

2024-2029

Economic Recovery Plan

Village of Flanagan, Illinois &
Nebraska Township
in Livingston County, Illinois

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Executive Summary

The opportunity to develop a Five-Year Economic Recovery Plan for the Nebraska Township and the Village of Flanagan has enabled the citizens to systematically communicate and work together to align efforts and visions for the future. The process that the Illinois Department of Commerce and Economic Development outlined in the RISE Local and Regional Planning Grant Program (CSFA 420-27-2777) propelled our community toward a more robust and exciting future.

The data collected to support our planning included the National Community Survey (NCS) conducted by the National Research Center, state and national database searches, local records, targeted group focus groups, and interviews with residents representing a variety of age groups, genders, and locations (town/farm).

The Intergovernmental Board reviewed the data and participated in planning sessions conducted by Nancy Ouedraogo, Consultant for Community and Economic Development Facilitation and Planning Services, University of Illinois Extension Office, to develop the four major Objectives and action plans.

Economic Activity

- Objective: We will attract and support more job opportunities, businesses, economic activity, and involvement in our downtown and community.

WOW Statement: Downtown Flanagan is beautiful, vibrant, and full of businesses and people

Broadband Infrastructure

- Objective: We will expand broadband infrastructure, both rural and community-wide, and increase access to digital opportunities.

WOW Statement: All residents will have affordable and reliable broadband access, including FTP, cable, DSL, satellite dish, or fixed wireless. All residents will adopt technology to achieve personal, social, educational, business, and recreational goals.

Recreational & Health/Wellness

- Objective: We will promote future expansion and engagement with existing recreational, health, and wellness assets.

WOW Statement: Our community will have well-maintained public recreational opportunities for all ages, such as walking paths and parks, as well as disc golf and pickleball.

Safe and Prepared Community

- Objective: We will continue to promote a healthy and safe community environment and develop emergency/disaster preparedness.

WOW Statement: We will have enough highly trained local volunteer firefighters and EMS personnel to provide excellent response time so that residents will feel the security of our community. We will have strong infrastructure (roads/streets, water, sewer, stormwater, & broadband) to meet current and future needs.

The data collected for this Recovery Plan was instrumental in the Village of Flanagan and the Nebraska Township receiving a Congressionally Directed Community Project award in the US Department of Agriculture-Rural Development Appropriation bill, which was approved in March 2024. We were able to document area-wide support for a new community center to be our main social, economic, and educational center while also catalyzing future economic and population growth for the entire community.

Our Community is poised to take advantage of opportunities to grow our economy and population and enhance our quality of life through collaboration and hard work.

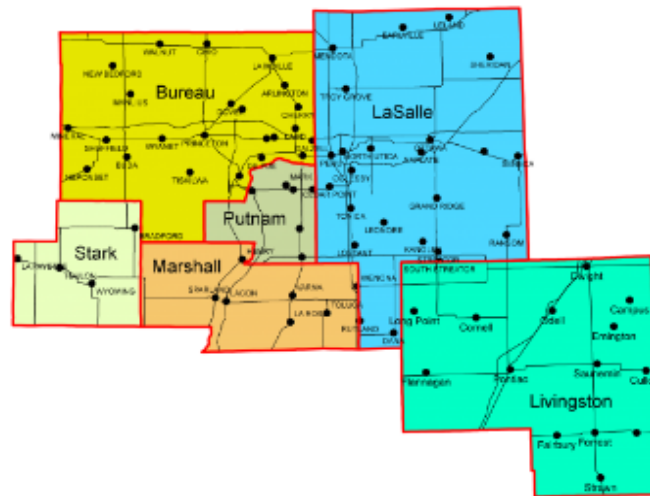
Introduction

Comprehensive Economic Recovery Strategy (CEDS)

Neither the Village of Flanagan nor the Nebraska Township has a written economic development plan. The elected Boards of Trustees of the Village and Township have guided their activities with their knowledge of community and infrastructure needs, informed by personal relationships with the citizens.

The impact of the COVID-19 pandemic on our community, Livingston County, and the State of Illinois has made it essential for the Village of Flanagan and Nebraska Township to have a clear development plan for the future of this area. A formal procedure is needed to guide and strengthen the population growth, the economy, educational opportunities, and the residents' quality of life.

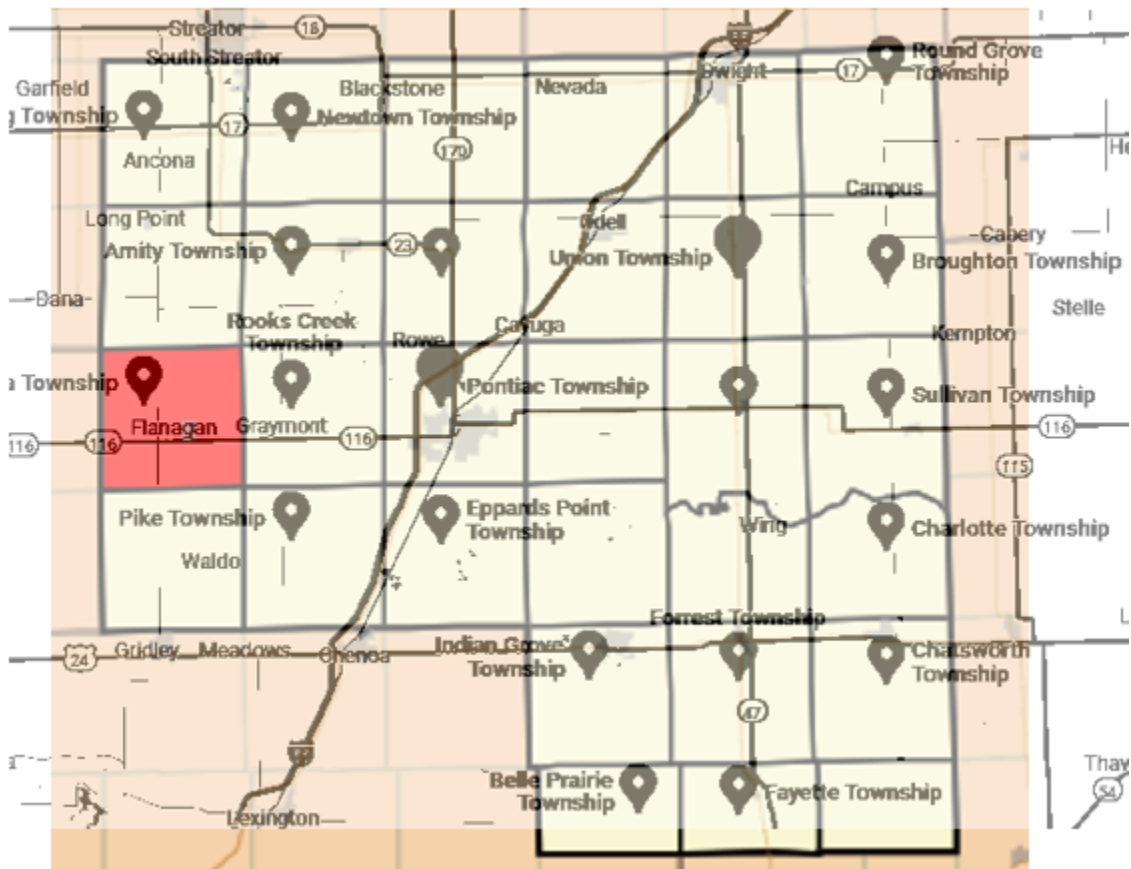
The Village of Flanagan and Nebraska Township boards of trustees collaborated to submit a Research in Illinois to Spur Economic Recovery (RISE) Planning grant to the Illinois Department of Commerce and Economic Opportunity. The research grant was awarded in October 2022 and will be completed by June 30, 2024.



North Central Illinois Economic Development District

The North Central Illinois Economic Development District was designated by the U.S. Department of Commerce—Economic Development Administration (EDA) in February 2005. The district is tasked with maintaining and implementing a Comprehensive Economic Development Strategy (CEDS) that identifies the region's economic strengths, weaknesses, opportunities, and threats and identifies actions to spur economic growth. A District Committee guides NCICG in this effort.

The [Comprehensive Economic Development Strategy \(CEDS\) for the North Central Illinois District](#) represents a combined multi-county effort to bring economic improvement to the area. The U.S. Department of Commerce has approved the CEDS Economic Development Administration (EDA). The CEDS outlines past development efforts in the district, describes the area's economy, provides geographic and demographic information, identifies potentials and constraints with development, and outlines specific goals to improve economic growth. The actions and strategies in the CEDS are designed to have NCICG work to supplement and support the existing economic development organizations and groups in the region and to fill in gaps as needed. We will use and value the CEDS to leverage regional cooperation when feasible and to coordinate efforts in economic development efficiently at the local level.



Livingston County with Nebraska Township (in red) and other township locations

Vision Statement

To provide a thriving and safe community
reflective of a flourishing quality of life and
sound economic growth

Acknowledgments

Economic Recovery Plan

By the

Intergovernmental Boards of Trustees

Of

Village of Flanagan,

And Nebraska Township

Funded by the Illinois Department of Commerce and Economic
Development

Local and Regional Planning Grant Program (CFSA 420-27-2777)
Research in Illinois to Support Economic Recovery (RISE)

Approved on
March 28, 2024

Administrative Organization

Intergovernmental Board Members

David Iverson, President, Village of Flanagan Board of Trustees
Doug Erickson, Supervisor, Nebraska Township Board of Trustees

Reid Bressner, Trustee, VoF
Taylor Harris, Trustee, VoF
Steve Humke, Trustee, VoF
Kristy Dodge, Trustee, VoF
Jason Montello, Trustee, VoF
Kim Wargo, Trustee, VoF
Keith Iverson, Road Commissioner, NT
Steve A. Smith, Trustee, NT
Christopher Kohler., Trustee, NT
Timothy Tuftie, Trustee, NT
John Martin, NT

RISE Grant Staff

Roseanna Davidson
Martin Kudla
Lia Davidson
RISE Grant Consultant for Community and Economic
Development Facilitation and Planning Services.
University of Illinois Extension
Nancy Ouedraogo

Area Summary

Nebraska Township (NT) is a small agricultural community amid farmland on the westernmost border of Livingston County. The farms are family-owned and operated; most have been in the same family for over 100 years. The Village of Flanagan is the population center.

The Village of Flanagan (Vof) was established in 1881 and is a social, economic, and educational center in the area.

The boundaries of the Nebraska Township, Village of Flanagan, Flanagan-Graymont Fire Protection District, and Flanagan Cornell Unit 74 school district are unique to each district and extend to parts of seven additional townships covering at least 288 sq. miles.

Congressional District: IL-16

State Senate District: IL-53

State House District: IL-106

Population Trends

Livingston County is a Downstate Metro County, and Nebraska Township and the Village of Flanagan are in the Pontiac Micro Area.

Our community has lost a greater percentage of the population than Livingston County and the state.

Location	2010	2020	+/-	% Change
Livingston County	38,950	35,815	-920	-8%
Nebraska Township	1,433	1,298	-135	-9.4%
Flanagan	1,100	1,010	-90	-8.2%
Illinois	12,830,632	12,812,508	-18,124	-0.1%

Population Characteristics

Adult Age Category	Percentage	Households with Children Age Category	Percentage Duplicate Count
18-34 years	17%	0-2 years	69%
35-54 years	26%	3-5 years	15%
55-64 years	13%	6-10 years	22%
65-74 years	24%	11-15 years	14%
75 years or older	19%	16-17 years	8%

*Flanagan National Community Survey

Children About 26% of the households in our area report having children under the age of 18 living at home. Of the homes with children, 69% report having children two years old or younger. Fifteen percent (15%) have children ages 3-5 years, 22% have children 6-10 years, 14% have children 11-15 years, and 8% have children 16-17 years old. This data indicates a surge in the population of very young children who will need consideration in planning to meet the need for childcare resources, education, recreation, and community safety.

Income

Income Range	Percentage
Less than \$25,000	9%
\$25,000 to \$49,999	20%
\$50,000 to \$74,999	20%
\$100,000 to \$149,999	17%
\$150,000 to \$199,999	8%
\$200,000 to \$299,999	7%
\$300,000 or more	2%

Flanagan National Community Survey

Employment Trends

Total number of Businesses:	31
Total employees:	300

Top Employers

Employer	Number of Employees
Flanagan-Cornell Unit 74	80
Livingston County Special Services Unit	70
Flanagan Rehabilitation & Health Care	46
Flanagan Implement & Service	17

Unemployment rates

NT	3.1 %
Livingston County	3.5%
Illinois	4.9%
US	4.0%

US Bureau of Labor

Cost of Living Index

- The Flanagan National Community Survey showed that 64% of people consider Flanagan a good or excellent affordable place to live, which is higher than the national average.
- The Flanagan National Community Survey showed that 84% of residents are satisfied with the Quality of Life in our Community, which is similar to the national average.
- The National Community Survey showed that access to affordable housing is higher than the national average.

Business Snapshot

26 % (8 of 31) of businesses are agriculture-related

Downtown Flanagan Snapshot

- North Boundary is Lumber Street
- South Boundary is mid-block south of South Street
- Comprises 25 Lots, including one lot owned by a church
 - 24 lots privately owned
 - 15 individual owners

Workforce Characteristics

The workforce in this area is educated at levels higher than the general population of Illinois in terms of attaining high school and Associate degrees

	NT/VoF*	Illinois**
HS Diploma	94%	88%
Associates Degree	21%	7.8%
Post Secondary Education	60%	33%

*Flanagan National Community Survey

**Demographic Statistical Atlas

Demographics

Income

Median Household Income

VoF & NT	\$68,958
Livingston Co	\$54,488
Illinois	\$72,205
US	\$74,580

census.gov

Population Below Poverty

VoF & NT	5.3 %
Livingston Co.	9.9%
Illinois	12%

Statistical Atlas

Housing

of Households

VoF & NT	630
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*Flanagan National Community Survey

Businesses

Total Number of Businesses	31
Total Number of Employees	300

Educational Attainment

HS diploma or more	94%
Some College-no degree	20%

Associates Degree	21%
Bachelor's Degrees or more	21%

Flanagan National Community Survey

Race

Hispanic	1 %
White	99 %

Flanagan National Community Survey

Gender

Male	44 %
Females	56 %

Flanagan National Community Survey

District Overview

Housing

Housing Units		
Total		477
Occupied		
• Owned		294
• Rented		81
• Vacant		6
Age of Housing Stock		
2013 or later		15
2000-2013		10
1970-2000		148*
1950-1969		100*
Before 1940		204

*Estimate

Education

Flanagan-Cornell Unit 74
 Livingston County Special Services Unit
 Heartland Community College, Pontiac Campus
 Illinois State University, Normal
 Illinois Wesleyan, Bloomington
 Eureka College, Eureka
 Bradley University, Peoria

Industrial Parks

The District is considering a location to create an industrial park. Conversations have occurred with local business people, school administrators, property owners, and the VoF Board. The area under discussion is south of Illinois 16.

Broadband

Flanagan has engaged in broadband infrastructure planning and information gathering since 2020. Flanagan participated in one of the first planning cohorts with the State of Illinois Office of Broadband, Benton Institute for Broadband and Society, and University of Illinois Extension.

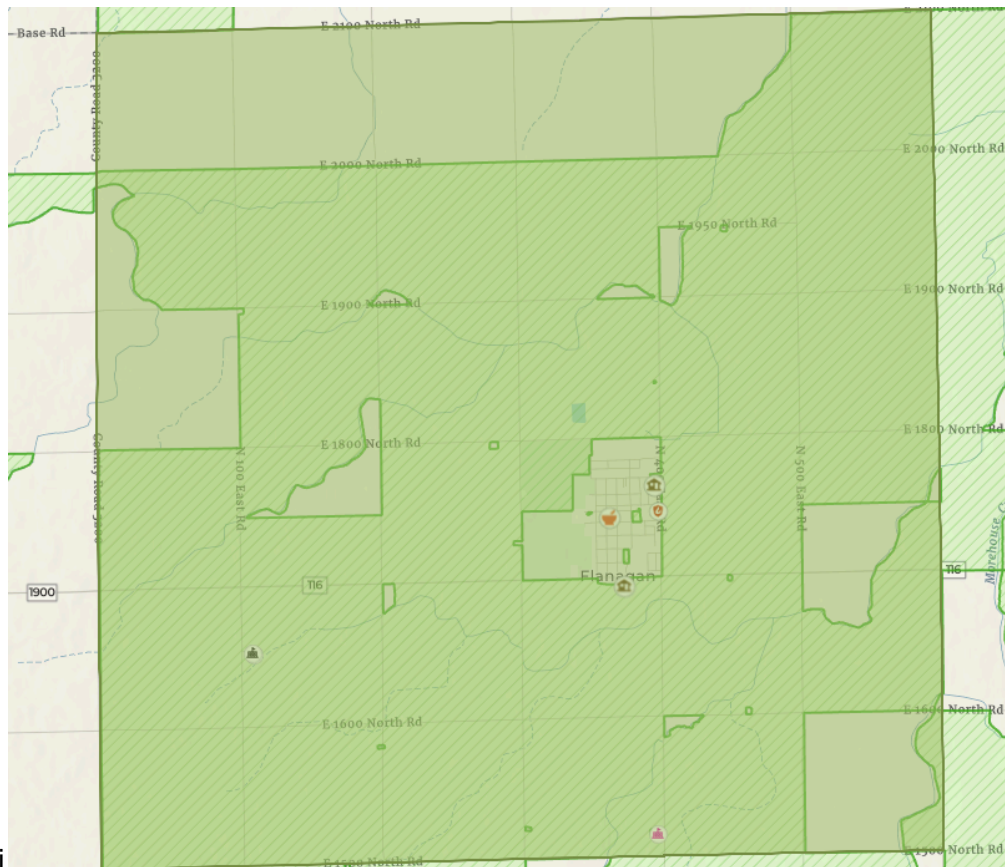
VoF & NT 2024-2029 ERP

Thus, team-building and information-gathering efforts started early in the conversation about funding opportunities and local plans.

Livingston County also conducted a county-wide broadband infrastructure survey during its participation in a subsequent planning cohort extended surveying into 2023 to produce more robust results. Investment in infrastructure through Connect Illinois has come to fruition:

- (2024) Livingston County will benefit from two grants to two providers totaling almost \$9 million. One of the grants will cover the Village of Flanagan.
- (2022) Livingston County and its townships received ARPA funding for specific types of infrastructure, including high-speed internet; the Livingston County Board of Commissioners dedicated \$12M for fiber-based internet infrastructure.

To date, the area surrounding Flanagan and Nebraska Township has seen infrastructure investment from recipient providers of the Federal Communications Commission (FCC) Rural Digital Opportunity Fund (RDOF).



Nebraska Township is covered mainly by RDOF areas, except the Village of Flanagan.

The next steps involve further planning around adoption, use, and digital equity. We invited the University of Illinois Extension to facilitate our strategic planning and action items around broadband. The results, including goals, objectives, and action steps for broadband development, are listed in the Strategic Objectives table on page 25.

Transportation

- Streets, Roads, and Highways.

Residents of the District report high satisfaction with the ability to drive around the community efficiently and safely. They like the ease of travel and the street and township road maintenance, especially during periods of snow and ice. The county roads and State Highway 116 are well maintained, assuring local employees' access to Pontiac and Bloomington. Well-maintained roads also enable employees outside the district to travel to Flanagan for work safely.

- Trains.

Pontiac, IL (12 miles/15 minutes away) has an AMTRAK station that provides passenger service to Chicago Union Station and St.Louis multiple times daily. This easy access allows train travel to the entire AMTRAK system.

- Planes.

Pontiac has a municipal airport (15 miles/20 minutes away) used for general aviation and primarily for local and regional businesses and corporate flights. It is also used for other uses, such as law enforcement operations and military exercises. It has full service available for private aircraft.

Central Illinois Regional Airport (BMI) at Bloomington (31 miles/ 40 minutes away) is served by several major air carriers and provides travelers convenient access to various destinations. It has an average of 30 daily flights and nonstop service to 6 cities.

Three major air carriers serve Peoria International Airport (PIA) in Peoria, IL (50 miles/53 minutes away).

- Bus.

SHOW BUS is a public transportation provider that serves the district and can accommodate demand-response service if scheduled in advance.

Agriculture

Nebraska Township is a small agricultural community amid farmland on the westernmost border of Livingston County. Ninety-eight percent of the area is used for agriculture. The Village of Flanagan is the population center. Over fifteen families have lived in the area for over 100 years and own and operate the farmland.

Manufacturing

The district has one manufacturer that makes and sells coated bullets nationally. It is a family-owned business employing seven people. The District needs to attract more manufacturers to become part of the supply chain for the entire United States.

Geography

Topography in the Township comprises relatively flat cropland leveling to gently rolling fields planted in corn, soybeans, wheat, and hay between drainage ways to the Vermillion River.

Natural Resources

Wind farm expansion is scheduled to begin in Nebraska Township beginning in 2024.

Environment

Many communities are striving to support and preserve historical areas. Our community has focused on Main Street, where distinctive architecture exists. Our community should preserve sites with historically, culturally, and architecturally significant buildings. Maintaining historical structures requires community effort.

Groundwater

Early area residents found Artesian water before 1882 in the Village of Flanagan, which has continuously been the water supply for the VoF. This abundant source of fresh water enables the VoF to supply water to Salem Boys Ranch (2 miles away) and Graymont, IL (4 miles away). Many area farmers have artesian wells on their property.

Energy

The Flanagan South Pipeline is an interstate crude oil petroleum pipeline developed by Canadian energy company Enbridge in the US. The 593-mile (965.6km) pipeline with a 36-inch diameter runs from Flanagan, Illinois, to Cushing, Oklahoma, passing via Missouri and Kansas. Enbridge awarded construction contracts for the \$2.7bn pipeline project in 2013, and construction work began in the same year.

The pipeline was operational in December 2014. Flanagan South Pipeline has an initial capacity of 585,000 barrels per day (bpd). It delivers crude oil supply from North Dakota's Bakken and western Canadian regions to the US Gulf Coast refineries.

Economic Development Resources and Incentives

Economic Development Organizations

- Greater Livingston County Economic Development Council
- North Central Illinois Council of Governments Economic Development District
- A Plan to Revitalize the Illinois Economy and Build the Workforce of the Future

Incentives

Revolving Loan Funds-Revolving Funds (RF) are low-interest loans made available to businesses from a pool of money set aside for this purpose. As the borrowers repay the loans to the collection of funds, they are re-loaned to other companies. Our district should look at developing an RF or joining other communities to establish one.

Enterprise Zones (EZ)-**N/A**

Tax Increment Financing (TIF)-Establishing a TIF district aims to incentivize private development and investment in a blighted area where otherwise would not occur. A joint decision by the taxing bodies within the blighted area is required to create the district. The taxing bodies assign the “base amount” to evaluate future property gains. When a business is located in the community and improves the area, the tax value of the property will likely increase.

The increase in tax value over the base amount is known as an increment. The increment is captured and placed in a special fund that can only be used in the district, leading to further economic growth. Some agreements allow a portion of the increment to be returned to businesses or given to the taxing bodies (such as a school district). In all circumstances, the taxing bodies will continue receiving base revenues throughout the TIF district. In Illinois, TIF districts may last up to 23 years.

Currently, the VoF has one TIF district called the Jensen Addition. It was created in 2013 and expires in 2033.

Property Tax Abatement (PTA)- In Livingston County, the county, communities, and schools approved a general property tax reduction in 2015, providing a 10-year abatement to qualifying businesses.

Opportunity Zones

Opportunity Zone (OZ) is a designation and investment program created by the Tax Cuts and Jobs Act 2017. The zones are an economic development tool allowing people to invest capital gains in distressed areas. OZs are implemented to boost economic growth and job creation in low-income communities and benefit investors.

District Resiliency

Many hazards can disrupt the citizens, cause damage, and create casualties.

- Possible natural hazards include floods, tornadoes, earthquakes, winter storms, drought, and pandemics.
- Possible technological/manmade hazards and situations include transportation accidents, hazardous materials accidents, civil disorder, power failure, subsidence, and fire.
- The District is susceptible to the threat of a nuclear incident, biochemical, or conventional war-related incident.

The critical responsibility for disaster response lies with the lowest governmental jurisdiction involved. If the incident occurs within the Village of Flanagan, the President of the Board is in control. If the incident occurs within Nebraska Township, the Superintendent is in control.

The District actively participates in the Livingston County Emergency Operations Plan, revised in 2020. The Chief of the Flanagan-Graymont Fire District is the Livingston County Mutual Aid Association MSBAS Division 23 designated Contact.

The District has experienced increasing weather events over the past five years. It continues to be impacted by stronger storms, including flooding, high winds, and other anomalies that damage infrastructure and place an increased burden on our businesses, employment, and quality of life.

Preparedness

Preparedness activities, programs, and systems exist before an emergency and are used to support and enhance response to an emergency or disaster. Planning, training, and exercising are activities conducted during this phase.

Establishing regular meetings of all stakeholders is essential to providing continuity of planning and organizing and ensuring the effective implementation of economic development.

Response

Response includes activities and programs designed to address the immediate and short-term effects of an emergency or disaster onset. It helps to reduce casualties and damage and to speed recovery. Response activities include direction and control, warning, evacuation, and other similar operations.

Recovery

Recovery is the phase that involves restoring systems to normal. District leaders need perseverance in seeking assistance from county, state, and federal resources.

Communities need to celebrate small successes as disasters and economic recovery occur.

Mitigation

Mitigation activities are designed to prevent an emergency or long-term activities to minimize the potentially adverse effects of an emergency.

SWOT ANALYSIS

The SWOT Analysis was compiled with input from multiple focus groups, guided interviews, and data from the National Community Survey collected over six months in 2022-2023.

Strengths

- Affordable housing
- Interstate access (I-55 and I-39)
- Illinois 116 connecting I-55 and I-39
- Public School Pre-K-12
- Public Library
- Indoor Swimming Pool
- Public Parks
- Stable and robust agriculture community
- Presence of mental health support
- Medical offices

Weaknesses

- Abandoned and blighted houses
- Lack of opportunities for adult education
- Lack of opportunities for arts and cultural experiences
- Inadequate community center
- Few job opportunities
- Lack of an identified communication tool
- Few employees of our largest employers live in our District

Opportunities

- State funding for grant projects
- Develop and beautify downtown
- Expand broadband infrastructure in VoF and NT
- Develop an Industrial Park
- Explore opportunities to expand Agritourism by supporting and promoting farm operations.
- Attract supply chain companies.
- Create local grants to homeowners and businesses to improve the safety and appearance of property.
- Explore, expand, and showcase architectural and historic aspects of VoF and NT.
- Increase the number of homes and apartments to house employees of significant employers.

Threats

- Population declining
- Closed businesses
- Lack of childcare availability

Action Plans with Performance Evaluation Framework

Economic Activity

Objective: We will attract and support more job opportunities, businesses, economic activity, and involvement in our downtown and community.

WOW Statement: Downtown Flanagan is beautiful, vibrant, and full of businesses and people.

Strategies to Achieve Objective	Person(s) Responsible	Resources Needed (What is on hand, and what do we need to find)	Indicators of Success & Evaluation Plan	Date & Status or Date Completed
Investigate options to expand the VoF website to support communication within the community.	-VoF Staff	-VoF Website	-Link to access all social media platforms.	
List job openings: current and future.	-VoF Staff	-VoF Website	-Monthly updates	
Collect and archive VoF documents and memorabilia.	-Library Staff -Women's Club -Volunteers	-Identify a Heritage Leader (Mary Jo McSherry).	-Form a committee to develop strategies & timelines and begin implementation.	
Consider providing grant opportunities for local businesses to update and maintain facades.	-VoF Board	-Greater Livingston County Economic Development Council (GLCEDC) -Designate funds for improvements. -Create criteria for awards.	-Create a fund line within the VOF budget: -One or more recipients.	

VoF & NT 2024-2029 ERP

<p>Begin preparations for the 150th anniversary in 2031.</p>	<p>-FIT -Flanagan Fest</p>	<p>-Identify an Anniversary Leader.</p>	<p>-Leader identified. -Volunteer group identified. -Draft of Scope of Celebratory Year.</p>	
<p>Promote existing community businesses and activities that increase visitors and promote the area.</p>	<p>-Community volunteers</p>	<p>-Create an Annual Calendar of Events, including Flanagan Fest, Garage Sales, Farmers Market, & Santa Sunday Funday.</p>	<p>-Sales tax revenue -number of customers/participants</p>	
<p>Work closely with all local boards and community members to collaborate and communicate mutual goals for our community.</p>	<p>-Board Presidents -VoF Staff</p>	<p>-Need Meeting Space (new Community Building). -Need child-care</p>	<p>-Convene an annual meeting of representatives of boards and community organizations.</p>	
<p>Plan for economic development education programs in the new Community Building.</p>	<p>-VoF Board -Staff</p>	<p>-Need Meeting Space -Use available resources for training, such as the Farm Bureau, Illinois Extension, & GLCEDC.</p>	<p>-Schedule one or more events per year.</p>	

Broadband Infrastructure

Objective: We will expand broadband infrastructure, both rural and community-wide, and increase access to digital opportunities.

WOW Statement: All residents will have affordable and reliable broadband access, including FTP, cable, DSL, satellite dish, or fixed wireless. All residents will adopt and use technology to achieve personal, social, educational, business, and recreational goals.

Strategies to Achieve Objective	Person(s) Responsible	Resources Needed (What is on hand, and what do we need to find)	Indicators of Success & Evaluation Plan	Date & Status or Date Completed
Encourage jobs related to Broadband (eg. Website development, online business transactions, advertising businesses).	-FC 74 -VoF	-Meeting Space -Collaborate with Heartland Community College (HCC) to offer Online Courses and College Credit Commercial Certificates -Survey Community interests in education topics.	-Meet with HCC. -Schedule class.	
Promote broadband access in every rural premises and community-wide, whether fiber, wireless, or a combination of both.	-VoF - NT Boards	-Graymont Coop -Conxxus	-Hold Meetings with Providers& Document meetings in Board Minutes. -Participate in Illinois Extension evaluation survey of rural coverage.	
Provide technology pop-ups to increase the adoption and use of technology.	-Library - FC 74	-Create a Technology Taskforce	-Number and frequency of technology pop-ups. -Number of participants.	

VoF & NT 2024-2029 ERP

<p>Convene an ag tech summit to share solutions for small and mid-sized farmers.</p>	<p>-Local Ag Businesses</p>	<p>-Need-Adequate meeting space -Need-Identify Leader/Organizer -Need-Sponsors and presenters</p>	<p>-Hold the event & Document in Board Minutes -Report the number of attendees and satisfaction</p>	
<p>Explore Broadband Applications for Agriculture.</p>	<p>-Local Ag Business</p>	<p>-Illinois Extension Broadband Initiative</p>	<p>-Number of applications added to use. -Number of Ag. Businesses using apps for farming.</p>	
<p>Seek grants for Broadband access for residents in rural areas of the township.</p>	<p>-VoF Grant Coordinator</p>	<p>-Collaborate with Illinois Ag Extension and Illinois Department of Commerce and Economic Development Office of Broadband.</p>	<p>-Review grant opportunities monthly and report to Boards.</p>	
<p>Plan for and implement future-proof Broadband access, adoption, and use in the new Community Building.</p>	<p>-Vof & NT Boards, -Intergovernmental Boards, -Community Building Designer</p>	<p>-Space that supports technology use and training. -Technology infrastructure to meet long-term use.</p>	<p>-State-of-the-art broadband capability to assure access to all learners and users of the Community Building.</p>	

Recreational & Health/Wellness

Objective: We will promote future expansion and engagement with existing recreational, health, and wellness assets.

WOW Statement: Our community will have well-maintained public recreational opportunities for all ages, such as walking paths and parks, as well as disc golf and pickleball.

Strategies to Achieve Objective	Person(s) Responsible	Resources Needed (What is on hand, and what do we need to find)	Indicators of Success & Evaluation Plan	Date & Status or Date Completed
Repair and expand walking paths	-VoF	-Identify problem areas for repair.	-The walking path is restored.	
Promote existing indoor swimming pool and recreational facilities.	-Parks & Rec	-Expand information on the Website.	-Number of hits on the website. -Number of reservations.	
Evaluate the feasibility of creating a sports/recreational complex.	-Inter-governmental Cooperation Agreement group	-Public Survey.	-Survey report to Group.	
Consider expanding local recreational opportunities for adults (e.g., pickleball).	Parks and Rec.	-Need event space. -Need grants or donations.	-Parks and Rec Board minutes.	
Encourage updating parks and recreation planning documents (Create a 5-year Plan).	-Parks & Rec. -VoF -F-C Unit 74	-GLCEDC. -Illinois Extension.	-Create a plan.	

VoF & NT 2024-2029 ERP

Plan for Health & Wellness education in the new Community Building.	-Parks & Rec -Community Organizations	-LC Health Department. -Flanagan Rehab.	-Place the Event on the VoF Website. -Number of Events -Number of Participants	
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Safe and Prepared Community

Objective: We will continue to promote a healthy and safe community environment and develop emergency/disaster preparedness (hazard mitigation).

WOW Statement: We will have enough highly trained local volunteer firefighters and EMS personnel to provide excellent response time so that residents will feel the security of our community. We will have strong infrastructure (roads/streets, water, sewer, stormwater & broadband) to meet current and future needs.

Strategies to Achieve Objective	Person(s) Responsible	Resources Needed (What is on hand, and what do we need to find)	Indicators of Success & Evaluation Plan	Date & Status or Date Completed
Maintain and increase police presence	-VoF	-Maintain a contract with the county to provide additional community patrol.	-Lower crime rate.	
Recruit more Fire/EMS personnel locally to improve response time and reduce strain on responders.	-Flanagan-Graymont Fire District (F-GFD)	-VoF Website Recruitment.	-Better than average Response Times. -Recognize individuals serving in the FD.	
Promote awareness of excellent response time by fire and EMS personnel	-F-GFD -VoF -Community organizations	-Flanagan-Graymont Fire District Website. -VoF Website. -Businesses supporting employ volunteers.	-Residents become more knowledgeable about the excellence of EMS and Safety records.	
Consider creating grant opportunities for local homeowners and businesses to maintain and improve property for residents' safety and quality of life.	-VoF -NT	-Designate funds for improvements.- -Create criteria for awards.	-Create a fund line within the VOF budget. -One or more recipients.	

VoF & NT 2024-2029 ERP

Plan preparedness and safety education opportunities for our staff and the community in the new Community Building.	F-GFD	-FEMA Standards.	-Hold 1-2 meetings annually.	
Evaluate the adequacy of stormwater drainage to support recreational development and maintenance expansion.	-VoF -NT	-State standards. -Staff.	-Report to Intergovernmental Board.	
Capitalize Depreciation for property maintenance.	-Intergovernmental Board	-Line in Budgets.	-Line in Budgets.	

Appendix A

National Community Survey Results

Key Findings

Although residents generally feel safe in Flanagan, safety is still a priority.

Nearly 9 in 10 residents rated their overall feeling of safety in Flanagan as excellent or good, which was on par with the national average. About 8 in 10 community members also felt it was essential or very important for the Flanagan community to focus on the overall feeling of safety in the coming two years. A few specific aspects of safety in Flanagan were ranked higher than the national benchmark, including survey participants' evaluations of how safe they felt from violent crime (98% very or somewhat safe), from property crime (92%), and in Flanagan's downtown/commercial area during the day (97%). Residents scored their feelings of safety in their neighborhood during the day (98% very or somewhat safe) and from fire, flood, or other natural disaster (86%) on par with communities across the country. Fire services were also comparable to the national average, with 8 in 10 individuals identifying it as positive. Flanagan residents rated fire prevention and education (71% excellent or good), police/sheriff services (69%), crime prevention (69%), and emergency preparedness (54%) on par with the national benchmark as well. While still favorable, both animal control and ambulance or emergency medical services received rankings that were comparatively lower than counterparts across the nation, earning 51% and 71% positive marks, respectively.

Residents identify opportunities for improvement within Flanagan's parks and recreation.

Although 8 in 10 survey respondents gave positive evaluations to the overall quality of parks and recreation opportunities in Flanagan, similar to the national benchmark, other evaluations within this facet indicate room for growth. The availability of paths and walking trails was rated lower than the national average, with half of community members providing excellent or good reviews. About 3 in 10 residents offered positive assessments to the recreation opportunities and the fitness opportunities in Flanagan, and only 4 in 10 survey participants gave high marks to the recreation programs or classes and the recreation centers and facilities, all of which were lower than other communities across the nation. However, a bright spot emerged in this facet: nearly 9 in 10 individuals gave positive ratings to the Village parks, which was comparable to national benchmark communities.

Flanagan's economy may be an area of opportunity.

With the Village's overall economic health receiving a positive rating from 44% of residents (lower than the national benchmark) and 89% of respondents indicating that the local economy is an essential or very important focus area for the coming two years, it is clear that the economy is a key priority for the community. Residents appreciate the cost of living in Flanagan, as indicated by the 6 in 10 survey respondents giving excellent or good evaluations, higher than the national average. However, survey participants identified opportunity for improvement within other aspects of the Flanagan economy. About 4 in 10 survey respondents offered favorable reviews for Flanagan as a place to visit and as a place to work, as well as to the overall quality of business and service establishments in the village (all of which were below the national averages). Reported ratings for the variety of business and service establishments (28% excellent or good), vibrancy of downtown/commercial area (18%), shopping opportunities (15%), and employment opportunities (13%) were much lower than benchmark comparisons. Community members also rated Flanagan's economic development lower than other communities across the country, with 2 in 10 participants offering positive evaluations. These relatively lower ratings and high marks for importance suggest that the economy is an area of opportunity for the Village.

While Flanagan's utility infrastructure is strong, internet/broadband is a priority for residents.

Residents offered high marks to the Village's utilities, with nearly all aspects scoring on par with comparison communities across the nation. At least 8 in 10 were pleased with the quality of Flanagan's garbage collection services, sewer services, and drinking water. Storm water management, utility billing services, and power utility also garnered positive reviews from nearly three-quarters of respondents. However, affordable high-speed internet access was rated lower than national averages, receiving excellent or good evaluations from fewer than 4 in 10. In addition to the standard survey questions, community members were asked to evaluate how important, if at all, it would be to expand internet/broadband options as the Village considers residents' current and future needs. Nearly half of respondents stated that it was essential, and one-third felt it was very important, indicating that enhancing this service is clearly of interest for Flanagan residents.

Polco Community Insight Dashboards - Powered by GPAL



Track your community's key metrics using this premier system for government performance insights, analytics, and data visualization. Powered by GPAL (Government Performance Action & Learning), Polco's Track dashboards provide actionable data, helping government staff in all roles better understand their unique performance metrics and influencing factors. These dashboards include insights from previously disparate data sources across 10 domains of community livability, shown below. Use Track's guidance to optimize public resources, improve quality of life, and sustain thriving communities.

[Learn More](#)

[Collapse Banner](#)

Performance Summary

Score last updated **May 2024**

Benchmarking

[Reset Filters](#)

My State
Compare my score to communities within my state

Population Size
Compare my score to communities with a similar population

Domain Index Scores

My Community

Safety 65 ± 10



Economy 59 ± 7



Mobility 66 ± 15



Utilities 53 ± 3



Community Design 43 ± 14

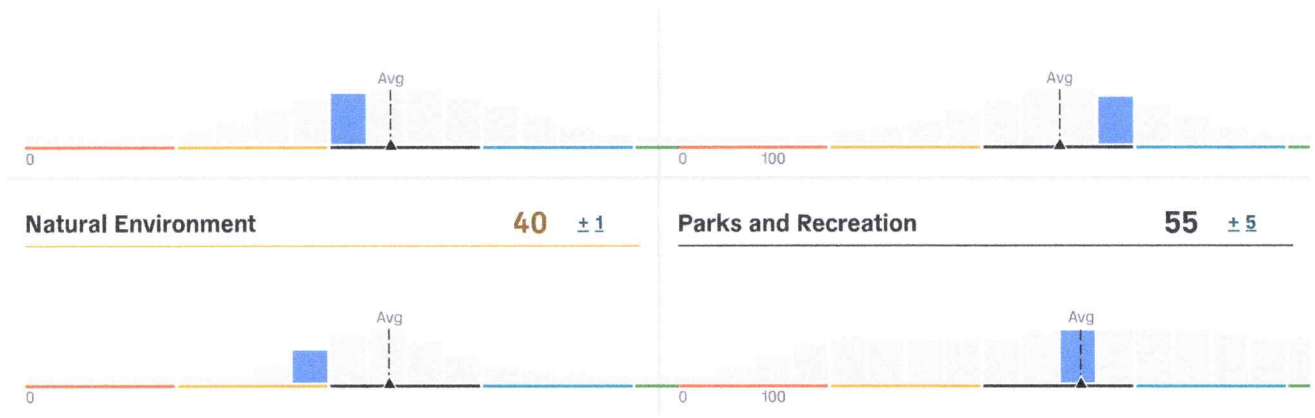


Health and Wellness 52 ± 1



Education, Arts & Culture 45 ± 8

Inclusivity & Engagement 57 ± 5



This chart displays your index scores for each domain. Each score is the average of the percentiles for each indicator in that domain. The indicators used to calculate the score are a combination of data from public sources and resident sentiment data from The NCS.

Community Livability

Last updated **January 2023**

Measuring community livability starts with assessing the quality of life of those who live there, and ensuring that the community is attractive, accessible, and welcoming to all.

Community as a place to live

87% Positive

- Similar to benchmark

Overall quality of life in community

84% Positive

- Similar to benchmark

Demographics

Last updated **January 2022**

Adults with a bachelor's degree
19.2%

Median annual household income
\$69,375

Median age
47.2



Total population

938

Governance

Last updated **January 2023**

Strong local governments produce results that meet the needs of residents while making the best use of available resources, and are responsive to the present and future needs of the community as a whole.

Overall confidence in local government



61% Positive

- Similar to benchmark

Total government operating expenditures per capita



\$464.66

Overall quality of local government services



82% Positive

- Similar to benchmark

Score last updated **May 2024**

Safety

65 / 100 ± 10

Community Statistics

Violent crime rate



33.42 crimes per 100,000 residents

Property crime rate



122.56 crimes per 100,000 residents

Resident Sentiment

Overall feeling of safety i

87% Positive

- Similar to benchmark

🔄 Score last updated **May 2024**

Economy

59 / 100 ±7

Community Statistics

Monthly unemployment rate i

3.8%

Gross domestic product (GDP) per capita i

\$58,285.12

Resident Sentiment

Overall economic health i

44% Positive

▾ Less favorable than benchmark

🔄 Score last updated **May 2024**

Mobility

66 / 100 ±15

Community Statistics

Average travel time to work i

21.56 minutes

Walkability index score (0 to 20) i

6.42

Resident Sentiment

Overall quality of the transportation system i

52% Positive

- Similar to benchmark

 Score last updated **May 2024**

Utilities

53 / 100 ± 3

Community Statistics


Total drinking water violations 

56

Households with high-speed internet service 


20.49%

Resident Sentiment

Overall quality of the utility infrastructure 

64% Positive


- Similar to benchmark

 Score last updated **May 2024**


Community Design

43 / 100 ± 14

Community Statistics

Job access score (0 to 10) 

2.7

Housing cost burden for renters 

46.34%

Resident Sentiment

Overall design or layout of residential and commercial areas 

76% Positive


- Similar to benchmark

 Score last updated **May 2024**

Health and Wellness

52 / 100 ± 1

Community Statistics

Adult residents with less than good physical health 

13.9%

Food insecurity rate 

12.2%

Resident Sentiment

Overall health and wellness opportunities 

52% Positive

- Similar to benchmark

 Score last updated **May 2024**

Education, Arts & Culture

45 / 100 ± 8

Community Statistics


High school graduation rate 

95%

Library visitation rate 

3.48 visits per 1,000 residents

Resident Sentiment

Overall opportunities for education, culture and the arts 

53% Positive

- Similar to benchmark

Score last updated **May 2024**

Inclusivity & Engagement

57 / 100 ± 5

Community Statistics

Registered voters who voted in the last national election



61.4%

Gini income equality coefficient (0 to 1)



0.54

Resident Sentiment

Residents' connection and engagement with their community



48% Positive

- Similar to benchmark

Score last updated **May 2024**

Natural Environment

40 / 100 ± 1

Community Statistics

Average daily density of air pollutant PM2.5 (fine particulate matter)



9.3 micrograms per cubic meter

National Risk Index for natural hazards (0 to 100)



44.54

Resident Sentiment

Overall quality of natural environment



84% Positive

- Similar to benchmark

Score last updated **May 2024**

Parks and Recreation

55 / 100 ± 5

Community Statistics

Live within a half mile of a park



20%

Access to exercise opportunities



67.55%

Resident Sentiment

Overall quality of parks and recreation opportunities



79% Positive

- Similar to benchmark

What is GPAL?

GPAL is the premier government performance data and action program that helps local leaders make smart decisions for their communities. Built as a collaboration between academic, public, and private sectors, GPAL provides insight into community performance metrics and the factors affecting livability. With access to an unprecedented set of both local and national data, GPAL helps public officials better understand and improve the quality of life in their communities.

Where do these data come from?

GPAL consolidates data from public records, private research efforts, and proprietary sources into a single comprehensive dataset. These data can include primary data (resident sentiment), secondary data (public records), and "bring-your-own" data (data sources provided by our users). Through GPAL, these previously disparate data are now accessible to public officials for informed decision-making. The GPAL dataset will continue to grow as the partnership develops and new partners join the effort.

Want more information?

Learn more and request additional information at polco.us/gpal and don't hesitate to reach out to success@polco.us with questions.

Appendix B

Qualitative Research Results

RISE Priorities of Residents via written input



A word cloud of resident priorities. The words are arranged in a roughly rectangular shape. The largest word is 'downtown' in a dark blue font. Below it is 'commbuilding' in a lighter blue font. To the left of 'downtown' is the word 'recreation' written vertically in a light blue font. To the right of 'downtown' is the word 'broadband' written vertically in a light blue font. Above 'downtown' is the word 'upkeep' in a dark blue font.

recreation
upkeep
downtown
commbuilding
broadband

RISE Likes/Keeps of Residents via written input



A word cloud of community amenities in blue text. The word 'community' is the largest and most prominent, centered horizontally. Above it, 'schools' is written vertically on the left, 'pool' is written horizontally in the middle, and 'library' is written vertically on the right. Below 'community', the word 'parks' is written horizontally.

community
schools
pool
library
parks