

VILLAGE OF ROANOKE



COMMUNITY READINESS REPORT

STRONG COMMUNITIES INITIATIVE (SCI)

*"Building Stronger, More Connected, and Investment
Rural Communities Across Illinois"*

-Ready



Compeer Financial in Partnership with Hometown Consulting



THANK YOU FOR PARTICIPATING

THIS REPORT IS INTENDED TO PROVIDE A PRACTICAL AND HONEST ASSESSMENT OF CURRENT READINESS WHILE IDENTIFYING OPPORTUNITIES TO:

- strengthen planning,
- communication,
- economic development,
- organizational capacity,
- long -term implementation efforts

The findings and recommendations within this report are meant to support local decision makers by providing actionable next steps that can help position the community for future growth, investment, and stability.



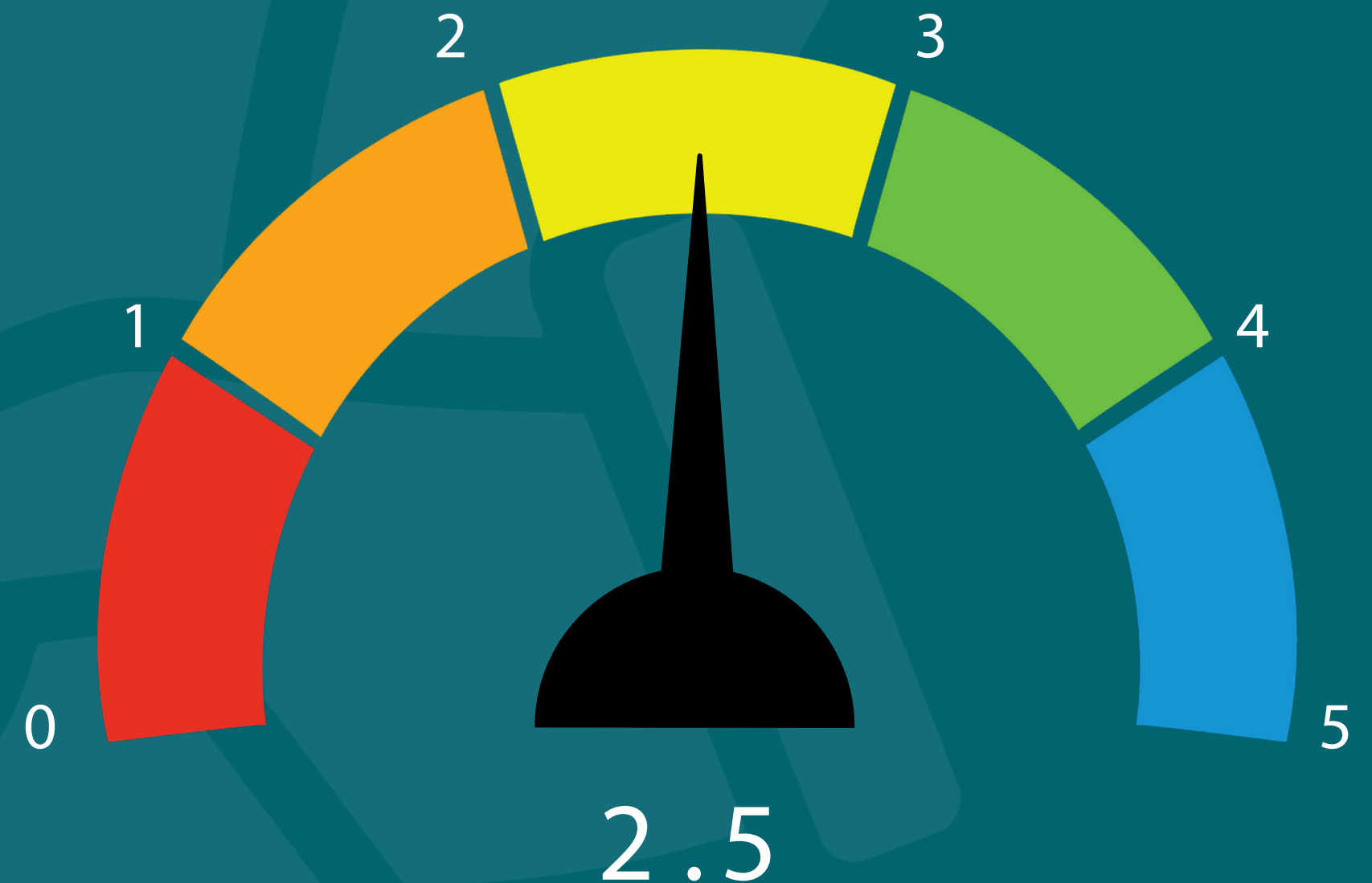
ROANOKE'S SUMMARY

The Village of Roanoke received an overall SCI Composite Score of 2.5 / 5.0, placing the community within the Foundational Capacity Building tier.



TOP PRIORITIES

- *Formalize implementation and administrative tracking systems.*
- *Establish clearer economic development leadership and project coordination responsibilities.*
- *Improve grant readiness documentation and project packaging.*
- *Strengthen communication and public engagement systems.*
- *Build a long-term strategic implementation framework with measurable accountability.*



FOUNDATIONAL CAPACITY BUILDING



PROGRAM OVERVIEW: THE FIVE SCI PILLARS

The Five Areas Evaluated

- 1 GOVERNANCE AND ORGANIZATIONAL STRUCTURE
- 2 ECONOMIC DEVELOPMENT READINESS
- 3 GRANT READINESS ANALYSIS
- 4 PUBLIC ENGAGEMENT AND COMMUNICATIONS
- 5 BUSINESS RETENTION AND EXPANSION



Each pillar is evaluated independently using weighted subcategories, evidence confidence scoring, and implementation -focused hard -cap logic.



PROGRAM OVERVIEW: THE FIVE SCI PILLARS

Pillar Score, Levels and Meaning

The final SCI Composite Score represents the average of the five pillar scores.

Range	Capacity Level	Meaning
4.50 – 5.00	Investment Ready	Institutionalized, measurable, highly sophisticated systems; benchmark-level readiness.
4.00 – 4.49	Strong	Advanced systems in place with only refinement needed.
3.50 – 3.99	Emerging Implementation	Functional systems with moderate gaps or inconsistent formalization.
3.00 – 3.49	Developing Systems	Basic systems present but fragmented, informal, or inconsistently applied.
2.00 – 2.99	Foundational Capacity Building	Limited formalization; early -stage system development.
0.00 – 1.99	Early Capacity Building	Major systems absent or largely informal.



COMMUNITY AND ECONOMIC SNAPSHOT



KEY COMMUNITY ASSETS

Strategic access to regional employment centers.

Stable residential environment and strong neighborhood conditions.

Recognizable small-town identity and community image.

Existing institutional anchors including schools, churches, and civic organizations.

Access to regional transportation corridors and utility infrastructure.



KEY CHALLENGES

Limited staffing and administrative capacity.

Limited visible implementation and tracking systems.

Small tax base relative to long-term infrastructure and operational demands.

Limited formal economic development structure.

Risk of implementation fatigue without stronger operational systems.

Roanoke is a small rural community with strong local character, quality of life, and regional access. Its long-term success will depend on strengthening organizational capacity while preserving its small-town identity.



BENCHMARK COMPARISON

Benchmark Area	Roanoke Position
Community Identity	<i>Stronger than many peer communities</i>
Administrative Formalization	<i>Below benchmark for Developing Systems communities</i>
Economic Development Coordination	<i>Moderate but largely informal</i>
Grant Readiness	<i>Limited visible institutional systems</i>
Public Engagement	<i>Functional but inconsistent</i>
Business Retention Systems	<i>Early-stage and largely relationship-based</i>
Regional Positioning	<i>Strong regional access advantages</i>

Roanoke has stronger community stability, housing quality, and regional access than many similar communities. However, it lacks some of the formal systems and implementation capacity needed to advance to the next level of organizational development.



PILLAR 1 – GOVERNANCE AND ORGANIZATIONAL STRUCTURE



RECOMMENDATIONS

- *Create a formal strategic implementation dashboard reviewed quarterly by village leadership.*
- *Develop written operational procedures and institutional knowledge documentation.*
- *Establish annual goal -setting and implementation review sessions.*
- *Create a multi -year capital planning framework.*
- *Improve committee alignment with strategic implementation priorities.*
- *Establish formal project ownership assignments and reporting expectations.*



FOUNDATIONAL CAPACITY BUILDING



EVIDENCE REVIEWED

- Village board meeting agendas and minutes.
- Public official and committee listings.
- Municipal operational information.
- Public notices and governance references.
- Organizational structure observations.
- Regional governance comparisons.

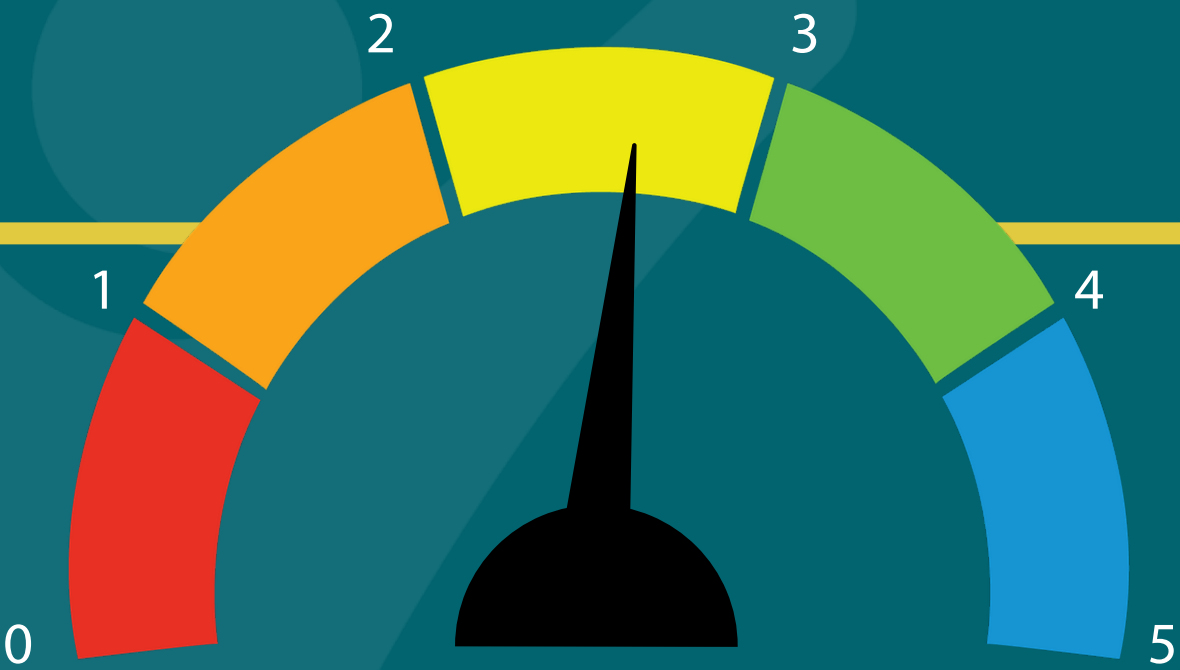


PILLAR 2 – ECONOMIC DEVELOPMENT READINESS



RECOMMENDATIONS

- *Create a formal economic development implementation strategy.*
- *Develop a property and redevelopment opportunity inventory.*
- *Establish business attraction and retention coordination responsibilities.*
- *Improve development marketing materials and online positioning.*
- *Coordinate with regional economic development organizations.*
- *Identify priority redevelopment corridors and target opportunity areas.*



FOUNDATIONAL CAPACITY BUILDING



EVIDENCE REVIEWED

Corridor and location analysis.
Regional economic positioning observations.
Publicly visible development information.
Existing commercial and community patterns.
Comparable peer community practices.
Infrastructure and transportation access observations.

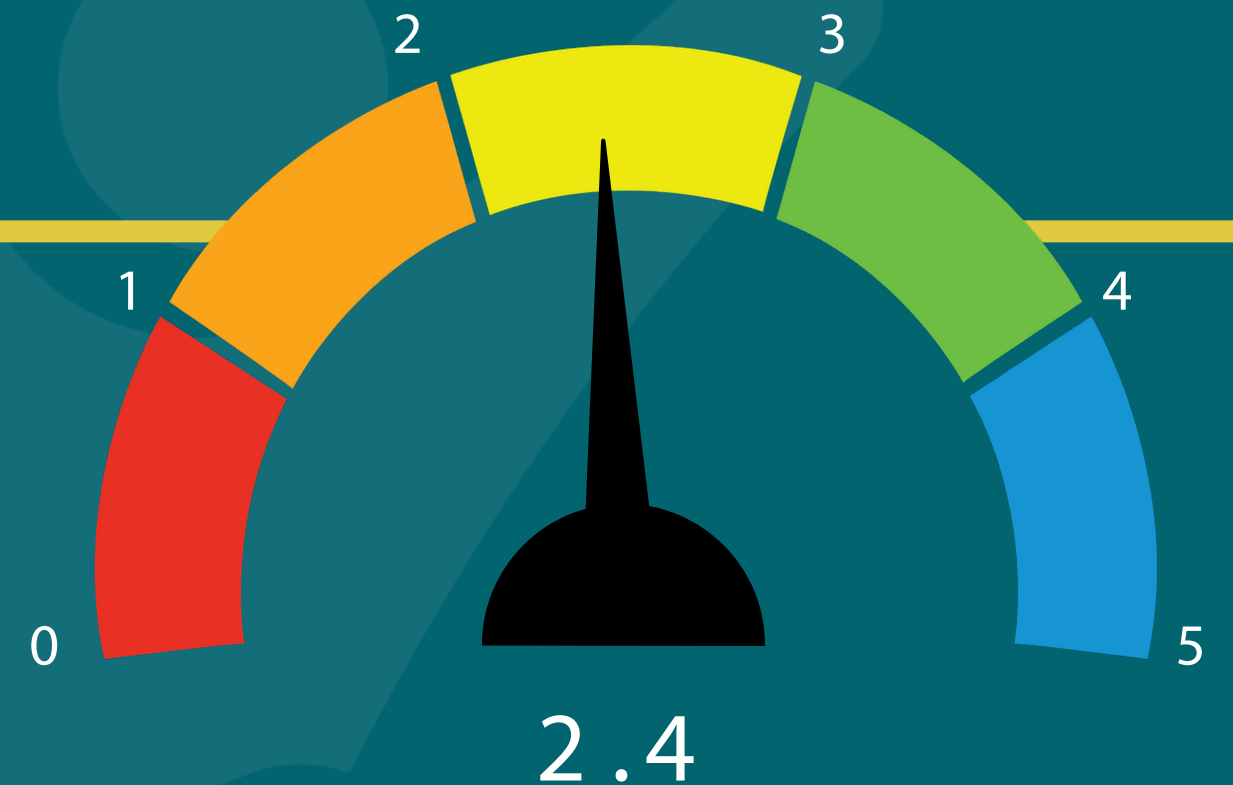


PILLAR 3 – GRANT READINESS ANALYSIS



RECOMMENDATIONS

- *Create a formal grant readiness inventory.*
- *Establish annual infrastructure and project priority rankings.*
- *Develop conceptual project scopes for future funding opportunities.*
- *Build recurring grant calendars and funding tracking systems.*
- *Coordinate with regional partners on collaborative funding opportunities.*
- *Establish project packaging templates for recurring grant applications.*



FOUNDATIONAL CAPACITY BUILDING



EVIDENCE REVIEWED

Public project references.

Infrastructure and operational observations.

Municipal meeting references.

Capital improvement indicators.

Regional funding coordination practices.

Publicly visible planning references.



PILLAR 4 – PUBLIC ENGAGEMENT AND COMMUNICATIONS



RECOMMENDATIONS

- *Develop a formal communication strategy tied to implementation goals.*
- *Improve project updates and implementation transparency.*
- *Establish recurring public engagement opportunities.*
- *Expand digital communication consistency.*
- *Create measurable communication and engagement goals.*
- *Improve visual storytelling around projects and community priorities.*



DEVELOPING SYSTEMS



EVIDENCE REVIEWED

- Municipal website materials.
- Public notices and meeting postings.
- Community communication observations.
- Public meeting accessibility.
- Community identity indicators.
- Public-facing information systems.



PILLAR 5 – BUSINESS RETENTION AND EXPANSION



RECOMMENDATIONS

- *Establish an annual business visitation program.*
- *Create recurring business surveys and feedback systems.*
- *Develop a local business contact and tracking database.*
- *Coordinate with regional business support organizations.*
- *Identify succession risks among existing businesses.*
- *Improve communication with local employers and commercial property owners.*



FOUNDATIONAL CAPACITY BUILDING



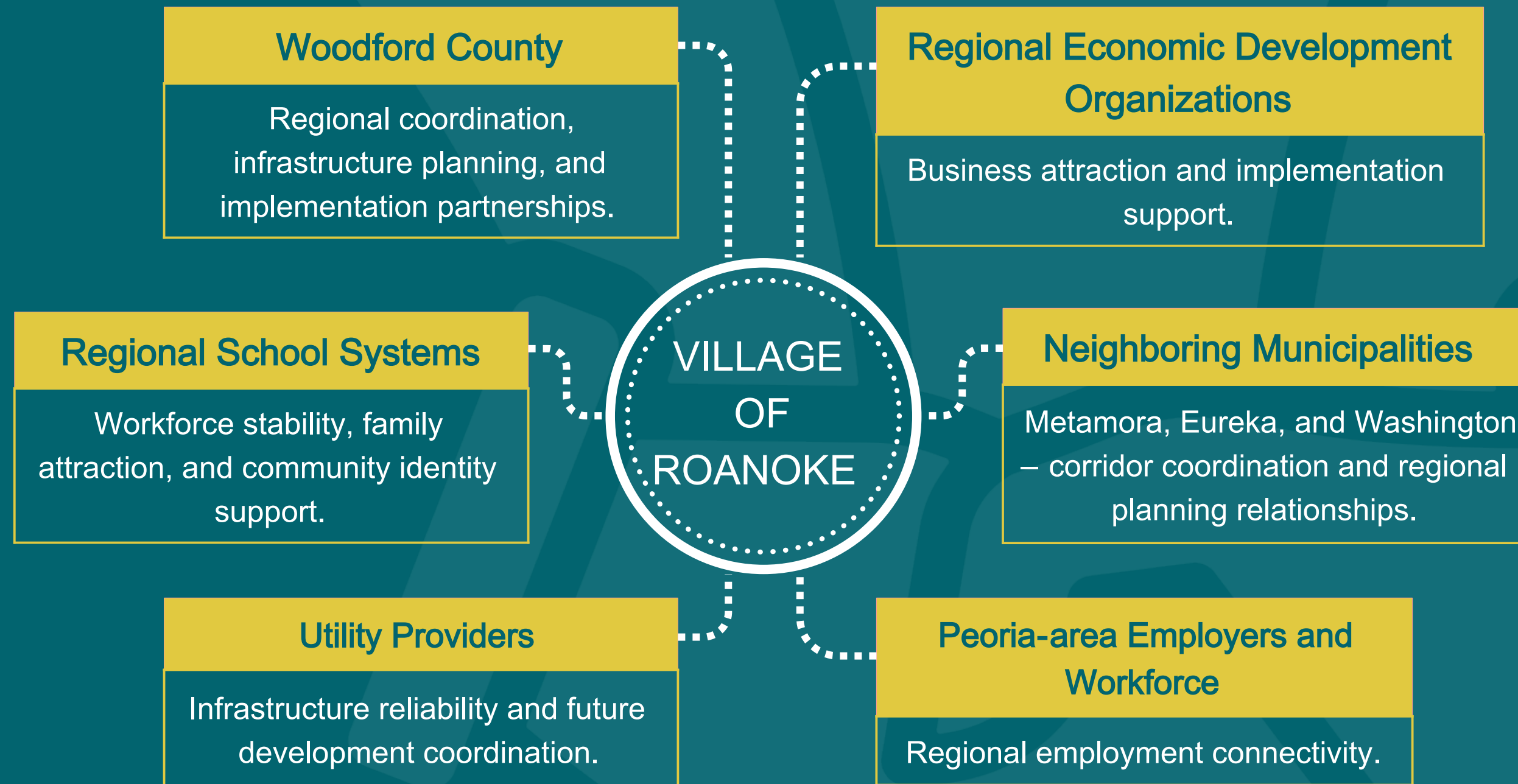
EVIDENCE REVIEWED

- Commercial environment observations.
- Public business and corridor references.
- Economic development indicators.
- Community commercial patterns.
- Comparable peer community BRE systems.
- Public implementation references.



REGIONAL COLLABORATION AND POSITIONING

REGIONAL PARTNERS AND ROLES



Collaborative opportunities with the highest long-term value include joint grant applications, corridor infrastructure coordination, workforce and housing initiatives, regional tourism positioning, and coordinated business support programming.



STRATEGIC OPPORTUNITIES AND CATALYTIC INITIATIVES

1 ORGANIZATIONAL STABILIZATION INITIATIVE

Establishing formal implementation tracking systems, project ownership structures, and recurring operational review processes would create immediate organizational benefits.

2 CORRIDOR AND COMMUNITY POSITIONING INITIATIVE

Illinois Route 116 represents one of Roanoke's strongest strategic positioning assets. The village should evaluate opportunities to improve gateway aesthetics, corridor branding, redevelopment positioning, and small -scale commercial support initiatives tied to the corridor environment.

3 INFRASTRUCTURE AND GRANT PACKAGING INITIATIVE

Roanoke should begin proactively assembling infrastructure and community improvement projects into a coordinated implementation pipeline. This effort should include project scoping, conceptual budgeting, funding identification, and long -term sequencing.

4 COMMUNITY COMMUNICATION MODERNIZATION INITIATIVE

Strategic project storytelling, visual implementation updates, and recurring community engagement initiatives would improve transparency and long -term community alignment.

5 BUSINESS RETENTION AND COMMUNITY SUPPORT INITIATIVE

Establishing recurring outreach systems would improve local business relationships while identifying future expansion, redevelopment, or succession risks before they become larger economic challenges.



24-MONTH STRATEGIC IMPLEMENTATION ROADMAP

0 - 6 MONTHS

Organizational Alignment, Government Systems, and Grant Readiness

6 - 12 MONTHS

Economic Development Coordination, Communications Modernization, and BRE Program Development

12 - 18 MONTHS

BRE Program Development, Capital Planning, and Regional Partnerships

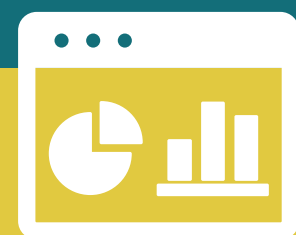
18 - 24 MONTHS

Regional Partnerships and Strategic Evaluation



ReCOMMENDED GOVERNANCE / TRACKING FRAMEWORK

SEVERAL RECOMMENDED DASHBOARD CATEGORIES



Active grants pursued.
Grant awards received.
Infrastructure projects in progress
Business visits completed
Website and communication metrics
Road and infrastructure conditions
Project implementation timelines
Housing or redevelopment inquiries
Volunteer or committee participation
External partnership meetings
Public feedback trends

Roanoke should establish a simple but disciplined implementation tracking framework capable of supporting long - term organizational continuity.



RECOMMENDED REVIEW RHYTHM

MONTHLY

- *Operational project updates.*
- *Grant opportunity tracking.*
- *Infrastructure coordination reviews.*

QUARTERLY

- *Strategic implementation review.*
- *Dashboard updates.*
- *Business and redevelopment tracking review.*
- *Public communication review.*

ANNUALLY

- *Capital planning update.*
- *Strategic goal reassessment.*
- *Regional partnership review.*
- *SCI implementation progress evaluation.*



QUESTIONS & DISCUSSION



The findings within the report should not be interpreted as evidence of community weakness, but rather as a roadmap for organizational strengthening and long-term readiness improvement.

Hometown Consulting sincerely appreciates the opportunity to support the Village of Roanoke through the Strong Communities Initiative.



Strong Communities Initiative (SCI)

Thank
you