LETTER FROM THE MAYOR

If you are reading this it means that you are about to open the first page of Creswell’s recently completed Strategic Plan. I believe you will like what you see! This plan has been three years in the making and it is well worth your time to read and consider.

In 2013, I began my service as Mayor of Creswell. There were many tasks for the City Council to address, but one of the most important was to set a direction for the future. We took the first step by setting six-month work goals. The following year, we took another step by setting 12- and 18-month work goals. These initial steps prepared us to take the BIG step, and in 2015 began work on a five-year Strategic Plan.

Interviews were conducted with the Mayor and Council, City Administrator, and staff. Residents were surveyed. Students at our Creswell schools were asked for input. Having received valuable input from residents, councilors and staff, initial vision statements and goals were formed. The Council then reviewed the vision statements and settled on one, prioritized goals and objectives, and developed a realistic list of actions that could be accomplished within five years.

Enclosed will find the Creswell Strategic Plan, 2016-2021. While this is our final product, it certainly is not the end, but rather the beginning of an exciting adventure. We have a roadmap to follow; now it’s time to start the engine and go. We have a dream; now it’s time to turn the dream into reality. And it will take all of us to do so.

I would like to encourage you to find a place of service and get involved in your community. Creswell needs you. You have gifts and talents to give for the good of Creswell. Our shared future holds great promise. As you read this Strategic Plan, please consider what you might do to help Creswell be the very best small town in Oregon. After all, we are “The Friendly City!”

Glad to be serving as your Mayor,

Dave Stram
Mayor
OUR STRATEGIC PLAN

Mission, Vision & Values

VISION

Creswell will continue to be a friendly place where people want to live and work. We envision a safe, inclusive, family-oriented small town of desirable neighborhoods with rural roots. Our community will support a resilient, robust local economy, serving as a gateway to outdoor recreation and travel. Our citizens will be actively engaged in improving and maintaining a high quality of life.

MISSION

The City of Creswell exists to provide quality, reliable, and affordable city services to city residents and businesses, creating a safe, livable, and attractive community with a unique small town atmosphere.

VALUES

Integrity
We earn the trust of the community and each other through honesty and accountability.

Collaboration
We foster a culture based on teamwork, mutual respect, and open communication.

Problem Solving
We are committed to finding creative solutions to effectively deliver government services.

Approachable
We are accessible, friendly, and work in partnership with our citizens.
OUR STRATEGIC PLAN

Strategic Goals

The purpose of our strategic plan is to help City staff and leadership set a course of action for Creswell for the next five years, by:

- Establishing goals for our community and government
- Determining how to effectively achieve those goals
- Assessing and reporting our progress

Our goals, and the objectives supporting them, are presented in priority order throughout this plan. Priorities were determined by the City Council, utilizing input from City staff and a community survey. We will build upon this guidance during the annual budgeting process, balancing our priorities with available human and capital resources.

Accountable Government
Deliver programs and services transparently, effectively, and efficiently.

Economic Development
Build the City’s capacity to support and attract businesses, create jobs, and position Creswell for sustainable growth.

Safety and Preparedness
Ensure a safe community through proactive and responsive protection of life, property, and infrastructure.

Quality of Life
Create a great place to live by providing infrastructure that supports our community's needs, access to recreation opportunities, and safe neighborhoods.

Community Engagement
Inspire citizen engagement in shaping and serving the community.
STRATEGIC GOAL #1

Accountable Government

*Deliver programs and services transparently, effectively, and efficiently.*

OBJECTIVES & ACTIONS

1. Develop an efficiency- and outcome-based performance measurement program
   - Develop annual departmental work plans linked to the strategic plan and budget.
   - Establish metrics of success for City programs and services.
   - Update job descriptions and conduct annual performance evaluations with results metrics tied to departmental goals.
   - Utilize open government software for transparent expenditure reporting.

2. Develop and implement a long-term financial plan that reflects service levels desired by the public
   - Leverage technology to deliver programs and services more effectively and efficiently.
   - Ensure that staff compensation and benefits are competitive regionally by conducting compensation studies every 5 years.
   - Invest in staff training and development.
   - Adopt comprehensive financial policies.
   - Adopt an annual budget with updated fees reflecting the cost of service.
3. Develop a comprehensive Capital Improvement Program (CIP)

- Develop a plan and identify funding to provide water and wastewater service to the airport.
- Develop a plan for the DeBerry Landfill site.
- Assess the relevance and completeness of departmental capital plans and needs lists.

PERFORMANCE MEASURES

- Balanced budget with reserve goals met.
- Employee satisfaction.
- Completed policy and process improvement projects.
- Quarterly report on strategic plan accomplishments to Council.
STRATEGIC GOAL #2

Economic Development

Build the City’s capacity to support and attract businesses, create jobs, and position Creswell for sustainable growth.

OBJECTIVES & ACTIONS

1. Create and implement an economic development plan
   - Complete Economic Visioning project.
   - Revitalize downtown Creswell through beautification efforts, design standards, and targeted retail and small business attraction.
   - Leverage the City’s assets and location to attract tourism.
   - Develop economic strategies for vacant commercial and industrial lands, including Bald Knob.
   - Explore development and operating options at the airport.
   - Collaborate with the Chamber of Commerce to develop tourism resources and marketing materials.

In five years, I want Creswell “to build a reputation for embracing, welcoming, and supporting businesses of all sizes.”
2. Update the City’s comprehensive plan
   • Ensure the plan addresses natural resources, including the Butte Protection Area, flood plain, and wetlands.
   • Determine whether to expand the Urban Growth Boundary.
   • Update economic development policies.
   • Revisit draft analyses prepared by the City’s former contract planning firm and determine what is relevant for Planning Commission and City Council review.

3. Explore implementation of an Urban Renewal Area (URA)/Redevelopment Agency
   • Explore alternative funding methodologies to improve the Bald Knob site.
   • Work with the Association of Oregon Redevelopment Agencies (AORA) to develop an urban renewal plan.

PERFORMANCE MEASURES

> Retail and office vacancy rate.
> Economic Development Plan completed.
> Transient occupancy tax.

“The City needs to be an active player in creating a sense of place because then, we will have a sense of community. I think the City needs to work with business leaders and property owners to develop actionable steps together to create a more attractive, sustainable business environment.”
STRATEGIC GOAL #3
Safety and Preparedness

Ensure a safe community through proactive and responsive protection of life, property, and infrastructure.

OBJECTIVES & ACTIONS

1. Secure permanent funding for law enforcement to meet the community’s desired level of service.
   - Explore establishing a public safety district.
   - Consider and implement recommendations from the public safety study.

2. Develop community emergency preparedness plans, including training and exercises that engage the community.
   - Identify, prioritize, and seek funding for infrastructure improvements to support emergency preparedness, response, and continuity of operations.
   - Establish a Teen CERT (Community Emergency Response Team) program.
   - Apply for grants from FEMA and other agencies to support preparedness.
   - Complete the City’s Emergency Operations Plan.
   - Collaborate with community organizations to deliver “a year to prepare” events.
   - Establish and train staff to operate an Emergency Operations Center.

In five years, “I would like to be able to see that we can come together as a community and support one another in our goals. Being safe in our community and knowing that when we have an emergency, help is on its way in a timely manner.”
PERFORMANCE MEASURES

> Emergency Operations Plan completed.
> 24/7 police presence established.
STRATEGIC GOAL #4

Quality of Life

Create a great place to live by providing infrastructure that supports our community’s needs, access to recreation opportunities, and safe neighborhoods.

OBJECTIVES & ACTIONS

1. Ensure that safe, quality water, sewer, and transportation service is available to meet the current and future needs of the community
   - Update and implement infrastructure master plans, including:
     - Wastewater System Facilities Plan.
     - Water System Facilities Plan.
     - Transportation System Plan, including bicycle, pedestrian, and transit elements.
     - Storm Water Facilities Plan.
   - Work with ODOT to develop a solution for Highway 99 intersection safety and accessibility.
   - Explore innovative solutions to improving the sustainability of Creswell’s water and wastewater systems.
   - Identify funding to rebuild or replace prioritized streets and sidewalks to meet current and future needs.
   - Secure funding for additional treatment at the Wastewater plant to meet existing and new permit requirements.

“...In five years, I hope Creswell charts a strong path forward to realize a community its residents want to live in. This includes resolving infrastructure challenges like water, wastewater, stormwater, and roads; as well as creating the space for vibrant community development with parks, community spaces folks want to use, and cultural amenities can make the community stand out with its own identity.”
2. Expand bicycle, pedestrian, and outdoor recreation opportunities for City residents.
   • Update the Parks Master Plan.
   • Identify funding to develop additional parks and acquiring park lands.
   • Develop a plan to establish community and recreation services at the Cobalt Building through non-profits or contractors.
   • Maintain and enhance streets, bike lanes, and sidewalks to meet the defined level of service.

PERFORMANCE MEASURES
> Infrastructure plans completed.
> Miles of trails, sidewalks, and bike lanes maintained by the City.
> Percentage of streets in good condition.
> Total park acreage maintained by the City.
> Wastewater treatment plant capacity remaining.
STRATEGIC GOAL #5
Community Engagement

*Inspire citizen engagement in shaping and serving the community.*

OBJECTIVES & ACTIONS

1. Leverage Creswell schools, non-profits, and community organizations to increase citizen participation in City activities
   - Develop community collaborations to invest in neighborhood preservation and beautification.
   - Strengthen partnerships with the Creswell School District to involve students in City government.
   - Engage non-profit organizations to collaborate on City projects.

2. Cultivate City visibility at community events, including farmers markers, parades, and school activities
   - Utilize social media, the City’s newsletter and reader board, and other methods to promote events.
   - Participate in the 4th of July parade.
   - Establish a City booth at farmers markets to periodically promote City events and education.

“I love living in this town. The people are friendly and respectful. Many of the citizens are very involved in community functions and improving life for others. I am happy that I am working, playing, living, and raising my children here.”
3. Coordinate community activities using regional and national guidance

- Participate in national events, including National Night Out, Public Works Week, EMS Week, and Earth Day.
- Promote and support neighborhood block parties.

PERFORMANCE MEASURES

> Students and classes participating in City programs.
> Number of non-profit and community organizations partnered in City events or programs.
> Council, Commission, and Board vacancies filled.
The following individuals dedicated time and provided valuable input during the development of this strategic plan.

Creswell City Council
Dave Stram, Mayor
Omar Bowles
Holly Campbell
Richard Heyman
Patrick Miller
Gary Mounce
Adam Pellatt
Jane Vincent
Richard Zettervall

City Staff
Michelle Amberg, City Administrator
Carolyn Allen
Cliff Bellew
Michelle Furrer
Jennifer Gardiepy
Maia Hardy
Shelley Humble
Maddie Phillips
James Piper
Roberta Tharp

AND

the Citizens of Creswell
quotes from citizens who participated in the community visioning and prioritization surveys are included throughout the plan

PREPARED BY

Moss Adams LLP