

# The St. Helens Strategic Plan



## City Council

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**Adopted by Council Resolution 1417, November 21, 2005**

## St. Helens Strategic Plan – 2006-2008



### INTRODUCTION

The City of St. Helens was founded as the City of Plymouth in 1845 by Captain H. M. Knighton. However, in 1850 the name was changed to Saint Helens, apparently because of the proximity of Mount St. Helens across the river. Part of the present town was first known as Milton and later as Houlton.<sup>1</sup>

St. Helens historically has been a wood-products industry based community with processing and shipping as major elements of the local economy. St. Helens is also the County Seat for Columbia County.

The City has gone through a significant transition over the last 20 years as the importance of the wood products industry has diminished. Local employment in the industry has dropped as well as the number of local industrial businesses directly involved in wood products processing. However, the community has continued to grow as more and more residents find employment in the Portland metropolitan area while choosing St. Helens as home due to the City's high quality of life. The City's population was 7,064 in 1980 and was 11,370 in 2004, an increase of almost two-thirds over the 24 years despite the changes in the local economy.

St. Helens is located in southeastern Columbia County, on the Columbia River, approximately 30 miles northwest of Portland, Oregon. Near the riverfront, the Old Town portion of St. Helens features a Nationally Registered Historic District encompassing 10 blocks, which includes residences and civic buildings dating back nearly a century.<sup>2</sup>

### THIS STRATEGIC PLAN

This Plan grew out of a recognition by the St. Helens City Council that the institution of local government needed a thorough review and analysis to determine if it is structured and working in the best possible manner to meet the needs of the Community. Also, the Council wished to have a "report card" from the citizens on how they are doing in leading and serving the City.

### THE PROCESS

This strategic plan was developed during 2005 starting with the Council determining such an effort was necessary. A Strategic Planning Consulting Team, consisting of Richard Hill & Associates, The MorganCPS Group, and Montgomery Gulf Corporation was selected to carry out the necessary work and to facilitate the Council through creation and adoption of this plan.

An intense period of public outreach and involvement took place between May and September. That outreach resulted in a detailed

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<sup>1</sup> The Oregon Book – Information A to Z; Connie Hopkins Battaile; Saddle Mountain Press; 1998

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<sup>2</sup> City of St. Helens Website; <http://www.ci.st-helens.or.us/>; 2005



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summary and analysis of the state of the community, city government, and local opinion that was presented to the Council in September. The Council worked through October and November to create this Plan, with its adoption in December 2005.

It is intended that this Plan will guide the Council and its staff in a number of strategic projects over the next two years, anticipating additional strategic work through 2010. Its recommendations are to be reflected in the 2006-2007 City budgets, in the work programs of the City Staff, and the efforts and work of the City Council.

### THE APPROACH

The strategic planning approach involved extensive participation by the Citizens of St. Helens, business and community leaders, the City's Commissions and Committees, City staff, and the consulting team. A major initial effort was made to assess the civic health of the community in terms of:

- Public opinion on the effectiveness of city government and identification of barriers to improving that effectiveness
- Assessment of the effectiveness of management principles, policies and priorities;
- Relationships between all units of local government and effectiveness of partnerships in resolving mutual community issues;

- The appropriateness of the structure of local government, both in terms of legal form and organizational behavior and process;
- The history and results of prior strategic efforts within the community.

As a result of this assessment effort, this Plan is to:

- Present a common mission and direction for the City government of the City of St. Helens;
- Identify opportunities to work toward achieving that mission;
- Identify, document and prioritize strategic and operational commitments that specifically work toward the mission; and
- Identify and commit to specific strategic projects, initiatives and actions.

Activities used by the Council, staff and consulting team in accomplishing the above elements included:

- Interviews and work sessions between the consultant and relevant project participants including the Council, Staff, Boards and Commissions, citizens, and identified major stakeholders including a working group of a number of those stakeholders;



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- Research, site visits, and analysis;
- Council work sessions; and
- Consulting team support of the Council regarding strategic planning and policy deliberations, and policy, project and priority related decision making.

The results of this process and associated activities are embodied in the following materials.

### **MISSION**

The mission statement of any organization is essential in order to ensure that the general theme and principles for which the organization stands are descriptive of their collective purpose.

Based on this premise, the City of St. Helens establishes this mission:

#### ***Our Mission***

*The City of St. Helens' mission is to provide quality, effective, and efficient service to our citizens.*

*By doing so we will:*

- *Develop and preserve the highest possible quality of life for our residents, businesses and visitors.*
- *Provide a safe and healthy environment within a sound economic framework.*
- *Provide leadership which is open and responsive to the needs of the community and works for the benefit of all.*



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### **P**inciples

The collective principles of the individual members of an organization make up the personality of the organization and define the expected behavior of all involved both individually and corporately.

The City Council adopts the following principles to guide the delivery of community services and the relationships among officials, staff and citizens.

City Officials and Employees Are Dedicated To Excellent Service and are pledged to practice:

#### **COURTESY**

*Respect for All*

#### **HONESTY**

*Open Communication*

#### **HELPFULNESS**

*Resourceful Solutions*

#### **EFFECTIVENESS**

*Appropriate Results*

#### **EFFICIENCY**

*Resource Economy*

#### **RELIABILITY**

*Consistent Service*

#### **PARTNERSHIP**

*Leveraged relationships with agencies and organizations*

#### **VALUE**

*Wise stewardship of tax dollars*

Certain principles are established to guide the actions and behavior of the people who work for the City of St. Helens. These dedicated public servants while caring for the needs of the community are committed to:

- Directness, integrity and honesty in all actions.
- Faithfully implementing the City's principles and dedicated to using them to improve relationships and service results.
- Two-way communication as a critical tool in promoting understanding and teamwork throughout the City.
- Respect for citizens, and their opinions, regardless of personal opinions and views.
- Recognition for significant contributions and ongoing competent performance.



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- Willingness and ability to accept responsibility, and expectation to be held accountable for their actions.
- Identifying and supporting innovation and change that produces positive results.
- Work results that are appropriate, timely and thorough.
- Encouraging creativity and innovation in the delivery of City services.
- Safety awareness and behavior that eliminates workplace hazards and minimizes community dangers.
- A work environment free of harassment or intimidation of any kind.
- A friendly approach, a smile, and a helpful attitude.

### **F**INDINGS

The City Council received the extensive input from the public outreach effort, the focused work of the citizen working group, and the recommendations of the consulting team. With this information they developed findings, reached conclusions, and made decisions on the things that need to be done to resolve issues, fix problems, and grasp opportunities, all in the public interest.

The Council identified nine primary strategic focus areas. While there may be other important issues, these nine represent those

which need to be done most quickly in order to carry out the goals of this Plan. Those focus areas are:

#### **1. Government Structure and Organization**

*The legal framework of City government as established in the Charter, as well as the structure of City departments and functions*

#### **2. Communications**

*The two-way flow of information from and into City Hall, plus the effective use of that information*

#### **3. Inter-Agency Relations**

*The communication channels and partnerships with the Port, School District, Fire District, County, and other public and private organizations*

#### **4. Economic Development**

*The City's leadership and pro-active work to support and grow all the economic elements of the Community*

#### **5. Customer Service**

*The relationship between public officials and those they*



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*serve especially in the context of helping a citizen with a question, problem, or application*

### **6. Physical Condition and Appearance**

*The level of upkeep of yards, buildings, and public spaces*

### **7. Municipal Asset Base**

*The wise stewardship, through management, maintenance, and operation, of City owned facilities and equipment*

### **8. Financial Management**

*The effective management of the City's finances on both a short range and long range basis*

### **9. Business Development**

*The planning and development of the City's business districts*

Each of these strategic focus areas is described below along with the specific goals and strategies to achieve those goals.



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### **STRATEGIC FOCUS AREA #1- Government Structure and Organization**

*The legal framework of City government as established in the Charter, as well as the structure of City departments and functions*

#### DESIRED OUTCOME –

*The government of the City of St. Helens works efficiently and effectively in carrying out its tasks and meeting its goals. The process of governance is transparent and accessible to the Citizens of the city.*

#### MEASURES –

- *The City staff works together as one effective team working jointly to achieve community goals and objectives*
- *The City organizational structure is crafted in a manner to maximize value and results through teamwork, collaboration, and leveraging*
- *The City Council focuses its time on policy issues and looking ahead while relying on a staff structure that is effective in handling the City's administrative functions*
- *Members of the city government structure provide effective leadership in meeting the community's needs and desires, in addressing problems and in taking advantage of opportunities, and in bringing the entire community together to work on community initiatives*



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
	Goal 1 - Maintain the most efficient and effective municipal government structure and operational organization.	<i>This goal looks toward a transformational change in the structure of City government. It speaks to a great deal of citizen input that faulted the City's structure for a perceived lack of initiative, follow-through, accessibility, and leadership. The Goal addresses both the possibility of changing the form of government and to the structure of the city departments and functions.</i>			
High		Strategy 1 - Identify and implement the most efficient and effective organization structure to provide City services.	Adopt new ordinance changing City Administrator position to have duties and responsibilities of a City Manager	Council	January 2006 – start
High			Adopt new organizational structure through the budget process	Council	June 2006 – completion
High			Organizational assessment – Management audit of city functions and organization. Restructuring reflected in proposed budget	City Staff	March 2006 - completion
Medium		Strategy 2 - Identify and implement the most appropriate municipal government structure to support community principles and accomplish the City's mission.	Municipal Government Structure Alternative Assessment – Charter Review Committee	Council subcommittee with citizen members	July 2006 – start discussion – Nov. 2007 – Public vote



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### STRATEGIC FOCUS AREA #2 – Communications

*The two-way flow of information from and into City Hall, plus the effective use of that information*

#### DESIRED OUTCOME –

*The government of the City of St. Helens benefits from providing clear, comprehensive, and regular information about city issues and activities to the citizens and receiving feedback and input on city issues in a welcoming and respectful manner.*

#### MEASURES –

- *Citizens of St. Helens have easy and inviting access to information on City activities and issues available through multiple channels*
- *Citizen input to both the Council and staff is solicited in multiple ways without barriers*
- *Citizen input is regularly received and used in the formulation of City policy and programs*
- *Appreciative feedback is always given to those who take the time to provide input to the City*



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
High	Goal 2: Establish and Sustain An Effective Two-Way Community Communication Mechanism that is Timely, Credible and Consistent.	<i>The City does not have very effective two-way communication channels with the citizens. Establishing these channels is critical to creating credibility, receiving valuable input and feedback, and serving the community by making people aware of public projects, activities, and initiatives.</i>			
High		Strategy 1: Educate and inform the community regarding City programs and operations as well as the citizen's role in the governmental process.	Identify and implement new or enhanced communication techniques, particularly utilizing technology to enhance the efficiency and effectiveness of communications among organizations, the City and citizens, such as: <ul style="list-style-type: none"> <li>▪ Ads in Paper(s) on a regular basis</li> <li>▪ Daily Radio Spots</li> <li>▪ Email Information Service</li> <li>▪ Expand / Enhance Web Content / Visibility</li> <li>▪ Monthly Flyers</li> <li>▪ CCTV with broadcast Council Meetings</li> <li>▪ User friendly Web Site with information, applications, and news</li> <li>▪ Establish an electronic suggestion box</li> <li>▪ Regular suggestion box at City Hall</li> <li>▪ Have a teen government day</li> <li>▪ Job shadow program for municipal jobs</li> <li>▪ Speak to classes about how local government work</li> <li>▪ Co-sponsor activities with clubs and organizations that involve students in business and government projects.</li> </ul>	City Staff	On-going



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
High		Strategy 2: Establish and maintain a professional and effective communications capacity in the City.	Hire a part-time communications specialist	Staff & City Council	Include in FY 06-07 budget - July 2006 - start
High			Officially create an on-going public communications and outreach program	Staff & City Council	March 2006 - start
High			Conduct team-building exercises with City staff	Staff	March 2006 - start
High		Strategy 3: Establish an on-going proactive outreach / public involvement program to expand and enhance the number and variety of opportunities for citizens to meet with elected officials and City managers and staff.	Identify and implement new or enhanced opportunities for “personal contact” such as: <ul style="list-style-type: none"> <li>▪ Senior Center and similar sites</li> <li>▪ Service clubs, fraternal organizations</li> <li>▪ Chamber of Commerce</li> <li>▪ Elected Officials visibly involved in Community Activities</li> </ul>	City Council	March 2006 - start
High			"Initiate Standing Public Outreach Effort" (20/20 #4)	City Council	March 2006 - start



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### **STRATEGIC FOCUS AREA #3 – Inter-Agency Relations**

*The communication channels and partnerships with the Port, School District, Fire District, County, and other public and private organizations*

#### DESIRED OUTCOME –

*The government of the City of St. Helens works in partnership with all other units of local government to provide one cohesive, mutually supporting, and unified system of local governance.*

#### MEASURES –

- *Leaders from the City, Port, School District, Fire District, County, and other relevant agencies meet regularly to discuss issues of common interest and opportunities for partnership*
- *Tax dollars are effectively leveraged by multiple units of local government working together on projects*
- *Broad community goals are jointly established and mutually pursued in a coordinated manner*



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
Medium	Goal 3 - Develop and maintain effective relationships with other community organizations to enhance the leverage, efficiency and effectiveness of City and other community organization's initiatives and programs.	<p><i>The need for this type of commitment was identified in the 20/20 Plan, but not implemented. Specifically, the 20/20 Plan says "Create a formal intergovernmental roundtable to include the School District, County, Port and City representatives." (20/20, #9).</i></p> <p><i>In this context, the City recognizes that a major strength of our community is the educational system. We are committed to ensure that our efforts are consistent with maintaining the quality of education provided to the community. We are also committed to cooperate with the School District in areas where our mutual initiatives are directed toward common goals to improve our community's livability.</i></p> <p><i>The City recognizes that a vital element for a quality community is a healthy economic foundation. To realize this objective, the City is committed to establishing and enhancing effective economic and business relationships with the Port and other interested parties.</i></p>			
Medium		Strategy 1: Develop and maintain effective communications and working relationships with the School District, Port District, and other units of government impacting the delivery of services to St. Helens	Develop an on-going relationship between the City and the School Board and Superintendent	City Staff	January 2006 - start
Medium			Develop a partnership with the Port for joint pursuit of community goals on employment and economic development	City Staff	January 2006 - start



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
Medium			City Officials involvement in community activities – Elected officials and department heads are expected to belong and participate in civic groups and to represent the Council and City at special events	City Council	On-going



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### STRATEGIC FOCUS AREA #4 – Economic Development

*The City's leadership and pro-active work to support and grow all the economic elements of the Community*

#### DESIRED OUTCOME –

*The City of St. Helens has a vibrant local economy that is in balance with the needs of its residents.*

#### MEASURES –

- *New family-wage level jobs are created at a pace commensurate with population growth*
- *Retail and service businesses compete effectively for local shopping dollars*
- *Property tax revenue is augmented by consistently increasing assessed valuation*
- *Business districts are vibrant and vital with no empty storefronts or other signs of blight*



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
High	Goal 4: Strive to Maximize the City's Impact on Initiating and Supporting Economic Development Activities and Opportunities.	<i>The City recognizes that high quality services are to a large extent dependent on a strong business community. Based on this recognition, the City is committed to provide and further enhance a strong economic base by encouraging revenue-producing, high quality, "clean" retail, commercial and industrial development that is compatible with a community of homes atmosphere.</i>			
Medium		Strategy 1: Identify and implement the City's most effective and efficient inter-agency economic development role.	Provide adequate infrastructure in water, sewer and transportation.	City Staff	On-going
Medium			Effective zoning policies and ordinances designed to support economic development and job creation activities.	City Staff	On-going
Medium			Involvement of elected officials in development / promotion activities.	City Staff & City Council	On-going
Medium			Sustained a Substantive "Buy Local" Effort	City Staff	On-going
Medium		Strategy 2: Fully develop the Tourism and Recreation potential of the Community.	Market local tourist attractions and amenities in cooperation with businesses and other organizations.	City Staff	On-going
Medium			Develop and expand community oriented recreational facilities.	City Staff	On-going



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
High		Strategy 3: Identify and promote public-private, and inter-governmental service, economic, and job creation opportunities.	Commit to grantsmanship as an important city function and staff the function appropriately.	City Staff	July 2006 - implement
Medium			Establish a standing committee to evaluate economic development opportunities, to include representatives from the Port, county, etc., " (20/20 #16)	City Council	July 2006 - start
Low			Establish opportunities inventory and assessment program to target priority development actions. Possible inventory opportunities may include items such as: <ul style="list-style-type: none"> <li>▪ North end waterfront park</li> <li>▪ New boat ramp</li> <li>▪ Land link to Sand Island</li> <li>▪ Angled parking in Houlton</li> <li>▪ Commuter train to Portland</li> <li>▪ Train to Astoria</li> <li>▪ Ferry to Woodland</li> </ul>	City Staff	January 2007 - start



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### **STRATEGIC FOCUS AREA #5 – Customer Service**

*The relationship between public officials and those they serve especially in the context of helping a citizen with a question, problem, or application*

#### DESIRED OUTCOME –

*Citizens of the Community have a great respect for the government of St. Helens because they are treated well in their interactions with the City.*

#### MEASURES –

- *Individuals doing business with the City receive the information and help they need in a prompt and courteous manner*
- *Citizens appearing before the Council or other City bodies are treated with respect within an input process that is easy to understand and use*
- *Citizens understand the reasons for the decisions and information they receive, even if it is contrary to their desired outcome*
- *The City receives few, if any, complaints about how people are treated as they interact with City officials*



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
High	Goal 5: Establish & Maintain a Superior & Distinctive Customer Service Model	<i>City employees are committed to serve the public in an atmosphere of courtesy, friendliness and respect, consistently treating everyone fairly within the policies, rules and regulations of St. Helens. Citizens can expect the highest quality municipal services in an effective, creative and fiscally responsible manner.</i>			
High		Strategy 1: Establish customer service performance as key element in manager and staff performance reviews.	Customer service training is provided to all staff and is stressed as a regular part of the expectations of all City employees. Specific expectations are developed and incorporated into all employee work programs and used as part of the review process.	City Staff	January 2006 – start
Medium		Strategy 2: Enhance policies, methods and procedures to improve customer service environment.	A customer service assessment is developed to identify current points of contact and customer service performance at those points. Improvements in customer service methods are identified and implemented.	City Staff	June 2006 - start
Medium		Strategy 3: Review and enhance policies, methods and procedures to improve customer service environment.	Undertake a comprehensive review and re-write of applicable codes, regulations, and processes to simplify and streamline all city functions	City Staff	October 2006 - start



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### **STRATEGIC FOCUS AREA #6 – Physical Condition and Appearance**

*The level of upkeep of yards, buildings, and public spaces*

#### DESIRED OUTCOME –

*The physical environment of the City, regardless of public or private ownership, is maintained in a clean and tidy manner.*

#### MEASURES –

- *Streets and sidewalks are free of weeds and litter*
- *Buildings are in good repair and condition*
- *Private yards and spaces are free from clutter and junk and well maintained*



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
	Goal 6: Improve and Maintain the City's Appearance and the Condition of Community Assets	<i>The City is committed to provide a pleasing community atmosphere and a level of maintenance of public streets, parks, rights-of-way and other public facilities that is consistent with the level of maintenance our citizens provide to their private property. We are further committed to recognize and promote individual property rights while ensuring that the rights of others are not infringed upon. This commitment is intended to promote and support a positive spirit and pride in the community.</i>			
High		Strategy 1: Enhance the City's appearance and appeal to citizens, business owners and investors and visitors.	Undertake a campaign to rid all city owned property of weeds, litter, and other unkempt conditions. Options include volunteers, clubs, community corrections, and City resources	City Staff	March 2006 - start
High		Strategy 2: Improve the appearance of private property.	Assure nuisance ordinances are up-to-date and adequate to address visible junk and clutter on private property. Enforce these ordinances	City Staff	June 2007 - start
Medium		Strategy 3: Encourage the rehabilitation of older buildings within the commercial districts	Provide design standards as both a catalyst to private investment, and a framework to guide private actions. Encourage private investment by providing match grants or low-interest loans for work that is consistent with the City's plans.	City Staff	June 2007 - start



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
Medium		Strategy 4: Eliminate gravel streets within the community	Develop and implement a program to pave all streets including consideration of alternative street standards appropriate for retrofitting older streets and including funding mechanism that are fair while also achieving community goals	City Staff	June 2006 - start
High		Strategy 5: Create attractive and distinctive gateways to the Community along Highway 30	Design and build gateways that create a very positive first impression and that reflect a high degree of pride through good design and maintenance	City Staff	Initiate planning – July 2006



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### STRATEGIC FOCUS AREA #7 – Municipal Asset Base

*The wise stewardship, through management, maintenance, and operation, of City owned facilities and equipment*

#### DESIRED OUTCOME –

*The City's capital assets are well maintained and usable, with the funds in place to replace those assets when needed.*

#### MEASURES –

- *Physical assets are maintained in good repair without deferred maintenance*
- *Equipment assets are reliable and usable at all times except during regular maintenance*
- *Financial strategies are in place and being used to assure adequate funding when needed to replace or expand the City's asset base*



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
Medium	Goal 7: Protect, Preserve, Enhance and Promote City Facilities, Property Assets and Services.	<i>The City is committed to protect, maintain and enhance the City's public infrastructure, and to anticipate the long-term needs of the infrastructure and take prudent steps to provide for those needs.</i>			
Medium		Strategy 1: Utilize an asset management system to inventory all assets, track all maintenance and maintenance needs, program needed maintenance on a regular basis, and forecast needed future maintenance or replacement	Create and maintain an asset management system. Use it to provide input to the annual budget process and the Capital Improvements Program	City Staff	FY 07-08
Low		Strategy 2: Develop and utilize a comprehensive Capital Improvements Program.	Develop a CIP process that brings together in one planning process and one document all the City's planning for capital projects. Use this process to engage citizen involvement and as the basis of an annual discussion of capital needs that feeds directly into the annual budget process. The CIP is to be updated annually in advance of the budgeting process for the following year.	City Staff	FY 08-09



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
High		Strategy 3: Develop community facilities in partnership with local and public financial resources.	Foster relationships with other public agencies to identify capital projects meeting mutual goals, plan for the joint development of those projects, and execute the plan.	Council & City Staff	FY 07-08
Medium		Strategy 4: Expand the sources of funding to help pay for public improvements including such tools as urban renewal, local improvement districts, and bonding.	Develop a specific financial plan for implementing the CIP in concert with other City planning efforts. Adequately staff and support the implementation of the financial plan.	Council & City Staff	FY 07-08



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### STRATEGIC FOCUS AREA #8 – Financial Management

*The effective management of the City's finances on both a short range and long range basis*

#### DESIRED OUTCOME –

*The City maintains a sound and prudent financial plan involving budgeting, forecasting, capital improvement programming, and investment that demonstrates responsible stewardship of public funds and the public trust.*

#### MEASURES –

- *The Budget process becomes very comprehensive and strategic*
- *The City maintains a high bond rating*
- *Reserve funds are established and maintained adequate to meet the City's emergency needs as well as adequate to fund anticipated future needs*



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
High	Goal 8: Plan, Budget, Monitor and Control Limited Financial Resources to Ensure Maximum Value is Realized for the Benefit of Tax Payers	<p><i>The City is committed to provide the highest quality municipal services, consistent with the resources available and to allocate such resources fairly to meet the needs of the community as a whole, while recognizing the needs of various segments within the community.</i></p> <p><i>The City is also committed to providing the best value for the revenues received.</i></p>			
High		Strategy 1: Revamp the annual budget process to become one that is more strategic in identifying and meeting community goals and that coordinates and balances the needs of each functional area in order to meet the overall public need.	The Budget process includes as the first steps an annual review of this strategic plan and establishment of goals and objectives for the upcoming budget year.	City Council	January 2006 - start
Low			The Budget process includes the annual update of the comprehensive Capital Improvements Program including moving projects from the CIP into the annual budget, and solicitation of public involvement	Council & City Staff	FY 08-09
Medium		Strategy 2: Seek public support for additional taxes or fees when necessary.	Establish an effective and understandable city financial process that clearly justifies every funding request.	Council & City Staff	FY 07-08



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### STRATEGIC FOCUS AREA #9 – Business Development

*The planning and development of the City's Business Districts*

#### DESIRED OUTCOME –

*The City's Old Town and Waterfront become an exciting, dynamic, and successful cultural, government, recreational, and business district; the highway strip is attractive and functional; and the Mid-Town area is a vibrant area of many uses.*

#### MEASURES –

- *There is an extremely low vacancy rate for both business space and residences within the Business Districts*
- *Significant new private investment is taking place within the Business Districts*
- *River oriented tourism and recreational uses are flourishing*
- *The entire Waterfront area is master planned and in the process of development for river-oriented uses*



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Priority	Project	Discussion/Strategy	Project or Initiative	Assignment	Key Dates
Medium	Goal 9: Develop the Long-Term Community and Business Potential of the City	<i>The City has tried for years to develop the waterfront as an important resource that helps to stimulate the economic revitalization of Old Town. However, the full potential has never been realized. A number of disparate owners, including the City, have not created a common vision and plan and worked together for its achievement. The Highway area is developing in a typical strip-commercial pattern with the attendant problems of aesthetic degradation, loss of landscaping, safety and congestion issues, and the loss of a unique character. The Holton area has a high number of vacant storefronts and has lost much of its economic vitality.</i>			
Medium		Strategy 1: Develop a comprehensive Old Town/Waterfront master plan.	This plan should build off the numerous plans of the past, but should also be based on a solid economic foundation and physical assessment of the area and infrastructure. It should be developed in close partnership with all involved property owners and merchants looking for common interest and opportunities for mutual gain.	City Staff	FY 07-08
Medium			Develop and implement a specific implementation strategy for the Old Town/Waterfront Plan that focuses on finance and programming. All funding options, including urban renewal, should be examined for potential use.	City Staff	FY 07-08



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Low		Strategy 2: Develop a comprehensive development plan for the Highway 30 corridor	The plan should address the economic role of the Corridor, its aesthetics, traffic circulation, land use patterns, and other appropriate issues.	City Staff	FY 08-09
Low		Strategy 3: Develop a comprehensive development plan for the Holton Business District	The plan should address the economic role of the District, its aesthetics, traffic circulation, land use patterns, and other appropriate issues.	City Staff	FY 08-09



# St. Helens Strategic Plan – 2006-2008



## RESOLUTION NO. 1417 A RESOLUTION ADOPTING A STRATEGIC PLAN FOR THE CITY OF ST. HELENS

WHEREAS, the City Council has commissioned a study to develop a strategic plan for the City of St. Helens; and

WHEREAS, as a part of the study, the views and comments of the citizens of St. Helens were solicited and compiled; and

WHEREAS, the City Council has put considerable time and effort into the development of a strategic plan for the City; and

WHEREAS, a draft of the Strategic Plan was released for public comment on December 7, 2005; and

WHEREAS, a public forum was held on December 21, 2005, to take oral comments on the Strategic Plan; and

WHEREAS, the City Council finds that it is in the public's interest, health and welfare that the City adopt a strategic plan.

NOW, THEREFORE, BE IT RESOLVED that the City of St. Helens does hereby adopt the attached City of St. Helens, Oregon Strategic Plan 2006-2008.

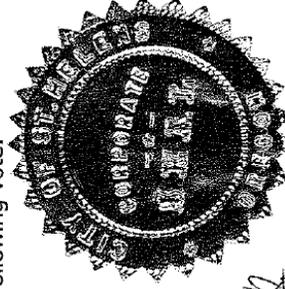
IT IS FURTHER RESOLVED that the Strategic Plan shall be used as the guiding principles for the City Council in making decisions on City issues and that the City staff shall follow and implement elements of the Strategic Plan as identified within the Plan document.

Passed and adopted by the City Council on December 21, 2005, by the following vote:

Yes: Youngberg, Locke, Grant, Huff, Peterson

No: None

Approved by the Mayor: December 21, 2005



  
Randy Peterson, Mayor

  
Brian D. Little, City Recorder

Resolution No. 1417

