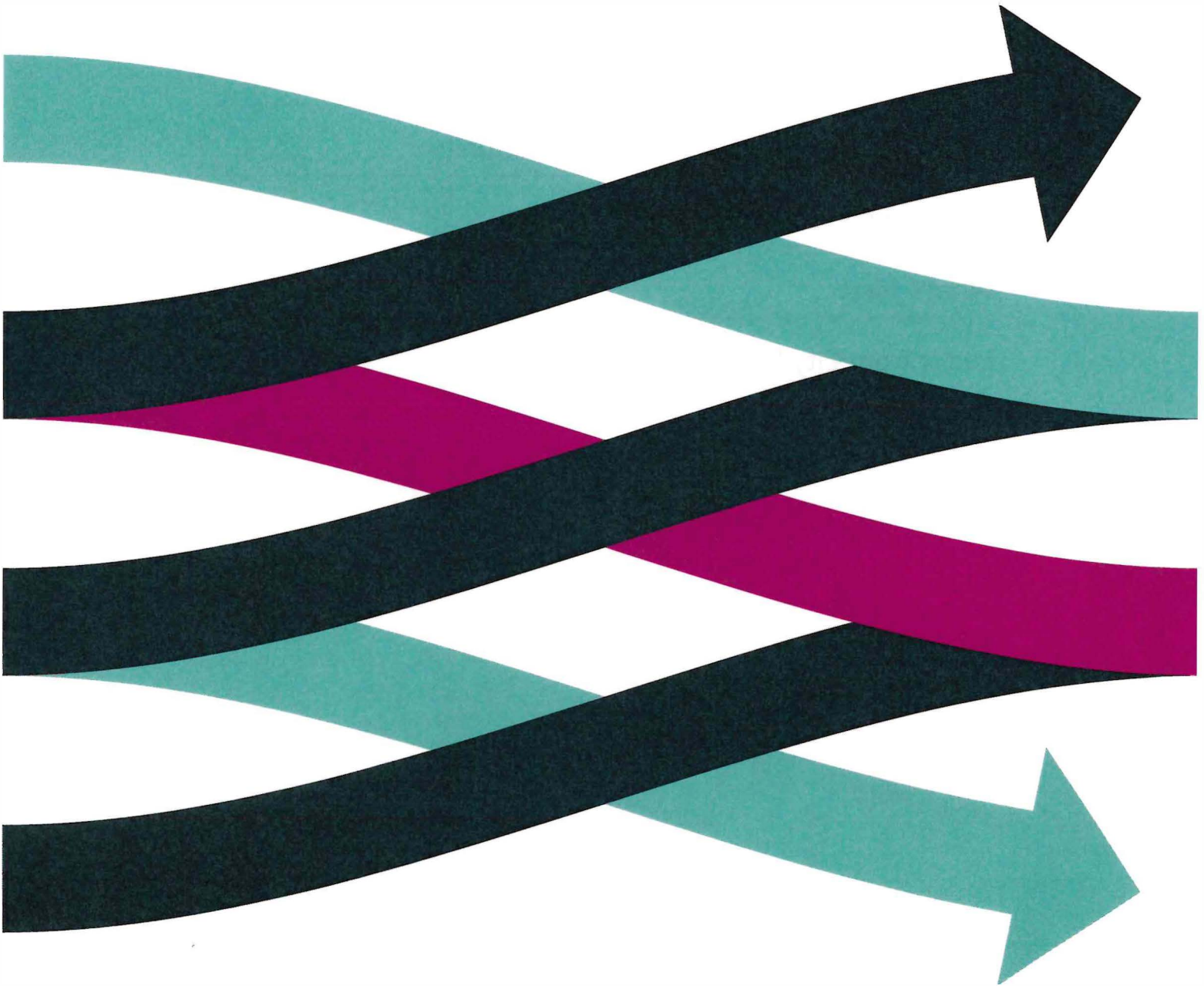


# City of Sheridan

## STRATEGIC PLAN

2024-2026



Letter from Mayor & Council	3
Introduction	4
Goal 1: Revitalize & Recruit Downtown Business	5
Goal 2: Ensure a Safe & Resilient Community	7
Goal 3: Increase Community Livability	9
What's Next	11
Letter from City Manager	12



## Letter from Sheridan's Mayor & Councilors

To chart clear goals for a brighter future for the City of Sheridan, members of the Sheridan City Council, City Manager, and Mayor participated in a two-part workshop on October 10th and 13th, 2023. Mid-Willamette Valley Council of Government's Executive Director Scott Dadson and Laura Conroy, Associate Project Manager of Community Development and Planning, facilitated this workshop. The goal-setting sessions focused on identifying, discussing, and prioritizing goals, both short-term and long-term goals, that will guide the City Manager and City Council.

These stated goals are included in the existing operations of the City and the day-to-day work overseen by our City Manager and carried out by City staff. The Council believes the goal-setting process will be critical to a better understanding of Sheridan's future for all.

The Sheridan City Council's goals as chosen during the workshop session are:

- Creating a plan for Community Buildings
- Developing Stoney Mountain Reservoir with Drinking Water Access & Hydroelectric Opportunity
- Enhancing Communication with Community Members
- Incentivizing New Businesses
- Increase Code Compliance in the Community
- Investing in roads, sewers, drinking water & broadband
- Invest in Sheridan parks and recreation
- Partnering with other agencies to assist community members experiencing homelessness
- Recruiting new business
- Updating the City Charter to support community demand for safe and reliable City services
- Updating the transportation plan & invest in improvements

The Sheridan City Council appreciates the open communication from all Sheridan residents who have voiced their opinions, your opinions matter. As City staff and your elected officials, we strive to do what is best for the City of Sheridan.

Sincerely,

Mayor Cale George

Council President James Buckles

Councilor Dennis McElroy

Councilor Lucy Hebert

Councilor Roxie Acuff

Councilor Liz Hodgins

## Why a Strategic Plan? Results for the community

We know our community has big dreams for Sheridan and we want to see them come true.

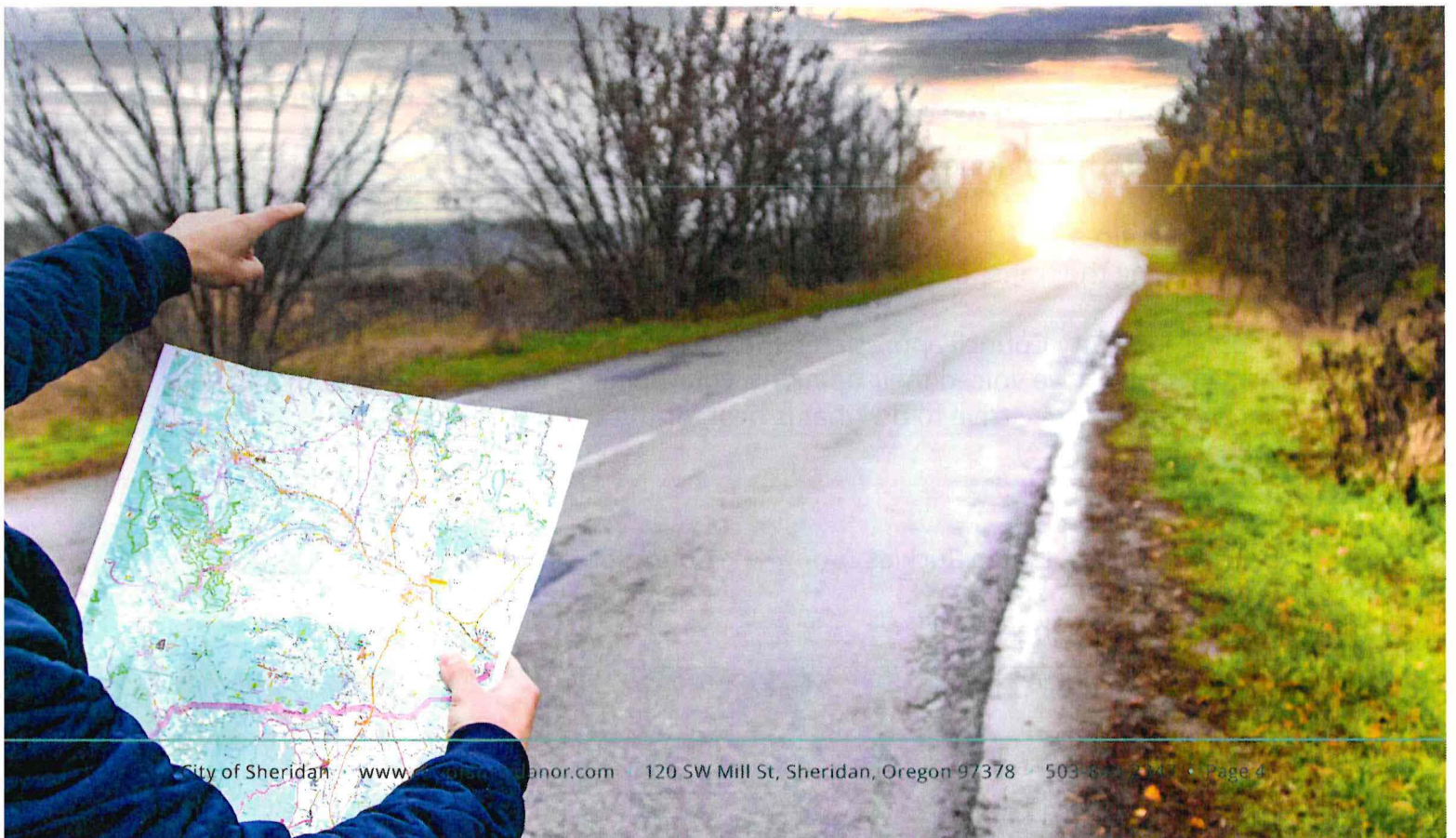
Sheridan's citywide Strategic Plan lays a foundation for this progress, defines our shared vision for the future, and focuses City resources on three key strategic priorities: Revitalize & Recruit Downtown Business, Safety & Resiliency, and Community Livability.

These priorities drive us toward meaningful outcomes for you, Sheridan, and big steps forward on the road to reaching our collective long-term vision.

## What does a Strategic Plan do? Charts the course

The Strategic Plan's three-year timeline allows for thoughtful sequencing of initiatives. And the alignment with the City's annual budget process creates a stronger connection between finances and operations.

With the Strategic Plan as a guide, other City plans and initiatives can be built to align. In addition to priorities, goals and objectives, this plan includes success measures for government transparency, accountability, and ongoing improvement.





## Goal 1: Revitalize & Recruit Downtown Business

### RECRUITING NEW BUSINESSES

#### Metric

- Craft and implement business recruitment strategy in consultation with Strategic Economic Development Corporation (SEDCOR), Sheridan Chamber of Commerce, Sheridan Rotary, Sheridan Revitalization Movement and downtown property owners.
- Review and consider city staff research and recommendation for code and zoning changes to support new businesses.
- Consider rezoning and amend ordinances to accommodate new businesses including R3 Rezoning.
- Apply for a Community Development Block Grant (CDBG) for Community & Economic Development and Planning.

#### 2026 Target

- Approve business recruitment plan.
- Contact with 5-10 new businesses.
- Increased Parking in downtown.
- Approve a Downtown Revitalization Plan.

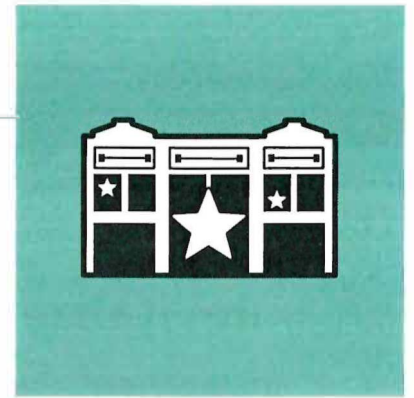
### INCENTIVIZING NEW BUSINESSES

#### Metric

- Support Sheridan Revitalization Movement with applications for Oregon Main Street grants.

#### 2026 Target

- Open at least one new business.
- Publish list of incentives.
- Award grants for repairs.
- Code amendments made.



## Goal 1: Revitalize & Recruit Downtown Business

### INVESTING IN ROADS, SEWERS, DRINKING WATER & BROADBAND

#### Metric

- Allocate funds to complete and update Economic Opportunity Analysis, Build-able Lands Inventory, Transportation System Plan, Housing Capacity Analysis, and Broadband plan.
- Apply for grants to complete and update plans.

#### 2026 Target

- Plans updated and completed.
- 2-5 projects identified in plans and invested in.
- Sheridan Road completed.
- Utilities relocated underground.
- Wastewater Facilities Plan.
- Storm water Master Plan.
- Master Plan Water.
- Complete the Housing Capacity Analysis.
- Complete Zone Code changes for diverse housing options.



## Goal 2: Ensure a Safe & Resilient Community

### DEVELOPING STONEY MOUNTAIN RESERVOIR DRINKING WATER ACCESS & HYDROELECTRIC OPPORTUNITY

#### Metric

- Continue to publish information about Stoney Mountain and progress on infrastructure projects.
- Apply for grants and loans.
- Create Stoney Mountain Reservoir Facilities Study.

#### 2026 Target

- Applications for funding for design submitted.
- Complete Forestry Plan.

### PARTNERING WITH OTHER AGENCIES TO ASSIST COMMUNITY MEMBERS, INCLUDING INDIVIDUALS EXPERIENCING HOMELESSNESS

#### Metric

- Identify agencies for partnership and begin draft plan for social services.

#### 2026 Target

- City has collaborated with identified agencies.
- Resource Center is operating and providing services to community members.

### UPDATING THE CHARTER TO SUPPORT COMMUNITY DEMAND FOR SAFE AND RELIABLE CITY SERVICES

#### Metric

- Hold work sessions with city manager and city attorney to identify needed changes.
- City Council meetings to review changes and council approval for public vote,
- Communication plan for Charter change.

#### 2026 Target

- Public election for Charter amendment.
- Updated Charter.



## Goal 2: Ensure a Safe & Resilient Community

### UPDATING THE TRANSPORTATION PLAN & INVEST IN IMPROVEMENTS

#### Metric

- Review progress on Transportation Plan update and improvements (eg. Sheridan Road, sidewalks and potholes).
- Apply for Construction and Engineering Grants for Safe Routes to School.

#### 2026 Target

- Updated Transportation Plan.
- Street Inventory.
- Pavement Management Condition Report.

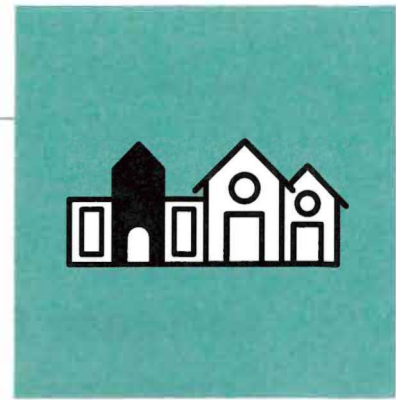
### INCREASE CODE COMPLIANCE IN THE COMMUNITY

#### Metric

- Number of complaints.
- Articles in The Bulletin, educating the community about code requirements.
- Survey the community for code enforcement policies and perception of compliance.
- Create a technical advisory committee to review codes, charter, and recommend revisions.

#### 2026 Target

- Community perception about compliance is increased.
- Code Enforcement Position is fully funded.



## Goal 3: Increase Community Livability

### ENHANCING COMMUNICATION WITH COMMUNITY MEMBERS

#### Metric

- Determine communication that works for city and set up analytics to measure how and when information is accessed and what audiences are accessing.
- Direct community members to tools for information and engagement.
- Publish Stoney Mountain progress.
- Use media and direct mail, reader-board, social media, city website, and town halls.

#### 2026 Target

- Community tool results (city's social analytics, attendance at city sponsored events, feedback from groups) indicate that information is getting to a variety of groups and audiences in the community.

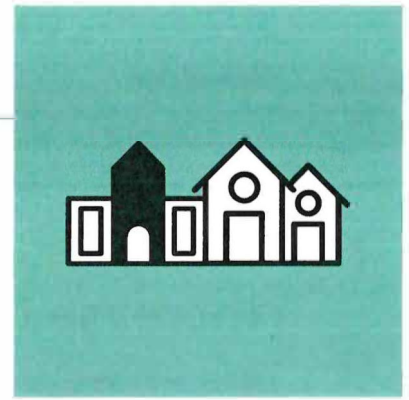
### CREATING A PLAN FOR COMMUNITY BUILDINGS

#### Metric

- Apply for grants
- Determine what facilities are needed (community meeting space, library, senior center, public works, and council chamber.)
- Get input from community
- Create master plan for facilities that identifies possible locations, rezone if needed.
- Create Request for Proposal with costs to construct public work facilities

#### 2026 Target

- Adopt master plan for community buildings.
- Public works building under construction.



## Goal 3: Increase Community Livability

### INVEST IN SHERIDAN PARKS AND RECREATION

#### Metric

- Update Sheridan’s Master Park Plan.
- Apply for Oregon’s Department of Forestry grant for flood level statues at Chester Moore Park.
- Commence Comprehensive Plan change for Parks, for incorporation of Hwy 18B site, and zone changes for existing parks.
- Uphold our commitments as per the Yamhill River Access Steering Committee Agreement Form.

#### 2026 Target

- Dog Parks.
- Urban Growth Boundary (UGB) expansion initiated.
- Complete the Oregon Department of Forestry grant for the South Side Park.
- Complete the Comprehensive Plan and zone change for parks.
- Applied for grants to update the Sheridan Master Park Plan.
- Provided outreach, obtained funding, and supported the Yamhill River Access Steering Committee.

## What's Next? Putting the Plan into Action

### THE WHAT AND THE HOW

Built to endure the changes of a three-year period, while staying relevant, this Strategic Plan is high level. This means it says what the City will focus on to achieve Sheridan's goals. To keep the flexibility to adjust our approach, learn from mistakes, take advantage of opportunities, or try something new, a yearly implementation plan will detail the how.

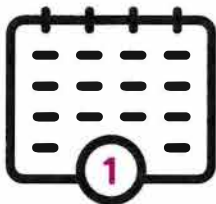
As needs or opportunities shift over time, the City expects to address changes within the yearly implementation plan and in the City's budget process.

### KEEPING TRACK OF PROGRESS

How are we doing? We'll let you know! The City will check our progress toward the Strategic Plan goals, as well as report on the success measures. Tracking keeps us transparent and holds us accountable.

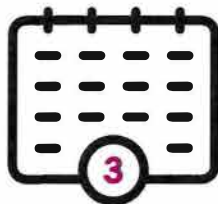
The City will provide the community with a mid-year written report and year-end Council presentation. Community members can expect to understand what the City is working on and the benefits that will result.

We're committed to focusing resources on the strategies- that best serve the needs and desires expressed by our community - captured in this plan. The goal is to report updated measures of progress over time.



#### MONTHLY

City Staff will evaluate and discuss progress on Strategic Plan goals.



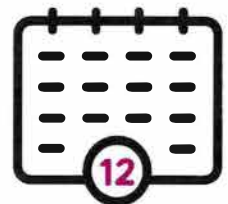
#### QUARTERLY

City leadership will provide the City Manager's Office with progress updates for each Strategic Plan goal.



#### TWICE A YEAR

The City Manager's Office will prepare an update to the Council for each Strategic Plan goal, including significant wins and challenges.



#### ANNUALLY

The City Manager's Office will prepare a year end update detailing progress on each Strategic Plan goal. Report to be presented to Council and shared online for public access.

## Letter from City Manager

Dear Mayor, Councilors, Staff, and Community Members:

The City of Sheridan staff is proud to be the operations arm for the Sheridan City Council's Strategic Plan. The staff will make the Strategic Plan goals, actions, and outcomes a top priority. The leadership team will use this plan to guide their budgetary expenses and their staff's work. This will become a measurement of our internal success.

Getting these projects accomplished requires staff and council to collaborate and communicate. We need to make decisions and follow-through with action. It is all our job to move at just the right speed, balancing a thorough and thoughtful project with progress. The Strategic Plan covers a two-year span, and I believe will be a transformational period for Sheridan. It will be a time that everyone's hard work will start to become visual, including the work and time put in by our community volunteers and nonprofits. Through these focused efforts, we will see a general boost in the well-being of our residents and local businesses, which in turn will become a City that has a great standard of living.

It is my wholehearted recommendation that the Council and staff work together, embracing a community spirit that is contagious throughout our community. It takes the full commitment from the City's leaders to be "laser-focused" and to educate the public about this Strategic Plan.

Thank you for taking the time to review this letter. Please let me know if you have any questions or comments; I am always happy to be of service.

Heidi Bell, MPA  
City Manager

