2017 Strategic Plan Update

SWOT Analysis

In early 2017, the City Council kicked off an update to its Strategic Plan through an analysis of the organization's strengths, weaknesses, opportunities, and threats. This exercise provided a tool to filer potential updates to the Strategic Plan. The raw data from this process is listed below.

Strengths

- **Development Opportunities**
  - Mix of residential; urban and rural
  - Housing stock variety
  - The COR
  - City Owned Land (control of vision)
- **Natural Resources**
  - Two Rivers
- **Effective Organization/Leadership**
  - Council/Staff relationship
  - Achieved many goals
  - Commissions
  - Council Relationship
  - Staff
  - Stable, long-term staff with institutional knowledge
  - Great leadership
  - Strategic process
  - Long-term strategic thinking
  - Collaborative environment
  - Organizational leadership stable
  - Institutional knowledge
  - Technology enhancements
  - Survey data
- **Public Engagement**
  - Strong citizen engagement process
  - Public engagement
  - Citizen engagement opportunities
- **Residents**
  - Great citizens
  - People
- **Highway 10**
  - Highway 10
  - Highway 10 Access Planning Study
- **Financial stability**
  - Stable tax base
  - Stable tax base

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- Financial stability
- High median income

Weaknesses

- **Infrastructure and Funding**
  - Control of major transportation routes
  - Transportation infrastructure
  - Lack of long-term funding for roads
  - Highway 10 flow
  - Highway 10 appearance
  - Highway 10
- **Communication**
  - Communication
  - Ways to communication
  - Communicate rooftops = retail
  - Response plan to social media
- **Resource Availability**
  - Not "3 Deep' with Staff
  - General lack of connection and engagement
  - Sufficient resources to achieve plan
- **Land Use Policies/Vision/Communication**
  - City-Owned Land
  - Water resources/drinking water
  - Density/# of residents
  - Clarification of plan for The COR
  - Retail/restaurants
  - Challenging geography
  - Lack of parks in new residential developments
  - MUSA bisect
  - Tension between competing goals

Opportunities

- **Positive Attitude**
  - Progressive
  - Proactive
- **Infrastructure and Funding**
  - Legislative support
  - Transportation improvement – safety and economic development
  - Support from neighboring communities
  - Highway 10 Preliminary Design
  - Highway 10 appearance/cleanup
  - Highway 10
- **Growth**
  - Land to sell
  - Room to grow

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    - Vision
    - Population close to critical mass
    - Room for growth
    - The ROR – development and resource opportunities
- **Education**
    - New elementary school
    - New elementary school/future high school
- **Image**
    - City easy to work with
    - Communicate our success
    - Perception of developers
    - Positive image
- **Economic Development**
    - Technology
    - Entrepreneurship
    - New ZIP Code/Post Office
    - Business Park
- **Natural Resources**
    - Built and environment
    - Rivers
    - Recreation based on natural resources
- **Housing and Community Development**
    - High median income
    - Variety of housing opportunity
- **Miscellaneous**
    - Internal advancement opportunities

Threats

- **Infrastructure and Funding**
    - Lack of State and Federal resources for transportation
    - Funding
    - No control of Highway 10 funding
    - Lack of transportation funding
    - Highway 10
- **Economic Development**
    - Loss of tax base – business park
    - Competing cities economic development (other communities giving land away)
    - Neighboring communities giving away land
    - Between two historic communities
- **Natural Environment**
    - Natural disasters/train derailments
    - Built and natural environment
    - Two rivers
    - Railroad

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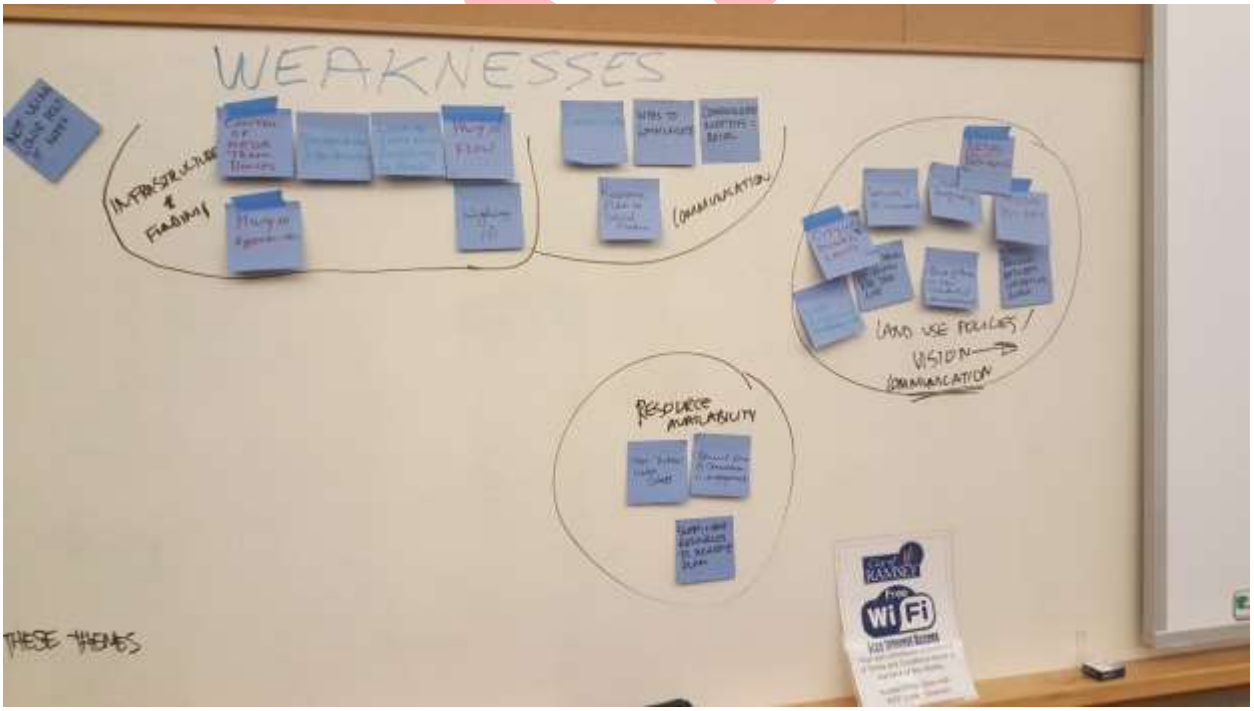
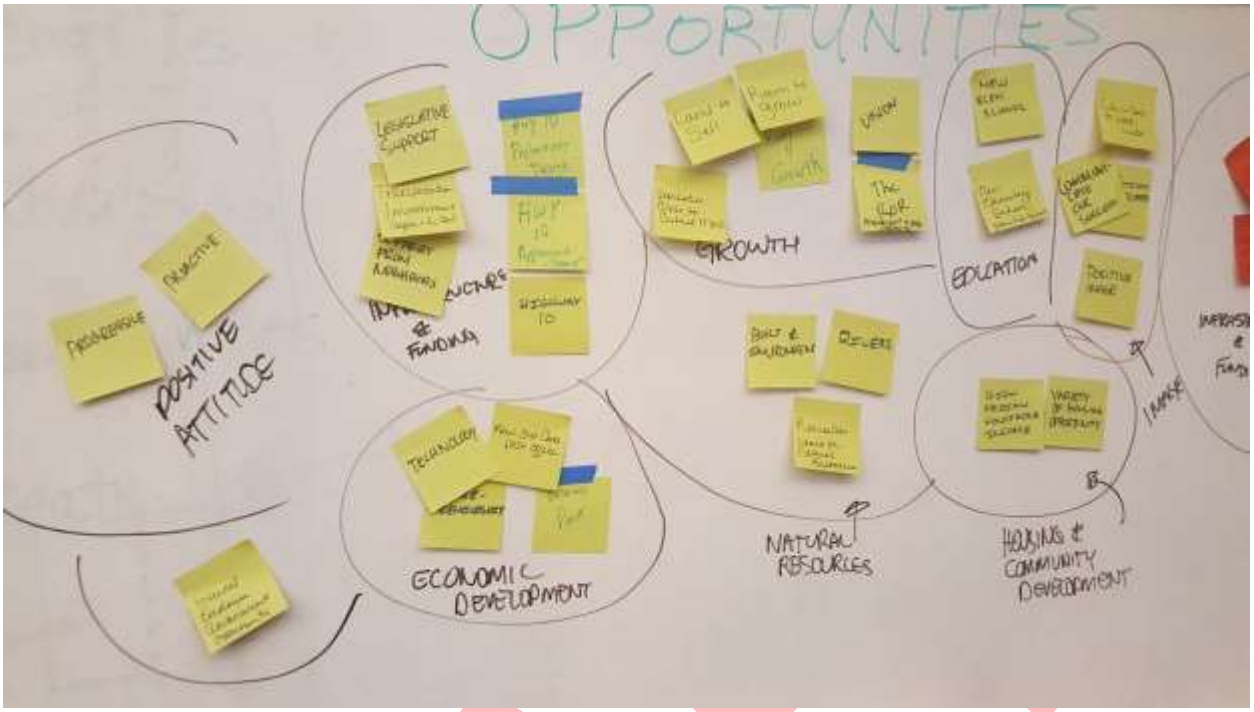
    - Challenging geography
- **Cohesive Vision**
    - Balance vision with return on investment
    - Growth versus stable tax base
- **Housing and Community Development**
    - Perception/lack of awareness of affordable housing
    - Bad press
- **Crime**
    - Illegal drug use

Photos of Process

STRENGTHS
'THE WHY?'


WEAKNESSES
LAND USE POLICIES / VISION
RESOURCE AVAILABILITY
THESE THEMES


OPPORTUNITIES
POSITIVE ATTITUDE
GROWTH
EDUCATION
ECONOMIC DEVELOPMENT
NATURAL RESOURCES
HOUSING & COMMUNITY DEVELOPMENT
IMAGE

THREATS
ECONOMIC DEVELOPMENT
NATURAL ENVIRONMENT
INFRASTRUCTURE & FUNDING
IMAGE
COHESIVE VISION
HOUSING & COMMUNITY DEVELOPMENT
CRIME