) strategic planning meetings and associated public participation events. Bill Rizzo from the Dane County Extension Office was invited to facilitate the strategic planning process, which was comprised of six planning steps as follows:

1. **Plan the Planning Process.** The purpose of this step was to design the strategic planning process and how the public would be involved in it.
2. **Clarify Mandates.** This step involved a review of formal and informal mandates the Village has with respect to its governing responsibilities and the expectations of citizens.
3. **Develop a Vision Statement.** This step involved reviewing and updating the Village's existing vision statement for use in describing the Village's preferred future. The following Vision Statement was developed:

Community Vision...

Looking forward to 2025 and beyond, the Village of Cross Plains desires a safe, clean, attractive and prosperous community that residents are proud to call home. There will be available a range of housing choices as well as a substantial business environment. The rich natural resources of Cross Plains and the surrounding countryside – the Black Earth Creek in particular – will continue to be a defining feature of the community thanks to careful preservation efforts. Residents and visitors alike will be able to travel freely throughout the community by car, bike, or foot, and commuter transit to Madison will reinforce the strong economic relationship with the metropolitan area. Though ties with Madison will strengthen, the Village of Cross Plains will retain its unique character and identity.

Strategic Issue

What do we need to do to provide Village residents with safe, efficient, and effective multi-modal transportation options that include personal vehicular transportation, public transportation, pedestrian transportation, and bicycle transportation?

1. *Plan and implement measures to improve vehicular and non-vehicular safety:*
 - a. *Build pedestrian crosswalks in appropriate locations;*
2. *Connect Cross Plains to the Regional public transportation system;*
3. *Develop parking infrastructure to support a variety of transportation options and business activities;*
4. *Mark existing and establish new pedestrian and bike trails throughout the Village of Cross Plains;*
5. *Plan and promote a Highway 14 bypass.*

Strategic Issue

What do we need to do to provide a mix of rental and home ownership housing options that provides for the widest possible range of affordability?

1. *Perform an inventory analysis of current housing stock within the Village;*
2. *Develop land use policies consistent with the Village's 20/20 and Comprehensive Plans;*
3. *Adopt and implement the Village's pending Downtown Revitalization Plan.*

Strategic Issue

What do we need to do to establish and sustain high levels of civic capacity? By civic capacity we mean responsive local government; effective civic and community organizations that work together and with local government to promote the Village's vision; local leadership capacity to provide leadership for elected, appointed, and volunteer leadership positions; and the capacity to engage in public dialogue about a wide range of issues affecting our community that is respectful, productive, open, and informative for all citizens?

1. *Develop the Village's website;*
2. *Develop an annual 'summit' for community organizations to facilitate collaboration and sharing of information;*
3. *Facilitate the development of a Village leadership development program.*



The members of the Strategic Planning Committee would like to extend their heartfelt thanks to the hundreds of Cross Plains citizens who contributed their time, energy, and ideas to the development of this strategic plan.