



Central Point *Forward* Fair City Vision 2020

City Wide Strategic Plan

Adopted by City Council
May 24, 2007
Resolution No. 1143



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INTRODUCTION

About Central Point, Oregon



The City of Central Point is a fast growing, friendly, and welcoming community with numerous development opportunities, civic pride, and a responsive city government.

The last 10 years have brought many changes to Central Point. Growth has been evident with new businesses, new parks, new commercial and residential developments, and new recreational opportunities. A new City Hall and Library opened, and the City can now claim over 300 businesses, 5 banks, and 3 new hotels. The population has grown to 16,500, making Central Point the 3rd largest city in Jackson County. It has maintained its family orientation, and strives to preserve its “small town feel”.

Central Point’s economy is based primarily on transportation, education, agriculture and tourism. And now, a new concept in development is taking place at Twin Creeks, a community that will encompass nearly 200 acres with up to 1500 new homes, row houses, apartments, office and retail, parks and open space.

The citizens and city government are invested in providing opportunities for people to gather and get to know one another. Friday Night Festival during the summer months, the 4th of July Parade, Labor Day Music Festival, and summer evening films in the park, all offer occasions for people to get together.

Recreational opportunities abound in and around Central Point, from hiking the Table Rocks, bicycling the Bear Creek Greenway, floating the Rogue River, skating at the Joel Tanzi skate park, or enjoying one of the 12 City parks.

All of these factors lead to the “Blue Ribbon Lifestyle” everyone enjoys in Central Point, the Fair City!

Purpose and Importance of Strategic Planning

“If we could first know where we are and whither we are tending, we could better judge what to do and how to do it”. - Abraham Lincoln

Strategic Planning is a process that brings people from all walks of life together, to talk about the future of the community, create the vision for the future, and formulate a way to make this future happen through community teamwork and actions. It is a document that records what people think – the blueprint for positive change that defines the vision, goals and outcomes that must occur to realize the future.

If our efforts are to have any meaning, they must be accompanied by planning efforts to move the City through change. These changes include changing community demographics, new state and federal mandates, fiscal constraints, changing economic conditions, emerging technologies and many other influences on the City’s service delivery efforts. High performing cities learn to anticipate and adapt to these changes by creating value, motivation, and meaning for the citizens they serve. The best tool for accomplishing these overarching objectives is Strategic Planning.

This Strategic Plan will challenge and stretch the community’s imagination in defining what is possible and test the will to commit to a great and exciting future. It will forge and sustain new partnerships and relationships that will make the Strategic Plan a reality.

"If you don't know where you are going, you are certain to end up somewhere else."- Yogi Berra

The Strategic Planning Process



The Strategic Plan is not a static document or process. It must change to reflect the changes taking place in the community. The City created its first Plan in 1998 and it served well, guiding the growth and decision making over the past 8 years. We embarked on the current process to update the plan and update strategic priorities and commitments.

The current process began in October 2006, with the formation of a Steering Committee to work with the consultants to oversee the strategic planning process. The Steering Committee was instrumental in assisting with the design of the process, setting timetables, developing the conditions to produce a community-owned plan, and put the plan into action.

The Steering Committee recruited community members representing a cross section of the community to participate in the Stakeholder Group, those who were involved in fleshing out the specifics of the Strategic Plan. This committee was also responsible for naming the project, designing a logo, identifying public relations opportunities, and selecting a venue for the Stakeholder workshops.

Several information and feedback opportunities were created for citizens. A Community Input link was posted on the City’s website with a link to a citizen blog. A voicemail line and an email box was set up, and a survey was included in the December water bills. A Town Hall meeting was held in April, and local media coverage also created interest. Over 300 citizens participated in providing feedback that is included in the Plan.

Two 3 hour Stakeholder workshops were held in January 2007 at the Assembly of God Church on North 10th. Saturday January 13th brought 12 degree temperatures, however that did not stop over 80 participants from attending this morning session. Small groups worked together to answer the question “What historical events have had the most significant impact on the City during the time you have lived/worked here?” From this information a history map was created.

The participants then did an environmental scan (internal and external) to identify the Strengths, Problems, Opportunities, and Threats facing the City. The information from this analysis was used to create a SPOT map.

At the conclusion of the first workshop, each participant was asked to talk to 5 other citizens and get feedback prior to the next workshop on the question “What would the “ideal” Central Point look like in 15 years?”

On Tuesday January 23rd stakeholders reconvened and conducted a Future Visioning process creating a picture of what Central Point “would look and feel like in 2020”. The final step was to identify what Strategic Priorities would catapult the City toward the vision, and identify the “vital few” priorities that would generate the greatest results. The vision and priorities were then transferred to the Vision map.

Once the priorities were established, participants formed strategic work groups to flesh out goals, strategies and actions. These committee meetings took place over five weeks at City Hall. A Strategic Goal map was created, and will be updated as items in the plan are accomplished.

Through this process, an active group of citizens has come together with a passion to implement the Plan. It is important that this work is ongoing and updated to keep the City and the community on course to realize the Vision.

MISSION, VISION, VALUES

The City of Central Point's Strategic Plan is guided by three underlying elements: our mission, our vision and our statement of values.

The vision statement for the City was developed by community members in the 1998 planning process. The mission and values statements for the City of Central Point were developed collectively by the employees of the City and adopted by the Mayor and Council.

Our Mission

It is the mission of the City of Central Point to build and maintain a highly livable community by working in harmony and being a catalyst for partnership with all members of the community, public and private.

Our Vision

Through the leadership of the governing body, The City of Central Point has created a community:

- With a “small town” commitment and feel that promotes community pride, safety, and friendliness.
- Which provides consistent quality in guiding growth, beautifying and strengthening the downtown area, and providing adequately for City services, while being flexible and updating citizens.
- Where we work jointly with our community schools, libraries, and public/private institutions to increase opportunities for the development of our youth and our citizens.
- Where city, county, state, and federal agencies work together as partners with a “can do” attitude
- That protects our unique identity – People know when they are in the “Heart of the Rogue Valley” – Central Point.

Our Values

Growth: We value planned growth that will retain our small town atmosphere

Public Safety: We value a professional service oriented public safety policy that promotes a sense of safety and security in our city

Transportation: We value a system of transportation and infrastructure that is modern, efficient, and sensitive to the environment

Community: We value a clean and attractive city with parks, open space and recreational opportunities.

Service: We provide the highest level of service possible in the most efficient and responsible manner.

Goal 2- Build City pride and positive image.

Strategies:

- a. Create a brand and launch awareness campaign, articulate vision and mission, define values;
- b. Recognize the successes of Businesses, Citizens, and Government publicly;
- c. Communicate and celebrate events, honor our past and take pride in the future;
- d. Promote “healthy neighborhoods” by encouraging socioeconomic diversity. Design with health and safety in mind (i.e. Crime Prevention through Environmental Design) when making infrastructure improvements (including parks and schools);
- e. Review current codes in use for development and improvement. Revise as necessary to create “healthy neighborhoods”. Enforce codes in older established neighborhoods.

Goal 3- Promote community and city government through volunteerism.

Strategies:

- a. Create internships for youth through partnerships with local businesses, government and schools;
- b. Create “event councils” for 4th of July, Rodeo, Christmas, and business events;
- c. Create a volunteer pool database of all ages, matching volunteer interests, skills, and passions with agency’s needs;
- d. Celebrate the City’s accomplishments achieved through citizen participation and volunteerism;
- e. Encourage local businesses to recognize volunteer efforts of their employees.

Downtown Revitalization and Beautification

Goal 1- Enhance Central Point’s downtown as a culturally unique and vibrant focal point that bridges the past and present and embraces the future.

Strategies:

- a. Adopt a Downtown beautification program that includes gateways, streetscape, façade, and design standards that have a consistent look and feel;

- b. Identify funding options to implement beautification projects;
- c. Investigate and create a beautification loan program for businesses within the Downtown and/or Central Business District (CBD);
- d. Work with the Downtown merchants, the Chamber of Commerce and other stakeholders to create a marketing plan, actively recruit key business and build the Downtown into a destination;
- e. Get 'buy-in' from property owners to make private improvements;
- f. Support public and private improvement projects and activities that enhance the beautification of Downtown;
- g. Prioritize beautification projects as part of a capital improvements program.

Actions:

- a. Form a citizens group to meet with Community Development Director and work collaboratively to educate property owners about plans that have already been developed;
- b. Organize volunteers and get the community involved in Downtown beautification projects;
- c. Involve high school students to survey area business owners;
- d. Create a task force to identify similar cities that have been successful in revitalizing their downtowns, learn their process and bring that knowledge to Central Point;
- e. Hire a consultant to assist with marketing efforts and recruitment;
- f. Draw attention to the City and Downtown by increased media coverage.

Goal 2- Create a plan to revitalize and redevelop the Downtown in support of retail, office, housing, arts and entertainment.

Strategies:

- a. Define the boundaries of the Downtown and adjacent business districts;
- b. Explore the creation of a Downtown Economic Improvement District (EID) or an Urban Renewal District;
- c. Coordinate and expand activities that attract and retain businesses;
- d. Add or expand Downtown restaurants, entertainment, arts and cultural activities and strengthen their connection to regional tourist attractions (i.e. Amphitheater, Crater Rock Museum, etc.);
- e. Maximize private investment and public ownership in the revitalization process;

- f. Create and adhere to a specific schedule for action/implementation.

Actions:

- a. Hire a consultant to assist with formation of an EID or UR District.

Goal 3- Promote a pleasant and safe Downtown environment that is characterized by ease of use for pedestrians and those in vehicles accessing our businesses.

Strategies:

- a. Implement recommended and locally acceptable street improvements and traffic controls in the Central Business District (includes Highway 99) to reduce driving speeds and make walking safer and more desirable;
- b. Get 'buy-in' from local business community to make public improvements;
- c. Emphasize both 'form' and 'function' when selecting traffic control devices (i.e. new signals, cross walk designs, bulb-outs, etc.);
- d. Make parking lots more accessible to businesses and promote the use of both front and rear entrances when practical.

Actions:

- a. Use locally recognized plans to leverage funding and to implement safety improvements.

Managed Growth and Infrastructure

Goal 1- Identify and protect agricultural land.

Strategies:

- a. Maintain some larger parcels within the city to provide options for small scale agriculture;
- b. Work with local growers and OSU Small Farm Extension to find and promote niche agribusinesses that will be economically viable on farmland around Central Point.

Goal 2- Maintain City of Central Point's small town feel and family orientation even as we grow.

Strategies:

- a. Develop building codes, master planning, and zoning to appropriate scales, variations in density, age diversified, incorporating natural environment and open spaces into development;

- b. Create affordable housing options for families;
- c. Preserve existing trees to the extent possible during new development/transportation planning and infrastructure updating.

Goal 3- Continually update infrastructure plans.

Strategies:

- a. Include pedestrian and bicycle friendly options in every plan, and retrofit existing streets and neighborhoods whenever possible;
- b. Cooperate with developers to plan future needs for schools and parks;
- c. Take advantage of all opportunities to use environmentally friendly technology in city government and development of new or retrofitted infrastructure.

Actions:

- a. Complete phased rehabilitation of Freeman Road to Hopkins Road.

Goal 4- Continually ensure that planning and zoning review and regulations are consistent with comprehensive plans and vision.

Strategies:

- a. Complete the Regional Problem Solving process to establish urban reserves and buffer for Central Point;
- b. Create zoning regulations for clean, small-scale, locally owned business development;
- c. Maintain Central Point identity as a small, quiet community, keeping appropriate small scale in residential, commercial and industrial development. Recognize that Medford and White City are more appropriate places for large scale development;
- d. Continue to find ways to keep the public involved early and throughout the planning process i.e. new projects planned and underway.

Recreation

Goal 1- Revise Parks and Recreation Master Plan.

Goal 2- Provide high quality facilities, parks, and open spaces that attract resident and non-resident use.

Strategies:

- a. Prepare a finance program to maintain and expand recreation facilities, including fees, donations (land and money), sponsorships, levies, taxes and government support;
- b. Pursue the development and implementation of a comprehensive facilities development plan in cooperation with surrounding cities and school district that identifies and schedules the construction of new recreation centers, parks, trails, gathering places, sports park, and aquatic facilities;
- c. Develop public awareness of necessary steps to meet goals;
- d. Develop plans in conjunction with other governmental agencies and community organizations;
- e. Survey citizens to assess likelihood of support for bond issue to build a community recreation center.

Goal 3- Provide high quality age appropriate recreation programs that benefit all residents of our community.

Strategies:

- a. Prepare a finance program to maintain and expand recreation programs, including fees, donations, sponsorships, and governmental support;
- b. Pursue the development and implementation of comprehensive recreation programs in cooperation with governmental bodies/agencies and athletic/recreation organizations.

Transportation

Goal 1- Ensure citizens can get where they want to be, when they want to be there, enjoy the trip, and eliminate the stress of travel.

Strategies:

- a. Provide easy access to transportation;
- b. Aggressively encourage connectivity throughout all new development
- c. Encourage retrofitted and expanded connectivity throughout existing development;
- d. Refine Transportation Systems Plan (TSP) to include new growth areas;

- e. Designate and preserve “right of way” in growth areas, encourage early purchase of “right of way” easements;
- f. Develop policies and ordinances to encourage development of activity centers;
- g. Support individual transportation choices;
- h. Pursue grants and public private funding sources for developing healthy communities;
- i. Implement recommended and locally acceptable street improvements and traffic controls in the Central Business District (includes Highway 99) to reduce driving speeds and make walking safer and more desirable.

Actions:

- a. Designate additional east-west arterial streets north and south of Pine St. with I-5 crossing;
- b. Re-evaluate Pine & 99 intersection;
- c. Re-examine “one-way” streets on Manzanita and Oak;
- d. Designate north-south arterials for west side of Central Point;
- e. Finish Bicycle/Pedestrian Plan;
- f. Construct sidewalks in developed areas;
- g. Create an ordinance to prohibit private streets inside city limits.

Goal 2- Minimize heavy vehicle traffic (semi-trucks) from downtown.

Strategies:

- a. Develop codes and enforcement to prohibit semi trucks on Pine Street.

Actions:

- a. Create alternate truck route through downtown.

Goal 3- Make central downtown district (including high school) pedestrian friendly.

Strategies:

- a. Create a short haul pedestrian transport across town such as a rubber tired trolley for the downtown corridor;
- b. Create safe pedestrian passage across Highway 99 and Pine St.;
- c. Link destinations (e.g. cheese factory and high school) to downtown;

Economic Development

Goal 1- Diversify the City's local economy and economic base.

Strategies:

- a. Provide an environment that encourages expansion of existing business and the attraction of new jobs to the community - Promote "We are Ready for You!";
- b. Provide more employment opportunities for residents by attracting new business (e.g. technology, specialty food production, medical);
- c. Develop "Shovel Ready" sites;
- d. Develop Blackwell Road exit area (transportation, aggregate mining, light/heavy industrial);
- e. Build and strengthen relationships with the local Chambers of Commerce (Central Point Medford/Jackson County), Jackson County Fairgrounds, SOREDI, State of Oregon Department of Commerce, and other state and local entities;
- f. Maintain and expand public/private partnerships to demonstrate the community's commitment to and support for economic expansion;
- g. Encourage the development of tourism in partnership with local Chambers of Commerce;
- h. Investigate the feasibility of developing a city-wide wireless system;
- i. Establish sustainable funding sources and mechanisms to pay for community needs;
- j. Encourage renovation and redevelopment to increase tax base;
- k. Explore creating an enterprise zone;
- l. Explore "Tax Increment Financing" (Urban Renewal).

Actions:

- a. Assemble information on vacant land, and identify inventory of land with development potential;
- b. Make connection with new Executive Director at SOREDI.

Goal 2 – Develop Central Point's business base

Strategies:

- a. Target, Recruit, and Incubate small businesses, new employers, non profits;
- b. Create partnerships with financial institutions to assist in attracting and growing business;
- c. Develop fee structure to encourage new business;
- d. Incubate start ups in partnerships with high school;
- e. Create management mentoring programs to assist struggling local business in partnership with the Central Point chamber and Medford/Jackson County Chamber of Commerce.

Goal Map (for all Strategic Priorities)

TRANSPORTATION	ENSURE CITIZENS CAN GET WHERE THEY WANT TO GO, WHEN THEY WANT TO BE THERE, ENJOY THE TRIP, AND ELIMINATE THE STRESS OF TRAVEL	MINIMIZE HEAVY VEHICLE TRAFFIC (SEMI-TRUCKS) FROM DOWNTOWN	MAKE CENTRAL DOWNTOWN DISTRICT (INCLUDING HIGH SCHOOL) PEDESTRIAN FRIENDLY	
PROACTIVE GOV'T & CITIZEN INVOLVEMENT	BUILD STRONG RELATIONSHIPS BETWEEN GOVERNMENT AND ITS CITIZENS	BUILD CITY PRIDE AND POSITIVE IMAGE	PROMOTE COMMUNITY AND CITY GOVERNMENT THROUGH VOLUNTEERISM	
MANAGED GROWTH & INFRASTRUCTURE	IDENTIFY AND PROTECT AGRICULTURAL LAND	MAINTAIN CITY OF CENTRAL POINT'S SMALL TOWN FEEL AND FAMILY ORIENTATION EVEN AS WE GROW	CONTINUALLY UPDATE INFRASTRUCTURE PLANS	CONTINUALLY ENSURE THAT PLANNING AND ZONING REVIEW AND REGULATIONS ARE CONSISTENT WITH COMPREHENSIVE PLANS AND VISION
ECONOMIC DEVELOPMENT	DIVERSIFY THE CITY'S LOCAL ECONOMY AND ECONOMIC BASE			
DOWNTOWN REVITALIZATION & BEAUTIFICATION	ENHANCE CENTRAL POINT'S DOWNTOWN AS A CULTURALLY UNIQUE AND VIBRANT FOCAL POINT THAT BRIDGES THE PAST AND PRESENT AND EMBRACES THE FUTURE	CREATE A PLAN TO REVITALIZE THE DOWNTOWN IN SUPPORT OF RETAIL, OFFICE, HOUSING, ARTS, AND ENTERTAINMENT	PROMOTE A PLEASANT AND SAFE DOWNTOWN ENVIRONMENT THAT IS CHARACTERIZED BY EASE OF USE FOR PEDESTRIANS AND TOURS IN VEHICLES, ACCESSING OUR BUSINESSES	
RECREATION	REVISE PARKS AND RECREATION MASTER PLAN	PROVIDE HIGH QUALITY FACILITIES, PARKS, AND OPEN SPACES THAT ATTRACT RESIDENT AND NON-RESIDENT USE	PROVIDE HIGH QUALITY, AGE APPROPRIATE RECREATION PROGRAMS THAT BENEFIT ALL RESIDENTS OF OUR COMMUNITY	

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WHAT'S NEXT

We have done a thorough job of building the new Strategic Plan. However, we are just getting started! Remember, this is an action plan, and we must put the goals into action. We must also involve the many partners from the community and region that will be involved in and contribute to the successful implementation of the plan.

Recommendations

- A. Appoint a strategy task force for each priority. The task force would include City Council members, City staff, community members – anyone who can contribute to the action plan to accomplish each goal.

- B. Assign oversight for each strategic priority as follows:
 1. *Proactive Government and Citizen Involvement:*
Tom Humphrey – Jon Zeliff – Kay Harrison

 2. *Downtown Revitalization and Beautification:*
Tom Humphrey – Phil Messina – Bruce Dingler

 3. *Managed Growth and Infrastructure:*
Bob Pierce – Lois Debenedetti – Dick Halley

 4. *Recreation:*
Matt Samitore – Jennifer Boardman – Matt Stephenson

 5. *Transportation:*
Bob Pierce – Chris Clayton – Mike Quilty

 6. *Economic Development:*
Tom Humphrey – Don Burt – Hank Williams

- C. Each strategic task force meets once a quarter at a minimum. The core group to be made up of the members who participated in the goals and strategies sessions. These task force committees are responsible for creating and implementing an annual action plan including actions, timelines, responsibilities, and outcomes. It is imperative that each task force recruit additional community members to help carry out their work.

- D. The Downtown Revitalization and Beautification group be made an official working committee of the City.
- E. Update the Comprehensive Plan by integrating the outcomes of the Strategic Plan.
- F. Distribute the plan to as many citizens as possible. The plan should reside on the City website, and the DVD of the process should be available for viewing.
- G. Conduct an annual evaluation of the progress made by the City and the community in implementing the Strategic Plan
- H. Propose to the City Council, on a bi-annual basis, any changes to the plan to ensure the goals and strategies are an accurate reflection of the community's vision for the future.

Our real work is just beginning!

*"No more prizes for predicting rain.
Prizes only for building arks."
- Anonymous*

*"Our goals can only be reached through a vehicle of a
plan, in which we must fervently believe, and upon
which we must vigorously act. There is no other route
to success." - Stephen A. Brennan*

PARTICIPANTS

Thanks to following who participated in the Strategic Planning process:

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Special Thanks to Centerpoint and their consultants for shepherding the process:

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APPENDIX

SPOT (Strengths, Problems, Opportunities, Threats)

Strengths:

- Events
- Small town feel, still rural, quality of life, beauty
- Commitment to long term planning
- Family Oriented, affordable, good schools
- Geographic location, weather, centrally located
- Attracting small, medium sized business
- Schools, education system
- Park system
- Involved active community
- Real estate – desirable
- Good vision
- City services – leaders, schools, fire, police

Problems:

- Limited revenue – limited services
- Affordable housing for families
- Lack of diverse living wage jobs
- Activities for kids
- Crowded schools
- Proper marketing
- Vitality of local business, downtown revitalization, lack of opportunities
- Keeping services up with growth
- Limited restaurant options, no downtown focus
- Maintaining small town feel
- Uncontrolled growth, appropriate development
- Traffic issues, poor truck route, 99, Pine, Freeman
- Transportation, Walkability

Opportunities:

- Establish unique identity
- Capitalize on our weather

Development, continue TOD type planning, thoughtful growth
Expanding urban growth boundaries
Attracting targeted businesses
Partnerships, inter agency agreements
Tourism
Downtown revitalization
Family wage jobs, diversity in housing
Community input, future planning
Convention center
Schools
Family oriented events, attracting families
Develop draw to Blackwell exit
Ag land, industrial growth, 4h FHA land lab
More parks

Threats:

Maintaining small town feel, potential to get too big, uncontrolled growth
Transportation
Drugs, meth
Diversity in local businesses, turnover of local businesses, no sustainability
Lack of affordable housing
Declining neighborhoods
Criminal activity, safety
Destroying ag land, could be an asset, loss of open space
Living wage
Money to provide services
Apathy